



FLETC

2002 Annual Report

Contents

**Training
Developments**
Page 3

**President's
Management
Agenda (PMA)**
Page 6

**Construction &
Renovation**
Page 7

Artesia Update
Page 8

Cheltenham Update
Page 9

Accreditation Update
Page 10

**Equal Employment
Programs**
Page 11

**Environmental &
Safety Report**
Page 11

Milestone Photos
Pages 2, 4, 8 & 10

Training Statistics
Page 12

www.fletc.gov

Foreword **Connie L. Patrick** **Director**

Fiscal Year 2002 was a challenge for our nation's law enforcement institutions. Homeland security, within the context of the war on terrorism, emerged as a major focus at all levels. So it was with the Federal Law Enforcement Training Center (FLETC).

The tragic events of Sept. 11, 2001, highlighted the critical importance of the FLETC's mission. It became immediately apparent following the attacks that the FLETC's long experience with cooperative training would prove invaluable as our nation mobilized to confront the grave threats posed by international terrorism.

Overall demand for training by our 76 Partner Organizations increased by 25 percent, from 25,689 students trained in FY01, to more than 32,000 students trained in FY02.

Foreword continued, Page 2



The FLETC's Artesia facility was heavily impacted by the increased demand for training following the terrorist attacks of Sept. 11, 2001. Three Boeing 727 airplanes were moved to Artesia for use as training platforms for Federal Air Marshals.

Foreword (cont.)

The partnership that the FLETC quickly forged with the newly-created Transportation Security Administration (TSA) accounted for a significant share of this increased demand. In addition to supporting the bolstered Federal Air Marshal Training Program at Artesia, the FLETC worked closely with the TSA to develop plans and programs to train thousands of agents and officers at Glynco.

The FLETC also took a variety of innovative steps to meet increased demands by many of our other Partner Organizations. Among these was the initiation of a six-day training week, which allowed the FLETC to increase its student throughput capacity by 20 percent. While the six-day training week addressed the immediate surge in training, the FLETC continues to explore alternatives for increasing capacity.

This report chronicles other impacts of the war on terrorism, notably the increased operational tempo and growth at Artesia. Many other developments not directly related to the war on terrorism are also highlighted in this Report, including continued growth at Glynco and Cheltenham, new training technologies, innovative program development, and much more.

Another area where the FLETC's influence continues to grow is in international law enforcement training. Through FLETC and other partner agencies, the International Law Enforcement Academy (ILEA) Gaborone, Botswana, delivered approximately 1,300 hours of training to more than 350 students representing every country comprising the Sub-Saharan region of Africa. In addition, ILEA Gaborone's training facility was completed and will be dedicated in March 2003.

U.S. Ambassador John Lange repeatedly applauded the efforts of FLETC and ILEA staff in preparing southern Africa's law enforcement professionals to meet and overcome the challenges that threaten their countries' safety and prosperity.

In FY02, the governments of the United States and

Milestone - August 2002

New Director and Deputy



The FLETC received a new Director and Deputy Director in FY02. Pictured above, Connie L. Patrick accepts a certificate from Treasury Under Secretary (Enforcement) Jimmy Gurulé, upon her formal swearing-in as FLETC Director Aug. 22. Behind her are husband, John, son, John, and daughter, Shannon.

D. Kenneth Keene (not pictured) was sworn-in as Deputy Director that same day.

The swearing-in ceremony was attended by several hundred current and former FLETC and partner agency staff and outside VIPs.

Costa Rica entered into an agreement to establish an ILEA in San José, Costa Rica. This agreement recognizes and builds upon the two nations' close cooperation in law enforcement and their mutual interest in combating international crime. ILEA Costa Rica represents the fifth such cooperative initiative between the Department of Justice, State, and Treasury (Homeland Security).

As a consolidated organization, the FLETC's strength comes from the synergy created by the partnership of 76 disparate organizations, all of which share the common FLETC goal of providing the highest quality training in the most cost-effective manner. This truly world-class partnership has served our nation well for more than 30 years. I am grateful to be entrusted to guide this organization in the continued pursuit of excellence, and to ensure that the FLETC remains a cornerstone of our nation's law enforcement preparedness.

Training

Behavioral Science

Over the past two years, the FLETC has headed a Survival Scores Research Project, which developed, tested, and analyzed data comparing performance in a stressful law enforcement scenario to physiological and psychological measures. In FY02, the Technical Report was published and presented to senior management.

