FLETC

STRATEGIC PLAN

2018 - 2022

Homeland
Security

FLETC Strategic Framework

Mission

The Federal Law Enforcement Training Centers, through strategic partnerships, prepares the federal law enforcement community to safeguard America's people, property, and institutions.

Vision

The Federal Law Enforcement Training Centers is America's enterprise resource for federal law enforcement training.

Values

As the leader of the consortium that is the Federal Law Enforcement Training Centers, FLETC commits to a collaborative, comprehensive, and responsible approach to administering its training responsibilities and authorities.

STRIPES

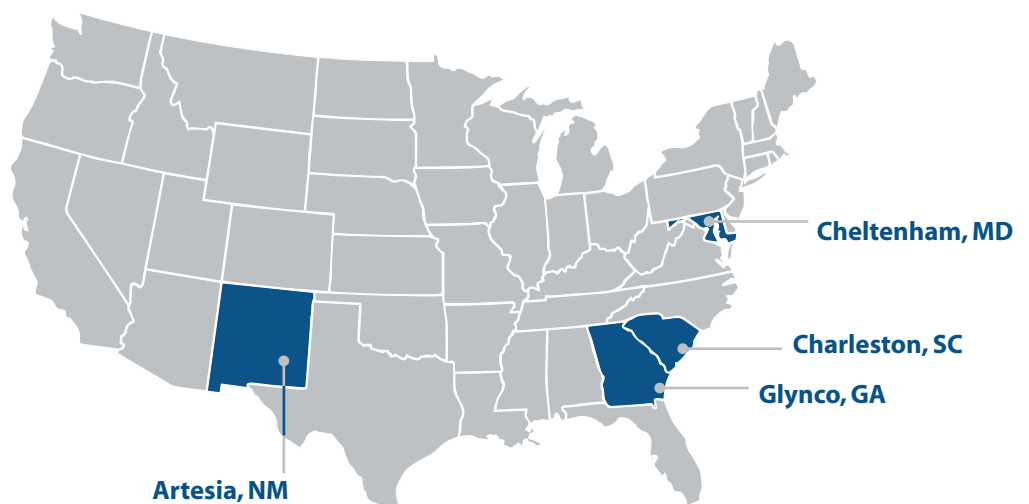| Systems | Trainings | Research | Infrastructure | Products | Expertise | Services |

Goals

1 Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.

2 Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.

3 Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.

Our Locations

*FLETC also conducts training at International Law Enforcement Academies in Budapest, Hungary; Bangkok, Thailand; Gaborone, Botswana; San Salvador, El Salvador; and Roswell, New Mexico.

Cheltenham, MD

Charleston, SC

Glynco, GA

Artesia, NM

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About this Revision

We live in a dynamic and rapidly changing world filled with information and events that morph and change in an instant. When we prepared FLETC's 2018-2022 Strategic Plan several years ago, our perspective was limited to the time before 2018. Since our first issuance of the 2018-2022 Strategic Plan, much has remained the same, much has changed as well.

Since 2018, national leadership now considers FLETC's training mission as an essential function that is indispensable to the federal law enforcement role in national security.

FLETC's ability to quickly adjust and flex to lapses in government funding, natural disasters, and a global pandemic is now accepted as an operational imperative, and a fundamental element of FLETC's strategic context. FLETC's mission remains unchanged, FLETC's pursuit of its desired future state continues, and FLETC's commitment to its core values persists. As Director Walters notes: "Neither is FLETC what it once was, nor is FLETC yet all that it will become."

The main revision to FLETC's 2018 – 2022 is the addition of a new objective and strategy under Goal 3. We also revised our Mission Statement to more precisely articulate the purpose of training we provide to America's law enforcement personnel.

Basic students participating in use of force training at FLETC Glynco. (FLETC/OPA, Mindy Vu)
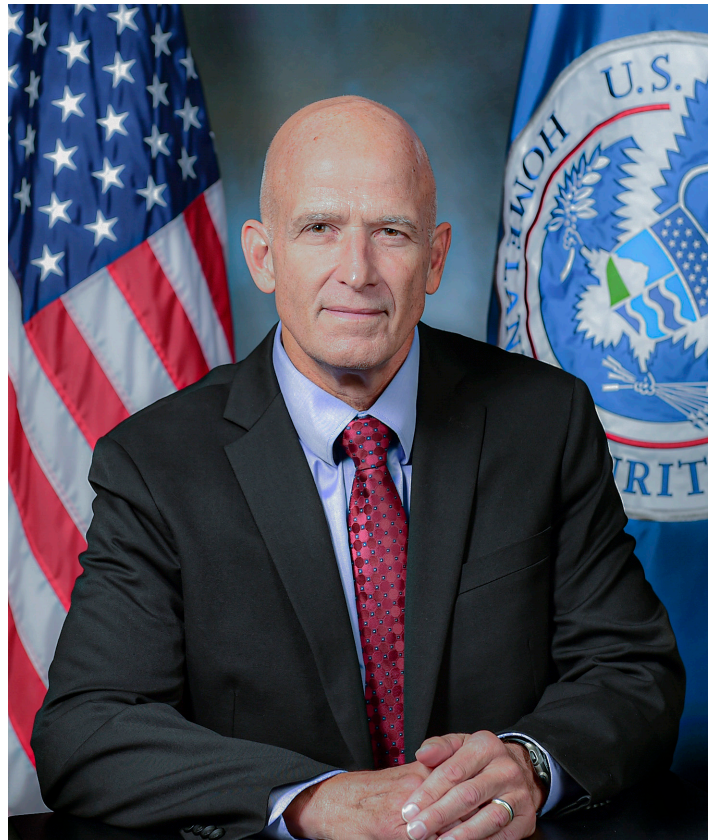
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Message from the Director

To: All readers of this document, FLETC, DHS, Congress, Stakeholders…

Today, and every day, tens of thousands of federal law enforcement personnel anticipate, prevent, and respond to events that threaten America's people, property, and institutions. Throughout the homeland and abroad, U.S. agents, officers, investigators, inspectors, and screeners assess, plan, patrol, inspect, examine, apprehend, investigate, interview, and perform thousands of other specialized tasks essential to fulfilling their agency's mission. Much of the federal law enforcement community relies on the Federal Law Enforcement Training Centers (FLETC) to prepare their enforcement personnel to perform their law enforcement tasks.

On June 6, 2018, Kirstjen M. Nielsen, Secretary of the Department of Homeland Security (DHS), issued the guidance on which FLETC's 2018-2022 Strategic Plan is built. Embedded at the core of the Secretary's guidance is the principle that FLETC directly supports the law enforcement training needs of its federal clients, and, within the context of applicable law, rules, regulations, and conventions, makes FLETC's resources available to state, local, private, and international law enforcement organizations.

Our 2018 – 2022 Strategic Plan marks the beginning of an important transition period for FLETC. This plan maps FLETC's transition from its past as envisioned in the 1970's, to its future as America's enterprise resource for federal law enforcement training in the year 2022.

In developing this plan, we, FLETC, researched the history of our appropriations and authorizing language, our written agreements with our participating organizations, and the instructions and guidance provided by DHS. We examined our capabilities and capacities, as well as our strengths, weaknesses, threats, and opportunities. We refined our strategic guidance, and the goals, objectives, and strategies we developed are now well-established reference points guiding FLETC towards its future.

FLETC's staff, many of whom are or were members of the organizations they train, identify profoundly with the outcome of their work; no one is more committed than they to preparing those entrusted to their care for the demanding and often dangerous challenges of the operating environment. With a strategy to give direction to the energy, focus, and imagination of our staff, this nation can be certain FLETC will get the job done.

THOMAS J. WALTERS
Director
Federal Law Enforcement Training Centers

About the Document

FLETC's Strategic Plan reflects the collaborative efforts of the entire FLETC team. Throughout 2018, FLETC established its new mission, vision, and values. These fundamental and guiding principles focused FLETC on our core purpose, our intended end-state, and the elements of our identity that guide the organization in all circumstances. From these principles arose FLETC's three goals, rooted in our mission elements of producer, resource, and steward.

With this foundational understanding of our strategic direction, FLETC leadership, staff, stakeholders, and participating organizations came together to construct the enterprise-level objectives that guide FLETC's path from 2018 through the year 2022. These objectives set the stage for the specific and measurable results we aim to achieve during this timeframe.

For each objective, we developed a set of strategies to guide the initiatives, programs, projects, activities, and actions that drive FLETC towards its strategic goals.

