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AVOIDING DUPLICATION: AN EXAMINATION OF THE STATE DEPARTMENT'S PROPOSAL TO CONSTRUCT A NEW DIPLOMATIC SECURITY TRAINING FACILITY

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED FOURTEENTH CONGRESS

FIRST SESSION

JULY 28, 2015

Available via the World Wide Web: http://www.fdsys.gov/

Printed for the use of the
Committee on Homeland Security and Governmental Affairs

U.S. GOVERNMENT PUBLISHING OFFICE

22–226 PDF WASHINGTON : 2016

For sale by the Superintendent of Documents, U.S. Government Publishing Office
Internet: bookstore.gpo.gov Phone: toll free (866) 512–1800; DC area (202) 512–1800
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AVOIDING DUPLICATION: AN EXAMINATION OF THE STATE DEPARTMENT'S PROPOSAL TO CONSTRUCT A NEW DIPLOMATIC SECURITY TRAINING FACILITY

TUESDAY, JULY 28, 2015

U.S. SENATE,
COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 10:02 a.m., in room SD–342, Dirksen Senate Office Building, Hon. Ron Johnson, Chairman of the Committee, presiding.

Present: Senators Johnson, Lankford, Ernst, Carper, McCaskill, and Booker.

OPENING STATEMENT OF CHAIRMAN JOHNSON

Chairman JOHNSON. Good morning. This hearing will come to order.

I want to welcome the witnesses. We appreciate you taking the time and your testimony. Looking forward to hearing it.

In today's hearing, we will examine the decision to approve the State Department's plan to construct the Foreign Affairs Security Training Center at Fort Pickett Army National Guard Base in Blackstone, Virginia. We would like to learn why this half-billion-dollar project was greenlighted even though a more cost-effective alternative was available by expanding the Federal Law Enforcement Training Center (FLETC), training complex in Glynco, Georgia.

Since 1993, the State Department has been attempting to consolidate 19 diplomatic security training facilities to provide necessary soft and hard skills training to personnel assigned to high-threat, high-risk environments. In December 2012, the State Department presented the Office of Management and Budget (OMB) with a full master plan, which included construction costs for all services at a proposed cost to the taxpayer of $950 million. After consolidating several facilities in the plan, State reduced its proposal to $907 million.

At OMB's request, FLETC presented a $273 million full-service alternative that leveraged existing facilities used to train law enforcement personnel from over 90 Federal agencies, including State's own diplomatic security agents. Despite the significant price difference and congressional opposition, on April 17, 2014, OMB approved a pared down version of State's plan, a $461 million pro-

posal that removed all classroom-based soft skills security training, the dormitory complex, and the cafeteria.

The need to provide appropriate training to State personnel is of the utmost national importance. However, after examining OMB's analysis, this Committee discovered that OMB auditors recommended the administration construct State's training center at FLETC in Glynco, Georgia. According to OMB's own cost analysis, the FLETC proposal represented immediate savings of $188 million and an estimated $812 million savings over 10 years.

Additionally, OMB concluded there were other benefits to the FLETC option over the State Department proposal, including timing of construction and foreign affairs counter threat training, and life support services. Ultimately, however, the Director of OMB selected State's plan, even though it is more expensive and has less capabilities.

In today's budgetary environment, OMB's fiscal carelessness demonstrates the need to conduct stringent oversight over the administration's project decisions to ensure taxpayers' money is not wasted in duplication. By constructing a facility only for hands-on security training, State failed to achieve its main objective: consolidation. Not only will State overspend hundreds of millions of dollars building, operating, and maintaining a new facility at Fort Pickett, but it will also have to contract and lease other facilities to provide soft skills training components.

In today's hearing, witnesses will shed light on OMB's approval process, attempt to explain why State needs its own training facility when taxpayers already pay to maintain similar facilities, and describe what efforts FLETC officials undertook to accommodate State requirements.

Again, I thank the witnesses for joining us today and look forward to the testimony. Senator Carper.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. Thanks, Mr. Chairman.

Everyone, welcome. Good to see you all. Thanks for joining us today.

I appreciate, Mr. Chairman, holding the hearing on the process used to select Fort Pickett in Virginia as the site for a new State Department training facility.

For over 5 years, the Department of State has worked to identify a new consolidated location to train diplomatic security special agents. This Committee certainly understands the importance of this kind of endeavor. Consolidating agency facilities with the same or similar missions can bring a number of financial and other benefits.

That is why I continue to support the consolidation of the Department of Homeland Security (DHS) headquarters at St. Elizabeth's. The St. Elizabeth's project is good for the Department of Homeland Security and for its employees, and ultimately, it is good for taxpayers. In fact, completing St. Elizabeth's will save, we are told by the General Services Administration (GSA), will save over a billion dollars during the course of the next 30 years. In addition, it has the potential to improve morale at the Department of Home-

land Security, and enable the men and women who do work there to work more effectively.

That brings me to two basic questions that I hope we can at least try to answer here today. The first, is Fort Pickett a good option for the State Department? And, second, is it a good option for taxpayers?

The State Department currently manages operational training at 11 separate facilities. I am told that most experts agree that a consolidated training site for the Department of State is warranted, but from what I understand, the site selection process that has been used has raised a number of questions. It is my hope that our witnesses today, the three of you, will be able to shed some much-needed light on the selection process. We also need to better understand exactly what type of training the State Department needs and what the existing Federal Law Enforcement Training Center in Glynco, Georgia, can offer.

I am pleased that Director Connie Patrick is here today to talk about the training she oversees at the center. She has invited me to come there before, and I am going to have to take you up on that offer here before long.

I also look forward to hearing from OMB—I think we look forward to hearing from OMB today about their role in the selection process.

In closing, I would just like to tell you a quick story, sort of a personal story that I think is timely for today. I stepped down as Governor in 2001. I needed to buy a car, and I took my son, Christopher, who was 12 years old, and I said, let us go buy a car. And we went out that day, Mr. Chairman, and we drove Porsches, Corvettes, Mustangs, and I bought a Chrysler Town and Country minivan. He said it was bait and switch. [Laughter.]

And yesterday, as I was driving in my 2001 Chrysler Town and Country minivan across the Bay Bridge, coming here from southern Delaware, the odometer went over 400,000 miles. And, I tell that story that I do not like to waste my money, and as Governor, I did not want to waste taxpayers' money in Delaware, and I certainly do not want to waste money here today. I like to get our money's worth for the dollars that I spend and for the taxpayers, and I hope at the end that we can do that here, as well.

Thank you.

Chairman JOHNSON. Thank you, Senator Carper, and I will go on the record. I am a big fan of minivans. [Laughter.]

At least a dozen.

It is the tradition of this Committee to swear in witnesses, so if you will all rise and raise your right hand.

Do you swear the testimony you will give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. STARR. I do.

Mr. MADER. I do.

Ms. PATRICK. I do.

Chairman JOHNSON. Thank you.

Our first witness is Gregory Starr. Mr. Starr is the Assistant Secretary of State for Diplomatic Security (DS). In this capacity, Mr. Starr is in charge of the security and law enforcement arm of

the State Department. Previously, Mr. Starr served as the United Nations Under Secretary General for Safety and Security. Mr. Starr.

TESTIMONY OF GREGORY B. STARR,[1] ASSISTANT SECRETARY, BUREAU OF DIPLOMATIC SECURITY, U.S. DEPARTMENT OF STATE

Mr. STARR. Thank you, Mr. Chairman, Ranking Member Carper, Senators. This is a great opportunity for us to discuss the Department's plan for a Foreign Affairs Security Training Center (FASTC) at Fort Pickett.

As you know, keeping U.S. personnel overseas safe is a dynamic process and we work constantly to improve our security training practices. Improved training was a key finding of the Benghazi Accountability Review Board (ARB), and both the Management Review Panel and the Best Practices Panel further recommended that the Department establish a consolidated training facility within a reasonable distance to Washington, D.C.

Since then, major attacks on State Department facilities and personnel in Herat, Afghanistan, Erbil, Iraq, plus the need for evacuations from Libya and Yemen have only highlighted the danger our employees face while fulfilling our diplomatic responsibilities abroad. Officers and family members continue to work and reside in Cairo, Amman, Nairobi, Khartoum, and many other cities with significant security concerns. All deserve enhanced pre-deployment security training to prepare for the work they do and where they live in these challenging environments.

The Department had initiated efforts to combine multiple hard skills security training venues into one consolidated site even prior to the Benghazi recommendations. In 2009 and 2010, the Department and the General Services Administration invested significant time and effort to review over 70 properties before selecting the site Fort Pickett as the preferred site for FASTC, the training center. While originally envisioned as a hard skills training venue only, the 2011 master plan looked to collocate all security training, hard and soft skills, at one site.

However, when the costs for that proposal were estimated at over $900 million, we determined that the collocation of soft skills security training was fiscally unsupportable, and in early 2013 directed that the proposal be altered for hard skills security training only, the need versus the want. This reduced the cost to $461 million, which was further refined to $413 million by GSA.

The hard skills security training we provide is for the entire U.S. Government's civilian community serving overseas. The current Foreign Affairs Counter Threat (FACT) course will be required training for all Foreign Service personnel, with refresher training every 5 years. Specialized high-threat operational training for all of our 2,000 DS agents was a Benghazi ARB recommendation accepted and embraced by the Secretary. This involves an initial 10-week course and recurring skills refresher training, including heavy weapons instructions and interoperability training with the Marine Corps Embassy Security Guard Units based in Quantico.

[1] The prepared statement of Mr. Starr appears in the Appendix on page 35.

Diplomatic security also trains foreign police and security elements for the Anti-Terrorism Assistance program as well as foreign security elements charged with protecting our diplomatic facilities abroad as part of our enhanced training program. We have extensive training programs for our locally employed staff, including driving courses, investigative classes, and comprehensive bodyguard modules.

The requirements for this training center are clearly stated. Proximity to Washington, DC, has always been a priority for us, for two reasons. First, D.C. is the natural hub for Department of State personnel preparing to go overseas, and having a closer training facility will cut down travel costs, provide training opportunities to family members, and improve logistics.

More importantly, staying in the Mid-Atlantic region allows us to train with our critical security partners, especially the United States Marine Corps (USMC). Marine security guards, Marine Fleet Anti-Terrorism Security Teams, and Marine Security Augmentation Units are the primary Department of Defense (DOD) crisis response elements for diplomatic security abroad. This collaboration is essential for the security of U.S. personnel, as we have seen in Libya, Yemen, and the Central African Republic.

Consolidation increases the effectiveness by training itself, by allowing students to seamlessly transfer from one real world scenario to another. Threats often emerge quickly and require immediate action to counter, and having a dedicated and consolidated Department of State training center will provide the flexibility necessary to immediately train for emerging threats and major events.

Our specialized training for high-threat environments includes heavy weapons, explosives demonstrations, armored vehicle driving, helicopter landings, and extensive night training, over 175 nights per year. Finding a single site that can accommodate all of these elements without disrupting the security of the surrounding area has been challenging.

The Federal Law Enforcement Training Center has its strong core competencies in training Federal law enforcement agencies, which is why we send our own agents there for basic investigative training. But with FASTC, we are not solely training for law enforcement. We are preparing diplomatic security agents for service at critical threat posts overseas, which requires an extremely specific skill set, working much more with DOD partners than our domestic law enforcement partners. We are training U.S. Government personnel, their families, and foreign security elements for increasingly hazardous environments.

To close, sir, I would say we examined over 70 sites and Fort Pickett is the only one that meets all of our requirements. We have conducted exhaustive environmental and fiscal studies on the project and the capabilities planned for FASTC at Fort Pickett are essential.

While the Department understood OMB's direction to conduct additional due diligence with FLETC, this extra effort has delayed establishing FASTC for a year. Working closely with GSA, this critically important project will be brought in on time and on budget. The Department remains committed to an open and transparent

process with FASTC, and I look forward to answering any questions you have on this.

Thank you.

Chairman JOHNSON. Thank you, Mr. Starr.

Our next witness is David Mader. Mr. Mader currently serves as the Acting Deputy Director for Management at the Office of Management and Budget and Controller of the Office of Federal Financial Management within OMB. Prior to this position, Mr. Mader served as Senior Vice President for Strategy and Organization at Booz Allen Hamilton. Mr. Mader.

TESTIMONY OF DAVID MADER,[1] ACTING DEPUTY DIRECTOR FOR MANAGEMENT, AND CONTROLLER, OFFICE OF FEDERAL FINANCIAL MANAGEMENT, U.S. OFFICE OF MANAGEMENT AND BUDGET

Mr. MADER. Thank you, Chairman Johnson, Ranking Member Carper, and distinguished Members of the Committee for the opportunity to testify today on a topic that is critical to the safety and security of our men and women who serve overseas.