This research was conducted with oversight and approval of the Walter Reed Army Institute of Research Human Factors Research Review Board. Additionally, the Chief of Neuroendocrinology and Neurochemistry at Walter Reed provided chemical analyses of cortisol. FLETC researchers also teamed with the Director of the Center for Research in Behavioral Psychology of the University of South Florida for the detailed study of psychological behavioral indicators linked to performance. These distinguished research colleagues assisted with the development of the research protocol.

A high-stress law enforcement scenario served as the basis for testing student performance. Basic training students from both the Criminal Investigator and Mixed Basic Police Training Programs were used. Testing was done just prior to student graduation from training. The students were subjected to repeated measures for both State and Trait Personality indicators for psychological assessments. The physiological indicators of heart rate, blood pressure, and cortisol were also monitored for comparison. Background demographics to include a wide variety of experiences and training were collected, as were basic training scores for comparison. The data set thus included 368 variables for analysis and comparison.

Subject matter experts developed the scenario, with the purpose of invoking maximum stress in a law enforcement situation. The scenario always ended with a “win” for the tested subject. The scenario was filmed for later analysis and scoring. The scenario was analyzed as seven separate events that represent transition points in the level of stress invoked. Analyses of the seven events were conducted and compared/contrasted to performance, physiological mea-

asures, psychological measures, and demographics, as well as comparison between the two programs.

The results of the research have indicated a correlation between stress and performance. As stress increased, heart rate, blood pressure and cortisol levels increased. As expected, performance decreased. Serious performance deficiencies were identified. Psychological data identified interesting findings regarding the fight or flight syndrome and warrant further analysis and research.

Recommendations include numerous methods to address training deficiencies. A review of training methodologies is also recommended, as is the need for further research. Evaluation methodologies and task analyses have been identified as areas where enhancements would benefit training programs. Also recommended is the establishment of a Human Factors Review Board, which is essential for the FLETC to continue such research in a safe and responsible manner.

Financial Fraud

The 2001-2002 National Money Laundering Strategies mandate the FLETC to develop and present four separate training programs for each of the High-Risk Money Laundering and Related Financial Crimes Areas (HIFCA). [Note: There are currently six HIFCAs located in New York/New Jersey, Los Angeles, the Southwest Border, Puerto Rico/U.S. Virgin Islands, San Francisco, and Chicago. Multi-agency HIFCA Task Forces have been created in each of these geographic areas to disrupt and dismantle large-scale money laundering systems and organizations.]

The four required training programs are:

- ◆ Advanced Money Laundering
- ◆ Advanced Asset Forfeiture
- ◆ Black Market Peso Exchange (BMPE)
- ◆ Practical Uses of the Patriot Act Provisions

In January 2002, the FLETC, in partnership with the Department of Justice, presented the first National Advanced Money Laundering Training Seminar in New York to 150 senior representatives from the various HIFCAs. The FLETC subsequently delivered similar Advanced Money Laundering programs in Puerto Rico, Chicago, Los Angeles, and San Francisco, reaching a total audience of more than 600 law enforcement agents, officers, and prosecutors. Each

training program was individually designed to meet the specific needs of the geographic task force.

The FLETC is developing the Advanced Asset Forfeiture Training Program that will be delivered in FY03 in centralized cities for forfeiture specialists working in HIFCAs and other major money laundering task forces. This program will feature hands-on training utilizing simulated case studies that incorporate multiple aspects of asset forfeiture law.

Black Market Peso Exchange is a multi billion-

dollar Colombian narcotics related money laundering scheme involving businesses located in the U.S and in foreign Free Trade Zones. The FLETC is in the process of developing the first major training program dedicated solely to this area. It will be offered to agents and prosecutors specifically working BMPE cases in the various HIFCAs.

The 2002 National Money Laundering Strategy requires the FLETC to develop a training module on the practical uses of the new provisions of the Pa-

Milestone - May 2002

Peace Officers Memorial Day

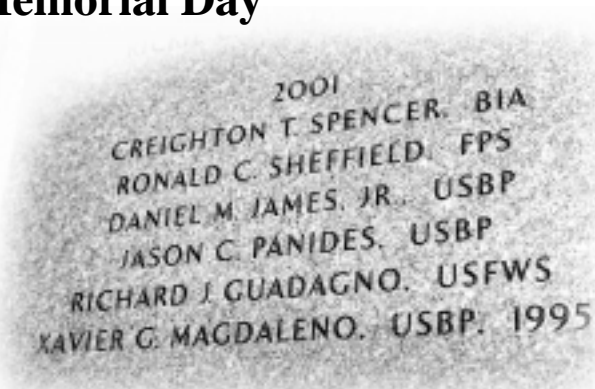
The FLETC hosted its 17th annual Peace Officers Memorial Day Ceremony at Glynco May 17. It was a day to honor the 125 former FLETC graduates and nearly 16,000 other Federal, state, and local law enforcement officers who have died in the line of duty over the years.