Notably, there is no FLETC goal, objective or strategy that is executed independently by a single FLETC Directorate or office. Our goals, objectives, and strategies apply across the FLETC enterprise, and our individual business units organize their day-to-day efforts to contribute to the success of the FLETC enterprise and the achievement of the greater FLETC mission.

FLETC's 2018-2022 Strategic Plan documents our approach to realizing an obligation to serve as America's enterprise resource for federal law enforcement training.

Strategic Context

FLETC is strategically aligned as America's enterprise resource for federal law enforcement training, marshaling the resources provided for the purpose, creating law enforcement training and training support mechanisms, and disseminating law enforcement training to federal, state, local, tribal, private, and U.S. government foreign assistance programs.

FLETC is organized as a consortium, engineered to undertake for all its members an enterprise beyond the resources of any one member. FLETC was founded on, and has remained faithful to, the two strategic-level, complementary goals envisioned by its founders: establish consistency in the content and delivery of federal law enforcement training, and leverage the advantages of a centrally managed, universally accessible training infrastructure. FLETC's members, principally federal law enforcement

organizations, rely on FLETC to maintain all of the instruments of training, and to prepare their law enforcement cadre to perform their law enforcement tasks. FLETC's 2018 – 2022 Strategic Plan links all of FLETC's activities to the organizations it serves through FLETC's strategies, objectives, and goals.

FLETC's 2018 – 2022 Strategic Plan flows from FLETC's strategic guidance at the highest level, through three FLETC goals, across FLETC objectives supporting each of those goals, and downwards to FLETC's strategies supporting each of FLETC's objectives. Underpinning FLETC goals, objectives, and strategies are the many concepts, initiatives, programs, projects, activities, and actions that FLETC performs for its participating organizations on a daily basis.

Follow us on:

Mission - Vision - Values

FLETC's Mission, Vision, and Values set the bounds within which the plan's Goals, Objectives, and Strategies operate:

- **Mission:** Why the Federal Law Enforcement Training Centers exists
- **Vision:** Future state to which FLETC aspires
- **Values:** Constant, foundational principles and ideals that guide all aspects of FLETC

Statement of Mission:

FLETC, through strategic partnerships, prepares the federal law enforcement community to safeguard America's people, property, and institutions.

FLETC conducts three enterprise-level law enforcement training activities:

1. Producer - FLETC produces law enforcement training systems, trainings, research, infrastructure, products, expertise, and services configured to meet the requirements of FLETC's federal participating organizations.

2. Resource - FLETC provides access to FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services to state, local, tribal, and private law enforcement, as well as to U.S. Government foreign assistance programs.

3. Steward – FLETC is the U.S. Government's executive agent for the federal resources allocated for the training of the law enforcement personnel of FLETC's participating organizations.

FLETC Vision: In the Year 2022

- FLETC faithfully honors its commitment to its first priority: preparing the law enforcement personnel of FLETC's federal partners to perform their duties in their operating environments.

- FLETC's federal stakeholders and its federal, state, local, and tribal law enforcement partners are satisfied that the law enforcement training systems, trainings, research, infrastructure, products, expertise, and services that FLETC produces are relevant, accessible, academically rigorous, and effectively cost-controlled.

- The collaborative work of FLETC and its partners enables federal, state, local, tribal, and private sector law enforcement personnel to perform their duties as guardians of our people, our homeland, and our values with honor, integrity, and respect.

- FLETC's state, local, tribal, and private law enforcement partners, as well as U.S. foreign assistance programs, find FLETC to be a reliable and authoritative resource for federal law enforcement training systems, trainings, research, infrastructure, products, expertise, and services.

FLETC Core Values:

FLETC maintains a collaborative, comprehensive, and responsible approach to administering its training responsibilities and authorities.

- **Collaborative:** As a producer, FLETC engages its federal, state, local, tribal, and international partners in all aspects of its core mission.

- **Comprehensive:** As a resource, FLETC ensures that its products, services, and expertise are thorough, available, relevant, and accessible to our state, local, tribal, and international partners.

- **Responsible:** FLETC honors its foundational charge to be an effective steward of the federal resources dedicated to law enforcement training.

FLETC Integrated Enterprise Planning

Along with its enterprise role as a producer of training and a resource for its clients, FLETC is also a steward, charged with marshalling the resources entrusted to its care. FLETC executes its role as steward through its commitment to a system of fully integrated enterprise planning. At the heart of FLETC's integrated enterprise planning system lies the principle that all aspects of FLETC's planning and execution are to follow a clearly defined and assiduously enforced discipline of connectivity and coordination. As noted in Goal Three of the Strategic Plan, FLETC's intent is to "Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements."

FLETC is a component of the Executive branch of the U.S. government, and the shape of FLETC's business processes are in part determined by direction from the Executive branch, the enacted laws and oversight activities of the Legislative branch, and the rulings of the Judiciary. FLETC's Strategic Plan ensures that FLETC's internal business rules are purposefully designed to conform to and complement all external governance and guidance as well as to advance FLETC's strategic goals. FLETC's success in achieving its goals is directly linked to FLETC's ability to integrate and harmonize the universe of opportunities and constraints that govern FLETC's business processes.

FLETC supports the connectivity and coordination of integrated enterprise planning through its Quarterly Execution Review (QER), an enterprise-wide, formal assessment process.

NOTE: Details of FLETC's Integrated Enterprise Planning processes may be found in the Appendices.

Participating Organizations

In this document, "participating organization" refers to all of the organizations to which FLETC provides law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure.

Participating organizations come from federal, state, local, private, and international law enforcement entities, and either operate under a formal memorandum of understanding with FLETC, or access FLETC assets on a less-structured, intermittent basis. The needs of FLETC participating organizations are at the core of every goal, objective, strategy, and initiative FLETC undertakes.

A FLETC "partner organization" is a sub-set of FLETC participating organizations. The term "Partner organization" is defined in FLETC congressional authorizing legislation: Public Law 114—285, 114th Congress. The legislation is titled *Federal Law Enforcement Training Centers Reform and Improvement Act of 2015*. The legislative language defines a partner organization as "any Federal agency participating in FLETC's training programs under a formal memorandum of understanding."

FLETC partners with 103 federal organizations to provide high quality federal law enforcement training. (FLETC/OPA, Illustration by Brandon Spragins)
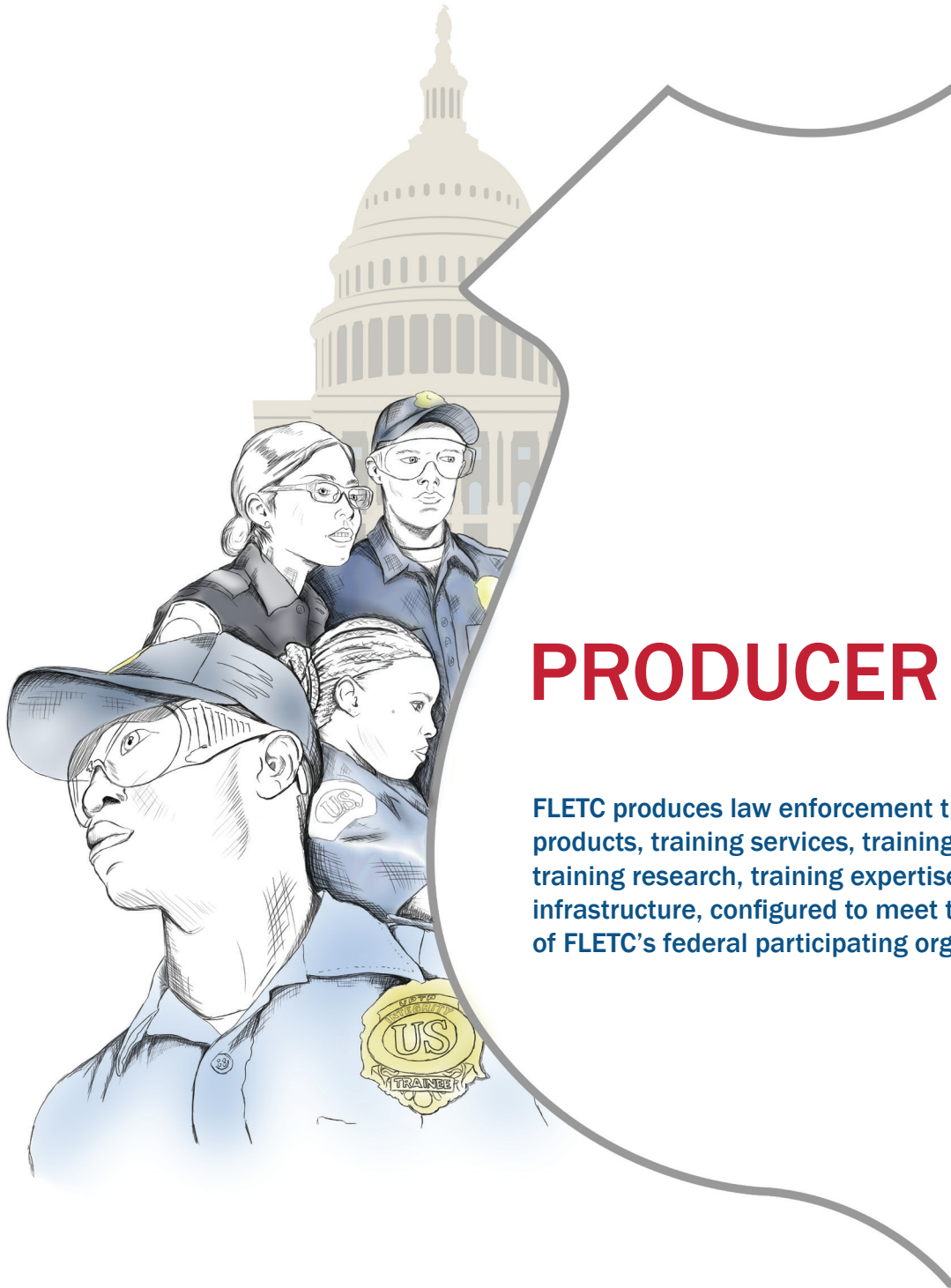
PRODUCER