OMB shares the Committee's interest in ensuring the best use of taxpayer funds to meet U.S. Government needs and ensure the safety and security of U.S. citizens and personnel overseas in a world that faces many threats. Throughout this process, particularly in the fall of 2013, OMB's role in reviewing the State Department's proposal for a new Diplomatic Security Training Facility was to perform due diligence by ensuring that the State Department thoroughly considered alternatives to Fort Pickett, Virginia, as the site selected for the FASTC.

As part of OMB's effort to encourage the State Department to consider alternatives to the new construction, OMB facilitated analysis of both Fort Pickett and DHS's FLETC facility. OMB reviewed proposals submitted by both the State Department and FLETC and coordinated interagency efforts to achieve a common understanding of the capabilities and requirements of each of the proposed facilities.

In addition, OMB facilitated further discussions between the State Department and FLETC concerning whether FLETC could provide the full suite of training courses and synergies that the State Department was seeking to fulfill in the diplomatic personnel security training area. This was coupled with an effort by OMB to have the State Department closely review its cost estimates for the construction of the facility. Even prior to this review, the State Department's Bureau of Diplomatic Security was reevaluating its plans in order to focus on hard skills training, descoping the original proposal from over $900 million to $413 million that would focus on hard skills training.

While OMB staff closely analyzed the data received from the State Department and from FLETC, OMB's role was not to second-guess diplomatic security requirements. The expertise of this function clearly resides with the State Department's Bureau of Diplomatic Security. OMB ultimately relied on the State Department's unique understanding of diplomatic missions abroad to give appro-

[1] The prepared statement of Mr. Mader appears in the Appendix on page 40.

priate weight to the consideration of several factors, including, one, the location of the facility and the interagency synergies; two, the timing of the construction and the Foreign Affairs Counter Threat Training; three, access to facilities and course scheduling; and four, overall training requirements and support services.

Part of OMB's role was to ensure that these factors were analyzed and appropriately considered. In the end, however, OMB relied on State Department's expertise on security issues to determine which facility best met its diplomatic security needs and provided the proper balance between operational needs and cost.

The administration supports locating this facility at Fort Pickett, as reflected in the administration's request for $99 million for FASTC funding in Fiscal Year 2016.

Thank you for the opportunity to be here today, and I look forward to your questions.

Chairman JOHNSON. Thank you, Mr. Mader.

Our final witness is Connie Patrick. Ms. Patrick is the Director of the Federal Law Enforcement Training Center. Prior to becoming Director, Ms. Patrick completed a distinguished 20 year law enforcement career in Florida. Ms. Patrick.

TESTIMONY OF CONNIE L. PATRICK,[1] DIRECTOR, FEDERAL LAW ENFORCEMENT TRAINING CENTER, U.S. DEPARTMENT OF HOMELAND SECURITY

Ms. PATRICK. Thank you, Mr. Chairman, Ranking Member Carper, and Members of the Committee. It is an honor to be here with you today. I would like to acknowledge and thank Congress for its longstanding support for the Federal Law Enforcement Training Centers' mission to train those who protect the homeland. I have been privileged to serve as the Director since 2002, after having served in several senior leadership positions at FLETC.

Forty-five years ago, Congress created FLETC under the premise that consolidated Federal law enforcement training provides consistency and efficiency in the preparation of law enforcement officers and agents, while enabling agencies to conduct specialized training that meet their operational needs. Today, FLETC is the Nation's largest provider of law enforcement training. It delivers basic and advanced training to 95 Federal partners and thousands of State, local, tribal, and international law enforcement officers and agents at four domestic training sites in the United States, at International Law Enforcement Academies, and at export locations throughout the United States and internationally.

FLETC also engages in ongoing training review, development, and research in coordination with stakeholders at all levels of law enforcement to ensure its training continues to meet its partners' evolving needs.

FLETC has a long and rich history of working with its partners to adapt training programs and facilities to meet emerging threats and associated agency training requirements. The Department of State was an original signatory to FLETC's Memorandum of Understanding (MOU) in 1970 and remains a valued partner.

[1] The prepared statement of Ms. Patrick appears in the Appendix on page 42.

The Department of State's Bureau of Diplomatic Security Service Criminal Investigators attend the Basic Criminal Investigator Training Program at FLETC. They also attend various advanced training programs.

The Department of State granted FLETC certification to conduct the Foreign Affairs Counter Threat Training Program at FLETC in March 2015 and we are piloting that program in Glynco this week.

FLETC fully supports the Department of State's need to consolidate its training in furtherance of best preparing its personnel to serve in critical overseas functions. In early 2013, the Office of Management and Budget requested that FLETC work with the Department of State and the General Services Administration to assess the viability of using capacity at FLETC facilities and the cost of any additional required construction to meet the Department of State's training needs. FLETC accordingly developed a rough order of magnitude cost estimate of $200 million, which OMB asked FLETC to refine in August 2013.

In response, in November 2013, FLETC submitted a more detailed cost estimate of $272 million. This estimate and associated business case are based on the Department of State's original full scope master plan and account for training that FLETC could conduct immediately, training that would require modification to existing facilities, and training that would require new construction. FLETC's proposal guaranteed Department of State primacy of use of facilities constructed specifically for them.

In April 2014, FLETC received notification from OMB that the decision was made to allow the Department of State to establish the Foreign Affairs Security Training Center at Fort Pickett, Virginia. Since that time, FLETC has taken no further action on this issue, except for responding to congressional inquiries on its 2013 cost estimate. FLETC remains committed to the Department of State's goal to consolidate its training and looks forward to a continued partnership with the Department of State.

And, I am pleased to answer any questions the Committee might have.

Chairman JOHNSON. Thank you, Ms. Patrick.

Before I begin my questioning, I do ask consent to enter into the record a letter with a series of questions from Congressman Earl Carter from Georgia.[1] I am guessing that FLETC is in his district. So, without objection, so ordered.

Chairman JOHNSON. I will start my questioning with his first question, just to get it on the record, and I guess this is probably for Mr. Mader. What official at OMB approved moving forward with the construction of the FASTC back in 2014, as Ms. Patrick indicated?

Mr. MADER. Mr. Chairman, as you know, I was not at OMB back at that timeframe. I only arrived at OMB in June of this past year. My understanding, and having had the opportunity now to participate in a full cycle of the budget process at OMB, that decisions are made at varying stages of that process, which basically starts in the spring and culminates with the President's budget in February.

[1] The prepared statement of Congressman Carter appears in the Appendix on page 47.

In this particular case, my understanding in preparing for the hearing was that there was a group decision on the part of senior OMB officials that based upon the uniqueness of the hard skills training that Mr. Starr testified to, that it was best to defer the decision to the State Department because of the uniqueness of this facility.

Chairman JOHNSON. The decision should be OMB's, but they basically punted the decision to the State Department.

Mr. MADER. I think, Mr. Chairman, and having been in the government on the other side, on the receiving end of OMB during the budget process and now being part of it, it is a process that actually is a give and take process and I would characterize as negotiation over time in which the parties come to an agreement that meets the needs of the mission and is done in the most efficient and effective way.

Chairman JOHNSON. But, in terms of responsibility, the Director of OMB would have basically made the decision to let the State Department decide? Again, this is not an interrogation. I just want to get that on the record for the Congressman.

Mr. MADER. My understanding is that the group of OMB executives that made the final determination to defer included the Director.

Chairman JOHNSON. OK. Mr. Starr, I just want to kind of go through the basics of the training, and I have to get the name of it. The Foreign Affairs Counter Threat Course that is, really, that is the heart of what we are training here, correct?

Mr. STARR. It is one portion of the training, sir.

Chairman JOHNSON. Now, is that the hard skills?

Mr. STARR. It is one portion of the hard skills training.

Chairman JOHNSON. OK. How many people on an annual basis does the State Department train? What are the numbers?

Mr. STARR. About 9,000 to 10,000 people a year.

Chairman JOHNSON. OK. And, then, is that a year-long training process? Is this, like, you go to college and you are there for 365 days, weekends off, or is this in 2-week increments, or exactly how is that, and is there a number of man days, or I guess we should call them person days?

Mr. STARR. The Foreign Affairs Counter Threat Training Course for all Foreign Service personnel—political officers, consular officers, and as many families as we can get through—is a 1-week course. We do about 140 to 150 iterations of that course every single year in order to get about one-fifth of the Foreign Service through it every single year. It is a recurring 5-year course that they will take every 5 years to give them hard skills training.

Chairman JOHNSON. So, I guess the question—I am trying to get to how many training days per person, if you have, let us say, just 10,000 so we can do the calculation—how many training days, on average, does each one of those individuals get?

Mr. STARR. Sir, I do not have the answer to that because every course is different lengths. The special agents that go through training, their initial training is 7 months long. The high-threat course is 10 weeks long. RSO hard skills training is about 5 weeks long.

Chairman JOHNSON. OK.

Mr. STARR. The FACT course is one week long. That is for the majority of the personnel there. We have courses, hard skills training courses, for our locally employed staff overseas that we train when we come back, and driver training can be 2 or 3 weeks long. The bodyguard training can be 5 weeks long.

Chairman JOHNSON. OK. So, what I am hearing is probably the longest one is about 7 months, which is pretty intensive.

Mr. STARR. Yes.

Chairman JOHNSON The other ones are a couple weeks, I mean, 2 weeks, 1 week, 5 weeks, 7 weeks, that type of thing.

Mr. STARR. Seven, yes. The large majority of the courses for the larger Foreign Service officers is one week, and then it goes up from there.

Chairman JOHNSON. OK. Again, we all acknowledge this is incredibly important that we train our diplomatic corps and their families so they can keep themselves safe, but this hearing is all about cost efficiency.

So, Ms. Patrick, let me ask you, what is the cost metric you use in FLETC in terms of what is the cost per training day, training week, and in your proposal, because you provided OMB a full-blown proposal on this entire training process, did you condense that into your own training metrics in terms of cost so we can analyze that?

Ms. PATRICK. The proposal that we gave OMB was strictly master plan-based, and so everything that was in the original master plan, we assessed and conducted—actually just took their footprint and moved it to FLETC facilities, with the addition of a piece of property that is owned by the Marine Corps and operated by the National Guard which is about 25 miles north of us. But, in terms of training, in 2015 we are going to train about 86,000 student weeks, and the training that they requested from us was 20,000 student weeks.

Let me explain our measure. Our measure is student weeks, because we have so many different kinds of programs. Some are a week, some are 11 weeks. So, we have a standard measure of student weeks. Our student weeks for Glynco only are 86,000 student weeks. Their student weeks would be approximately 20,000 student weeks, which is about a 12 percent increase for us.

Chairman JOHNSON. What is your cost per student week? Do you have that breakdown?

Ms. PATRICK. The programs differ. Special agent training has one cost.

Chairman JOHNSON. Do you have a range?

Ms. PATRICK For the FACT training, it will be $1,600 for us to do that training.

Chairman JOHNSON. Sixteen-hundred dollars per student week?

Ms. PATRICK. Yes, per student.

Chairman JOHNSON. OK.

Ms. PATRICK. That is for food, lodging, and the curriculum.

Chairman JOHNSON. So, Mr. Starr, can you—I will save my questions for the next round. Senator Carper.

Senator CARPER. Thanks, Mr. Chairman.

I have been to a lot of military bases. I have never been to Fort Pickett. And, I have driven by Glynco a number of times over the

years, never been there. Just take us down there and visually describe each site, starting with Fort Pickett and then with Glynco, and keeping in mind the nature of the training that is required by the State Department that you just outlined here.

Tell us how the nature of that training for hard skills, soft skills—I guess it is just hard skills—but, how does it mesh with each of the sites, and particularly the folks who live around those sites. We have a big Air Force Base in Dover. We have a lot of big planes coming in and out of there. There are certain activities that are fine for the people who live in Dover. There are some activities that might not be as acceptable. So, just talk about that for us a little bit, please.

Mr. STARR. Thank you for the question, Senator. Fort Pickett is a very large former military base. It is an active duty base now for the National Guard. It is tens and tens of thousands of acres. Our space that we have in the middle of Fort Pickett is about 1,350 acres.

Increasingly, our training for duty overseas, including the types of weapons we train on for our agents, the types of evacuations that we do for our Foreign Service personnel, the type of training that we give them, is linked to military operations. The heavy armored vehicles that we use, the MRAPs that we use, the CH–53 helicopters that we bring in, the weapons are big, noisy operations, and we do a lot of night training.

At Fort Pickett, we are in the middle of a very much larger military reservation. Things like, if you shoot a 50-caliber machine gun for training, you shoot it on an 800-yard range and you typically have 2,000 to 3,000 to 4,000 yards beyond that as a safe buffer zone.