Keynote speaker for the 2002 ceremony was Wendell C. Shingler, Assistant Commissioner, General Services Administration, Office of Federal Protective Service. Special remarks were also delivered by Walter E. Lamar, Deputy Director of Operations, Bureau of Indian Affairs, Office of Law Enforcement Service.

This year, six names were added to the FLETC Graduates Memorial:

Bureau of Indian Affairs Police Officer Creighton T. Spencer, killed in a traffic accident March 15, 2001;

Federal Protective Service Officer Ronald C. Sheffield, shot and killed Sept. 21, 2001, while on



duty at the McNamara Federal Building in Detroit;

U.S. Border Patrol Agent Daniel M. James, Jr., who died March 2, 2001, from injuries sustained in a vehicle rollover accident on Jan. 29, 2001;

U.S. Border Patrol Agent Jason C. Panides, killed in a traffic accident April 4, 2001;

U.S. Fish and Wildlife Service Refuge Officer Richard J. Guadagno, who died aboard United Flight 93, which crashed after being taken over by terrorists on Sept. 11, 2001;

U.S. Border Patrol Agent Xavier G. Magdaleno, who died May 10, 1995, from injuries sustained in a train-vehicle collision in 1989;

Pictured above (left to right) are members of the Federal Law Enforcement Delegation, which laid the Memorial Wreath: Walter Lamar, Bureau of Indian Affairs; Officer Ray Porter, U.S. Fish and Wildlife Service; Agent Gary Tharpe, U.S. Border Patrol; and Officer Darius Sultan, Federal Protective Service.

triot Act based on the field experience of the law enforcement agencies. The Treasury Deputy Assistant Secretary, Money Laundering and Financial Crimes, will establish a working group to discuss creative ways that the Patriot Act can be used. The FLETC, as a member of this working group, will build the training module based on the initiatives developed.

Legal

Since the terrorist attacks on Sept. 11, 2001, the Legal Division has shown leadership in developing several programs and proposals that address a variety of law enforcement needs. For example, a proposal entitled “Post 9/11: New Tools for Law Enforcement Officers” addressed the impact of various pieces of legislation enacted since the attacks. The proposal was submitted to the International Association of Chiefs of Police at its national conference and was enthusiastically accepted.

The presentation addressed two areas of the law that have received intense scrutiny since the attacks, an understanding of which are crucial to law enforcement officers on the front lines of the war on terrorism.

First, the presentation addressed recent amendments in electronic surveillance laws enacted by Congress, such as the Patriot Act. These amendments offer increased investigative opportunities for law enforcement officers engaged in combating both terrorism and other unrelated crimes.

Second, the method of attack used by the hijackers has resulted in a renewed analysis of how the Fourth Amendment has been applied within the context of airport security searches. The second part of the presentation focused on how the Fourth Amendment applies to the unique circumstances confronting law enforcement officers performing airport security functions, to include issues such as when searches based upon consent can be performed, when consent to search may be revoked by a passenger, etc.

The Legal Division also responded quickly to the needs of the newly formed TSA. For example, it assisted in the development of a train-the-trainer program for airport screening instructors. Also, in cooperation with the TSA Chief Counsel, the Legal Division produced a search and seizure treatise specifically directed

at the numerous issues faced by TSA law enforcement, supervisory, and airport screener personnel when dealing with the flying public.

Finally, the Legal Division developed a legal course of instruction for the TSA entitled “Airport Security Laws.” This course is designed to assist law enforcement officers assigned to the TSA in applying their statutory authority during the enforcement and investigation of Federal crimes associated with the security of airports and other transportation facilities. The course also reinforces agents’ understanding of Federal criminal jurisdiction and Federal law enforcement authority. A variety of specific Federal statutes are addressed in the course, including, but not limited to, Title 49 U.S.C. § 46503 (Interference With Security Screening Personnel); Title 49 U.S.C. § 46505 (Carrying a Weapon or Explosive on an Aircraft); Title 18 U.S.C. § 37 (Entering an Airport Area in Violation of Security Requirements; and Title 49 U.S.C. § 46314 (Violence at International Airports).