FLETC produces law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure, configured to meet the requirements of FLETC's federal participating organizations.

GOAL 1

Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.

FLETC, and the organizations that participate in FLETC training, understand that every law enforcement professional must acquire specific competencies in order to function effectively in their operating environment.

FLETC's community works together to develop essential competencies in the students they train; FLETC's training services, trainings, research, infrastructure, products, expertise, and systems contribute significantly to achieving that end. The value of FLETC's training process is measured by how well FLETC students perform in their operating environment, as assessed by FLETC's participating organizations.

Strategic Objective 1.1

Infuse FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments.

Strategies

1.1.1 Connect and Collaborate Establish and formalize collaborative interaction among FLETC law enforcement training professionals and their counterparts in government and the private sector.

1.1.2 Assess and Incorporate Systematically assess, and incorporate into training, a comprehensive understanding of the capabilities of law enforcement and the capabilities of the elements threatening the people and institutions that law enforcement protects.

1.1.3 Address Trends and Threats Research and incorporate into FLETC training, law enforcement best practices addressing significant trends and threats currently impacting law enforcement.

International students train in dealing with high risk stops on FLETC Glynco. (FLETC/OPA, David Tucker)

Follow us on:

Strategic Objective 1.2

Focus FLETC's curriculum development, revision, and validation processes on law enforcement operational requirements.

Strategies

1.2.1 **Know What's Needed** Establish a systematic approach to assessing and validating the law enforcement operational skillset requirements of our students as the first step in applying Instructional Systems Design principles to training development.

1.2.2 **Involve Clients in Design and Development** Examine and refine current curriculum review and development processes to maximize the involvement of FLETC's participating organizations.

1.2.3 **Involve Clients in Assessing Effectiveness** Ensure FLETC assessments of the post-graduation performance of students include comprehensive input of the participating organizations.

1.2.4 **Use Data Wisely** Identify and analyze the datum that gauge how effective training is in achieving stated terminal and interim training objectives.

U.S. Customs and Border Protection students train at the mock port of entry Glynco, GA. (FLETC/OPA, David Tucker)

Strategic Objective 1.3

Integrate a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.

Strategies

1.3.1 Balance Student and FLETC Requirements Assess the extent to which FLETC processes, resource investments, and projects align or compete with the interests of students, FLETC participating organizations, and FLETC.
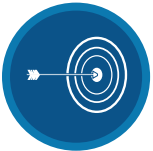
1.3.2 Plan Strategically Align FLETC training production services with the strategic goals of participating organizations, ensuring that FLETC products and services support the mission, vision, and values of each.

Students train in mat room at FLETC, Glynco. (FLETC/OPA,Mindy Vu)

Follow us on:

Strategic Training Principles

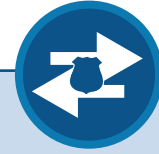Our law enforcement community and the universe of malefactors are locked in a continuous and steadily accelerating cycle of tactics and counter-tactics, strategies and counter-strategies. Last year's tools, technologies and conditions rapidly fade into obsolescence, and organizations that do not adapt are left behind.

In this highly dynamic environment, those who threaten our people and our institutions constantly adjust their tools and techniques in response to law enforcement initiatives. Law enforcement organizations, and law enforcement training institutions such as FLETC, track these adjustments and develop strategies to stay ahead of those threatening to do harm. FLETC, in collaboration with those it serves, update the associated Systems, Trainings, Research, Infrastructure, Products, Expertise, Services (STRIPES) it generates, to ensure students are prepared to perform their law enforcement duties upon graduation.

Training Principle

FLETC has been charged with producing and delivering training that reflects the reality of the student's operating environment. FLETC students must be familiar with equipment that will be issued to them in the field, with the systems they will navigate in their day-to-day activities, and with the scenarios they will likely encounter as federal law enforcement professionals.

Training is the means by which agencies prepare their law enforcement personnel to perform their duties in their operating environment. Successful training is requirements-based, and demands that training designers import the operator's perspective of the operating environment at the beginning of the training process, and incorporate the operator's perspective of student performance after training has been completed.

Training Principle

FLETC builds training responsive to its customers' needs by Analyzing, Designing, Developing, Implementing, Evaluating, and Revising (ADDIE-R), as necessary, the training curriculum students need to perform their respective law enforcement functions.

Strategic Training Principles

FLETC provides standardized, foundational training to America's federal law enforcement professionals. FLETC training, as is the case with other critical services, balances the needs of the service receiver and the needs of the service provider. FLETC will establish methods to incorporate and give appropriate weight to the views of the service receiver, in this case, the students and their agencies, in making decisions on training formulation, resource acquisition, and project prioritization.

Training Principle

There are many cogs turning within FLETC's machine, and while each function serves a distinct and critical task, they remain united in their purpose: to build the best federal law enforcement training possible. FLETC will ensure that every process, every procedure, every venture worth pursuing is firmly rooted in the foundation of building training that is best for FLETC's students.

The Federal Law Enforcement Training Centers Graduates Memorial was dedicated during the first Peace Officers Memorial Day Ceremony held in May 1986, Glynco, GA. (FLETC/OPA, David Tucker)
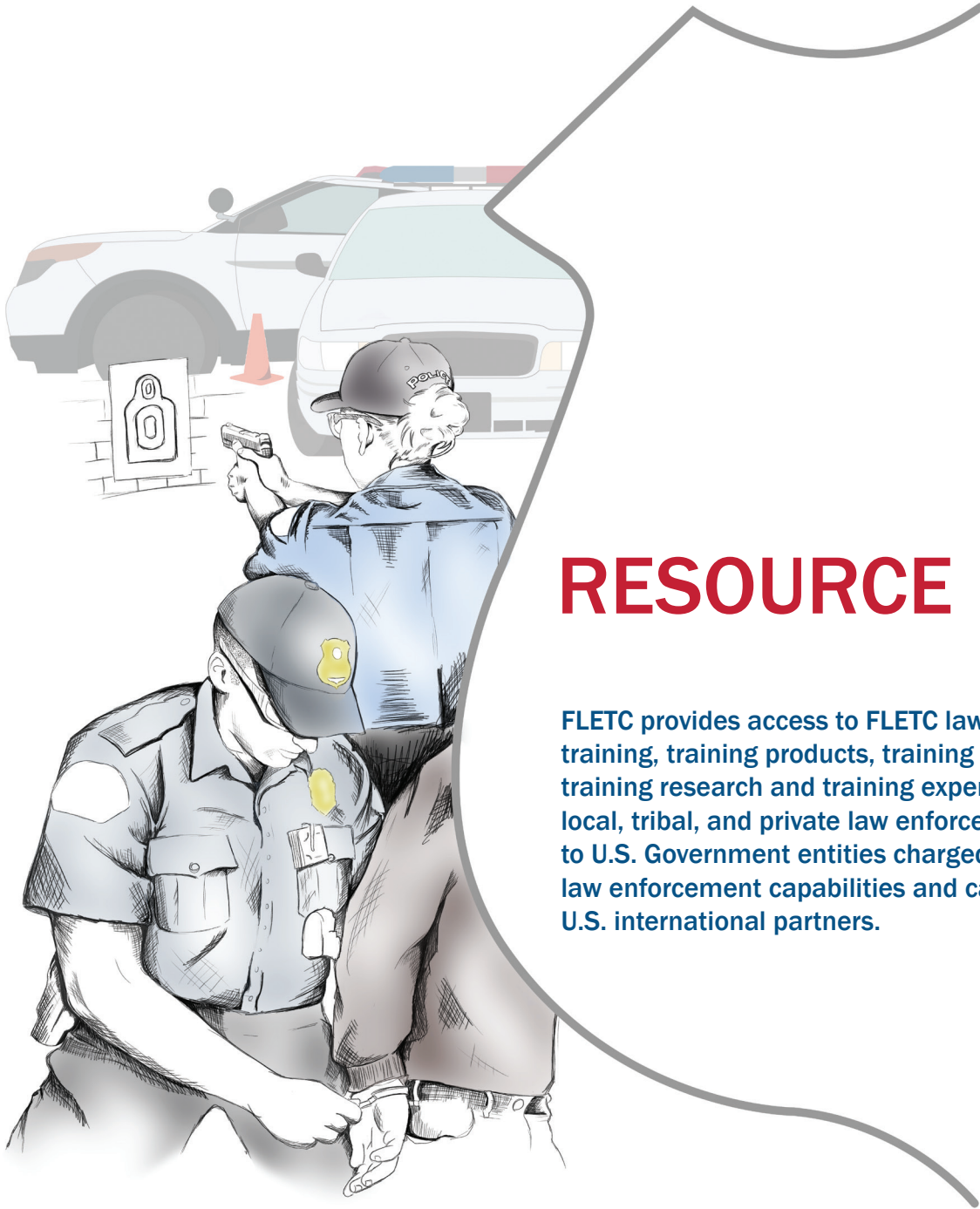
RESOURCE