The FLETC training where we do our law enforcement training, as Ms. Patrick correctly noted, is a—I think it is about the same size, about 1,500 acres, 1,400 acres. Immediately outside of it, there are suburban tracts of housing. There is a golf course. There is a very small regional airport. But, it is a suburban atmosphere that is not conducive to the type of military training, that military enhanced type of training that we train with now.

Now, as Ms. Patrick said, they looked at a bombing range, the Townsend Bombing Range, which is, I think, 30 miles north of that, as a possible area to do that type of training. But, again, what that immediately does is that you are no longer consolidated. It means that you would have one training going on in a suburban type of environment. You would have another training going on at a different place 30 miles away, all of it over 650 miles away when I am trying to maximize our training capacity in Northern Virginia.

So, there is very different types of locales that we are talking about here.

Senator CARPER. Thanks very much. That was helpful.

Ms. Patrick, please, same question.

Ms. PATRICK. The FLETC footprint is about 1,700 acres. It was a former Navy base in World War II. We have owned and operated it since 1975 when we were in the Treasury Department before coming to DHS. And, right now, we have colocated with FLETC approximately 30 other partner agency academies. So, people think of

FLETC as the organization, but FLETC is a joint center where agencies conduct both their basic and advanced training.

It contains firearm ranges, multiple driver tracks, and a bomb and explosive range on-center. Yes, we do have a neighborhood in proximity to the FLETC and that was former base housing that when we took over from the Navy was made available for people in the community. We do explode things there on a daily basis. The Bureau of Alcohol, Tobacco, and Firearms and Explosives (ATF), that is their national academy.

We do not fire at night. We can. There is no noise ordinance that prohibits that. But, out of good neighbor policies, we do not. We are exempted from noise policies.

When we made our assessment, I was not aware of the details of the capstone project that Mr. Starr spoke about, helicopters landing, et cetera, and so I do not think that the helicopter part of it would be conducive at night to the Glynco proper, but there would be no reason not to do it at the Townsend Bomb Range, which is about 5,000 acres, and it is in a military reservation.

Senator CARPER. Mr. Starr spoke a great deal about the desire to have this training reasonably close to Washington, D.C., where the State Department has a large presence, and reasonably close to the Marine training facility in Quantico. Talk more about why that is important.

Mr. STARR. Senator, we have a long history with the United States Marines. We have 2,000 Marines that serve in our embassies and consulates now as the Marine Security Guard Units, Diplomatic Security Agents, and most posts around the world combined with that Marine Security Guard Unit are the protection supplied by the United States for everybody at that facility. The host country does have units outside of that, obviously, and we have local guard forces. But, our history with the Marine Corps goes back many years, and they are our primary 911, shall you say.

In addition to the Marines that serve with us at the embassies, the Marine Corps has created special Marine Security Augmentation Units that when we go into a crisis situation in a country, or an enhanced security situation, we filter in additional Marines under this program and they come out of Quantico, as well. They are the ones that we train with. They understand what an embassy and a consulate are. So, they are the ones that go in.

And, then, finally, we work very closely with the Special Marine Air Ground Task Force (MAGTFs), the Marine Corps special groups, aviation and ground forces, that are based in places like Spain. But, we train with them in the United States. And, these are the people that we work with closely on the evacuation out of Libya. This is who work with us when we went back into the Central African Republic.

So, we have a very close working relationship. Our communications, our training are essentially interoperable with the Marine Corps on these types of things and that is a critical phase of our training that we work with them.

Senator CARPER. All right. My time has expired. Thank you very much.

Chairman JOHNSON. Senator Ernst.

OPENING STATEMENT OF SENATOR ERNST

Senator ERNST. Thank you. I appreciate all of you joining us today on this panel.

And, thank you, Mr. Starr. You have provided a little bit of insight on why you believe that the facility should be consolidated in Northern Virginia. But, honestly, looking at the cost to our taxpayers—of course, we want high-quality training, that is the ultimate goal, but a billion dollars for the original plan versus $213 million at Glynco, there is a huge difference, and where convenience may be nice, but we want high-quality training regardless.

Do you feel that what you are receiving right now through DHS and the partnerships with Glynco is not providing that high-quality training?

Mr. STARR. Thank you, Senator, for the question. It gives me an opportunity to talk about the money. And, DHS does not currently provide the types of training that we do. DHS does provide the training for the initial Criminal Investigator Program for my agents, but we are currently doing the hard skills training at an interim leased facility in Summit Point, West Virginia, on ranges as we can get them at Fort A.P. Hill, at Quantico Marine Corps Base, at about six other private locations that we lease. So, we do not have the opportunity to use FLETC. DHS does not have those types of facilities for us in the region. We are not currently using them.

In terms of the cost, I think it is important to understand that there are initial costs, and in this regard, there is a General Accountability Organization (GAO) report. GAO has been looking at this entire process for the last 6 months. Their report has not been released yet. I have commented on the report, because we saw the initial drafts, as we normally do, and then you give comments back, but that report is due for release to the House Foreign Appropriations Committee, I think sometime in the next 30 days. I would encourage everyone to look at that.

I think, in terms of costs, there are initial costs that we have to bear, but then there are also long-term costs, and the estimates are that flying people down to FLETC, the numbers that we have to do, which is, A, very inconvenient, and B, may interfere with the training, but over the first 10-year period alone will be $80 million to $90 million more expensive than just us busing our people to a facility in Northern Virginia.

So, I think, clearly, over the life of this facility, or the life of the training that we need to do, and I would say that we are going to be going into a period of 10, 20, 30 years where we are going to need this type of training, the costs for doing it in Northern Virginia are going to be less than the costs of doing it in Georgia, and we will have a single site where we can do all the training.

So, I think it is important to understand short-term costs versus long-term costs, as well, and the life-cycle costs of this.

Senator ERNST. Well, and thank you, I appreciate it. I will be looking at those numbers. I do think that that is important, to take a good, hard look at that.

And, just to followup on that, I really do appreciate the fact that the administration is taking a look at this and that they want to

improve the training capacities for the men and women that we have engaged in these diplomatic security forces.

But, I do want to reiterate, too, that what is more important is that we have an administration that prioritizes the safety of our diplomats and responds to the requests for additional security in times of need. We can have all the wonderful enhanced training that we can give you. We can give that to you. We can give you the tips, techniques, practices. We can give you all the gizmos and gadgets. But, bottom line, if we do not have an administration which will allow you to engage or to use those techniques and tactics and whiz gadgets out there, then this does nothing for us.

We want to make sure that these men and women are protected. We will look at the numbers and make sure that we are doing the right thing, but bottom line, when we have an administration that turns a deaf ear and a blind eye to the needs of our men and women as they are serving overseas in these agencies, it does not do us a darn bit of good.

So, that is my little jab at the administration today, is that we have had four Americans killed. I know a lot of this came out of the investigations into Benghazi. We can give you all we can give you, but if we have an administration who refuses to engage, it does not do our men and women a darn bit of good.

So, I appreciate that. We will look into this. I want to make sure we are doing the right thing by our taxpayers and providing high-quality training for our men and women. But, I also want to ensure that we have an administration who understands that when there is a time to engage, we need to allow our men and women to make that decision and engage.

I will get off my soapbox. Thank you.

Chairman JOHNSON. Thank you, Senator.

Mr. Starr, as the accountant in the room here, you take $80 or $90 million divided by 20,000 training weeks, and again, that would be a very inefficient process of shuttling people back and forth every week, but that is $4,000 to $4,500 per round-trip. I do not know who the State Department uses to book travel, but that is not a believable number. So, you are going to have to go back to the drawing board in terms of getting some believable numbers in terms of—I mean, that is way overinflated in terms of the cost of travel back and forth. Something is wrong here in these numbers.

Mr. STARR. Senator, that was for over a 10-year period, and——

Chairman JOHNSON. You said $80 or $90 million per year.

Mr. STARR. No, over the total 10-year——

Chairman JOHNSON. Over 10 years? Oh, OK.

Mr. STARR. Over 10 years, sir.

Chairman JOHNSON. Then never mind.

Mr. STARR. If I left you with that impression, I apologize.

Chairman JOHNSON. OK.

Mr. STARR. It is the first 10-year period that those costs would be about $80 to $90 million more. The GAO looked at that, as well, and——

Chairman JOHNSON. OK. But, again, that does still assume——

Mr. STARR. It is not a year, sir.

Chairman JOHNSON. So, then, it is $400 to $450 per round trip, which is more reasonable. Are you going to shuttle them back and forth every week? Is that the assumption?

Mr. STARR. [Nodding head up and down.]

Chairman JOHNSON. OK. Thanks. I apologize.

Mr. STARR. I do apologize, sir, if I left you the impression it was annually.

Senator CARPER. Well, I would like to apologize, too, to get in this apology thing. Actually, seriously, when he first said the number, I thought $80 to $90 million sounded, frankly, for 10 years, a little bit low, but now I understand better what you are talking about.

Chairman JOHNSON. Senator McCaskill.

OPENING STATEMENT OF SENATOR MCCASKILL

Senator MCCASKILL. I have so many questions, I do not know where to start, as the auditor in the room. Let me start with this. What percentage of the guards at embassies around the world are foreign contractors versus Marines?

Mr. STARR. I have Marines at over 175——

Senator MCCASKILL. What percentage of the guards around the world are foreign contractors as opposed to Marines?

Mr. STARR. Almost all of our guard services outside the building itself are foreign. The Marines I have are internal, and I have them at about 175 consulates and embassies. But, virtually all, outside the buildings and outside our wall, they are all foreign, except for a couple places were I have a WPS contract where I have some American contractors. That is Iraq, Afghanistan, Jerusalem, and at the moment, the Central African Republic.

Senator MCCASKILL. So, I mean, part of the problem here is that a lot of the training you are talking about is perimeter training, and I find it ironic that we are—I doubt that any of these personnel are going to be training with these foreign guards, correct? They are not going to be training with them. They are not going to be embedded with them in training. In fact, we have real issues about how well those foreign guards are even being trained correct?

Mr. STARR. Ma'am, we do have issues, and we have looked very closely at the security that our guards provide. In those countries, particularly the highest-threat countries, where we believe the guard training, the capabilities are not up to snuff, we have a program to bring them back to the United States and train them. It is called the Special Augmentation Program that we have.

Senator MCCASKILL. OK.

Mr. STARR. And, we have identified them, and this is part of the group of people that we will be training at Fort Pickett.

Senator MCCASKILL. OK. Let me get to those numbers. You have come to this hearing to justify spending a couple hundred million dollars more than what DHS says they can do this job with to your specifications, I might add. This was not their training they priced to you. This is your training they priced to you. I want that to be very clear. They said they would do everything you need to have happen.

So, what does this cost you now over your 19 different contracts? What is the annual cost of this training now?

Mr. STARR. How much do we spend every year on training?

Senator MCCASKILL. How much do you spend total, including lodging, travel—you have 19 different leased facilities in which you are now doing this training——

Mr. STARR. Eleven hard skills——

Senator MCCASKILL [continuing]. And I guarantee you, they are not all in the Washington area.

Mr. STARR. Eleven hard skills training locations.

Senator MCCASKILL. And eight soft skills.

Mr. STARR. Which are in——

Senator MCCASKILL. You have 19 total.

Mr. STARR [continuing]. The Northern Virginia area, yes.

Senator MCCASKILL. Are they not going to be able to do the soft skills, also, at the DHS facility?

Mr. STARR. No. We are doing the soft skills here up at the Foreign Service Institute (FSI) and in the Northern Virginia area, right around here.

Senator MCCASKILL. But, they could do it there.

Mr. STARR. No——

Senator MCCASKILL. Did their price not include soft?

Mr. STARR. Whose price?

Senator MCCASKILL. DHS.

Mr. STARR. If we moved everybody down, but we never looked at those numbers of moving——

Senator MCCASKILL. That is part of my problem.

Mr. STARR [continuing]. Even more people down. The cost basis that we have is just for the hard skills.

Senator MCCASKILL. OK. What is the cost——

Mr. STARR. It would engender even longer and higher costs——

Senator MCCASKILL. If you want to split it out, split it out. What is your total cost for hard skills versus soft skills right now? You have 11 contracts in 11 facilities for hard. You have eight for soft. What is your total cost right now?

Mr. STARR. I do not have that figure.

Senator MCCASKILL. You came to this hearing and you do not know that number?

Mr. STARR. I do not have that figure.

Senator MCCASKILL. Seriously?

Mr. STARR. Yes, Senator. I do not have that complete number.

Senator MCCASKILL. We are talking about whether or not this is a cost-efficient facility and you cannot even tell me what it costs you now?