State & Local

Communities across the United States are concerned about the use of police vehicles in pursuit situations that have occasionally resulted in tragic accidents. Loss of innocent life, property damage, and resultant litigation make police pursuits both dangerous and costly. The National Center for State and Local Law Enforcement Training at the FLETC was directed by Congress to develop a program to assist law enforcement executives in addressing this critical issue.

In FY02, the National Center began to provide a forum for the exchange of ideas by bringing together nationally recognized subject matter experts and executive-level decision makers to discuss the legal, ethical, and moral issues that impact individuals, agencies, and communities with regard to police pursuits and their aftermath. The symposia provide a framework for examining pursuit policies and developing and implementing changes necessary to provide for the needs of communities.

Per session participation was limited to 25 law enforcement executives, city managers, risk managers, and legal staff. The first of seven symposia in FY02 was conducted in February.

The FLETC continued to aggressively pursue implementation of the President's Management Agenda throughout FY02, establishing five teams to address all areas of the government-wide initiative.

Human Capital Management

Accomplishments include a draft proposal for a new alternative pay and personnel system, as well as the development of a Human Capital Strategic Plan for inclusion in the 2003 revision of the FLETC Strategic Plan. In order to meet increased training demands since Sept. 11, 2001, the FLETC also established a formalized recruitment plan and successfully drafted legislative language which led to a House Resolution granting salary offset waiver authority for rehired annuitants to address instructor shortages. Additionally, the FLETC completed its first Senior Executive Service Development Program concluding with five successful graduates.

Improved Financial Performance

The FLETC received an "unqualified opinion" on the annual audit report for the third consecutive year. The FLETC has met the Treasury "3-Day Close" for 13 consecutive months and the "Data Quality Goals" for the last eight months. By changing processes and procedures, the FLETC has been able to accomplish the Treasury's goals. Systems standardization and integration played major roles in achieving a fast-close and data quality. The FLETC implemented a Real and Personal Property System in August 2002, a module of the Momentum core financial system. A cost accounting module of the Momentum core financial system was implemented in April 2002. Implementation of the cost module was in compliance with the Statement of Standards No. 4, Managerial Cost Accounting Concepts and Standards for the Federal Government. Both of these modules are integrated into the core financial system, in compliance with the Join Financial Management Improvement Program framework for financial systems.

Competitive Sourcing

The FLETC hired a dedicated Competitive Sourcing Program Manager who has been an active participant in the Department of Treasury Competitive Sourcing Program. The 2002 Federal Activities Inventory Reform Act (FAIR) Inventory was submitted on time and accepted without change.

Expanded e-Government

Initiatives include the completion of an Information Technology (IT) Strategic Plan. In addition, the FLETC developed an IT Modernization Program, including the introduction of the funding plan into the budget process, which will fully implement the FLETC IT Strategic Plan. Also, the FLETC is participating in a Smart Card and Public Key Infrastructure Proof of Concept study with the Department of the Treasury.

Budget and Performance Integration

The FLETC completed a comprehensive review and revision of its performance measures to more accurately reflect required performance improvements. Additionally, the FLETC revised its budget activities in order to more closely represent its mission and purpose. The FLETC reorganized in September 2002, realigning the planning, budgeting, and performance functions under the Chief Financial Officer, formalizing the integration of budget and performance.

Construction & Renovation

Glynco

Build/Lease Dormitory

This 137,000 square-foot, five-story hotel type dormitory was completed in September 2002. It houses 300 students in private rooms with kitchenettes and private baths. The building also contains laundry facilities as well as meeting rooms and recreation spaces for group gatherings. The landscaped site is complete with an outdoor pool and parking for all occupants.



300-bed build-lease dorm at Glynco.

Gas Range Construction/Relocation

Construction of the new gas and crowd control range was completed in January 2002. The new facility was constructed on 4.8 acres and consists of a 100x500-foot paved area, 24-unit emergency shower station, and a 1,200 square-foot covered shelter. New utility lines were constructed to bring telephone, power, and water to the facility for present requirements as well as future needs.

Artesia

Dormitories

Two new three-story dormitories with a recreation building were completed in November 2001. The dormitories house a total of 286 students in private rooms with shared baths. The 6,500 square-foot single story recreation building contains TV rooms, game rooms, a laundry facility, and offices for the dormitory management contractor.

Firearms Ranges

Two indoor/outdoor firearms ranges were recently completed. The two 33,000 square-foot, 25-point multi-purpose ranges will accommodate a broad variety of firearms training programs. The project also included construction of classroom and restroom facilities.