FLETC provides access to FLETC law enforcement training, training products, training services, training research and training expertise to state, local, tribal, and private law enforcement, as well as to U.S. Government entities charged with enhancing law enforcement capabilities and capacities among U.S. international partners.

GOAL 2

Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.

In its role as America's enterprise resource for federal law enforcement training, FLETC is the hub for the exchange of law enforcement training systems, trainings, research, infrastructure, products, expertise, and services.

Non-federal law enforcement professionals share many of the same challenges as their federal counterparts. The entire law enforcement community, federal and non-federal alike, benefits from sharing information across the community. FLETC provides the community the opportunity to contribute to-and draw from-the body of knowledge and experience gathered by FLETC. It is FLETC's ambition to make its training assets available to as much of the law enforcement community as possible.

Strategic Objective 2.1

Establish an interagency environment for sharing FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services with FLETC participating organizations.

Strategies

2.1.1 **Provide Access** Optimize FLETC's Information Technology infrastructure to enable FLETC to exchange law enforcement training products and information with participating organizations.

2.1.2 **Use Access Effectively** Increase information sharing across FLETC's enterprise to ensure consistency and efficiency of training support processes within the organization.

2.1.3 **Organize Useful Engagement** Purposely bring together academics, researchers, practitioners, and trainers in order to collaborate and share information impacting law enforcement operations and training.

2.1.4 **Amplify Awareness** among FLETC's clients and potential clients of FLETC's mission, vision, values, goals, objectives, and operating parameters.

Video production of Tactical Medical training to support online products for extended outreach. (FLETC/OPA, Clint Salica)

Strategic Objective 2.2

Develop client-specific strategies for identifying, accessing and serving FLETC's diverse client base, enhancing FLETC's capacity to add value to the law enforcement community.

Strategies

2.2.1 **Establish Engagement Protocols** Articulate and publish processes for accessing FLETC assets, to include international law enforcement training needs assessments, requests for training, and training coordination to support client needs, DHS international capacity building, and the U.S. Government's foreign assistance programs.

2.2.2 **Schedule Strategically** Schedule state, local, and tribal training programs using a data-driven methodology to maximize positive impacts on FLETC's clients, ensure efficient deployment of FLETC assets and resources, and foster flexible and timely responses to training needs.

2.2.3 **Optimize Delivery Methods** Expand and strategically employ e-FLETC, FLETC Talks, podcasts, and other distributed learning capabilities to achieve the maximum impact within the law enforcement community.

Police officer on patrol checking records. (Courtesy Photo)

Strategic Objective 2.3

Organize existing partnerships and communication strategies to maximize information sharing among FLETC and its clients.

Strategies

2.3.1 **Facilitate Internal Communications** Improve formal internal lines of communication to achieve consistent and timely dissemination of information across FLETC's enterprise.

2.3.2 **Facilitate Client Engagement** Foster and expand engagement with FLETC clients to maximize collaboration and information sharing between FLETC and its clients.

2.3.3 **Share Knowledge** Publish and present the results of innovative, requirements-driven research to contribute to FLETC's community body of knowledge concerning the most current, relevant, and effective law enforcement techniques, methods, and practices.

Streaming from the Office of Public Affairs television studio adds to FLETC's communications arsenal. (FLETC/OPA, Mindy Vu)

Strategic Training Principles

Collectively, law enforcement possesses an extensive body of expertise and experience. Inter-agency coordination is improved when law enforcement organizations are able to access that expertise and experience. FLETC engages the full spectrum of law enforcement entities in collecting and sharing lessons learned among the law enforcement community

Training Principle

Law enforcement interoperability and success depends upon our ability to share and receive information with one another. FLETC is the hub for that exchange of knowledge and will work to maximize the accessibility and volume of that information.

Each of FLETC's current and potential participating organizations has a unique character; each features a particular set of geographic and jurisdictional boundaries, policies, court systems, equipment, chain-of-command, authorities and responsibilities. As law enforcement, all of those clients also have much in common. With a potential clientele of 800,000 plus sworn law enforcement personnel in the U.S., there is great potential for sharing best practices and training. FLETC will improve its ability to facilitate access to FLETC training and its associated STRIPES and facilitate information exchange in the greater law enforcement community.

Training Principle

FLETC achieves maximum strategic impact by delivering the curriculum most needed, to the customers most in need, in the delivery method most accessible.

Strategic Training Principles

FLETC, and the law enforcement community it serves, benefit from a constant and comprehensive exchange of information on agency operating conditions and FLETC training. FLETC will assume an initial leadership role in working with its participating organizations to improve that information exchange between agency operations and FLETC training. While law enforcement jurisdictions are well settled, the capability and capacity of law enforcement to jointly or contemporaneously address an issue or issues is uneven across the law enforcement community. FLETC will seek out, and where possible, leverage opportunities to increase interoperability among its clients.

Training Principle

As the hub for law enforcement training information, FLETC will strategically and deliberately distribute and facilitate this information exchange to optimize law enforcement interoperability and mission accomplishment.

Building 912 pays tribute to the nobility of the law enforcement profession through its four memorials and historical arrangements, at Glynco, GA. (FLETC OPA/Rob Gwin)

FLETC's Building 912 is a dedication to the events of September 11, 2001, when terrorists hijacked four commercial jet airliners. The hijackers flew American Airlines Flight 11 and United Airlines Flight 175 into the World Trade Center's Twin Towers and American Airlines Flight 77 into the Pentagon. The fourth plane, United Airlines Flight 93, crashed into a field near Shanksville, Pennsylvania. A 9/11 Memorial is onsite at Building 912, designed with significant tributes to that day:

- The centerpiece is a section of I-beam from the World Trade Center donated to FLETC by the people of New York City. The I-beam is shielded by white marble, which represents respect, love, and remembrance.

- On the left side of the I-beam are 9 pieces of marble, and on the right side are 11 pieces of marble.

- The base of the memorial measures 110 inches wide, representing the 110 stories of the Twin Towers.

- The steps at the base begin with broken concrete and are refined in material until they end at the top with polished granite. Each step is 17.5 inches wide in remembrance of Flight 175.

- There are 9-inch risers for the first 3 steps in remembrance of Flight 93.

- Inscribed in the stairs are the words "SERVICE," "COUNTRY" and "FAMILY."

- The top step has the word "COURAGE" in respect for the courageous men and women who protect the Homeland at home and abroad. The entirety of the base signifies the unyielding resolve of the human spirit as we recover and rebuild.

STEWARD

FLETC is the U.S. Government's executive agent for the federal resources allocated for the training of the law enforcement personnel of FLETC's participating organizations.

