



# 2015 Update to the 2010 FLETC Comprehensive Master Plan

*January 22, 2016*

Fiscal Year 2015 Report to Congress



Homeland  
Security

*Federal Law Enforcement Training Center*

# Message from the Director

January 22, 2016

I am pleased to submit the “2015 Update to the 2010 FLETC Comprehensive Master Plan” prepared by the Federal Law Enforcement Training Center.

This document has been compiled pursuant to a requirement in the Joint Explanatory Statement that accompanies the *Fiscal Year 2015 Department of Homeland Security (DHS) Appropriations Act (P.L. 114-4)*.

Pursuant to congressional requirements, this report is being provided to the following Members of Congress:



The Honorable John R. Carter  
Chairman, House Appropriations Subcommittee on Homeland Security

The Honorable Lucille Roybal-Allard  
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable John Hoeven  
Chairman, Senate Appropriations Subcommittee on Homeland Security

The Honorable Jeanne Shaheen  
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

Inquiries regarding this report may be directed to me at (912) 267-2070 or to the Department’s Deputy Under Secretary for Management and Chief Financial Officer, Chip Fulghum, at (202) 447-5751.

Sincerely,

A handwritten signature in cursive script that reads "Connie L. Patrick".

Connie L. Patrick  
Director  
Federal Law Enforcement Training Center

# Executive Summary

The Federal Law Enforcement Training Center (FLETC) submitted its original Facilities Master Plan to Congress in June 1989. Since then, FLETC revised its plan on four occasions (August 1992, April 1996, October 2003, and July 2010) in response to evolving needs to create or enhance facilities that support the FLETC mission and goals.

Guided by FLETC's strategic goals, the 2015 Update to the 2010 Master Plan enhances the training that students experience and the physical environment that students, staff, and visitors experience. It provides a tool to assist FLETC with implementation of strategic objectives in a manner that maximizes resources for the use of all FLETC Partner Organizations following the principles of the consolidated training model.

FLETC is positioned to be in compliance with the March 2015 Executive Order 13693; "Planning for Federal Sustainability in the Next Decade," through its completion of projects such as the renovation of Glynco Building 680 from an old warehouse into a Leadership in Energy and Environmental Design (LEED) Silver sustainable warehouse/office facility and the construction of a new LEED Silver Auditorium at Artesia, as well as the in-progress construction of a new LEED Silver Multi-Purpose Center at Glynco and the planned construction of a Photovoltaic Solar Array system at Cheltenham to reduce greenhouse gas emissions.

This 2015 Update addresses several initiatives that were included in the FY 2010 FLETC Comprehensive Master Plan, as well as construction or renovation of replacement and growth projects. The update addresses potential projects at all four sites, but does not prioritize projects. Cost estimates are not included for any of these potential projects; however, once a project has been approved for execution, cost estimates will be provided through the normal budget process. Funding may be provided by direct and/or reimbursable sources. This update anticipates open space development, facilities growth, infrastructure upgrades, and landscape enhancements that will unify, maximize the utility of, and beautify the campuses as priorities and funding dictate. This report does not reflect a budget request or a resource commitment from DHS.



# 2015 Update to the 2010 FLETC Comprehensive Master Plan

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# I. Legislative Language

This report is in response to language in the Joint Explanatory Statement accompanying the *Fiscal Year (FY) 2015 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-4).

Specifically, the Joint Explanatory Statement states:

FLETC shall submit, not later than 180 days after the date of enactment of this Act, an updated five-year comprehensive master plan for its four training centers.

## II. Background

The Federal Law Enforcement Training Center (FLETC) was established on July 1, 1970, as a bureau within the Department of the Treasury. Originally located in Washington D.C., FLETC relocated its headquarters and main training center to a 1,500-acre site in Glynco, Georgia, in 1975. In 1989, FLETC expanded its operations to Artesia, New Mexico, with the purchase of a 2,200-acre site that now supports the basic and advanced training needs of the U.S. Border Patrol (USBP), Bureau of Indian Affairs (BIA), and other agencies. In 1996, a temporary center was established in Charleston, South Carolina, to provide USBP training. The Charleston site since has become permanent, and supports training for several Partner Organizations (PO) including U.S. Customs and Border Protection (CBP), U.S. Coast Guard (USCG) Maritime Law Enforcement Agency, U.S. Immigration and Customs Enforcement, and U.S. Courts. In 2001, FLETC added a 247-acre facility in Cheltenham, Maryland, for firearms and vehicle operation requalification training for federal law enforcement officers in the metropolitan Washington, D.C. area.

In March 2003, pursuant to section 403(4) of the *Homeland Security Act of 2002* (P.L. 107-296), FLETC became part of the newly created DHS. Since 2003, the FLETC mission to provide basic and advanced training has expanded from 76 to 96 POs. In addition, training of numerous state, local, and international organizations also has grown. FLETC currently is expanding its facilities to meet these growing law enforcement training demands. In March 2006, FLETC completed the Federal Law Enforcement Training Accreditation (FLETA) process and became a fully accredited academy, providing assurance that FLETC has successfully achieved compliance with a set of standards collectively established by peers within the professional community that demonstrate adherence to quality, effectiveness, and integrity.

FLETC encompasses 3,388.4 acres across its four domestic training delivery points and includes modern facilities such as driving ranges, firing ranges, scenario-based training areas, and classrooms. Training support facilities include dining halls, indoor and outdoor aquatic facilities, dormitories, logistical support facilities such as equipment issue and uniform issue, a variety of physical fitness/techniques facilities, and various recreational facilities. Administrative facilities consist primarily of office spaces and associated parking. In addition, there are numerous infrastructure systems such as boiler/chilled water plants; roadway, drainage, and utility grids; and information technology (IT) cabling networks that are key support aspects for each of the training sites.

Each of the four FLETC sites is addressed in sections labeled Glynco, Georgia; Artesia, New Mexico; Cheltenham, Maryland; and, Charleston, South Carolina. Each section

includes an overview of the site and its location, placing each site in a historical and local context. Understanding the history assists in ensuring that this plan enhances and conforms to the legacy of each site. Each section also includes the Development Plan for each site. These identify short-term (FY 2016 – FY 2020) and long-term (FY 2021 and beyond) projects separated into four categories, as applicable: training, training support, administrative facilities, and IT or utility infrastructure.

This 2015 Update to the 2010 Master Plan (MP) depicts the list of projects under consideration at each FLETC site. The update does not incorporate estimated funding required, nor does it include an in-depth requirements analysis, including siting. Additionally, the public nature of this document precludes the inclusion of certain law enforcement sensitive and/or “For Official Use Only” information that typically would be part of the master plan.



*FLETC Locations across the United States*

This document responds to language included in Public Law 114-4, and contains an update of significant new construction and remodeling projects, site and utilities improvement projects, IT infrastructure upgrades, and the proposed 5-year and beyond capital plan for FLETC.

FLETC is the DHS Component responsible for training our Nation’s federal law enforcement officers. Due to the evolving and often emergent needs of law enforcement agencies worldwide, FLETC requires an update to its Comprehensive MP. Developments since the last Comprehensive MP (July 2010) include growth in the number of federal POs to nearly 100, and evolving training demands throughout the law enforcement profession. The 2015 Update to the 2010 MP is critical to FLETC’s ability to meet established and projected training goals.

This 2015 Update to the 2010 MP focuses on the major acquisition and renovation projects planned for the FY 2016 through FY 2020 period. It identifies programmatic needs for training, training support, and administrative spaces, as well as needed upgrades to IT and utilities infrastructure. The update reflects various changes within FLETC in recent years, and incorporates some of the work that FLETC has already undertaken to programmatically integrate recommendations for capital investment across all four FLETC sites, as FLETC described in the 2010 FLETC Comprehensive MP. The changes reflected in this update are a direct result of more collaborative detailed planning by FLETC management and POs. These groups have considered current and projected staff; student workload; existing facility condition and usage; life safety; and environmental issues.