Mr. STARR. Senator, we are talking about the construction costs of a facility——

Senator MCCASKILL. No. We are talking——

Mr. STARR [continuing]. And the training costs——

Senator MCCASKILL [continuing]. About what this facility is going to cost the taxpayers, period.

Mr. STARR. That is correct, the facility. The training costs are going to be relatively the same, whether we do it here—actually, we will lower the per student cost by consolidating. I just do not happen to have those figures at the top of my fingertips.

Senator MCCASKILL. OK, so let me try another one. You do not know how much the soft training is costing. You do not know how

much the hard training is costing. When asked about how many weeks you had, you said you did not—some were 7 months and some were a week. She knew how many weeks you needed. How many weeks of soft training do you need and how many weeks of hard training do you need?

Mr. STARR. Senator, I will take that back for the record and give you——

Senator MCCASKILL. Oh, my gosh.

Mr. STARR. Senator——

Senator MCCASKILL. You do not even know how many weeks of training you need?

Mr. STARR. Senator——

Senator MCCASKILL. At this hearing?

Mr. STARR. I know every course that we run. I know that our FACT training is one week long and we do 150 iterations per year. I know that our basic special agent training is 7 months long and I generally get two to three to four classes a year, depending on funding.

Senator MCCASKILL. I understand you know all that, and I really——

Mr. STARR. I just do not happen to have the total at my fingertips.

Senator MCCASKILL. This is a business decision, and it is called a cost-benefit analysis. And it is very clear to me the State Department said at the beginning, we want to be here and we do not really need to do the kind of cost-benefit analysis that anybody should do if they are going to spend this kind of money.

Let me ask this question. She said you needed 20,000 student weeks. Is she right or is she wrong?

Mr. STARR. Yes, they did an analysis based on what we gave them. That may well be the correct figure.

Senator MCCASKILL. So, she knows how many weeks of training you need, but you do not know how many weeks of training you need, is that fair?

Mr. STARR. Senator, that is fair.

Senator MCCASKILL. OK. Well, I have a lot of questions about the confidence we should have in this whole process. You talked about needing to consolidate all of this. You do not have lodging at this facility in Virginia, correct?

Mr. STARR. No. Correct, Senator. We believe that private industry is a very good way to meet those lodging needs.

Senator MCCASKILL. What happened to the consolidation you needed? What happened to that consolidation factor? How long are you going to have to bus everybody back and forth to hotel rooms?

Mr. STARR. Oh, a couple of minutes. We currently use this type of lodging in West Virginia at the moment at our training range and it works very well.

Senator MCCASKILL. I thought that you had to bus them to Richmond to do lodging.

Mr. STARR. No. Nottoway County and the others, there are hotels within 20 to 30 minutes at the moment, and there is a great movement in Nottoway County to put hotels directly outside of the base in Blackstone.

Senator MCCASKILL. OK.

Mr. STARR. We figured that private industry is a very good way to meet those lodging requirements.

Senator MCCASKILL. OK. So, right now, you would have to go to Richmond, but you are hoping——

Mr. STARR. Not Richmond——

Senator MCCASKILL [continuing]. If you build it, they will come.

Mr. STARR. Not anywhere near Richmond. About 20 minutes away.

Senator MCCASKILL. OK. So, you are going to bus people 20 to 30 minutes to get to their lodging every night under the current scenario.

Mr. STARR. Yes.

Senator MCCASKILL. OK. What is that going to cost? You said it was going to be $80 to $90 million for flights.

Mr. STARR. It is included——

Senator MCCASKILL. What is it going to cost to lodge them?

Mr. STARR. It is included in the transportation costs that we have.

Senator MCCASKILL. OK. What about the lodging? What is the lodging going to cost, because the lodging is included in the figure that is $200 million cheaper.

Mr. STARR. Correct. FLETC does have a lodging figure. We think that the per diem rate will be slightly higher than the FLETC figure, but there are also long-term costs that FLETC engenders for the repair and maintenance of those facilities.

Senator MCCASKILL. OK. What is the lodging going to cost?

Mr. STARR. We believe that private industry is a very good way to meet the lodging requirements.

Senator MCCASKILL. What is the lodging going to cost? What is the number, because if you are doing this analysis in a business analysis—I am channeling the Chairman here—what you want to do is you want to look at, I have lodging included in this proposal. I do not have lodging in this proposal. You cannot do a cost-benefit analysis without figuring out what the lodging costs are.

Mr. STARR. Senator, we pay the lodging costs no matter which place that we are at. They are going to charge us for lodging. We do not get it free. You pay those same lodging costs.

Senator MCCASKILL. What is the differential?

Mr. STARR. It is slightly lower than the per diem cost that we pay at a hotel.

Senator MCCASKILL. What is your plan for the lodging costs if you go forward with this facility in Virginia?

Mr. STARR. We typically pay about $15 million in lodging. It would be the same as we are currently paying.

Senator MCCASKILL. OK. I am over time. I will wait for my next round. But, I want to ask about the contracts, all of the contracts, where they are, so you can—if anybody behind you has information to give you about contracts, that is what I will ask next round.

Chairman JOHNSON. You can ask another question while I do my calculation here.

Senator MCCASKILL. OK. What I want to know is how many of these contracts are going to continue to be in existence. How long are the contracts? You have 11 separate contracts for hard. You

have eight separate contracts for soft. Are you envisioning continuing the eight contracts for soft training?

Mr. STARR. The eight contracts for the facilities that we use for soft training that we do lease in the Northern Virginia area, the classroom space, we look at that every single year. We look at what FSI schedules are. Sometimes, we do training at FSI. Sometimes, we have leased space. But, generally, those soft skill classroom training facilities will continue in Northern Virginia. None of the hard skills training, with the exception of our use of the pistol range at FLETC Cheltenham, will be used. All of them will be taken off.

Senator MCCASKILL. OK. So, all of those contracts will end immediately.

Mr. STARR. By 2019, as we phase into full operation at Fort Pickett.

Senator MCCASKILL. OK. And, I just want to be clear. Ms. Patrick, from your perspective, was the soft training capability included in the price that would have occurred if we had gone forward with the cheaper alternative in Georgia?

Ms. PATRICK. Our figures were based on their total master plan, which included the original scope of what they wanted to build at Fort Pickett.

Senator MCCASKILL. OK. So, this is really important. They included soft and hard. You are going to continue with soft. I need to know the cost, because that is in addition to the $200 million. And, it may be that that is the $80 or $90 million that you are claiming you are going to spend on travel going to Georgia.

I do not think anybody who really did a business analysis of this would be better prepared than you are, honestly, sir, and I do not think this was a business analysis at all. I think this is what we want and we are going to figure out a way to get it, and that is not the way we go about spending taxpayer money.

Thank you, Mr. Chairman.

Mr. STARR. Senator, may I respond?

Senator MCCASKILL. Yes.

Mr. STARR. We have looked at this extensively. We have looked at construction costs versus long-term costs that we already bear and will continue to bear. All of this information was given to GAO, as well, who has looked at this extensively. This has all been calculated. Whether I happen to have it at my fingertips or not, we believe that this is a wise investment, that over the course of the lifespan of this project, it will save money to our taxpayers and give us better training capabilities.

Senator MCCASKILL. Well, I look forward to the GAO report, but you did not even look at FLETC until late in the process. It was not even flagged so it was considered, and they have sites all over the country. FLETC was not even considered until you were two-thirds of the way down the road. There was no effort to start at the beginning and go, do we have duplication in government? Is there a place that we could make this work and still get the kind of training that all of us want for our personnel? No. It was not until way down in the process that you even began to look at this, frankly, because OMB made you.

Chairman JOHNSON. OK——

Mr. STARR. Senator, it goes to the heart of the issue, that FLETC is a Law Enforcement Training Center and we are increasingly involved in operations that are much more closely aligned with the military than law enforcement.

Chairman JOHNSON. Ms. Patrick, let me start—again, I want to drill down on costs, and I am sorry, Mr. Starr, you are making all these pronouncements, this is the best, most cost-beneficial alternative, and you do not know the cost, so, I mean, I am scratching my head.

Ms. Patrick, when you were saying $1,600 per training week, that is all inclusive? That includes lodging—and, by the way, do you use hotels? Do you have dormitories? How do you do that at FLETC?

Ms. PATRICK. We have 2,000 beds, dormitory space, at Glynco. We also rely on existing contracts in the community should our students exceed that number. That is single-occupancy. That can be doubled, as well.

The $1,200 that I mentioned was for the FACT training, which is that 1-week training program, and that includes the cost of the equipment, the fuel for the vehicles, the firearms, and also includes lodging and meals and miscellaneous.

Chairman JOHNSON. OK. Earlier, I had written down $1,600.

Ms. PATRICK. I am sorry, $1,600.

Chairman JOHNSON. Sixteen-hundred, OK.

Ms. PATRICK. I am sorry. Sixteen-hundred.

Chairman JOHNSON. But, again, so that is an all-inclusive cost?

Ms. PATRICK. All inclusive.

Chairman JOHNSON. That is what you would charge, basically, the State Department for complete training, and all they would really have to do is get their personnel down there at maybe $400, $450 per round trip.

Ms. PATRICK. That is what we are charging this week to train predominately the Centers for Disease Control (CDC) and the Drug Enforcement Administration (DEA) and other agencies that are going through that program.

Chairman JOHNSON. OK. I mean, Mr. Starr, just doing, again, a back-of-the-envelope calculation, which is dangerous—I have run into trouble a number of times on this—but Fort Pickett is 140 miles away, so at 55 cents a mile round-trip, that is going to cost about $140, $150.

Mr. STARR. For a bus.

Chairman JOHNSON. Pardon?

Mr. STARR. For a bus.

Chairman JOHNSON. OK. So, you are going to be transporting these guys down on buses.

Mr. STARR. Yes.

Chairman JOHNSON. Hotel rooms, I mean, again, just taking $15 million divided by 20,000 training weeks times 5 days, that is about $150 a night for hotels, which you could maybe get a deal and get it for less than that. I mean, you can start racking up a whole lot more—$150 per five nights would be $750, plus busing fee. I mean, you can very quickly exceed the $400 airfare.

Right now, you are using how many facilities to do all the training you are doing?

Mr. STARR. Eleven different hard skills training facilities.

Chairman JOHNSON. And how many soft skills?

Mr. STARR. Eight.

Chairman JOHNSON. So, you have 19 total facilities. You want to consolidate all of this, so you are going to consolidate the 11 and you will still have the eight.

Mr. STARR. Correct.

Chairman JOHNSON. If you use FLETC, you would fully consolidate all of it.

Mr. STARR. We have not looked at that, sir. I do not believe that that is true, because we still will be doing training at the Foreign Service Institute up here. We will still be doing training with some of our other partners up here in terms of law enforcement training.

Chairman JOHNSON. And that would have been true even with the Fort Pickett facility?

Mr. STARR. Yes.

Chairman JOHNSON. OK. So, again, your original game plan was to consolidate as much as possible, and that was going to cost 900-and-some million dollars, almost a billion. And then that was too expensive, so you split out the hard versus the soft. Yet, FLETC basically gave you a total consolidation, which was the original concept behind the Fort Pickett facility, correct?

Mr. STARR. That is what FLETC is saying. But, the numbers of personnel that we would transport that we have figured out in the cost basis is solely on the hard skills only.

I think what we are doing is getting into measuring apples and oranges here, sir. When we talk about the original costs of this, we are talking about the construction costs of facilities, and that is one side of it, only one side of it.

Chairman JOHNSON. But, again, no, we are also trying to drill down into the per training week cost, which you do not have any idea of, and yet Ms. Patrick does, she is an expert, and that facility is an expert at training people, a whole range of different training facilities. You end up developing the curriculum for a host of different training regimens, correct?

Ms. PATRICK. Correct.

Chairman JOHNSON. I mean, talk a little bit about that.

Ms. PATRICK. Our process in serving our clients or our customers, law enforcement agencies, is to determine by their job task and the analysis of that job task. We do curriculum development conferences around that. We validate those tasks. We prioritize those tasks. We create curriculum around those tasks. And, if it is specialty training or advanced training needs, then we research and identify what is the best methodology in approaching that. It is not always bricks and mortar. My experience has been that is very costly. So, I look for alternative ways to achieve the same end without building, because that is the more expensive option. We use a lot of modeling and simulation and other means of training to meet our objectives.

Chairman JOHNSON. And, again, you are on, I think you said, 1,700 acres, a former military base?

Ms. PATRICK. Yes.

Chairman JOHNSON. And, you can fully do all of the hard skill training there, again, with some construction, you would actually

be able to get those military-type trainers into your facility and design a curriculum to handle their needs?