GOAL 3

Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.

FLETC receives resources from national leadership and from its clients; FLETC's investors and clients rely on FLETC to maintain a constant capacity to provide quality, cost-controlled training products in every variation of the federal budget environment. The efficacy of FLETC is essential to the federal law enforcement training community; over nearly 50 years of FLETC operations, many of FLETC's partners have scaled down or eliminated their organic law enforcement training systems and now rely on FLETC to supply needed law enforcement training and training services.

As America's enterprise resource for federal law enforcement training, FLETC has the responsibility to accurately characterize FLETC's capabilities and capacities of the present, and to accurately project and plan for fulfilling the law enforcement training needs of the future. FLETC's characterization of its current capability and future needs must reflect the input of FLETC's participating organizations, and must be communicated clearly and expeditiously through the appropriate channels and in the format needed by resourcing decision-makers.

FLETC will develop and implement strategies that enhance coordination of, and commitment to, FLETC resourcing plans and resourcing documentation among FLETC stakeholders.

Strategic Objective 3.1

Adopt human capital strategies focused on supporting areas of emphasis in FLETC's 2018-2022 strategic plan.

Strategies

3.1.1 **Build a Workforce for Today and Tomorrow** Develop, deploy, and retain a diverse, high-quality workforce, rich in the technical and professional capabilities needed in their entry position, and capable of accepting additional FLETC responsibilities in the future.

3.1.2 **Recruit With a Purpose** Develop recruiting strategies that support FLETC's near- and long-term staffing goals.

3.1.3 **Elevate To Excellence** Identify and address training gaps between FLETC's goal of professional excellence in every position and the current employee portfolio of knowledge, skills, abilities and experience.

Keith Lee of the print center serves as technical director during Bring Your Kids to Work Day in the Office of Public Affairs television studio. (FLETC/OPA, David Tucker)

Follow us on: YouTube

Strategic Objective 3.2

Fortify FLETC's physical, administrative, occupational, environmental, and cyber safety and security processes to enable FLETC's workforce and in-residence clients to carry out their training missions in an optimally secure environment.

Strategies

3.2.1 **Preserve Integrity of Process** Maintain the integrity of FLETC's administrative and occupational processes and protections.

3.2.2 **Secure FLETC Assets** Equip FLETC facilities with sufficient physical security control systems, procedures, and resources to ensure the safety of all employees, partner organization representatives, students, and visitors.

3.2.3 **Cyber Resilience** Improve security and resilience of FLETC information technology and sensitive data.

3.2.4 **Fuse Openness, Accountability and Effectiveness** Ensure effective and transparent stewardship of FLETC resources through strong internal controls and stakeholder engagement.

3.2.5 **Seek-out and Employ** Leverage industry best practices to improve the quality, effectiveness, and efficiency of FLETC training support services.

3.2.6 **Apply Business Best Practices** Integrate sustainability, resilience, data-driven decision processes and other business process improvement methodologies into enterprise acquisition strategies, strategic plans, operational plans, and training activities.

Strategic Objective 3.3

Link FLETC's initiatives, programs, projects, and activities with FLETC enterprise data, strategic priorities, and mission requirements.

Strategies
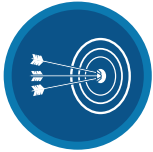
3.3.1 **Embrace Enterprise-Wide Perspectives** Organize processes and policies to promote enterprise-wide consistency in training operations, resource distribution, project priorities, and planning across all FLETC training delivery points.

3.3.2 **Seek-out and pilot innovations** with potential application in FLETC and participating organization training management and training operations.

Chief Bradford of FLETC ALM works with facilities staff to generate a DHS Seal for use. (FLETC/OPA, David Tucker)

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Strategic Objective 3.4

Systematically collect, assess, and utilize information from the full spectrum of inputs to inform FLETC projections of staffing and training program requirements.

Strategies

3.4.1 **Regularize Internal Collaboration** Integrate mission support business lines into scheduling and curriculum decision-making.

3.4.2 **Provide and Market Data** Increase access to and use of relevant data to inform business process and training management decisions.

3.4.3 **Know Life-Cycle Costs** Employ systematic and reliable methods of formulating the true cost of building, delivering, sustaining, and supporting training to ensure realistic costing for these resources.

Driver and Marine Division dunk tank drown proofing in FLETC, Glynco, physical fitness pool. (FLETC/OPA, David Tucker)
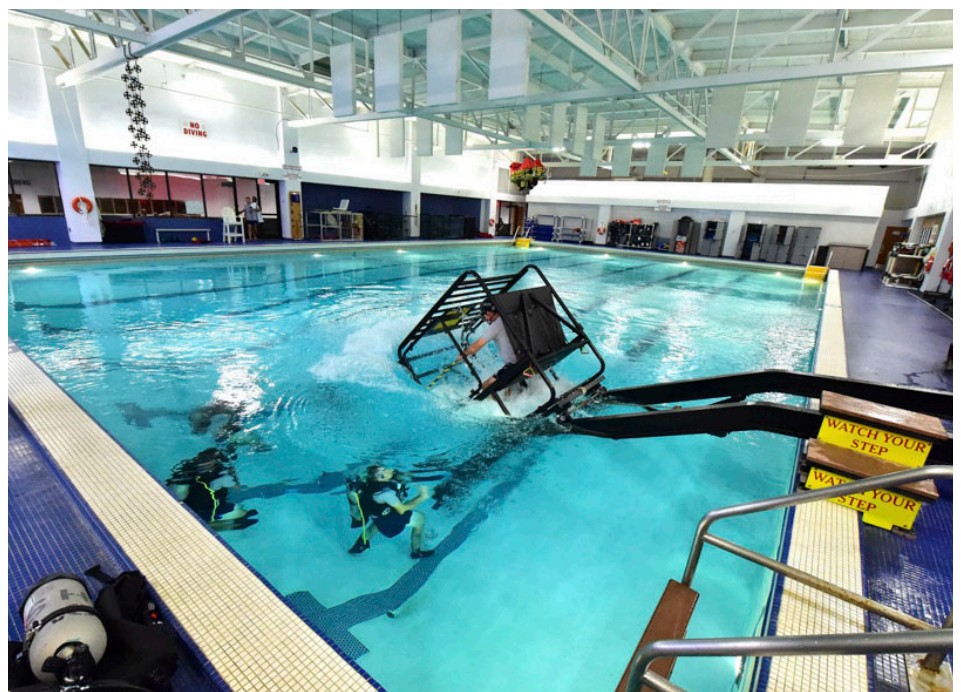
Strategic Objective 3.5

Expand and refine FLETC's internal capacity to provide key stakeholders with useful information and technical assistance, and to provide FLETC leadership with high fidelity situational awareness of legislative and congressional matters.

Strategies

3.5.1 **Organize Engagements** Engineer specific programs to engage key congressional entities for the purpose of facilitating communications, providing technical assistance, and achieving a common understanding of one another's mission, vision, goals, objectives, and initiatives.
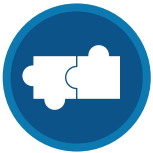
3.5.2 **Incorporate Stakeholder Input** Inform FLETC business processes with information garnered from congressional, client, and other key stakeholders.

3.5.3 **Post Key Metrics** Maintain a current, comprehensive accounting (dashboard) of the information most requested by key stakeholders in the executive and legislative branches of the government.

Strategic Objective 3.6

Engage independent institutions to validate that FLETC's systems, trainings, research, infrastructure, products, expertise and services (STRIPES) meet industry standards and to verify that FLETC's STRIPES meet the operational needs of FLETC's participating organizations.

Strategies

3.6.1 **Commitment To Academic Excellence** Demonstrate FLETC's commitment to academic rigor and competent management.

Counterterrorism training being conducted at the Counterterrorism Operations Training Facility Glynco, GA.(FLETC/OPA, David Tucker)

Strategic Training Principles

FLETC is in many ways analogous to a technical training or vocational training enterprise. Effective training of this type is greatly dependent on the ability of its instructors to transfer learning to their students; the ability of instructors to accomplish knowledge transfer is dependent on the qualities of the individual instructor, including experience in executing the tasks being taught, the recency of that experience, experience in the parent agency of the student, superior knowledge of the training materials, and proficiency in instructional methodology and techniques. FLETC will establish methods to improve the most impactful qualities in its instructor cadre.

Similarly, success of FLETC's enterprise is dependent on the effectiveness of hundreds of employees performing thousands of tasks, from instruction to contracting, to environmental engineering to vehicle maintenance. FLETC recognizes the unique aspects of these varied duties produce differing requirements for administrative support, training, management, classification, and pay grade.