FLETC anticipates that the demand for law enforcement training will increase in the next 5 years and beyond. PO workload projections, including those received from DHS



components such as CBP Field Operations and Border Patrol and the Transportation Security Administration (TSA) reflect an increase in both students and student weeks<sup>1</sup>. FLETC will need to build additional facilities and renovate or replace aging facilities to meet this projected training demand. For example, many of FLETC's current facilities were neither designed nor built to accommodate new and improved technology in tactics training such as scenario-based simulators. Many office buildings are antiquated and insufficient to accommodate current and projected numbers of staff and trainers, and in their current configuration, do not meet DHS policies to reduce the footprint. FLETC's appropriation includes funding for construction projects and authorizes FLETC to accept funds from POs to construct specific training venues based upon agency needs. In such cases, FLETC retains ownership of the facility and provides all maintenance and support.

## A. Methodology

The MP Update began with a kickoff meeting in April 2015 at FLETC-Glynco. FLETC conducted additional meetings through mid-July among FLETC leadership, training, and support staffs, as well as PO representatives, to gather input on projects for consideration for inclusion in the MP Update. This was in keeping with the FLETC Director's goal to involve the POs in the master planning process.

During interviews, FLETC and PO staff discussed and documented current and short-term needs, long-term vision, and future training expectations. The final step of the planning process was creating the Development Plan, which includes lists of short- and long-term projects for each site. Appendix A includes a list of the short-term projects, long-term projects, and the respective status for each site included in the FY 2010 FLETC Comprehensive MP. Some projects not completed to date figure prominently in this MP Update.

FLETC's interviews with internal stakeholders enterprisewide and with PO representatives led to a broader understanding of facility requirements, both in terms of added capacity and expanded capability. Guided by FLETC's Strategic Plan, law enforcement training requirements, and project criticality, FLETC developed a list of tactical projects requiring immediate attention within the next 5 fiscal years (FYs 2016–2020) and a list of more strategic projects requiring attention in the longer term (FY 2021 and beyond). These projects are included in the narrative for each site.

FLETC took a multifaceted approach to establish the facilities requirements and projects identified for future development, either short-term or longer-term, as described above. World events, training load fluctuations, technology advancements, and continual

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<sup>1</sup> The student week is calculated by multiplying the number of students enrolled times the duration in weeks of the training program the students attend. Thus, 48 students in a 12-week training program would be reflected in the data as 576 (= 48 x 12) student weeks.

variations in training program requirements complicate long-term planning and facility requirements. Several planning assumptions guided completion of this update. Demand for training at FLETC will continue to grow, both with more students from some existing POs and students from new POs; older facilities will continue to require replacement and renovation; training demands will require new facilities; and FLETC will continue to operate at its four existing training delivery points. Additionally, FLETC has not included utility systems and physical infrastructure as stand-alone items, although they are essential to this plan.

FLETC leadership reviewed and modified the list of projects, and FLETC developed a master plan for each site in compliance with FLETC's land use plan as outlined in the FY 2010 Comprehensive MP. Inclusion in the MP Update implies approval of the project concept without making any commitments regarding the source and/or timing of funding. All of the projects in this MP Update reflect the philosophy of consolidated training, which continues to be the foundation for FLETC's success in maximizing training resources to meet the law enforcement training needs of its 96 POs.

### **Planning Parameters and Sustainability**

Executive Order (EO) 13514, "Federal Leadership in Environmental, Energy and Economic Performance" of October 2009 required that all federal facilities achieve the minimum standards for LEED Silver. EO 13693, "Planning for Federal Sustainability in the Next Decade," of March 2015 revoked EO 13514 but retains the requirement for LEED Silver in federal facilities. FLETC has been committed to sustainable and environmentally friendly construction and renovation projects as part of efforts to be compliant with both Executive Orders, beginning with the design and construction of the Equipment Issue Building 39 at Glynco in 2008. The development of high-performance, energy-efficient, and environmentally safe buildings enables FLETC to better protect natural resources and reduce impacts on the natural environment. The commitment of FLETC's design team to engage in the integrated design process is critical to the success of sustainable design and development. Integrated design is a more inclusive effort, which requires future building users and facility managers to join architects, engineers, and planners in developing the vision and goals for new facilities.

### **Site Planning**

The FLETC 2010 Facility Design Guide (FDG) provides sustainable site design practices as well as standards and guidance for standardizing and improving the quality of the total visual environment of the FLETC sites. The FDG serves as a reference guide when making recommendations for the design and modification of all facilities, roads, parking, sidewalks and other pedestrian paths, bicycle paths, and access control points. The FDG includes general guidelines for the following design issues: site planning, architectural character, colors and materials, vehicular and pedestrian circulation, and landscape

elements. It also addresses site furnishings, signage, lighting, and plant materials selection and placement.

### **Administrative Space Planning**

On September 30, 2014, the DHS Chief Readiness Support Officer released Instruction 119-02-003, “DHS Workspace Standard (Standard).” The Standard allows Components the flexibility to plan, design, and deliver effective office space that meets the Department’s mission support requirements. The Standard focuses on improving ways of developing office space requirements based on functional mission spaces to increase the efficiency of the DHS footprint, lower facility costs, and deliver the Department’s goal of 150 or fewer usable square feet per person.

Some of the workspace standards, such as desk sharing and hoteling workstations, may not be appropriate for training support staff who need to be onsite to perform their tasks. However, the concept of hoteling is in place in some FLETC organizations for temporary and detailed staff. For staff such as instructors who spend a significant amount of time away from their offices, open workstations with unassigned workspaces may work well. For work positions in which a more secure environment is required, such as for managers and supervisors, dedicated private workspaces should be provided.

### **Federal Flood Risk Management Standard**

EO 13690<sup>2</sup>, “Establishing a Federal Flood Risk Management Standard (FFRMS),” issued by President Obama in January 2015 amends EO 11988, “Floodplain Management,” which went into effect in May 1977. As FLETC plans future MP projects, it will consider climate change in predicting flood risk in the context of federal capital investments. Under EO 13690, the FFRMS will apply to new construction and substantial improvements to existing structures in floodplains and other low-lying areas. Incorporating the new standard will ensure that federal agencies expand management from the current base flood level to a higher vertical elevation and corresponding horizontal floodplain to address current and future flood risk and to ensure that projects funded with taxpayer dollars last as long as intended.

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<sup>2</sup> The new EO is currently under review by the Water Resources Council; any changes to the standard will be included in the final legislation. FFRMS standards will be included in the design of the projects listed in this plan once final guidelines and a timeline for implementation of this order is received from DHS.

### III. Glyncio, Georgia

#### A. Site Overview

##### **History of Facility and Site**

The current site of FLETC Glyncio was originally the Glyncio Naval Air Station (NAS), situated on more than 2,400 acres of flat pinelands and palmetto swamp. The air station was the operating base for Airship Squadrons One and Two, and Fleet Airship Wing Thirty from 1943 to 1945. Glyncio NAS was built for the Navy fleet of airships that patrolled the coasts for marauding German submarines during World War II (WWII). It played an important role in the defense of the southern Atlantic coast during WWII, and greatly contributed to the cultural and economic life of Brunswick and Glyncio County. The Navy selected this location for airship operations because of accessibility to the Atlantic Ocean eight miles to the east. Furthermore, a lack of air hazards offered by nearby marshes and the availability of good water, adequate electrical power, and rail transportation made it a strategic position for Navy patrollers.



Glyncio underwent many changes during the 1950s and 1960s, including several redesignations, the combined presence of both airships and airplanes, and new construction. Construction included an 8,000-foot jet airstrip, which is now part of the Brunswick Golden Isles Airport, a five-story control tower, operations building, new barracks, new Bachelor Officers' Quarters, boiler plant, and the Combat Information Center Training Building. Many of these permanent buildings replaced WWII-era structures. Throughout the 1960s and 1970s, most of the former barracks, townhouses, single-family residences, and the dining facility were constructed. Later, many of the housing quarters from this era were converted into office space and training facilities.