Ms. PATRICK. As I said, my cost estimates were based on the information I had in 2013, and if it has changed since then, I would have to again look at that. The helicopter was not something I factored in. Again, it could be done at the Townsend Bomb Range, but that would be my recommendation, just because of noise and night training.

Chairman JOHNSON. But, as an expert in training from a broad range of different curriculum, you could easily cite your cost per training week.

Ms. PATRICK. Yes.

Chairman JOHNSON. I mean, that is just something ingrained. You know what that is because you are always looking at that, you are calculating it because you have to cost it out to people.

Ms. PATRICK. Yes.

Chairman JOHNSON. So, I would have much greater faith that your facility is going to maintain cost efficiency versus the State Department that does not have a clue what it is costing.

Ms. PATRICK. Well, right now our cost for lodging, meals, and miscellaneous would be sharing the cost of mowing the grass and utilities, et cetera, is $103 a day.

Chairman JOHNSON. So, again, Mr. Starr, do you understand our concern when, on one hand, we have within a government system, we have a training facility that does a broad range of training, provided a very reasonable proposal, originally about a quarter of what the State Department was going to do, which, I think, put pressure on the State Department to scale back, not even do the full plan that FLETC will actually provide. So, you cut it in half. You are still double the cost. And you are coming before the Committee and you do not have a clue what your per week training cost is going to be, what your lodging costs are going to be.

Can you understand why the Members of the Committee are concerned about this?

Mr. STARR. Senator, yes, I can, but we are talking about apples and oranges——

Chairman JOHNSON. In what way?

Mr. STARR. We are still going to pay per diem. The cost of the——

Chairman JOHNSON. No, she has——

Mr. STARR. No, I am sorry, sir——

Chairman JOHNSON. That is factored into the cost.

Mr. STARR [continuing]. That is not true. The course, the FACT course that Ms. Patrick quoted is the cost of the course. Lodging and per diem are on top of that. You are going to pay——

Chairman JOHNSON. No. She is shaking her head, no, it is not. It is included in the $1,600 per week.

Mr. STARR. No. We train there, sir. We know what the costs of the courses are——

Chairman JOHNSON. Well, how come you know her cost but you do not know your?

Senator MCCASKILL. Let her answer.

Mr. STARR. Sir, I know——

Chairman JOHNSON. Oh, I am sorry.

Mr. STARR [continuing]. That we pay per diem. We pay MI&E when we go for training at FLETC. This is part of what you do.

We are currently paying $21 million a year for hard skills leases. That is our cost for that. We can cut that well in half. We can cut that tremendously and cut our student costs by consolidating in one area.

But, the bigger issue, still, sir, is that spending money on a facility that will not meet our needs, that does not allow us to train with the military on a military-type training base, is not what we need for the future. FLETC is a Law Enforcement Training Center, and an excellent one. We train our agents there. I am not in the slightest bit impugning FLETC. But, their facility that they have there is about the same size as the one that we are going to build, and then outside of the one we are going to build, we have thousands of acres that allow weapons, heavy weapons, to be fired safely and effectively, allow us to set off explosions, allow us to ready ourselves for the types of atmosphere that we are going in overseas.

I would argue, sir, that the construction costs are one thing. The ongoing training costs are going to be very close in either location. But, the transportation costs and the inefficiencies of moving all of our people over even a 10-year period—and GAO says this—will be about $90 million in savings a year, $80 to $90 million in savings a year.

So, I think there are different ways to look at this. I think that it is very important that you look at the upcoming GAO report that is on this, as well.

Chairman JOHNSON. OK. No, we will, and we will certainly be asking the Department of State to give us more information.

Ms. Patrick, real quick, did you want to respond.

Ms. PATRICK. My CFO said that the curriculum cost about $600. The rest is per diem, lodging, and that is at the high end on the economy. So, we have a broad range. If you stay on-center, it is much lower cost, and if you stay off-center, it is a little higher cost. So, he did the estimate based on the most expensive option.

Chairman JOHNSON. OK. Thank you.

Senator MCCASKILL. So, $1,600 per week——

Ms. PATRICK. Yes.

Senator MCCASKILL [continuing]. Including the lodging and including per diem?

Ms. PATRICK. Yes, ma'am.

Chairman JOHNSON. Senator Carper.

Senator CARPER. Thanks, Mr. Chairman.

You mentioned upcoming GAO report. Could somebody give us a preview of that, just 30 seconds? What question is GAO answering in this report?

Mr. STARR. GAO looked closely at the decision to locate at Fort Pickett. They looked at the costs. They looked at transportation. They looked at the construction. They looked at quite a few things. The report has not been released yet. It was a request of the House Foreign Affairs Committee. I have seen the draft report, but until such time as GAO actually releases it to the Committee, it is unavailable.

Senator CARPER. Can we expect to see that this year?

Mr. STARR. I believe that it is scheduled to be ready in the next 30 days.

Senator CARPER. Well, good. That is pretty timely.

Do you know anything about it, Mr. Mader?

Mr. MADER. Senator, I know there is a draft, but I have not seen it personally.

Senator CARPER. OK. I mentioned Dover Air Force Base earlier. We think it is the best airlift base in the world. They have won or been finalists for any number of years for winning the Commander-In-Chief's Award for best Air Force Base in the world. I am very proud of the work that they do with their C–5s, C–17s, and so forth.

We have worried about, ever since when I was Governor and before that, we have worried about encroachment at the base and the community is closing in on the base. And one of the reasons why it is very attractive, very good for airlift is it happens to be location, location, location. It is a great place to locate an airlift base to go, whether you are going north, south, east, or west. So, we have worked with the local county officials, local town officials to try to make sure that we do not face that kind of encroachment, encroachment, encroachment that might eventually lead to the base's closure.

I want to talk about encroachment at Fort Pickett and down at Glynco, as well. How far is Glynco from the ocean, any idea?

Ms. PATRICK. Approximately 14 miles.

Senator CARPER. Fourteen miles. We have in Delaware, especially in Southern Delaware, from Rehoboth and Dewey Beach, Bethany Beach, we have all kinds of people who want to live there, and they want to be fairly close—we have people now that are saying places like Millsboro, Delaware, is beachfront community. It is, like, 14 miles from the ocean. But, we have a place called Ocean View that does not really have an ocean view, but people want to live there because they think some day with the sea level rise it will have an ocean view. I say that with tongue-in-cheek.

But, talk to us about encroachment. What are the concerns about encroachment at Fort Pickett, and what concerns do we have with respect to encroachment at Glynco, given the nature of the training operations? It sounds like real live training.

Mr. STARR. Sir, it is. I am afraid that what we have seen over the last 15 years from our involvement in Iraq and Afghanistan and many other places in the world today, the types of training that we are fulfilling is very different than what we saw not very long ago. Even the FACT training, which used to be just for personnel going to our highest threat level posts, the Department has made a decision that this is a requirement for every single person going out.

On the encroachment issue, it is one of my main concerns. If we are going to invest this type of money, we want to make sure that we have a facility that is good for the next 10, 20, 30, 40 years. The military base at Fort Pickett is, in part, driven by the fact that we had an earlier proposal from GSA to locate in Queen Anne's County in Maryland, and when we did the Environmental Impact Statement, when that was done, the people around us who learned what type of training we are doing, how many explosives we set off

per day, the types of weapons that we use, objected to the presence of this, which is why we then started thinking very closely about locating into the middle of an active duty training base.

This base has tanks roaming around on it for training. They bring in National Guard Reserve units. They are firing off artillery. It is just southwest of Richmond, Virginia, in an area that is not likely to have development. So, this went into our thinking. And, we are looking at the issue of encroachment in the future and trying to make sure that it does not impede our training.

Senator CARPER. OK, good. Thanks.

Ms. Patrick, please.

Ms. PATRICK. FLETC does have a fence line, so it is a fixed site. However, there is additional acreage adjacent to it which part of our estimate included a $7 to $8 million figure to procure property, if we needed to. However, I think that was a condition that OMB put on us, not to buy new land. And, so, but there was a contingency in our estimate.

The site at the Townsend Bomb Range, which is 25 miles north of FLETC, there is no encroachment. It is 5,000 acres of open military land. The Marine Corps has bought, subsequent to this, bought thirty-some-thousand acres to do additional training. So, that 5,000 is really used for National Guard training. We use the range for long-range guns for some of our partners. And, that would be where I would relocate some of those things.

Senator CARPER. All right. Thank you.

Mr. Mader, what were the major factors that were taken into consideration by OMB in its determination of where the State Department's training facility would be located?

How did the Office of Management and Budget weigh the long-term costs and benefits of each proposal, including support services such as lodging?

Mr. MADER. Thank you, Senator. On the first question, and I think I talked about this a little bit in my opening statement, I think in these kinds of situations where there are very unique and very different training requirements—and I say that from my prior life in the Internal Revenue Service (IRS), having been an active participant and supporter of Glynco, where the IRS trains all their special agents, so I am very familiar, having visited there multiple times in my career. So, I understand the mission and what the Law Enforcement Training Center does for its partners.

I think in this case, what was compelling to OMB was, and I think Mr. Starr has done a good job of laying out the uniqueness of this training, because I would characterize this as purely military training, very different than the kind of training that IRS special agents go through. IRS special agents do not fire 50-caliber machine guns and fly in helicopters.

And, I think, in looking at the value of this facility, we were compelled to say, look, the uniqueness of this training and the growing threat around the world really caused us to say we need to defer that judgment on what they need both today and going forward to the State Department. And, I can tell you personally, having looked at this now, having not been here at the time of the determination, I am convinced that this is the right decision in that it provides

the proper balance between cost and the taxpayers' dollars and a mission that is critical to our country.

Senator CARPER. Thanks very much.

Chairman JOHNSON. Just real quick, while we are on that point, Mr. Starr, how many training weeks of that military style training are we talking about out of that 20,000? Do you have any clue? Is it 5 percent? Is it 50 percent?

Mr. STARR. I would estimate 30 to 40 percent, sir.

Chairman JOHNSON. OK. Thanks. Senator McCaskill.

Senator MCCASKILL. Just to be clear, OMB, when you got the sticker shock, that is when you began the FLETC comparison, and you asked the State Department and FLETC to do a cost and feasibility comparison.

Mr. MADER. That is correct, Senator.

Senator MCCASKILL. And, have you seen that cost and feasibility comparison?

Mr. MADER. I have seen, in preparing for the hearing. I was not here during that time period—those costs and comparisons changed over time, as conversations went back and forth between OMB and FLETC and the State Department.

Senator MCCASKILL. I do not know how we can do a cost and—it does not appear to me that today, anyway, that anybody is able to do a very good job articulating a cost and feasibility comparison, because let us just look at the travel. It is 3 hours to drive to the Virginia facility. It is 3 hours to fly to the Georgia facility.

Mr. Starr, I am looking at the master plan here, your master plan, and the master plan shows—and, by the way, it even on the back shows how many charter buses you are going to have to have on a daily basis to travel either 52 minutes or 55 minutes twice a day for lodging. This is your master plan. So, I do not know—you said it would take a couple of minutes. I am assuming that part of the cost comparison was that you are going to have not only 3 hours getting there, but you are going to have 2 hours of transit time, approximately, every single day on charter buses, correct?

Mr. STARR. No, I do not believe that is true.

Senator MCCASKILL. Well, why is this your master plan?

Mr. STARR. I do not have that document in front of me. I have been to Fort Pickett many times. I know that the hotels that are available are about 20 to 30 minutes away at the moment. We also know that the town of Blackstone, which is 3 to 4 minutes away from Fort Pickett, is looking at building hotels and meeting our needs there, as well. So, I think we are already——

Senator MCCASKILL. Mr. Starr, I have to interrupt you here. This is the master plan from your agency, and not only does it show the exact routes to the hotels, on the back, it shows two different scenarios of bus transportation. They have even gone to the extent of deciding whether or not you would take large charters in or whether you would try to group by specialty the people being trained and putting them on smaller coming in, whether you would have a hub going out within the facility. I mean, there was a great deal of detail done here.

Mr. STARR. Yes, obviously.

Senator MCCASKILL. So, somebody has done——

Mr. STARR. That is what the master plan is about, yes.

Senator MCCASKILL. Well, I do not—you just said you do not—you disagreed with your own master plan.

Mr. STARR. I am saying that it is not 2 hours of transportation each day.

Senator MCCASKILL. Well, if it is 55 minutes one way if you go to these hotels and 52 minutes the other way, I guess maybe I should say, more accurately, it is 107 minutes.

Mr. STARR. Senator, that is the current facilities that are there. We also know that in a very short time, they are looking at building hotels in Blackstone, which is literally 3 minutes from the base.