Training Principle

At its core, FLETC employees are the lifeblood of FLETC's existence. An investment in our employees is a direct investment in the quality of FLETC training and associated products.

FLETC has a responsibility to provide an environment conducive to realistic and challenging training, while at the same time adequately protecting the students, staff, equipment, operations and information of all those within its facilities. FLETC will work closely with participating organizations, stakeholders, and subject-matter experts to assess its security-related strengths, weaknesses, threats and opportunities in planning for and executing its safety and security responsibilities.

Training Principle

The most foundational element in prevailing philosophies of humankind's hierarchy of needs is that which accounts for safety and security. FLETC will place the health and welfare of its staff, students, and clients at the forefront of its administrative and physical security efforts.

Strategic Training Principles

FLETC executives accept that clear executive direction coupled with relentless discipline is a powerful force in properly focusing the acquisition and allocation of resources. FLETC's 2018-2022 Strategic Plan provides that direction, and FLETC will reinforce its Strategic Plan with strategies and data-driven resource protocols designed to achieve FLETC's strategic and tactical ends.

Training Principle

To maximize the impact of entrusted resources, FLETC will engage in deliberate and data-informed planning to ensure the prioritization and investment of resources reflect shared and strategic enterprise endeavors.

Strategic Training Principles

Significant impacts to the law enforcement community originate in an incalculable number of possible places: agency and federal budgets, changes in agency staffing, executive direction, national disasters, significant events, and many other inputs all potentially impact law enforcement recruiting, hiring, training, and retraining. FLETC will marshal the resources at its disposal to maintain situational awareness of these impacts, and develop strategies to adapt and perform its mission essential tasks in this dynamic environment.

Training Principle

FLETC's training products and associated STRIPES are built in direct response to customer training requirements; the more accurately those requirements are forecasted, the more optimally FLETC can prepare its training environment to meet its clients' needs.

As the Nation's enterprise resource for federal law enforcement training, FLETC has the responsibility to accurately characterize FLETC's capabilities and capacities of the present, and to accurately project and plan for fulfilling future law enforcement training. FLETC's characterization of its current capability and future needs must reflect the input of FLETC's participating organizations, and must be communicated clearly and expeditiously through the appropriate channels and in the format needed by resourcing decision-makers

FLETC will develop and implement strategies that enhance coordination of and commitment to FLETC resourcing plans and resourcing documentation among FLETC stakeholders.

Training Principle

FLETC's training model relies upon the collective effort of FLETC and its partners to produce quality law enforcement training and its associated STRIPES. A critical component of that effort is the consistent and unified communication of capabilities and operating requirements by all FLETC stakeholders.

Appendix A: Integrated Enterprise Planning

Quarterly Execution Review Process

FLETC's success in achieving its goals is directly aligned with FLETC's ability to integrate and harmonize the universe of opportunities and constraints that govern FLETC's business processes. FLETC executes its integrated enterprise planning construct by clearly defining and assiduously enforcing the connectivity and coordination of planning and execution processes. FLETC enforces enterprise-wide connectivity and coordination in large part through a quarterly execution review process (QER). The QER process contemporaneously connects FLETC's strategic level mission, vision, and values to FLETC's operational activities and performance measures.

Each quarter of the fiscal year, FLETC convenes its leaders, managers, supervisors, team leaders, and subject matter experts from across the FLETC enterprise in a QER that routinely extends for 16 hours of plenary sessions over three working days.

The Director and the Deputy Director co-chair each QER. The leader of each FLETC directorate presents a comprehensive report in a standard format during their designated plenary session. Each directorate's presentation includes a review of progress toward executing initiatives in advancement of strategic plan objectives, a report out on internal and external performance measures, and a status update of annual budget execution. The QER also provides directorate leaders an opportunity to brief the enterprise on emerging issues and new funding requirements.

As part of their quarterly presentations, FLETC's executives brief the Director and Deputy Director on the status of new and continuing programs and projects. FLETC's Business Analysis Office (BAO) facilitates the Director's Office Acquisition Requirements Tracker (DART) process, through which FLETC applies consistent and efficient acquisition management support, review, and approval to applicable acquisition requests. At the QERs, executives justify new requirements, discuss cross-organizationally any concerns or conflicting interests, and present the initiative for approval to the Director and Deputy. BAO advances approved initiatives for further development and quarterly reporting via one of various tracks, including research, product delivery, the systems engineering lifecycle process, or facilities construction efforts.

During each QER, personnel from other directorates have an opportunity to ask questions and engage in dialogue about risks, challenges, and opportunities, creating an avenue for cross-enterprise collaboration to accomplish FLETC's organizational goals and objectives. The QER process serves as a strategic tool for FLETC to identify resource requirements based on organizational priorities and to make effective human capital and financial management decisions.

Appendix B: Integrated Enterprise Planning

FLETC's 25-Year Facilities Master Plan

FLETC submitted its original Master Plan to Congress in 1989 and since then, the Master Plan has undergone several revisions (1992, 1996, 2003, 2010, and 2015) in response to evolving requirements. The current Master Plan, completed in 2021, is the result of a robust collaborative process designed to create a coordinated and comprehensive plan.

FLETC's Master Plan identifies the phased planning of facilities and infrastructure to support the FLETC mission at the Charleston, Glynco, Artesia, and Cheltenham Training Delivery Points to enhance student training and the physical environment that students, staff, and visitors experience. The bounds of the Master Plan include the building, street, and landscape framework for the FLETC mission. In addition, a Center Design Guide provides design guidance for development that is identified in the Master Plan. These two tools are designed for FLETC to use together to assist with implementation of strategic objectives in a manner that maximizes resources for FLETC and all Participating Organizations.

The Master Plan provides direction for facilities and infrastructure that can be executed over the next 25 years. It identifies stand-alone projects that support FLETC and its Participating Organizations' missions to train law enforcement personnel across the country.

Specific future needs vary for each site; however, they all focus on maintaining training, replacing or renovating aging facilities, expanding overall training capacity, supporting requirements for Participating Organizations, and accommodating transportation changes.

Appendix C: Integrated Enterprise Planning

Financial Stewardship

FLETC's Strategic Plan operates in coordination with a highly structured, closely monitored federal budgeting and financial management discipline.

FLETC, as a component of DHS, coordinates its budget and financial management with other DHS components through DHS headquarters. According to DHS Directive 101-01, titled Planning, Programming, Budgeting, and Execution (PPBE), integrated management at the enterprise level is "accomplished through setting strategic planning goals and priorities, engaging in programming analyses to appropriately resource those priorities, defining near-term budget requests in terms of programming decisions, and then executing funding plans, operations, and measuring effectiveness as to provide feedback to the other phases of PPBE." The directive further states, "In this way, the Department integrates its planning, programming, budgeting, and execution phases into a system to optimize the delivery of strategy and results to stakeholders and the public." FLETC follows the PPBE process to develop a Future Years Homeland Security Program (FYHSP). In its FYHSP, FLETC and the other DHS components identify their resource requirements, goals, and strategies in five-year increments, as well as in synch with the annual President's Budget (PB) request.

FLETC's PPBE process is an essential element of FLETC strategic planning and current operations. FLETC's PPBE process flows through four steps: planning, programming, budget formulation, and budget execution.

Planning in the PPBE covers the spectrum from longer- term and near-term activities. The planning phase identifies and communicates FLETC's long-term strategies for operational activities, resource planning, and analytic activities to inform near and longer-term resource decisions.

The PPBE programming phase follows the planning phase. The programming phase translates the Secretary's priorities, strategic guidance, DHS Strategic Plan, and Component plans into specific resource allocation decisions articulated over a five-year period of the FYHSP.

PPBE's Budget formulation phase is informed by the outputs of the programming phase. The objective of the budgeting phase is to develop a fully justified one-year budget submission for DHS, including justifying that budget to OMB and Congress. The principal outputs of the budgeting phase are the budget justification materials for OMB and Congress. The enactment of an appropriation completes the budgeting phase.

Once the planning, programming, and formulation phases are completed and an appropriation is enacted, FLETC's yearlong budget execution activities begin. The objective of the execution phase is to responsibly expend resources and to account for cost and performance in a way that demonstrates what value FLETC has delivered to its stakeholders. The execution phase includes analysis and reporting on financial expenditures and performance measures.