FLETC came to Glyncio, Georgia, in the summer of 1975 and began conducting training in September of that year. In January of 1976, the General Services Administration transferred 1,524 acres of the NAS to the Department of the Treasury for use as the FLETC campus. Many of the existing buildings at Glyncio originally were constructed when the facility served as a military base. At least 15 structures remain that were built during WWII. At this time, many of these structures are in poor condition and require demolition and replacement because they are not structurally sound enough to be repurposed.

By 1984, FLETC Glynco had approximately 800 employees and an average of 1,400 to 1,600 students on the grounds at any one time, with 14,000 graduating that year. As enrollment grew, so did the construction of driver and firearms ranges, dormitories, and classrooms. To accommodate the growing needs and requirements of FLETC and POs, FLETC continually renovated and reconfigured old barracks, townhouses, and single-family residences. As time went on, FLETC began utilizing trailers and modular units to help satisfy space requirements.

Today, Glynco is the largest of the four FLETC sites, both in terms of real estate ownership and student throughput.

### **Location/Setting**

Glynco is located in Glynn County, Georgia, on approximately 1,580 acres north of Brunswick, Georgia. It is approximately 60 miles south of Savannah, Georgia, and approximately 60 miles north of Jacksonville, Florida. Glynco is bordered on the north by the Brunswick Golden Isles Airport and by traditional suburban landscape in all other directions. Glynco has one remote site for marine training at Two Way Fish Camp Marina, located approximately nine miles north of the main center along U.S. Highway 17 near the South Altamaha River. Predominately single-family residential neighborhoods surround Glynco to the east, south, and west. Particularly to the east and south, these neighborhoods abut the FLETC boundary. A school with kindergarten through 12<sup>th</sup> grade (K-12) is directly adjacent to the site at the southeast corner. A small commercial strip is located directly south of the visitor control center, and several other commercial/retail land uses are located further to the south and west of the site.

The Brunswick Golden Isles Airport borders the northern boundary of Glynco. The airport does not restrict any type of training, but does restrict the height of buildings in the northern portion of Glynco. There are industrial uses to the northeast of the site. FLETC recently purchased several parcels of land in this industrial area, including nearly 17 acres north of the Explosives Range along Glynco Parkway. These parcels complement Buildings 2200 and 2400 and will prevent incompatible future uses in the industrial area.

## **B. Short-Term Development Plan<sup>3</sup>**

Projects included in the short-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;

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<sup>3</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;
- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
- IT or utilities infrastructure, which includes projects necessary to ensure the availability of IT support or utilities, such as fiber optic cabling, chillers, or sewer systems.

Unless otherwise specified, funding for the projects listed is presumed to come from direct sources, secured in accordance with DHS budget guidance. For projects requested by federal customers, generally referred to as POs, the funding is presumed to be provided by the agency making the request. Those projects will be identified as anticipating funding.

## **Training**

### *1. New Aircraft Countermeasure Complex\**

Glynco currently has two 727 aircraft that serve as a training platform for aircraft countermeasures training. The new aircraft countermeasure complex will expand the current training capability and include two 48-person classrooms and four aircraft simulators.

### *2. New Counterterrorism Operations Training Facility Road Course with Façades and Junker Alley\**

FLETC will construct a façade at Driving Range 6 to duplicate the Counterterrorism Operations Training Facility course at Building 76. Increased use of the current range contributes to the need to plan for added capacity. Constructing façades on all four high-speed driving ranges 6, 7, 8, and 9 will enhance capabilities for advanced training.

### *3. New Boat Ramp at Skid Pan 6\**

Currently, FLETC's Driver and Marine Division (DMD) conducts a 4-hour boat class that uses two boats and two trucks at a public ramp (Two Way Fish Camp Marina). FLETC frequently must interrupt or discontinue training to allow public use. This new boat ramp on the FLETC property would allow training without interruptions. The new ramp with an accompanying pavement for boat turning is needed. Once completed, it will save both travel time and fuel, and will eliminate conflicts associated with public use of the existing ramp. The projected site for the ramp is at an existing pond that is adjacent to Skid Pan 6 of the Driver Training Complex.

### *4. New Use-of-Force Facility\**

FLETC currently conducts use-of-force training in a large outdoor complex that supports a variety of scenarios for students to demonstrate their judgment in applying appropriate

force. The existing complex also accommodates multiple classes simultaneously. Since it is an outdoor complex without overhead cover, it cannot be used during inclement weather and it is susceptible to flooding that makes portions of the complex unusable. While there is a tactics venue within the Danis City Training Complex that is used to accommodate additional capacity and during severe weather, the space is not configured for use-of-force training, the size is not adequate, and there is not sufficient sound muffling when used for this type of training. A dedicated use-of-force training facility, separate from other tactical facilities, is necessary because while basic tactics can be taught in close proximity to other groups of students, use-of-force training is best accomplished in an environment where students can assess a larger, evolving situation and apply judgment on applying force.

*5. New Training Tank/Pool for Underwater Egress Training\**

The DMD is in need of a new tank/pool in which to conduct underwater egress training. The tank/pool must be large enough to accommodate a simulated submersible vessel cabin and a 50-foot underwater maze with the capability to create various size waves to simulate a variety of sea conditions. The tank/pool must be of sufficient size to simultaneously accommodate the underwater submersible vessel, maze, and four eight-person life rafts. This training currently takes place at the indoor pool located in the Physical Techniques Complex, which staff and agencies also use for physical conditioning and water survival training. The training that DMD provides in the current pool is attended by USBP, CBP Air and Marine Basic, and the U.S. Park Police, U.S. Secret Service, Naval Criminal Investigative Service, Federal Bureau of Investigation, USCG, U.S. Fish and Wildlife Service, National Marine Fisheries Service, National Park Service, U.S. Capitol Police, U. S. Forest Service, and a multitude of state and local agencies attending the Marine Law Enforcement Training Program. These agencies would be the primary users of the new facility. Additionally, FLETC recently created a 2-day program for USCG for underwater egress training that is primarily in the pool and is offered 24 times per year with pending requests for more annually. The current pool would continue to be available for agency-specific water survival training and conditioning classes.

*6. Establish Facilities for FLETC Leadership Institute\**

Building 90 is currently the FLETC Auditorium and the site for class graduations. After the completion of the Multi-Purpose Building 912, Building 90 will be repurposed and renovated for the FLETC Leadership Institute. The FLETC Leadership Institute currently offers five training programs, including the Law Enforcement Supervisor Training Program, the Leadership through Understanding Human Behavior Program, the Situational Leadership Training program, the Women in Law Enforcement Training Program, and the Leadership in a Crisis Training Program. Collectively, FLETC trained more than 1,300 students in these programs in FY 2015. Planned features of the Leadership Institute to best accommodate these programs include two 24-person classrooms, four eight-person breakout rooms, a business center with Wi-Fi capabilities,

private landline telephones, resource center, translation booths for international students, and office space for staff and instructors. A portion of Building 95, one of the on-center student dormitories, will be renovated to appropriately accommodate the high ranking officials who will attend training at the Leadership Institute.

#### *7. New TSA Academy\**

TSA proposes the construction of a three-story facility to include classrooms, offices, and training laboratory space under one roof. The first floor will include an equipment lab, logistics staging area, and a loading dock. The Academy building will have as many as eight checkpoints to handle the throughput of 200 classes, projected annually beginning in FY 2016. The second floor will contain classrooms, and the third floor will consist of enough office spaces to accommodate TSA staff. A connecting roadway from the townhouse area to the new building is also under consideration. Funding for the TSA Academy is presumed to be provided to FLETC from TSA.