Senator MCCASKILL. OK. Well, did I hear you, Ms. Patrick, say that 25 miles away there was a facility for artillery that could be fired, explosions that could be fired, and that the Marine Corps currently is using that facility, the same Marine Corps that Mr. Starr says they need to work with?

Ms. PATRICK. Yes. They blow up ordinance with their aircraft in that facility.

Senator MCCASKILL. I just think we need a lot more information. I know the Committee staff has done a comparison of transportation and lodging over a period of time and it shows they are almost identical, the two facilities. So, Mr. Mader, if you can give us more information it just seems like they want this, and because they were willing to cut the price in half, you gave it to them. And, by the way, I have not heard the number of what the soft training is going to continue to be. That is in addition to what we have talked about today.

So, we have to get a lot more information. I hope, Mr. Chairman, we have another hearing. I think we need to try to stop this dead in its tracks.

Chairman JOHNSON. We will have a followup hearing.

I have one quick question for Mr. Mader. Senator Carper has a question, as well. I do have an OMB cost analysis here. I believe this was done in 2013. Are you familiar with this?

Mr. MADER. As part of my preparation, I did see that document, yes, sir.

Chairman JOHNSON. OK. So, just so I understand, it has option one, which is the FASTC, and it has option two, which is the FLETC. Now, was this back in 2013 when the FASTC was the complete, combined, consolidated plan, or has this already been skinnied down to only the hard skills in the FASTC?

Mr. MADER. I am not sure, Mr. Chairman. I would have to take it back and ask those questions.

Chairman JOHNSON. OK. Just so you know, the total cost over 10 years of the Virginia facility, the Fort Pickett facility, would be about $1.3 billion. The total cost over 10 years of the FLETC down in Georgia would be about $825 million.

So, the bottom line is, I agree with Senator McCaskill. We will do a followup hearing, and I guess, Mr. Starr, Mr. Mader, Ms. Patrick, I think you are understanding kind of the type of questions we are going to be asking and the kind of detail you want. We will definitely look forward to the GAO report. But, we are going to get down, kind of like in the private sector. This is going to be, from my standpoint, like a Department budget hearing and I am going to want the detail. I am going to want to see this laid out, number

of training weeks, number of people, really laid out so we understand this, OK?

We will give you an opportunity for a final comment here after Senator Carper asks his question.

Senator CARPER. Thanks, Mr. Chairman. This has been a good hearing, and maybe a not entirely comfortable hearing, but, ultimately, a good one. Our job is to do oversight and to try to make sure that we are looking out for taxpayers, and, frankly, to enable the State Department employees to get the training that they need to protect our folks overseas.

Ms. Patrick, do you agree that Fort Pickett is the best and maybe even the only option for the State Department to conduct the training that it needs?

Ms. PATRICK. I think, certainly, the cost differences are a factor, but in terms of the qualitative issues that Director Starr spoke to, I think they need to be explored further, too, and understood in terms of their training partners being colocated. I do not know what it costs them, if they were to come and train at FLETC, as well.

So, I think his goals are very important and I think that we certainly have a lot of experience in the business of building facilities for training. And, if the decision were made—well, the administration has recommended it be at Fort Pickett, and I would certainly be willing to share some best practices that we have learned over time to help reduce cost if you agreed to support the Fort Pickett option.

So, again, the cost is very important, but I think there are a lot of other factors to consider, as well.

Senator CARPER. OK. Thank you.

Can any of you give us maybe an example or two, either here at the hearing or in writing, about situations in the last, I do not know, decade or so where maybe a base was built or a facility was built, a Federal facility was built, where there was a need for off-base housing. Like Dover Air Force Base, we have housing on-base, but we also have the private sector has actually stepped forward in the last dozen or so years and built housing, housing built by the private sector off-base, contiguous to the Dover Air Force Base. Plus, we have a bunch of hotels that have been built. We have planes coming in and out all the time and air crews, maintainers need a place to stay maybe for a night or two, and so the private sector has kind of risen up and met those needs.

And, where I am going is, Mr. Starr, you seemed to believe that the community there, the little town of Blackstone, and I guess they have a Chamber of Commerce there in the county, that they are actively involved, maybe, in saying if Fort Pickett actually is the ultimate site, we want to help build, work with the private sector to meet the housing needs off-base and to not have to go 50 or 52 minutes, to not have to go 20 or 30 minutes, but to go outside their gate and meet their housing needs.

Can you give us some examples where that has actually happened in recent years in another State so we can actually believe, yes, that will happen? I think it will, but that is just my intuition. Can anybody help with that on the record for now, or later?

Mr. MADER. Senator, I do not have any off the top of my head, but we will get back to you.

Senator CARPER. OK. All right.

The last question I have, on these soft training needs, hard training needs, and I understand Fort Pickett, we are able to meet—if you consolidate everything there, we go from 11—did you say 11 sites we are doing hard training, and soft skills, hard skills—is it 11 being consolidated into one? Are they all the hard skills? And, how many are soft skills and that cannot be consolidated, and why can they not be consolidated in Fort Pickett?

Mr. STARR. We could consolidate at Fort Pickett, but it would mean building a lot of classroom type of buildings down there that we currently have space, and we use the Foreign Service Institute in Arlington. We have our headquarters space that we use. We have an annex that we use for training. We have an engineering annex that we use for training. So, those are the soft skills. It is classroom type of training that we are doing up here.

The 11 hard skills sites that we use, as I say, that includes getting space at military bases, but also private contractors, the only one that would continue to be used is a pistol range, a DHS–FLETC pistol range in Cheltenham, Maryland, which we continue to use for handgun qualifications. That is a FLETC facility that we use. But, all of the other 10 facilities, hard skills training facilities, would be combined onto Fort Pickett.

Senator CARPER. OK. In conclusion, I would just say, colleagues, GAO looks like they may have something for us in a month or so. Mr. Chairman, you and Senator McCaskill both indicated a willingness then to have another hearing. I would suggest that maybe that would be a good hearing to invite GAO to come to and maybe some of these folks. I think you have all done a very nice job here today.

And, Ms. Patrick, I accept your invitation. I look forward to come down, unarmed, to Glynco, Georgia, and see what great job that you are doing. Thank you all.

Chairman JOHNSON. Thank you, Senator Carper.

So, let us just finish off, give everybody a chance to make a closing comment before we close out the hearing. Mr. Starr.

Mr. STARR. Mr. Chairman, thank you for the opportunity here. And, I can see that there are questions that many people want. This is a large project. It is no doubt about it. And, in a fiscal environment that is very tight, we all need to be stewards of the taxpayers' money.

I am trying to get a facility that will meet our needs in a very different and changing world. It is not law enforcement any more for us. It is much more oriented with our partners in the U.S. military. I think that what we are facing in the future in terms of radicalization and the types of threats that we face overseas are going to continue to grow. Since Benghazi, we have had major attacks on our embassies and consulates in Herat, we have had them in Erbil. We have evacuated Libya. We have evacuated Tripoli. We have gone back into the Central African Republic. We have tight situations in Burundi and South Sudan. We are looking closely at the effects in Amman, Jordan, and in Turkey at this point. We are

going to be facing a very different type of environment, and what we are trying to do is prepare our people.

And, I appreciate the fact that your Committee looks closely at these things. Our decision is based not solely on cost, but on cost and synergies and building those capabilities for the future.

Thank you very much.

Chairman JOHNSON. OK. Thank you, Mr. Starr. And, listen, everybody here completely understands and agrees with that high priority part of the mission. So, again, we want to, obviously, make sure that that occurs. Mr. Mader.

Mr. MADER. Thank you, Mr. Chairman. I think I just want to echo what Mr. Starr said. I think our interests are all aligned. We have the same interests in that we want to provide for the safety and security of all our employees who are posted overseas and we want to do it in a way that is most cost effective and yet delivers the quality and the type of training that we are going to need, not only today, but going forward. Thank you.

Chairman JOHNSON. Thank you. Ms. Patrick.

Ms. PATRICK. I just want to thank you for the opportunity to share about FLETC, and with us, it is always about the student. We focus on the student, what is in their best interest, and that usually helps us get to whatever that compromise is. And, so, in this case, we have the benefit of having a lot of existing capabilities and capacity that Congress has funded over time, and that is a disadvantage to them, in this case, but it is also something that, obviously, we need to consider.

But, again, I have the most respect for the State Department and what their needs are and I want to be helpful in any way that I can.

Chairman JOHNSON. OK. Well, thank you.

Well, we will have a followup hearing. We will wait to read the GAO report. And, I guess my request of all of you, including GAO, is work together so we are dealing with basically common formats, so we are dealing with the number of training weeks, whatever the metrics are, so that we are not comparing apples to oranges here. Let us be comparing oranges to oranges. That is my request.

Again, we share the same goal. We truly do. It is our responsibility to provide this oversight so that we understand it. Help us understand the decision that was made. So, again, work with GAO. After that report comes out, I would really like all of you, all three of you with GAO, let us come together, again, with a common template and format for the information we are going to be reviewing in our next hearing, OK?

So, with that, this hearing record will remain open for 15 days, until August 12, at 5 p.m., for the submission of statements and questions for the record.

This hearing is adjourned.

[Whereupon, at 11:32 a.m., the Committee was adjourned.]

APPENDIX

Opening Statement of Chairman Ron Johnson
"Avoiding Duplication: An Examination of the State Department's Proposal to Construct a New Diplomatic Security Training Facility
Tuesday, July 28, 2015

As prepared for delivery:

Good morning and welcome.

In today's hearing, we will examine the decision to approve the State Department's plan to construct the Foreign Affairs Security Training Center at Fort Pickett Army National Guard Base in Blackstone, Virginia. We would like to learn why this half-billion-dollar project was greenlighted even though a more cost-effective alternative was available by expanding the Federal Law Enforcement Training Center (FLETC) training complex in Glynco, Georgia.

Since 1993, the State Department has been attempting to consolidate 19 Bureau of Diplomatic Security training facilities to provide necessary soft and hard skills training to personnel assigned to high-threat, high-risk environments. In December 2012, State Department presented the Office of Management and Budget with a full master plan, which included construction costs for all services, at a proposed cost to the taxpayer of $950 million. After consolidating several facilities in the plan, State reduced its proposal to $907 million. At OMB's request, FLETC presented a $273 million full-service alternative that leveraged existing facilities used to train law enforcement personnel from over 90 federal agencies, including State's own Diplomatic Security agents. Despite the significant price difference and congressional opposition, on April 17, 2014, OMB approved a pared down version of State's plan: A $461 million proposal that removed all classroom-based soft skills security training, the dormitory complex, and the cafeteria.

The need to provide appropriate training to State personnel is of utmost national importance. However, after examining OMB's analysis, this committee discovered that OMB auditors recommended the administration construct State's training center at FLETC in Glynco. According to OMB's own cost analysis, the FLETC proposal represented an immediate savings of $188 million and an estimated $812 million savings over 10 years. Additionally, OMB concluded there were other benefits to the FLETC option over the State Department proposal, including timing of construction and foreign affairs counter threat training, and life support services. Ultimately, however, the director of OMB selected State's plan, even though it is more expensive and has fewer capabilities.

In today's budgetary environment, OMB's fiscal carelessness demonstrates the need to conduct stringent oversight of the administration's project decisions to ensure taxpayer money is not wasted in duplication. By constructing a facility only for hands-on security training, State failed to achieve its main objective: consolidation. Not only will State overspend hundreds of millions of dollars building, operating and maintaining a new facility at Fort Pickett, but it still will have to contract for and lease other facilities to provide soft skills training components.

In today's hearing, witnesses will shed light on OMB's approval process, attempt to explain why State needs its own training facility when taxpayers already pay to maintain similar facilities, and describe what efforts FLETC officials undertook to accommodate State requirements.

I thank the witnesses for joining us today and I look forward to their testimony.

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Statement of Ranking Member Thomas R. Carper

Avoiding Duplication: An Examination of the State Department's Proposal to Construct a New Diplomatic Security Training Facility

July 28, 2015

As prepared for delivery:

Thank you, Mr. Chairman, for holding this hearing on the process used to select Fort Pickett in Virginia as the site for a new State Department training facility. For over five years, the Department of State has worked to identify a new consolidated location to train Diplomatic Security special agents.

This Committee certainly understands the importance of this kind of endeavor. Consolidating agency facilities with the same or similar missions can bring a number of financial and other benefits. That is why I have continued to support the consolidation of the Department of Homeland Security headquarters at St. Elizabeths.

The St. Elizabeths project is good for DHS and its employees, and it's ultimately good for the taxpayer. In fact, completing St. Elizabeths will save over a billion dollars over 30 years. In addition, it has the potential to improve morale at the Department of Homeland Security and enable the men and women who work there to do so more effectively.