FLETC reports on Agency Priority Goals (APG) designed to deliver near-term results aligned to leadership priorities during the execution phase. FLETC also conducts its Agency Strategic Review to assess implementation progress, understand accomplishments and challenges, assess risks, and seek ways to continuously improve. The information harvested from the execution phase is essential to informing the other phases of the PPBE system. `

DHS continuously monitors the performance of FLETC and all other DHS components against the standards set out in DHS directive 101-01. DHS, through independent auditing entities, conducts budgetary, financial, and other types of audits of DHS and its components.

Appendix D: Integrated Enterprise Planning

Performance Improvement Council

FLETC uses a Performance Improvement Council (PIC) to enhance its strategic planning processes. The PIC generates the data that drives executive decision-making and performance improvement throughout the FLETC enterprise. The PIC, chartered by the FLETC Director and implemented in FY 2020, ensures FLETC's performance measures are effective, technically rigorous, and accurately represented in FLETC's performance measurement system.

FLETC's directorates and offices contribute representatives to the Council. All representatives complete a training program presented by FLETC's Strategic Planning Program Manager. The training program prepares members of the council to manage the strategic and technical aspects of performance measures, targets, goals and reporting mechanisms.

The PIC consists of 20 members, and is chaired by FLETC's Deputy Chief of Staff. It is supported with training and subject matter expertise by the Strategic Planning Program Manager. The central purpose of the Council is to develop a robust strategic performance measurement and management system utilizing strategic performance management software. FLETC will continue to refine its performance metrics in FY 2021, FY 2022, and beyond.

Appendix E: Organizational Chart

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                         │   Director   │
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      ┌───────┴──────┐                      ┌──────┴───────┐
      │ Chief of Staff│                      │ Chief Counsel│
      └──────────────┘                       └──────────────┘
                         ┌──────────────┐
                         │Deputy Director│
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Director

Chief of Staff

Chief Counsel

Deputy Director

ADT — Associate Director for Training Operations (ADT)

CIO — Chief Information Officer Assistant Director (CIO)

TMO — Training Management Operations Directorate (TMO) Assistant Director

CFO — Chief Financial Officer Assistant Director (CFO)

NCR — NCR Training Operations Directorate (NCR) Assistant Director

MRSD — Mission and Readiness Support Assistant Director (MRSD)

TTO — Technical Training Operations Directorate (TTO) Assistant Director

CTO — Core Training Operations Directorate (CTO) Assistant Director

This organizational chart reflects the changes implemented October 2018 under FLETC's Strategy-Centric Organizational Restructure (SCORe). With the SCORe, FLETC established four training directorates, each with oversight of a training delivery point. The establishment of the Associate Director for Training Operations position integrates training operations across the enterprise.

Appendix F

Goal 1: Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.

Objective	Strategy
1.1 Infuse FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments.	**1.1.1** Establish and formalize collaborative interaction among FLETC law enforcement training professionals and their counterparts in government and the private sector. (Connect and Collaborate)
	1.1.2 Systematically assess, and incorporate into training, a comprehensive understanding of the capabilities of law enforcement and the capabilities of the elements threatening the people and institutions law enforcement protects. (Assess and Incorporate)
	1.1.3 Research and incorporate into FLETC training, law enforcement best practices addressing significant trends and threats currently impacting law enforcement. (Address Trends and Threats)
1.2 Focus FLETC's curriculum development, revision, and validation processes on law enforcement operational requirements.	**1.2.1** Establish a systematic approach to assessing and validating the law enforcement operational skillset requirements of our students as the first step in applying Instructional Systems Design principles to training development. (Know What's Needed)
	1.2.2 Examine and refine current curriculum review and development processes to maximize the involvement of FLETC's participating organizations.(Involve Clients in Design and Development)
	1.2.3 Ensure FLETC assessments of the post-graduation performance of students include comprehensive input of the participating organizations. (Involve Clients in Assessing Effectiveness)
	1.2.4 Identify and analyze the datum that gauge how effective training is in achieving stated terminal and interim training objectives. (Use Data Wisely)
Objective 1.3 Integrate a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.	**1.3.1** Assess the extent to which FLETC processes, resource investments, and projects align or compete with the interests of students, FLETC participating organizations and FLETC. (Balance Student and FLETC Requirements)
	1.3.2 Align FLETC training production services with the strategic goals of participating organizations, ensuring that FLETC products and services support their mission, vision, and values. (Plan Strategically)

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Appendix F

Goal 2: Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.	
Objective	**Strategy**
2.1 Establish an interagency environment for sharing FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services with FLETC participating organizations.	**2.1.1** Optimize FLETC's Information Technology infrastructure to enable FLETC to exchange law enforcement training products and information with participating organizations. (Provide Access)
	2.1.2 Increase information sharing across FLETC's enterprise to ensure consistency and efficiency of training support processes within the organization. (Use Access Effectively)
	2.1.3 Purposely bring together academics, researchers, practitioners, and trainers in order to collaborate and share information impacting law enforcement operations and training. (Organize Useful Engagement)
	2.1.4 Amplify Awareness among FLETC's clients and potential clients of FLETC's mission, vision, values, goals, objectives and operating parameters. (Amplify Awareness)
2.2 Develop client-specific strategies for identifying, accessing and serving FLETC's diverse client base, enhancing FLETC's capacity to add value to the law enforcement community.	**2.2.1** Articulate and publish processes for accessing FLETC assets, to include international law enforcement training needs assessments, requests for training, and training coordination to support client needs, DHS international capacity building, and the U.S. Government's foreign assistance programs. (Establish Engagement Protocols)
	2.2.2 Schedule state, local, and tribal training programs using a data driven methodology to maximize positive impacts on FLETC's clients, ensure efficient deployment of FLETC assets and resources, and foster flexible and timely responses to training needs. (Schedule Strategically)
	2.2.3 Expand and strategically employ e-FLETC, FLETC Talks, and other distributed learning capabilities to achieve the maximum impact within the law enforcement community. (Optimize Delivery Methods)
2.3 Organize existing partnerships and communication strategies to maximize information sharing among FLETC and its clients.	**2.3.1** Improve formal internal lines of communication to achieve consistent and timely dissemination of information across FLETC's enterprise. (Facilitate Internal Communications)
	2.3.2 Foster and expand engagement with FLETC clients to maximize collaboration and information sharing between FLETC and its clients. (Facilitate Client Engagement)
	2.3.3 Publish and present the results of innovative, requirements-driven research to contribute to FLETC's community body of knowledge concerning the most current, relevant, and effective law enforcement techniques, methods, and practices. (Share Knowledge)

Appendix F

Goal 3: Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.	
Objective	**Strategy**
3.1 Adopt human capital strategies focused on supporting areas of emphasis in FLETC's 2018-2022 strategic plan.	**3.1.1** Develop, deploy, and retain a diverse, high-quality workforce, rich in the technical and professional capabilities needed in their entry position, and capable of accepting additional FLETC responsibilities in the future. (Build a Workforce for Today and Tomorrow)
	3.1.2 Develop recruiting strategies that support FLETC's near- and long-term staffing goals. (Recruit With a Purpose)
	3.1.3 Identify and address training gaps between FLETC's goal of professional excellence in every position and the current employee portfolio of knowledge, skills, abilities and experience. (Elevate To Excellence)
3.2 Fortify FLETC's physical, administrative, occupational, environmental, and cyber safety and security processes to enable FLETC's workforce and in-residence clients to carry out their missions in an optimally secure environment.	**3.2.1** Maintain the integrity of FLETC's administrative and occupational processes and protections. (Preserve Integrity of Process)
	3.2.2 Equip FLETC facilities with sufficient physical security control systems, procedures, and resources to ensure the safety of all employees, partner organization representatives, students, and visitors. (Secure FLETC Assets)
	3.2.3 Improve security and resilience of FLETC information technology and sensitive data.(Cyber Resilience)
	3.2.4 Ensure effective and transparent stewardship of FLETC resources through strong internal controls and stakeholder engagement. (Fuse Openness, Accountability and Effectiveness)
	3.2.5 Leverage industry best practices to improve the quality, effectiveness, and efficiency of FLETC training support services. (Seek-out and Employ)
	3.2.6 Integrate sustainability, resilience, data-driven decision processes and other business process improvement methodologies into enterprise acquisition strategies, strategic plans, operational plans, and training activities. (Apply Business Best Practices)