#### *8. Renovate Building 210\**

FLETC plans to renovate classroom Building 210 to accommodate current training practices and methodologies. Building 210 is a 40-year old legacy classroom building. Its current configuration is specialized to training disciplines that are no longer relevant. For example, several rooms are configured for rolled fingerprint collection and analysis. This training activity has been updated to include digital collection of fingerprints and has been consolidated with all other forensic evidence techniques in a different facility. Planned renovations will standardize classroom configurations to make them multi-purposed and more interchangeable with other training venues. The renovation also will accommodate incorporation of common adult-centered learning methodologies such as group activities and modern audio visual equipment, including necessary electrical upgrades. Administrative space in Building 210 will be relocated to the proposed office building described in project 24 under Administrative Support below.

#### *9. New 4x4 Course\**

FLETC requires an additional new 4x4 driving course to add training capacity to accommodate the increased and projected student workload. FLETC plans to locate the new course on the gravel space where the Bureau of Prisons (BOP) staff currently parks its buses. BOP will use parking designated for government-owned vehicle(s) at training venues across Glynco.

#### *10. New Raid Houses for Tactical Training\**

FLETC plans to construct 18 new raid houses for practical exercise training similar to existing houses in Danis City. The varied configuration of the current Danis City houses has benefited training, and construction of the new raid houses will build on this success. By including additional configurations in construction design that are not currently available, this project will both add capacity as well as expand scenario capability for training.



*11. Replace Classroom Buildings 760 and 791 (Trailers)\**

The Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) currently uses Classroom Trailers 760 and 791. A new permanent classroom building with two 24-person classrooms and four breakout rooms will replace the existing modular structures that were not intended for extended, long-term use.

*12. Open Bay Use of Force Training Facility\**

Building 642 is a training support facility used to store vehicles and other equipment. It is also a training venue at which ATF conducts vehicle extraction, tactical training, and electroshock weapon (e.g., Taser) training. In order to use the building for training, all of the vehicles must be moved out of the building. A new building half the size of Building 642 for dedicated tactical training would alleviate the dual purposing and result in more efficient use of training time since transitioning the building from training support to training would not be necessary.

*13. Physical Abilities Test Facility\**

The Physical Abilities Test Facility will serve to co-locate venues for the purpose of improving efficiency of primarily BOP training. This facility will include an indoor track, stairs, mock jail, showers, and small storage rooms. BOP will also conduct ladder climb and dummy drag training exercises in this facility.

*14. Four Additional Indoor/Outdoor Firearms Ranges\**

Projected increases in student workload may increase the requirement for simultaneous use by multiple classes of firearms ranges, already a limited resource. Four additional indoor/outdoor firearms ranges will add to current capacity and minimize the likelihood of a firearms range bottleneck.

*15. Port of Entry Expansion\**

FLETC plans to add additional lanes and associated classrooms to the existing Port of Entry training facility, which is used primarily by CBP. This addition would eliminate the need for a second-shift/night-time training for CBP students. Funding for expansion of the Port of Entry is presumed to be provided to FLETC from CBP.

*16. New Simulation Building\**

FLETC has identified the need to construct a new simulation building to deliver training using simulation technology in areas such as driving and firearms. The current facility was designed more as a proof-of-concept facility than an actual training facility. The new facility would be designed specifically with training as the end goal. FLETC will continue to use the existing facility as a proof-of-concept facility for emerging technologies.

*17. Expanded Checkpoint Labs Facility\**

This project will increase the number of TSA training checkpoints from one to eight to accommodate an immediate training need until the TSA Academy is operational. TSA requires six to eight checkpoints co-located to accommodate projected student throughput of approximately 200 classes, beginning in January 2016. Upon completion and operational readiness of the proposed TSA Academy, TSA plans to convert this checkpoint lab facility into a checked baggage training lab, which will require minimal modification. Funding for expansion of the Checkpoint Labs Facility is presumed to be provided to FLETC from TSA.

*18. Construct a Two-Bay Garage Tactics Facility\**

FLETC plans to construct a small climate controlled two-bay garage facility that includes student work space to meet the U.S. Air Force Office of Special Investigations (AFOSI) need for hands-on tactical training on the proper placement of covert listening devices. Funding for this AFOSI project is presumed to be provided to FLETC provided by AFOSI.

*19. Expand Bombing Range Capability\**

Finalize memorandum of understanding (MOU) with the U.S. Marine Corps (USMC) for use of the Townsend Bombing Range, a 5,000-acre facility used by the USMC and operated by the Georgia Air National Guard. This MOU potentially will allow future capital improvements and additional long distance firearms and explosives training on the Townsend Bombing Range site.

*20. House CBP Training Simulators*

CBP requires an appropriate facility to house firearms and use-of-force simulators. The simulators have a 10-foot height requirement, which exceeds the standard height of modular facilities. Given the size and volume of these simulators, it is most appropriate that they be located in a dedicated facility, from an operational and a training standpoint. FLETC is assessing appropriate options and will recommend the most feasible solution. Funding for construction or renovation of a facility to house the VirTra simulators is presumed to be provided to FLETC from CBP.

*21. Construct CBP Field Operations Academy*

CBP proposes construction of an expanded Field Operations Academy, located adjacent to Building 106, which would allow CBP's scenario-based training to remain centrally located, thus enabling CBP to optimize its training delivery resources. The proposed facility is still in the requirements development phase, but it is needed to increase the training capacity at the mock port of entry and to replace existing temporary modular training venues around the port of entry. The proposed facility will include port simulation areas and laboratory and practical exercise areas, as well as some classroom and breakout rooms similar to the venues currently contained in the mock port of entry. CBP has developed both a one-story and a two-story option for the new facility, and

FLETC is evaluating both options and will recommend the most feasible solution. Funding for construction of a new Field Operations Academy is presumed to be provided to FLETC from CBP.

### *22. Acquire Land for Training Venues*

FLETC remains vigilant for opportunities to meet changing and new needs of its POs, while simultaneously enhancing physical security. As land becomes available for acquisition, FLETC prepares business case analyses in coordination with its partners to determine feasibility of new projects.

### *23. Expand Secure Classroom Capability, Building 146\**

FLETC plans to construct two additional 48-person classrooms to address PO requirements for secure facilities in which to conduct their training. FLETC determined that Building 146 has the best-suited infrastructure already in place to support this added capacity and expanded capability at Glynco. These two new classrooms will be available for use by all POs.

## **Training Support**

### *1. Additional Student Housing*

Onsite student housing at Glynco is inadequate to meet current and projected student workload. Glynco currently has nine dormitories for a total of 2,093 rooms. In addition to maintaining current on-center housing capability, FLETC requires additional Glynco housing to reliably and efficiently meet the projected demand for dorm rooms.

### *2. Expand Parking Space at Training Venues\**

Expand the number of parking spaces for certain training venues/facilities such as Danis City, Counterterrorism Operations Training Facility, Building 210, Building 212, the Building 76 dispatch center, the Intermodal Training Facility, and other locations to accommodate the requisite number of government-owned vehicles, instructors, and role players.

### *3. Renovate Student Center\**

The Student Center located at Building 260 provides an indoor after-hours gathering place for in-residence students. The extensive, repetitive use to which the facility is subjected mandates extensive interior and exterior renovations, such as utilities systems renovations, interior and exterior structural repairs, carpet replacement, and painting.

## **Administrative Support**

### *1. New Administration Office Building with Parking Garage*

Many office and administrative spaces at Glynco are currently located in modular facilities (i.e., trailers) or in former Navy residential townhouses. Neither the modulars

nor the townhouses were designed for commercial use. With the imminent demolition of the WWII-era raid houses, the site is ideal for construction of an office building. FLETC can design the building to accommodate both FLETC and PO staff, including staff currently in the modulars and in the townhouses. Construction of the Administration Office Building will require construction of a parking garage in close proximity to the office building. The multi-story parking garage will accommodate required capacity with fewer impervious surfaces than the existing numerous paved parking lots associated with modular and townhouse facilities, thereby reducing storm water runoff.