That brings me to two basic questions that I hope we can answer here today: First, is Fort Pickett a good option for the State Department and, second, is it good option for taxpayers?

The State Department currently manages operational training at eleven separate facilities. I'm told that most experts agree that a consolidated training site for the Department of State is warranted, but the site selection process that's been used has raised many questions. It is my hope that our witnesses today will be able to shed some much-needed light on the selection process.

We also need to better understand exactly what type of training the State Department needs and what the existing Federal Law Enforcement Training Center in Glynco, Georgia can offer. After all, Director Connie Patrick and the good people at the Training Center run what I understand is regarded as one of the premier training facilities of its kind in the world. I also look forward to hearing from the Office of Management and Budget today about their role in the selection process.

In closing, I would like leave you with a story that I believe is very fitting for this hearing.

When I stepped down as Governor in 2001, I needed to buy a car, so I took my son Christopher out with me. We went out that day and drove Porsches, Corvettes, Mustangs, and I bought a Chrysler Town & Country Minivan. Yesterday, as I was driving in my 2001 Chrysler minivan across the Bay Bridge from southern Delaware, the odometer ran over 400,000 miles. I tell this story because I don't like to waste my money, and as Governor I didn't want to waste the taxpayers money in Delaware, and I certainly don't want to waste money here today. I'd like to

get my money's worth for the dollars that I spend and for the taxpayers. I hope at the end we can do that here as well.

At the end of the day, we must remember that the men and women in our foreign service deserve to be safe and secure while representing our country's interests abroad. At the same time, taxpayers deserve to know that we're investing their money wisely.

I look forward to hearing from all of our witnesses about how we can achieve both of these vital goals.

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TESTIMONY OF

Gregory Starr
Assistant Secretary for Diplomatic Security
U.S. Department of State

BEFORE

Senate Committee on Homeland Security and
Governmental Affairs

July 28, 2015

Good morning Chairman Johnson, Ranking Member Carper, and other distinguished members of the Committee. Thank you for the opportunity to discuss the Department's plan for a Foreign Affairs Security Training Center (FASTC) in Nottoway County, Virginia. Keeping U.S. personnel overseas safe is a dynamic, evolving process, and we work constantly to improve our security training practices to protect our people across the globe.

Improved training was a key finding of the Benghazi Accountability Review Board (ARB). Two subsequent panels formed after the ARB, the Management Review Panel and Best Practices Panel, further recommended that the Department establish a consolidated training facility within a reasonable distance to Washington, D.C. to fulfill this mission. In the intervening years since Benghazi, major attacks on State Department facilities and personnel in Herat, Afghanistan, and Erbil, Iraq, plus the need for evacuations from Tripoli, Libya, and Sanaa, Yemen, have only highlighted the danger our employees face while fulfilling our diplomatic responsibilities abroad. Officers and family members continue to work and reside in Cairo, Egypt; Amman, Jordan; Nairobi, Kenya; Khartoum, Sudan, and many other cities with significant security concerns. Unaccompanied officers continue to work at posts in Iraq, Afghanistan, Pakistan, Tunisia, South Sudan, Burundi, and the Central African Republic. All deserve enhanced pre-deployment security training to be prepared to work and live in these various challenging environments.

The Department had initiated efforts to combine multiple hard skills security training venues into one consolidated site even prior to the Benghazi-related recommendations. In 2009-2010, the Department and the General Services Administration (GSA) invested significant time and effort to review over 70 properties, before selecting Nottoway County as the preferred site for FASTC. While originally envisioned as a hard skills training venue only, the 2011 master plan looked at a design and construction effort to collocate all security training – hard and soft skills – at one site. However when the costs for that proposal were estimated at over $900 million, we determined that the collocation of soft skills security training was fiscally unsupportable and in early 2013 directed that the proposal be altered to fulfill our most vital need – a consolidated facility for hard-skills security training only. This reduced the costs to $461 million which were further refined to $413 million after consultations with GSA.

The hard skills security training we provide is for the entire U.S. government civilian community serving overseas. The current iteration of the Foreign Affairs Counter Threat (FACT) course will be required training for all Foreign Service personnel, with refresher training every five years, no matter where they are assigned overseas. Families will now get the same FACT curriculum on a space available basis, but that may change if conditions demand a required course for adult family members. Specialized high threat operational training for all of our 2,000 DS agents was a Benghazi ARB recommendation accepted and embraced by the Secretary. This involves an initial 10-week course and recurring skills refresher training, including heavy weapons instruction and interoperability training with Marine Corps Embassy Security Guard units based in Quantico, Virginia. Diplomatic Security also trains foreign police and security elements for the Anti-Terrorism Assistance program, as well as foreign security elements charged with protecting our diplomatic facilities abroad as part of our enhanced training program. We have extensive security training programs for our locally employed staff, including driving courses, investigation classes, and comprehensive bodyguard modules.

Security is everyone's responsibility; therefore, it is the Department's duty to ensure that the Foreign Service community, eligible family members, and foreign security forces charged with our protection receive the appropriate training needed to fulfill their mission. We take this responsibility seriously, and this is what a consolidated hard skills training facility at Nottoway County, Virginia, will allow us to do.

The requirements for this training center are clearly stated. Proximity to Washington, DC has always been a priority for us, for two reasons. First, DC is the natural hub for Department of State personnel preparing to go overseas, and having a closer training facility will cut down travel costs, provide training opportunities to family members, and improve logistics. More importantly, staying in the mid-Atlantic region allows us to continue to train with our critical security partners, especially the United States Marine Corps. Marine Security Guards, Marine Fleet Antiterrorism Security Teams, and Marine Security Augmentation Units are the primary DoD crisis response elements. DS continues to work with them in a variety of high threat environments. This collaboration is essential for the security of U.S. personnel, as we have seen in Yemen, Libya, and the Central African Republic.

Consolidation is not just a logistical benefit, it also increases the effectiveness of the training itself by allowing students to seamlessly transfer from

one real world scenario to another. Threats often emerge quickly and require immediate action to counter, and having a dedicated and consolidated DOS training center will provide the flexibility necessary to immediately train for emerging threats and major events. Just two weeks ago, we provided 190 personnel additional training prior to their deployment to Nairobi for the Global Entrepreneurship Summit. We were able to train at our existing scattered facilities, but having FASTC in Nottoway County will enable us to train more effectively and cost-efficiently.

As we have seen, our personnel have faced heavy weapons, major explosives, and complex attacks; this means that our specialized training for high threat environments includes heavy weapons, explosives demonstrations, armored vehicle driving, helicopter landings, and extensive night training, over 175 nights per year in fact. Finding a single site within close proximity to Washington DC that can accommodate all of these elements without disrupting the surrounding area has been challenging.

The Federal Law Enforcement Training Center has its strong core competencies in training federal law enforcement agencies, which is why we send our own agents there for basic training. But with FASTC, we are not training solely for law enforcement. We are preparing Diplomatic Security agents for service at critical threat overseas posts, which requires an extremely specific skill set distinct from those utilized by domestic law enforcement. We are training U.S. government personnel and their families for service in increasingly hazardous locations around the globe. We are training foreign security elements charged with providing protection for our diplomatic missions abroad. Emergency evacuation training takes place with our partners in DoD who provide airlift and protective capabilities to diplomatic missions abroad.

Our request for an advanced hard skills training location to provide specialized training is hardly unique. The Secret Service conducts advanced training at a purpose-built facility in Beltsville, Maryland; the Federal Air Marshals have a tailored facility for their needs in Atlantic City, New Jersey; and the Federal Bureau of Investigation Academy is located in Quantico, Virginia. A purpose-built facility allows us to tailor our training to the Department of State's unique overseas mission and the global security realities our personnel face.

We examined over 70 sites, and Nottoway County is the only one that meets all of the requirements. Over a period of several years, we have conducted exhaustive environmental and fiscal studies on the project, and the capabilities

planned for FASTC at Nottoway County, Virginia—a purpose-built, integrated facility designed to meet unique foreign affairs security needs – are essential. A consolidated training site close to our embassy security partners is critical to our national security. We need to move forward now. The FASTC project is well managed with a constant eye to both fiscal responsibility and keeping Americans safe. Working closely with GSA, this critically important project will be brought in on time and on budget. The Department remains committed to an open and transparent process with FASTC, and we look forward to working with you on this project. Thank you and I will be glad to answer any questions you have.

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TESTIMONY OF DAVID MADER
ACTING DEPUTY DIRECTOR FOR MANAGEMENT
OFFICE OF MANAGEMENT AND BUDGET
BEFORE THE
SENATE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS
July 28, 2015

Thank you, Chairman Johnson, Ranking Member Carper, and other distinguished members of the Committee, for this opportunity to testify on behalf of the Office of Management and Budget (OMB).

OMB shares the Committee's interest in ensuring the best use of taxpayer funds to meet U.S. Government needs and ensure the safety and security of U.S. personnel overseas. Throughout this process, particularly in the fall of 2013, OMB's role in reviewing the State Department's proposal for a new diplomatic security training facility was to perform due diligence by ensuring that the State Department thoroughly consider alternatives to the Fort Pickett, Virginia location, the site selected for the Foreign Affairs Security Training Center (FASTC) in 2011. At OMB's direction, the primary alternative under consideration was the Department of Homeland Security's (DHS) Federal Law Enforcement Training Center (FLETC), located in Glynco, Georgia.

As part of OMB's efforts to encourage the State Department to consider alternatives to new construction, OMB facilitated analysis of the Fort Pickett and FLETC options. OMB reviewed detailed proposals submitted by both the State Department and FLETC and coordinated interagency efforts to achieve a common understanding of the capabilities and requirements of each proposed facility. In addition, OMB facilitated further discussion between the State Department and FLETC concerning whether FLETC could provide the full suite of training courses and synergies the State Department was seeking to fulfill State's diplomatic personnel security training needs. This was coupled with an effort by OMB to have the State Department closely review its cost estimates for construction of FASTC. Even prior to this review, the State Department's Bureau of Diplomatic Security was re-evaluating its plans in order to focus on hard skills training, de-scoping the original proposal from an over $900 million facility to a $413 million facility focusing on hard skills training, such as training with heavy weapons, explosives, and armored vehicles. These savings made FASTC construction more competitive and represented a better value for the taxpayer.

While OMB staff closely analyzed the data received from the State Department and FLETC, OMB's role was not to second guess diplomatic security requirements. The expertise for this function resides within the State Department's Bureau of Diplomatic Security. OMB ultimately relied on the State Department's unique understanding of diplomatic missions abroad to give appropriate weight to the consideration of several factors, including:

- **Location of the Facility and Interagency Synergies**. OMB's review considered the necessity for the consolidated hard-skills training facility to be located in close proximity to the DC metro area and to training sites of other partnership agencies, such as the Marine Security Guards and Marine Security Augmentation Units, to provide maximum opportunities for training synergies.

- **Timing of Constructions and Foreign Affairs Counter Threat (FACT) Training**. The State Department and FLETC agreed that a small number of FLETC facilities could accommodate FASTC project needs without modification, with most needing either supplementation or all new construction. The review also considered the timelines required for both the FLETC and FASTC options and the opportunities for expanding and/or accelerating basic FACT training for diplomats, which does not require as many specialized facilities as the more in-depth training for diplomatic security agents.

- **Access to Facilities and Course Scheduling**. The review considered the ability of the facility to provide exclusive, 24/7 access to hard-skills training facilities given the unpredictable nature of world events and the ongoing development of new training courses in light of the recommendations of the Benghazi Accountability Review Board.

- **Training Requirements**. The review also considered the ability of the consolidated hard-skills training facility to accommodate specific training requirements, such as extensive nighttime training (over 175 nights per year), specialized equipment and procedures for scenario-based training, geographic continuity of training facilities, and topographical features.

- **Support Services**. The review also considered the availability and/or proximity of life support services, such as dormitories/hotels and food service.

Part of OMB's role was to ensure that these factors were analyzed and appropriately considered. In the end, however, OMB relied on the State Department's expertise on security issues to determine which facility best met its diplomatic security training needs. Ultimately, the State Department determined that constructing FASTC at Fort Pickett would best address the Department's three competing factors: cost, capabilities, and synergies. The Administration supports the State Department's decision to locate FASTC at Fort Pickett, as reflected by the Administration's request for $99 million in FASTC funding for FY 2016.

As part of this process, OMB also encouraged the State Department to determine how best to rapidly increase the FACT training program to cover all diplomats and U.S. employees at foreign embassies and consulates, expanding on a recommendation by the Benghazi Accountability Review Board. OMB facilitated discussions between State and FLETC regarding the expansion of FACT training. On March 27, the State Department certified FLETC as an interim FACT facility. On July 27, FLETC began its first pilot FACT course.