Appendix F

Objective	Strategy
3.3 Link FLETC's initiatives, programs, projects and activities with FLETC enterprise data, strategic priorities, and mission requirements.	**3.3.1** Organize processes and policies to promote enterprise-wide consistency in training operations, resource distribution, project priorities, and planning across all FLETC training delivery points. (Embrace Enterprise-Wide Perspectives)
	3.3.2 Seek-out and pilot innovations with potential application in FLETC and participating organization training management and training operations. (Seek Out and Pilot Innovation)
3.4 Systematically collect, assess, and utilize information from the full spectrum of inputs to inform FLETC projections of staffing and training program requirements.	**3.4.1** Integrate mission support business lines into scheduling and curriculum decision-making. (Regularize Internal Collaboration)
	3.4.2 Increase access to and use of relevant data to inform business process and training management decisions. (Provide and Market Data)
	3.4.3 Employ systematic and reliable methods of formulating the true cost of building, delivering, sustaining, and supporting training to ensure realistic costing for these resources. (Know Life-Cycle Costs)
3.5 Expand and refine FLETC's internal capacity to provide key stakeholders with useful information and technical assistance, and to provide FLETC leadership with high fidelity situational awareness of legislative and congressional matters.	**3.5.1** Engineer specific programs to engage key congressional entities for the purpose of facilitating communications, providing technical assistance, and achieving a common understanding of one another's mission, vision, goals, objectives, and initiatives. (Organize Engagements)
	3.5.2 Inform FLETC business processes with information garnered from congressional, client, and other key stakeholders. (Incorporate Stakeholder Input)
	3.5.3 Maintain a current, comprehensive accounting (dashboard) of the information most requested by key stakeholders in the executive and legislative branches of the government. (Post Key Metrics)
3.6 Engage independent institutions to validate that FLETC's systems, trainings, research, infrastructure, products, expertise and services (STRIPES) meet industry standards and to verify that FLETC's STRIPES meet the operational needs of FLETC's participating organizations.	**3.6.1** Demonstrate FLETC's commitment to academic rigor and competent management. (Commitment to Academic Excellence)

FLETC Federal Law Enforcement Training Centers

Producer

FLETC produces law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure, configured to meet the requirements of FLETC's federal participating organizations.

Resource

FLETC provides access to FLETC law enforcement training, training products, training services, training research and training expertise to state, local, tribal, and private law enforcement, as well as to U.S. Government entities charged with enhancing law enforcement capabilities and capacities among U.S. international partners.

Steward

FLETC is the U.S. Government's executive agent for the federal resources allocated for the training of the law enforcement personnel of FLETC's participating organizations.

Training Disciplines

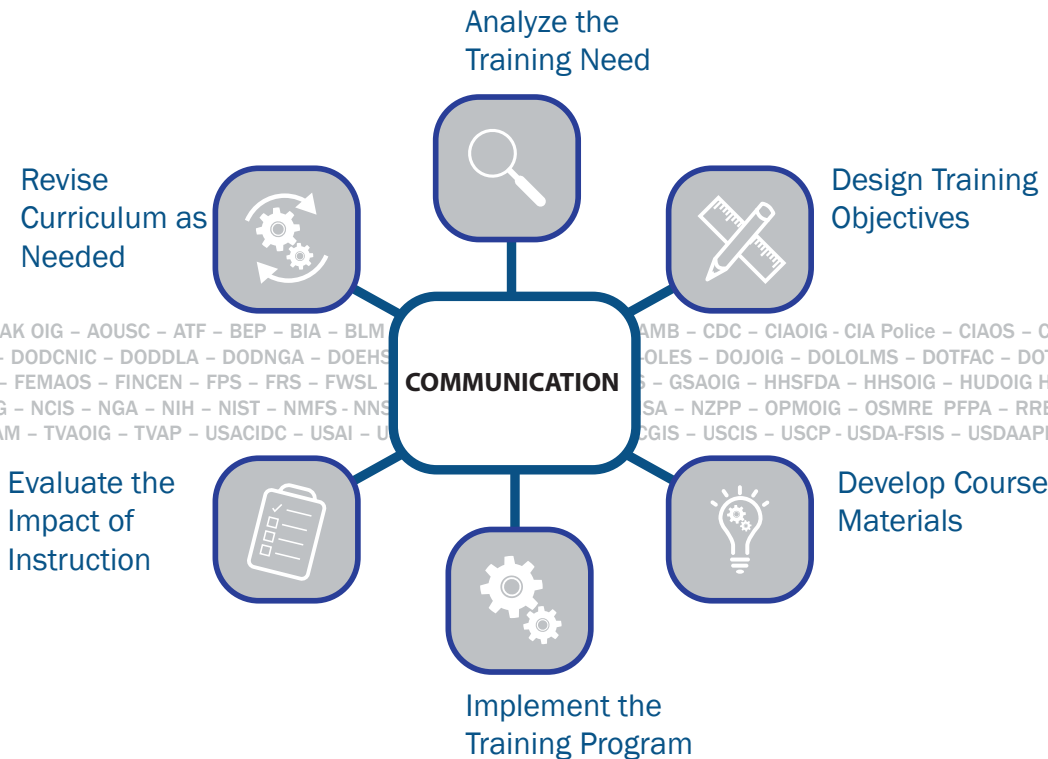Legal | Cyber | Investigative Operations | Physical Techniques | Counter-terrorism | Driver & Marine | Firearms | Enforcement Operations | Behavioral Science | Leadership Training

Training Development

Analyze the Training Need

Design Training Objectives

Revise Curriculum as Needed

Evaluate the Impact of Instruction

COMMUNICATION

Develop Course Materials

Implement the Training Program

OSI – AIDOIG – AMTRAK - AMTRAK OIG – AOUSC – ATF – BEP – BIA – BLM ... AMB – CDC – CIAOIG - CIA Police – CIAOS – CLEC – CNCSOIG – DCISOIG DHSC ... - DOCOEE – DOCOIG – DOCOS – DODCNIC – DODDLA – DODNGA – DOEHS ... OLES – DOJOIG – DOLOLMS – DOTFAC – DOTOIG – DS – EDOIG – EPACID – EI ... A – FAMS - FDA-OCI – FDICOIG – FEMAOS – FINCEN – FPS – FRS – FWSL ... 5 – GSAOIG – HHSFDA – HHSOIG – HUDOIG HUDPSD - I&A - ICE/HSI - ICE/ERO ... – ICE – IRSC – Navy – NASAOIG – NCIS – NGA – NIH – NIST – NMFS - NNS ... SA – NZPP – OPMOIG – OSMRE PFPA – RRBOIG – SBAOIG – SDOIG – SI – SS ... GTA – TREASOIG – TSA - TSA/FAM – TVAOIG – TVAP – USACIDC – USAI – U ... CGIS – USCIS – USCP - USDA-FSIS – USDAAPHIS – USDAOIG – USFS – USM – U

Facts and Figures

The Federal Law Enforcement Training Centers (FLETC), through strategic partnerships, prepares the federal law enforcement community to safeguard America's people, property and institutions.

To carry out this mission, FLETC serves as an interagency law enforcement training organization for more than 103 federal agencies or partner organizations. In addition, FLETC provides training and training resources to state, local, tribal, campus and international law enforcement.

Since its establishment in 1970, more than one million law enforcement officers and agents have been trained at FLETC, with nearly 74,000 trained in FY 2018.

Although FLETC is a component of the Department of Homeland Security, it trains officers and agents from all federal departments and all three branches of government.

FLETC has the finest professionals from diverse backgrounds serving as faculty and staff: approximately 50 percent of the instructor staff are permanent FLETC employees.

The remainder of the cadre comprises federal officers and investigators who are on short-term assignments from their parent organizations or who recently retired from the field, providing an appropriate balance of training expertise, recent operational experience and fresh insight from the field.

Many of FLETC's participating organizations have transferred all or part of their training activities to one of FLETC's four geographic sites, providing extensive input regarding basic training issues and functional aspects of FLETC.

Agencies take part in curriculum development and review conferences and help formulate policies and directives, creating true collaboration that enables FLETC to be responsive to agencies' operational needs.

FLETC has invested strategically in renovation, expansion, acquisition, and new construction to meet the evolving training requirements of its law enforcement agencies, allowing for more cost-effective training.

In 2020, FLETC celebrated 50 years of law enforcement training excellence, and looks forward to continuing to provide world-class service to those who protect our homeland and support global law enforcement.

PRODUCER, RESOURCE, STEWARD

U.S Customs and Border Protection Field Operations Academy Honor Guard retires the colors during the Peace Officers Memorial Day ceremony at the FLETC in Glynco, Georgia on May 1, 2018. (FLETC OPA, David Tucker)

Federal Law Enforcement Training Centers
1131 Chapel Crossing Road
Glynco, GA 31524