### *2. Command Circle Renovation\**

FLETC plans to renovate the former senior military housing in Command Circle to accommodate housing needs for senior ranking personnel participating in a variety of training-related events.

### *3. Renovation of Buildings 20 and 21\**

Building 20 is the WWII-era office building currently occupied by onsite United States Marshals Service staff. Likewise, Building 21 houses BOP onsite staff. Each of these buildings requires extensive renovation to bring them to code and into compliance with EO 13693.

## **IT or Utilities Infrastructure**

### *1. New Cabling Duct-Bank System\**

Installation of a duct-bank system will allow for more flexibility in connecting facilities as new fiber optic lines only need to reach the nearest duct-bank manhole. Because the upfront costs of this project are substantial, this will be broken into smaller segments with a buildout from IT Mechanical Building 92 to Training Support Building 680, and then moving forward to Warehouse Building 2200.

### *2. Building 92 Renovation\**

FLETC plans to completely renovate IT Mechanical Building 92 into a modern telecommunications facility. Building 92 houses critical FLETC telephone equipment and wiring, which supports both voice and data networks. The current status and location of the building presents safety concerns due to possible communications failure.

## C. Long-Term Development Plan<sup>4</sup>

As with the short-term development plan, projects included in the long-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;
- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
- IT or utilities infrastructure, which includes projects necessary to ensure the availability of IT support or utilities, such as fiber optic cabling, chillers, or sewer systems.

Unless otherwise specified, funding for the projects listed is presumed to come primarily from direct sources, secured in accordance with DHS budget guidance. For those projects requested by federal customers, generally referred to as POs, the funding is presumed to be provided from the PO making the request. Those PO projects will be identified as anticipating reimbursable funding.

### **Training**

#### *New BOP Academy\**

A new BOP Academy would include office and training space that would meet the unique operational needs of BOP. Funding for construction of a new BOP Academy is presumed to be provided to FLETC from BOP.

### **Training Support**

#### *1. Vehicle Maintenance Facility Renovation (Building 205)\**

This project will include a major renovation to the physical structure of the vehicle maintenance facility to maintain consistency with emergent energy efficiency requirements.

#### *2. Child Care Facility*

FLETC plans to construct a 9,000 to 10,000-square foot child care facility to replace the existing facility in Command Circle. The childcare facility contributes to the quality of life of families at Glynco, including FLETC staff, PO students and staff, and the local community (on a space-available basis). The child care facility is currently in former

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<sup>4</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

military housing not designed for child care services. The new facility will better address current child care industry practices.

*3. Building 36 Expansion\**

Expand the capacity of training/office Building 36, which the Federal Protective Service (FPS) currently occupies. The planned expansion will add two 24-person computer classrooms and the existing space would be reconfigured into two 12-person labs. Funding for expansion of Building 36 is presumed to be provided to FLETC from FPS.

## IV. Artesia, New Mexico

### A. Site Overview

#### **History of Facility and Site**

FLETC operations began in Artesia, New Mexico, in response to training demands for the Immigration and Naturalization Service (INS), USBP, BIA, and BOP. The site of the FLETC Artesia Main Campus was originally the Artesia Christian College. The City of Artesia purchased the site in 1987, with a goal to sell it. In 1989, FLETC purchased the Artesia property from the City of Artesia, inheriting Dormitory Buildings 3, 4, and 5; Training Building 6; Checkpoint Trailer 7; and Training Barn 8. The city also owned a parcel located several miles west of the college site that local law enforcement organizations had used for firearms and driver training. This land was included in the original purchase and became the FLETC Artesia Range Complex.

By 1996, all FLETC training operations in the western U.S. had relocated to the Artesia site. Prior to the consolidation, FLETC also had training sites in Marana, Arizona, and Davis-Monthan Air Force Base, Arizona, where FLETC co-existed with other government organizations.



*Auditorium Building 1*

Similar to other FLETC sites, Artesia grew significantly after the 9/11 terrorist attacks. Additionally, Artesia saw substantial growth in response to DHS's 2005 Secure Border Initiative, which dramatically increased the number of USBP officers, who still train at FLETC Artesia.

#### **Location/Setting**

Currently, FLETC operations in Artesia are located on the Main Campus in the City of Artesia and the Range Complex located northwest of the Artesia Municipal Airport in unincorporated Eddy County, New Mexico. Artesia is located approximately 40 miles south of Roswell, New Mexico. The 220-acre Main Campus contains offices, dorms, classrooms, physical training facilities, raid houses, and one emergency response driver training range. Additional driver, firearms, practical applications, and tactical training operations occur on the Range Complex, which consists of approximately 2,500 acres. FLETC owns 1,560 acres of the Range Complex, and uses another adjacent 1,920 acres

owned by the Bureau of Land Management (BLM) under a lease and other agreements. In total, FLETC Artesia includes approximately 3,480 acres.

The Main Campus is surrounded by agricultural land to the north and northeast, undeveloped land to the west, and commercial, residential, and mixed-use land to the southwest, south, and southeast. The Range Complex is entirely surrounded by undeveloped land owned by BLM, private owners, and the Artesia Municipal Airport. The Range Complex is well-suited for loud, outdoor training operations, including driver and firearms training.

## B. Short-Term Development Plan<sup>5</sup>

Projects included in the short-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;
- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
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### **Training**

#### *1. New USBP Multi-Purpose Training Facility*

USBP has proposed construction of a 10,000-square foot building that includes a Commercial Transportation Terminal and a Checkpoint Training Facility. This multi-purpose facility will include a mock transportation bus terminal with ticket counter, baggage area, sundries kiosks, and functional restrooms, as well as a classroom area and TVs that support the facility's camera system. The checkpoint portion of the building will include an interview room, detention cells, a processing area, and a classroom area. The building exterior will have checkpoint lanes, all covered with canopies, of sufficient

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<sup>5</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.



size to accommodate four full-sized commercial travel buses, as well as a tractor trailer. Changes to USBP's training, specifically as it relates to use-of-force requirements, are driving changes to its training facilities. Funding for construction of the USBP Multi-Purpose Training Facility is presumed to be provided to FLETC from CBP/USBP.

## *2. 300-Yard Rifle Range*

This range will provide multiple separate firing ranges to facilitate newly redesigned training lessons. The firing ranges will contain a variety of target systems that include portable steel targets of various sizes and shapes, pop-up targets, and a turning target system with actuators that allows multiple targets to turn individually or in unison. Funding for construction of the Border Patrol 300-yard rifle range is presumed to be provided to FLETC from CBP/USBP.

## *3. 100-Yard Real Terrain/Judgment Range*

The Real Terrain/Judgment Range will contain real-world terrain features that students likely will encounter in the field. The design will incorporate natural vegetation, structures, a motor vehicle, and sound in order to provide the most realistic training environment possible. Funding for construction of the Border Patrol 100-yard real terrain/judgment range is presumed to be provided to FLETC from CBP/USBP.

## *4. Three Skid Courses*

Skid control and recovery is an important skill in preventing both on- and off-duty accidents. The skill applies to driving on different types of surfaces and represents a significant refinement in the traditional Border Patrol Skid Curriculum, which requires students to contemplate hazardous road driving conditions in a much more realistic setting. The skid courses will have varying curves and shoulder widths, and will incorporate a continuous roadway flooding system, with water recovery and reuse features. Funding for construction of the Border Patrol skid control and recovery driving range is presumed to be provided to FLETC from CBP/USBP.

## *5. Nonlethal Training Ammunition (NLTA) Shoot-House Complex*

The USBP requires a 50,000-square foot NLTA Shoot-House Complex to support scenario-based training curriculum. In addition to a 20,000-square foot, two-story training building with terrain landscaping and irrigation system, outdoor venues will consist of a covered pavilion, storage space, and a gravel parking lot. The two-story training building will provide multi-faceted mock furnished training areas that include school, commercial, and residential spaces. Funding for construction of the Border Patrol NLTA Shoot-House Complex is presumed to be provided to FLETC from CBP/USBP.