Thank you again for the invitation to be here today, and I look forward to the opportunity to answer any questions you may have about OMB's role in facilitating the discussion and analysis leading up to the State Department's decision to proceed with FASTC at Fort Pickett.

TESTIMONY OF

CONNIE L. PATRICK
Director

Federal Law Enforcement Training Centers
U.S. Department of Homeland Security

BEFORE

Committee on Homeland Security and Governmental Affairs
United States Senate

ON

"Avoiding Duplication: An Examination of the State Department's Proposal to Construct a New Diplomatic Security Training Facility"

July 28, 2015
Washington, DC

INTRODUCTION

Good morning Chairman Johnson, Ranking Member Carper, and members of the Committee. It is a pleasure to be with you today to discuss the Federal Law Enforcement Training Centers' (FLETC) capabilities and our participation in the Administration's due-diligence of the State Department's overseas security training facility.

FLETC OVERVIEW

I would like to acknowledge and thank Congress for its longstanding support of FLETC's mission to train those who protect the homeland. Congress created FLETC in 1970 under the premise that consolidated federal law enforcement training provides consistency and efficiency in the preparation of law enforcement officers and agents, while enabling agencies to conduct specialized training unique to their missions. I have been privileged to serve as the Director of FLETC since 2002, after completing a 20-year sworn law enforcement career in Florida.

Today, FLETC is the Nation's largest provider of law enforcement training. It delivers basic and advanced training to 95 federal partner organizations and thousands of state, local, tribal, and international law enforcement officers and agents at four domestic training sites in Glynco, Georgia; Charleston, South Carolina; Artesia, New Mexico; and Cheltenham, Maryland; at the International Law Enforcement Academies worldwide, and at export locations throughout the United States and internationally. FLETC also engages in ongoing training review, development, and research in coordination with stakeholders at all levels of law enforcement to ensure its training continues to meet its partners' evolving needs. In Fiscal Year 2014, FLETC trained nearly 60,000 law enforcement officers and agents at all of its sites and export locations. Since 1970, FLETC has trained over one million law enforcement officers and agents.

FLETC's consolidated training model offers quantitative and qualitative benefits to both taxpayers and law enforcement agencies. While FLETC provides training in core areas common to all law enforcement officers, such as firearms, driving, tactics, investigations, and legal issues, partner organizations deliver training specific to their operational needs. Moreover, the consolidated training model avoids unnecessary duplication of infrastructure and resources. Using the FLETC model, one federal agency builds and manages the infrastructure germane to a residential training facility, such as a cafeteria, gymnasium, library, training venues, classrooms, computer laboratories, dormitories, and recreational facilities, which all partners utilize. Moreover, agencies leverage and share existing support infrastructure, such as water, sewage, maintenance, and power services.

Beyond the economic rationale for the consolidated training model, agencies also benefit from enhanced interoperability and high quality training by training together. For example, FLETC's curriculum development and review process brings together experts from across the law enforcement community to share and vet ideas about training content and methodology. Like the peer review process in many professions, the healthy exchange of thoughts and concepts breeds thorough analysis of contemporary law enforcement issues and techniques, and invokes beneficial change. FLETC law enforcement training classes often comprise officers and agents

from a variety of agencies, improving future interoperability in the performance of daily duties and during times of emergency. The consolidated training model thus leverages the significant role that training can play in fostering long-term collaborative mindsets, teamwork, and information-sharing capabilities in law enforcement officers from different agencies.

The terrorist attacks of September 11, 2001, underscored the critical need for all law enforcement agencies to work together more effectively; to share intelligence, information, and know-how more seamlessly; and to break down traditional stovepipes that had previously prevented integration of effort. In the increasingly complex law enforcement landscape, the consolidated training model offers consistency in training law enforcement officers and agents in core competencies, combined with the flexibility to enable agencies to prepare personnel to meet their specific operational needs. The Congressional vision that established FLETC forty-five years ago remains as relevant today as it ever was. FLETC continues to build partnerships across the vast law enforcement community to ensure optimal execution of the consolidated law enforcement training model.

FLETC'S EXPERIENCE IN MEETING AND ADAPTING TO PARTNERS' CHANGING TRAINING NEEDS

FLETC has a long, rich history of adapting training programs and facilities to meet emerging threats and associated agency training requirements. As training demands increased and changed in the post-9/11 homeland security environment, FLETC grew to four domestic training sites, and its international mission significantly expanded. The transition into the post-9/11 environment occasioned a refocusing and expansion of many FLETC training programs as well as the creation of new ones to meet emerging needs, such as anti/counter-terrorism, flying armed, intelligence awareness, and critical infrastructure protection. Working with the Transportation Security Administration in the aftermath of the September 11th terrorist attacks, FLETC assisted in the ramp up of the Federal Air Marshal Service by aiding in the design of a formal training program and sustaining an increased tempo for student throughput. Also at that time, FLETC worked with the U.S. Border Patrol to transition its Border Patrol Academy to FLETC's site in Artesia, New Mexico, as the agency doubled in size and had to train thousands of agents to meet increased staffing requirements. FLETC also created the first basic academy of the Office of the Courts for 4,000 federal probation officers, and assisted the U.S. Coast Guard in consolidating its law enforcement training effort at FLETC's site in Charleston, South Carolina.

Additionally, over the past decade and a half, in coordination with its partner organizations, FLETC has built new state-of-the-art facilities to provide realistic training scenarios and exercises for officers and agents confronting a changing world. These new venues include multi-purpose facilities for counterterrorism and complex tactical training. Additionally, FLETC has constructed high speed driving ranges that support armored vehicles such as armored suburans, where partner organizations train prior to deployments throughout the world. During its history, FLETC has worked with numerous partner organizations to develop training venues based on specific training requirements. For example, FLETC collaborated with U.S. Customs and Border Protection to construct a mock port of entry, with the U.S. Capitol Police to build a replica of the U.S. Capitol complex, and with the Bureau of Alcohol, Tobacco, Firearms and Explosives to

develop a bomb range that met their specifications and an arson investigation practical exercise venue.

In the face of unprecedented growth in FLETC's training throughput in the years following the September 11th terrorist attacks, FLETC has consistently met its participating partner organizations' law enforcement training needs. FLETC leverages the numerous avenues it has in place to collaborate on training with its partner organizations, and encourages ongoing dialogue on training and administrative matters.

FLETC ENGAGEMENT ON DEPARTMENT OF STATE'S (DOS) TRAINING CONSOLIDATION EFFORTS

DOS was an original signatory to the FLETC Memorandum of Understanding in 1970, and remains a valued partner. DOS's Bureau of Diplomatic Security Service (DS) criminal investigators attend basic criminal investigator training at FLETC, and DS agents attend various advanced FLETC training programs. In April 2014, OMB asked FLETC to work with DOS to attain certification to deliver DOS's Foreign Affairs Counter Threat (FACT) Training at FLETC's Glynco location. DOS granted FLETC this certification in March 2015. FLETC is piloting the FACT Training in Glynco the week of July 27, 2015, and will incorporate this program into its scheduled offerings for Fiscal Year 2016. FLETC fully supports the Administration's decision to consolidate DOS's hard skills training at Fort Pickett, Blackstone, Virginia, in furtherance of best preparing its personnel to serve its critical overseas function, which has been explained in the testimony from my colleague from the Department of State.

In early 2013, the Office of Management and Budget (OMB) requested that FLETC work with DOS and the General Services Administration to assess the viability of using available capacity at FLETC facilities, and the cost of any additional required construction to meet DOS's training needs. FLETC accordingly developed a rough order of magnitude cost estimate of $200 million, which OMB asked FLETC to refine in August 2013. In response, in November 2013, FLETC submitted a more detailed cost estimate of $272 million to OMB.

This estimate and associated business case are based on DOS's original full scope master plan, and account for training that FLETC could conduct immediately, training that would require modification to existing facilities, and training that would require new construction. FLETC's proposal was based on DOS's stated physical plant requirements and guarantee for DOS primacy, but not exclusive, of use of facilities constructed specifically for the needs of DOS. These venues would be available for the use of and benefit to other agencies when not in use by State.

In April 2014, FLETC received notification from OMB that the decision was made to allow DOS to establish the Foreign Affairs Security Training Center at Fort Pickett. Subsequently, the Administration's 2016 budget request included $99 million for construction of the Foreign Affairs Security Training Center at Fort Pickett and therefore no investment is being made at FLETC for DS training. Since the decision was made to proceed with Fort Pickett construction, FLETC has taken no further action on the issue except for responding to congressional inquiries

on its 2013 cost estimate. In addition, FLETC has cooperated with a Government Accountability Office engagement on this topic.

FLETC supports the Administration's decision to consolidate State's training at Fort Pickett, stands ready to assist however possible, and looks forward to a strong continued partnership with DOS.

Thank you.

EARL L. "BUDDY" CARTER
1st District, Georgia

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July 24, 2015

The Honorable Ron Johnson
Chairman, U.S. Senate Committee on
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340 Dirksen Senate Office Building
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The Honorable Thomas Carper
Ranking Member, U.S. Senate Committee
Homeland Security and Government Affairs
442 Hart Senate Office Building
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Dear Chairman Johnson & Ranking Member Carper:

I am writing to request special attention be given during the Senate Homeland Security and Governmental Affairs Committee hearing on July 28th, 2015 regarding State Department's Foreign Affairs Security Training Center (FASTC).

As you may recall, the State Department proposed the FASTC facility be built in Ft. Pickett, Virginia to train Bureau of Diplomatic Security (DS) personnel. This proposal ignores an existing facility, the Federal Law Enforcement Training Center (FLETC), headquartered at Glynco, Georgia and with campuses around the world, which currently serves as the training center for 91 different federal agencies including the State Department. In the current fiscal year alone, FLETC is projected to train 78,391 federal law enforcement personnel and could easily accommodate the up to 10,000 DS agents requiring training. Utilizing FLETC could save taxpayers $1 billion over the next ten years alone.

The State Department's cost estimates have fluctuated dramatically over the past year, projecting that the FASTC facility would cost between $460 million to $950 million. In contrast, the Department of Homeland Security's cost estimate to provide the same facilities and infrastructure at FLETC have consistently remained $272 million. In any case, the State Department is planning to spend at least twice the amount of taxpayer dollars if not much more to construct a new facility when FLETC could easily and efficiently meet its needs.

In addition, the Office of Management and Budget (OMB) has repeatedly subverted congressional oversight of the decision making process regarding this facility. While an OMB report exists on the matter, no such report has been released to the public. I and the committees on which I serve have made multiple requests to be able to review the report but OMB has yet to accommodate these requests.

During the Committee's hearing on July 28th, you will have several witnesses in attendance that have intimate knowledge of this project and its related reports and analyses. I respectfully submit the following questions for your consideration during the hearing to shed light on the reasoning behind this decision and the budgetary ramifications it could have.

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- What official at OMB approved moving forward with construction of FASTC? How was this decision made? Was cost a primary consideration?

- What, specifically, led to cost estimate reductions from the State Department? Were capabilities reduced? If not, how was the first cost estimate so off base?

- Do more recent cost projections from the State Department include the cost of enhancements such as dormitories, dining facilities, driving tracks, and shooting ranges?

- Did OMB consider savings in operation and maintenance costs from using existing facilities at FLETC as opposed to constructing new facilities at FASTC? What are the projected annual operation and maintenance costs for facilities being built at FASTC which duplicate existing facilities at FLETC?

- Given existing budgetary constraints, what potential increased constructions costs and schedule delays would result if State Department does not receive its full appropriations for FASTC in future fiscal years?

- Has State Department provided all of its specific requirements to FLETC for consideration? What was FLETC's response to the State Department and what specific requirements is FLETC unable to perform?

- How often does State Department conduct advanced training at night on a weekly basis? Would these present an issue for neighboring communities?

- Did OMB or the State Department consider the loss of synergy and information sharing between Diplomatic Security and the 91 agencies training for similar threats at FLETC?

- How many personnel trained at FASTC would also go through the foreign affairs terror training now being piloted at FLETC?

- Would FLETC need to expand its property to meet the needs to train Diplomatic Security personnel?

- The State Department has had repeated failed attempts to build a facility like this one since 1993. Why would this attempt be any different than all its failed predecessors over the past 22 years?

- To what extent did OMB review and consider the experience that FLETC and State Department have regarding establishing and implementing training programs and curricula?

Again, I thank you for your effort and leadership on this issue. I look forward to a productive outcome of the hearing and will be looking forward to addressing the issue with you in the near future.

Sincerely,

Earl L. 'Buddy' Carter

Earl L. 'Buddy' Carter
Member of Congress