## *6. USBP Station Processing Center*

This new training venue consists of a single building with identical processing areas designed so each will accommodate students, instructors, and role players. The entire venue will be equipped to facilitate closed-circuit TV monitoring. Funding for

construction of the USBP Station Processing Center is presumed to be provided to FLETC from CBP/USBP.

*7. Covered Situational Response Houses*

This project will provide a cover for the existing situational response house (Cover and Concealment Range 6), and will include construction of one additional covered situational response house at the Range Complex. This project will alleviate a current shortage of specialized space for this type of training based on current and projected student throughput.

*8. Emergency Response (ER) Range Resurfacing\**

FLETC repaved this range, which is 1.2 miles in length and 24 feet in width, more than 5 years ago. The poor condition of the existing surface creates an adverse impact on the ability to conduct training.

*9. New Classroom Building at Range Complex\**

This building will be approximately 30,000 square feet, and will replace six temporary modular buildings.

**Training Support**

*1. Dormitory Building 6 Renovation*

Renovate Building 6, the legacy dormitory at Artesia that is approximately 45 years old and in need of extensive repairs in areas including bathrooms, flooring, and general infrastructure.

*2. New Simulator Building\**

The Simulator Building will be located at the West Campus (Range Complex) near the central ranges in close proximity to the classrooms. It will house and centralize various simulators for firearms and driver training. Currently, weather affects equipment calibration and operation because the modular buildings are essentially trailers that are not well-insulated. This building will address these issues and will replace approximately 28,000 square feet of modular classrooms, storage, IT support, training areas, and simulator equipment space.

*3. New Centralized Vehicle Maintenance and Wash Facility on West Campus\**

Consolidate the auto shop on the East Complex with the washing facility on the West Campus (Range Complex), which are currently several miles apart, thereby improving efficiency of operations. The new facility will include a surrounding fence, vehicle parking area, hydraulic lifts, and Environmental Protection Agency-approved wash bays for sedans, trucks, and buses.

#### 4. *Upgrade of Storm Water System for the West Campus\**

Upgrade the storm water system for the West Campus (Range Complex) to alleviate the range erosion and road system and infrastructure damage caused by flooding.

### C. Long-Term Development Plan<sup>6</sup>

As with the short-term development plan, projects included in the long-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;
- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
- IT or utilities infrastructure, which includes projects necessary to ensure the availability of IT support or utilities, such as fiber optic cabling, chillers, or sewer systems.

Unless otherwise specified, funding for the projects listed is presumed to come primarily from direct sources, secured in accordance with DHS budget guidance. For those projects requested by federal customers, generally referred to as POs, the funding is presumed to be provided from the PO making the request. Those PO projects will be identified as anticipating funding.

## **Training**

### 1. *Renovation of Firearms Ranges\**

Modify all existing outdoor firearms ranges with baffled awnings to minimize risk associated with the firearms surface danger zone. The two remaining indoor/outdoor ranges, which are partially enclosed, will be fully enclosed to allow simulated night shooting during daylight hours.

### 2. *Relocation of Driver Training ER Range 4 to Range Complex*

Currently, ER Range 4 is the only driver training range located on the Main Campus at Artesia. The relocation is consistent with the long-term vision of Artesia to have all driver and firearms training at the Range Complex and all classroom and training support activities at the Main Campus. Relocation of ER Range 4 will make available more than 90 acres of land at the Main Campus that could be used for expansion of training, training support, administrative, dormitories, and other compatible facility types.

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<sup>6</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

### *3. Raid Houses at Range Complex*

The 12-year-old modular facilities are inadequate for the high impact training that occurs in them. Currently, all POs participating in training programs at Artesia use the raid houses, and will use the new ones. These include BIA, USBP, and TSA (Federal Air Marshals and the Federal Flight Deck Officer Training Program). Additionally, in FY 2016, the U.S. Secret Service is participating in several basic training programs in Artesia, and a wide variety of FLETC POs participate in advanced training programs in Artesia. FLETC will construct permanent raid houses for practical exercise training scenarios at the Range Complex, and will eliminate the modular ones from the Main Campus. In order to consolidate tactical training, FLETC will construct permanent raid houses in a tactical village environment. This will allow mixed pursuit and building raid scenarios, which will add valuable realism to the training.

## **IT and Utility Infrastructure**

### *1. Photovoltaic Solar Array/Wind Farms*

The climate in Artesia is very favorable to solar and wind power generation. FLETC has had preliminary discussions with BLM about transferring a portion of the BLM-owned land surrounding the Range Complex from the U.S. Department of the Interior to DHS, for the purpose of establishing a large power-generating “farm” from which FLETC would use the electricity generated. This project is one that could have a significant impact to energy reduction and sustainability in the future.

### *2. Natural Gas System at Range Complex*

If the photovoltaic/solar wind farm project described in #11 above is not feasible, FLETC will pursue providing the infrastructure to use natural gas to improve the energy efficiency at the Range Complex as a viable alternative.

### *3. Fiber Infrastructure\**

Upgrade the underground cabling infrastructure at the Range Complex to accommodate expansion. Although the up-front costs of this project will be substantial, this project will reduce the long-term development costs of new facilities and also will address any lacking redundancy across the site.

## V. Cheltenham, Maryland

### A. Site Overview

#### **History of Facilities and Site**

The current site of FLETC Cheltenham served as a communications site for the U.S. Navy from 1938 to 1998. The Navy deactivated and abandoned the site in December 1998. Subsequently, many of the existing buildings suffered interior and exterior neglect and deterioration. The former Navy installation consisted of 247 acres and 42 buildings (483,670 sq. ft.) when it became part of FLETC in 2001. Today, FLETC Cheltenham consists of 41 buildings.



*Firing Range Building 5*

The initial charter for FLETC Cheltenham identified the need for a firearms and driver training requalification center for law enforcement agencies in the Washington, D.C., region. As part of the charter approval and land transfer proceedings with the Navy, FLETC performed a study in 2003 to delineate the program requirements, categorize immediate needs, and generate a phasing plan to accommodate training at Cheltenham. FLETC Cheltenham was established with a covenant that prohibits on-center student lodging and dining facilities.

During its initial years of operation, FLETC Cheltenham witnessed tremendous growth as law enforcement agencies in the Washington, D.C., region learned of the newly available training and requalification programs.

#### **Location/Setting**

One of Cheltenham's greatest assets is its location in Prince George's County, Maryland, approximately 15 miles southeast of downtown Washington, D.C. Joint Base Andrews Air Force Base is located approximately two miles to the north, and surrounding land uses are predominately low-density, suburban residential neighborhoods. Several wooded areas lie to the south and east of the site along Piscataway Creek.

## B. Short-Term Development Plan<sup>7</sup>

Projects included in the short-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;
- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
- IT or utilities infrastructure, which includes projects necessary to ensure the availability of IT support or utilities, such as fiber optic cabling, chillers, or sewer systems.

Unless otherwise specified, funding for the projects listed is presumed to come primarily from direct sources, secured in accordance with DHS guidance. For those projects requested by federal customers, generally referred to POs, the funding is presumed to be provided from the PO making the request. Those PO projects will be identified as anticipating funding.

### **Training**

#### *Renovation of Tactics Facility\**

Upgrade or replace the tactics facility to accommodate the biggest growth area in training at FLETC Cheltenham. Subject matter areas include active shooter, protective operations, pre-deployment, and building entry/room clearing. An upgraded facility will enhance the complexity and realism of training. Currently, tactics training is conducted on a facility that is not properly finished or conditioned. Planned renovations include installing HVAC, adding restroom facilities, developing interior training space and a classroom within the building, paving the parking lot and access road, and installing audio/video systems. An integrated after-action review system similar to the one at Glynco installed at the tactics facility will enable instructors to provide more effective feedback to students. Additional enhancements include construction of a safety and security perimeter barrier, restoration of exterior and interior finishes, and creation of sidewalk paths and equipment cart loading zones and paths.

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<sup>7</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

## **Training Support**

### *Renovation to Reconfigure Trainee Break Area\**

This project is a renovation to an existing space in Building 3, a classroom facility. The current student break areas consist of small kitchenettes attached to several training venues. There are very limited vending services, and the only amenities are refrigerators, microwaves, and one stove. The primary break area in Building 3 is located directly outside the mat-room, with no physical separation of the spaces other than an open archway, which is disruptive to training when the mat-room and break area are in use simultaneously. Construction of a trainee break area will provide students with adequate facilities to eat lunch and interact during lunch and break times.

## **IT and Utility Infrastructure**

### *1. Roads and Driver Training Track Repavement\**

Implement a comprehensive plan to repave the Center and the driver training range facility in coordination with the timeline for other potential infrastructure projects such as the sewer system, conversion to city water, and/or future natural gas service.

### *2. Sanitary Sewer System Renovation/Replacement\**

FLETC Cheltenham will implement a broad repair plan to address the sewer-related issues that have occurred repeatedly. In addition, FLETC Cheltenham will explore infrastructure improvements to support the potential addition of training venues and buildings.

### *4. Mandatory Conversion to City Water\**

Due to new regulations effective in 2016, FLETC Cheltenham will be required to convert to city water instead of continuing the current use of well water. The investment cost to comply with this mandate necessitates inclusion on the short-term list of master plan projects.

## **C. Long-Term Development Plan<sup>8</sup>**

As with the short-term development plan, projects included in the long-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
- training support, which includes projects that facilitate the delivery of training, such as student housing, student dining, or instructor offices;

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<sup>8</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

- administrative support, which includes projects to house staff who facilitate the provision of services necessary to deliver training, such as finance, procurement, or human capital; and,
- IT or utilities infrastructure, which includes projects necessary to ensure the availability of IT support or utilities, such as fiber optic cabling, chillers, or sewer systems.

Unless otherwise specified, funding for the projects listed is presumed to come primarily from direct sources, secured in accordance with DHS budget guidance. For those projects requested by federal customers, generally referred to as POs, the funding is presumed to be provided from the PO making the request. Those PO projects will be identified as anticipating funding.

## **Training**

### *1. Additional 12-Point 50-Yard Firing Ranges at Building 5\**

Cheltenham's 50-yard firing ranges are the most heavily requested resource in Cheltenham. Construction of two additional 50-yard ranges will increase FLETC's capacity to accommodate needed firearms training.

### *2. Skid Pan Renovation\**

Renovation of the skid pan with a modern system that uses advanced technology, such as a skid-plate system that incorporates a water collection system and/or draws water from a surficial aquifer, will enhance training and also will meet requirements of environmental sustainability.

### *3. Landscaping/Reforestation\**

Implement a comprehensive landscaping/reforestation plan to enhance the usability and appearance of open space and unused tarmac located across the Center. Instituting a broad reforestation plan will increase the permeable surfaces, restore natural habitat, and reduce the long-term cost of groundskeeping. This project will return approximately 5,000 square feet cumulatively to permeable surface by removing unneeded blacktop area in support of environmental sustainability objectives.



## VI. Charleston, South Carolina

### A. Site Overview

#### **History of Facility and Site**

The FLETC Charleston site was originally the Charleston Navy Base, which was established in 1901 as a naval shipyard. The Charleston Naval Base closed as a result of the Base Realignment and Closures Act (BRAC) of 1993 and 1995. In 1996, USBP acquired a portion of the former naval complex from the Charleston Naval Complex Redevelopment Authority for the purpose of a temporary training site. The Charleston facility officially became part of FLETC through legislation in 2003, at the same time that FLETC became part of DHS. USBP operated a training academy at the site until 2004, when FLETC assumed administrative and operational control and USBP relocated to FLETC Artesia. FLETC entered into a Use Agreement with Joint Base Charleston regarding land for firearms and driving training at the Charleston Naval Weapon Station, located approximately 10 miles to the north. Nearly all of the existing permanent facilities at FLETC Charleston are former naval facilities.



*Dormitory Building 39 and Running Track*

#### **Location/Setting**

The Charleston site currently consists of 209 acres in the City of North Charleston, South Carolina. FLETC owns 187 acres of the Charleston site, and leases the remaining acreage from the South Carolina State Port Authority (SCSPA) under BRAC guidelines. Ongoing negotiations with SCSPA are expected to increase the FLETC-owned land to 202 acres. The Charleston site includes 71 buildings.

The Charleston site is surrounded by the Cooper River to the north and east, the SCSPA to the south, and other governmental facilities to the west. The Department of State, National Oceanic and Atmospheric Administration, USCG, and the Charleston Naval Complex Redevelopment Authority own land bordering the center. These other federal organizations also have facilities within the FLETC security perimeter. This situation is unique to FLETC Charleston among the four FLETC sites, and creates added security issues.

## B. Short-Term Development Plan<sup>9</sup>

Projects included in the short-term development plan are categorized as follows:

- training, which includes projects that are directly involved in the delivery of law enforcement training, such as classrooms, driving ranges, or firing ranges;
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### **Training**

#### *1. Scenario-Based Training Area – Phase 2*

This project will add to the existing Scenario-Based Training Area (SBTA) that was completed in 2013. Phase Two of the SBTA will focus on the creation of a cul-de-sac roadway that will be used to teach proper procedures for vehicle stops. Also located around the cul-de-sac will be modular raid houses where basic tactical skills for home entries and room clearings can be taught.

#### *2. New Modular Raid Houses\**

This project will replace all existing raid houses with new, modular facilities that will become the primary training areas for practical and tactical training exercises. The current modular raid houses are rapidly deteriorating and are taken offline regularly for various repairs. The new, modular raid houses will be constructed on the land identified for Phase 2 of the Scenario-Based Training Area. Since these will be located on a Land Use Control Area as previously designated by the Navy and a Solid Waste Management Unit, only modular facilities can be constructed based on digging and excavation restrictions.

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<sup>9</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

### *3. Building 61 Renovation*

The renovations to Charleston's main Training Classroom Building 61 are managed as a series of projects resulting in improvements and enhancements, including ADA-compliance modifications, to classrooms, hallways, entryways, computer classrooms, and courtrooms.

## **Training Support**

### *1. 28 Series Dormitory Renovation\**

The renovation will include replacement of the current aged HVAC systems in the three separate wings of buildings 284, 285, and 286 and will address ongoing water intrusion issues. This project will be managed in short-term stages that are dependent on funding availability.

### *2. Pier Q Dredging\**

Periodic maintenance dredging of approximately 160,000 cubic yards of silt sediment from the waters of the Cooper River surrounding Pier Q is necessary to maintain adequate depths to ensure safe and efficient use and navigation at Pier Q for FLETC support and associated training activities including basic and advanced training programs.

### *3. Boat Building 7 Renovation\**

FLETC will renovate Boat Building 7, located on the Cooper River with direct access to the piers, to accommodate two 24-person classrooms to serve the increasing number of maritime training programs at the Charleston site. The 24-person classroom located in the maritime classroom facility, Building 682, is currently the only facility with direct access to the piers and it is consistently scheduled throughout the year. The additional classrooms in Building 7 would help to alleviate scheduling conflicts for maritime training.

### *4. Rebuilding of Piers V, W and X\**

FLETC plans to rebuild Piers V, W, and X to increase the security of the vessels moored there as well as the safety of the personnel who use those piers daily. The piers are known as "finger piers," due to their construction with floating platforms connected to the underwater pilings. The floating platforms are clearly and visibly structurally unsafe and will be demolished. However, an engineering study of the underwater pilings will be necessary to assess the extent of the work required for the structural restoration of the pilings. For cost efficiency purposes, the engineering study will also include Pier Q to assess the stability of its current infrastructure even though major renovation work on this pier is not required at this time.

## **Administrative**

### *Building 1 Roof Replacement\**

The current roof on the headquarters building for the Charleston office has reached the end of its useful life and needs to be replaced.

## **C. Long-Term Development Plan<sup>10</sup>**

As with the short-term development plan, projects included in the long-term development plan are categorized as follows:

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## **Training**

### *Indoor Firearms Range and Weapons and Storage Distribution Area*

Construct one 25-point 25-yard indoor firearms range with a weapons and storage distribution area across from Building 64, which is the existing indoor firearms range. High demand for use of the firearms ranges creates scheduling conflicts at FLETC Charleston. Adding another indoor range on the main campus would increase training capacity greatly and alleviate scheduling challenges.

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<sup>10</sup> Projects that are new since the development of the 2010 FLETC Comprehensive Master Plan are marked with an asterisk.

## **Training Support**

### *1. Dining Facility Renovation (Building 43)*

Renovate the Dining Facility, Building 43, a single-story 26,772-sq. ft. permanent structure built in 1958 and last renovated in 1986. This renovation will address all known deficiencies and also increase service and dining area space to meet present and future capacity needs. Food service capabilities must continue while renovations to Building 43 take place as there is presently no acceptable dining alternative.

### *2. Additional Student Housing*

FLETC Charleston currently has 571 student dormitory rooms (with 667 beds) on-center. To accommodate any future growth, it will be necessary to construct an additional 400-bed dormitory on-center. Off-center lodging is not a viable long-term option because, as a popular tourist destination, Charleston's hotel market is less likely to be able to accommodate housing contracts with FLETC at a cost ultimately comparable to building additional student housing. An additional dormitory should carry features similar to Building 39 and be located near Building 39, the existing 400-bed dormitory, and the dining facility.

## **IT and Utility Infrastructure**

### *1. Security and IT Communications Center (Building 20)*

Construct a new security and IT communications center east of Office Building 16. The IT data center will be moved from Building 16 to Building 20 because Building 16 cannot support additional IT infrastructure growth, which is needed for training expansion. Additionally, this will create separation of the security function from training operations, alleviating current security concerns.

### *2. Ship Simulator Facility*

Construct a ship simulator to support training that currently occurs on the Cape Chalmers by FLETC partner organizations. The Cape Chalmers is a 494-foot break-bulk freighter docked at Pier Quebec and is used as an in-water maritime training platform at FLETC Charleston. This facility will alleviate scheduling conflicts for maritime training. Refinement of the size requirements for the simulation facility will impact its ultimate location. This facility will be available for use by all maritime training entities.

## VII. Conclusion

This 2015 Update to the 2010 Master Plan addressed several initiatives that were included in the FY 2010 FLETC Comprehensive Master Plan. In addition, this update included construction or renovation of replacement and growth projects. Current and potential projects for all four sites were included in the categories of training, training support, administrative, and IT and utilities infrastructure with the understanding that the ultimate purpose of any project listed is to enable FLETC to better meet the training needs of all of its customers while maintaining the FLETC legacy of consolidated training and maximizing available resources in good stewardship of taxpayer dollars.

Although this Master Plan Update reflects planning changes since FY 2010, the projects included were not submitted in a prioritized order, nor were funding sources associated with any of the projects in acknowledgement of the reality that law enforcement training must maintain the flexibility to adapt to emergent law enforcement needs. This report does not reflect a budget request or a resource commitment from DHS.

# Appendices

## Appendix A: Status of FLETC 2010 Development Plans by Site

### GLYNCO

Short-Term Project List	Status
1. Renovate Building 680	Completed
2. Renovate Swimming Pool	Demolished
3. Expand Building 1	Renovated
4. Extend Utilities to New Industrial Area	Planned
5. New Physical Training Building	Planned
6. Upgrade Central Cooling System	Ongoing

Long-Term Project List	Status
7. Demolish Buildings 28 and 29	In progress
8. Demolish Building 18	Planned FY 2016
9. Renovate Building 252	Roof replacement in progress; interior planned
10. Demolish Raid Houses	Planned FY 2016
11. Office Building	Planned
12. Child Care Facility	Planned
13. Motor Pool/Maintenance Bays/Vehicle Wash Rack	Completed
14. Conference Center/Auditorium	Under construction
15. Parking Garage	Planned (with office building)
16. FLETC Town Center	On hold
17. Training Road Realignment	On hold
18. 300-Room Building-Lease Student Dormitory	On hold
19. Replace Sanitary Sewer System	Planned
<b>Potential Partner Organization Future Projects</b>	
United States Marshals Service Academy	On hold
Federal Protective Service Academy	Planned
BOP Physical Ability Testing Building	Planned
Renovation of Building 63 for PO staff offices (construction to begin in FY 2011)	Completed

## ARTESIA

Short-Term Project List	Status
1. Roselawn Warehouse	Canceled
2. Renovate Dormitory (Building 6)	Planned
3. Auditorium/Courtroom Facility	Completed
4. Connect Range Complex to Sewer System	Completed
5. Covered Situational Response Houses	Planned

Long-Term Project List	Status
6. Port of Entry	Canceled
7. Connect Range Complex to Natural Gas System	Planned
8. Cover Existing Firearms Ranges	Planned
9. Relocate Range 4 to Range Complex	Planned
10. Solar Wind Farms	On hold
11. Raid Houses at Range Complex	Planned
12. Recycling Facility	Canceled
13. Classroom Building	Completed

## CHELTENHAM

Short-Term Project List	Status
1. Reconstruct Skid Pan	Canceled

Long-Term Project List	Status
2. Rooftop Solar Energy Project	Canceled
3. Dormitory/Dining Facility	Canceled
4. Car Wash	Canceled

## CHARLESTON

Short-Term Project List	Status
1. New Scenario-Based Training Area	Completed Phase I
2. Ship Simulator Facility	Long-Term
3. Demolish Building 654	Renovated
4. Demolish Building 202	Planned
5. Outdoor Recreation/Running Track	Completed



**CHARLESTON, continued**

Long-Term Project List	Status
6. Two Indoor Firearms Ranges	Planned (requirement changed to one)
7. Renovate Dining Facility (Building 43)	Planned
8. Security and IT Communications Center/Building 20	Planned
9. Renovate Building 61	Planned
10. Renovate Building 7	Planned
11. Pier-side Dry Storage Rack and Fueling Facility	Planned
12. Additional Dormitory	Planned
13. Permanent Raid Houses	Planned

## Appendix B: Acronyms and Abbreviations

Provided below is a list of acronyms and abbreviations used throughout this 2015 Update to the 2010 Master Plan.

AFOSI	U.S. Air Force Office of Special Investigations
ATF	Bureau of Alcohol, Tobacco, Firearms, and Explosives
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BRAC	Base Realignment and Closures Act
CBP	U.S. Customs and Border Protection
DHS	Department of Homeland Security
DMD	Driver and Marine Division
EO	Executive Order
ER	Emergency Response
FDG	Facility Design Guide
FFRMS	Federal Flood Risk Management Standard
FLETC	Federal Law Enforcement Training Center
GANG	Georgia Air National Guard
IT	Information Technology
LEED	Leadership in Energy and Environmental Design
MLEA	Maritime Law Enforcement Agency
MOU	Memorandum of Understanding
MP Update	Master Plan Update
NAS	Naval Air Station
PO	Partner Organization
SBTA	Scenario-Based Training Area
SCSPA	South Carolina State Port Authority
Standard	DHS Workspace Standard
TSA	Transportation Security Administration
USBP	U.S. Border Patrol
USCG	U.S. Coast Guard
USMC	U.S. Marine Corps
WWII	World War II