Cheltenham

Firearms Range

July 15 marked the ground breaking for the 151,605 square-foot indoor firearms range complex. One of the 25-yard ranges is scheduled to be completed by December 2002 and will function as a project demonstrator. The entire project will be completed in the fall of 2003.

Capitol Police Academy Building

Construction of the permanent home of the U.S. Capitol Police (USCP) Training Academy, Bldg. 31, was completed on September 16. The dedication/opening ceremony for this building was conducted on September 30, and the USCP began training operations that same day (see **Cheltenham**, Page 9, for photos and more details).

Artesia

Training operations at the FLETC's Office of Artesia Operations (OAO) were significantly impacted by the terrorist attacks of Sept. 11, 2001. In the year prior to the attacks, the FLETC received requests for just four slots to train Federal Air Marshals (FAMs). Following the attacks, requests increased by several thousand.

To accommodate the increased operational tempo occasioned by the FAM training mandate, the OAO took a number of steps, to include deferring other Partner Organizations' training. All agencies were amenable, recognizing the emergency need to train the FAMs. To meet the established completion timeframes, the OAO had to overlap class start dates. Many changes and additions to the OAO campus and standard operating procedures were required to provide the proper training, including the acquisition of three Boeing 727 aircraft fuselages for use as training platforms. Three live-fire shoot houses and 11 15-yard firearms ranges were also constructed.

Other changes included maximizing classroom utilization by "hot seating" – using the same classroom on the same day, one in the morning, the other in the afternoon. Off-center housing was identified and reserved for peak periods, and a contract was established with two private companies to provide busses and drivers for student transportation. The normal training week, Monday thru Friday with holidays off, was changed to Monday thru Saturday with no holidays off. Several Sundays were also incorporated into the schedule to make up for lost training days due to inclement weather.

Prior to Sept. 11, 2001, the OAO had a staff of 41 employees. That number jumped to 86 by April 2002. The additional staff included rehired annuitants and temporary employees.

Total student throughput for FY02 approached 6,000. Average Resident Student Population at Artesia rose from 93 in FY01 to 508 in FY02. During peak times, the Artesia campus housed, fed, and trained as many as 964 students in a given day, with sustained periods of over 700. The students were from the following agencies: Bureau of Indian Affairs, U.S. Border Patrol, Federal Aviation Administration, U.S. Department of Agriculture, U.S. Department of

Transportation, Bureau of Prisons, Federal Communications Commission, and New Mexico National Guard.

With the above adaptations, the OAO was able to effectively train the required number FAMs in the allotted time with the appropriate course content.

Milestone - August 2002

Honor Graduate of the Year



The FLETC Honor Graduate of the Year Award for 2001 went to Security Protective Officer Derek J. Velasco of the Central Intelligence Agency.

This award is presented annually to the FLETC basic training graduate who achieves the highest academic average. Candidates for this award must also excel on firearms qualification and physical fitness tests.

Officer Velasco graduated from the FLETC's Mixed Basic Police Training Program in January 2001 with a 99.03% academic average, besting some 2,700 other basic training graduates that year.

At a luncheon in his honor at Glynco Aug. 19, 2002, Officer Velasco received an engraved Smith & Wesson Model 908 semiautomatic pistol and an award certificate. His name was also added to a walnut plaque prominently displayed in the entrance of the FLETC's main academic complex at Glynco.

Pictured above are Officer Velasco (center) and wife, Cindy, and Aubrey A. "Tex" Gunnels, longtime FLETC ally and benefactor of the Award.

Cheltenham

During FY02, the FLETC's Cheltenham, Md., facility (OCH) achieved an extraordinary level of progress in its development as a site for firearms and driver re-qualification and in-service training in the Washington, D.C., area. Following a successful environmental study, architectural and engineering designs for 13 construction projects were completed. Several Federal, state, and local agencies began using Cheltenham in March 2002 to conduct their agency-specific training in the limited facilities available. By the end of the fiscal year, OCH hosted training totaling 1,193 student weeks.

On Sept. 16, 2002, OCH accomplished its "Number 1" construction priority – the permanent home for the United States Capitol Police (USCP) Training Academy, Bldg. 31. This \$3.6 million rehabilitation project was completed within six days of the projected completion date. Bldg. 31 previously served our national security interests dating back to the late 1950's. During the Cuban Missile Crisis, it operated as the command and control center for the U.S. Navy and the National Command Authority.

The formal re-dedication/opening ceremony for Bldg. 31 was held on Sept. 30, 2002. A large crowd of approximately 250 Congressional members and staff, current and former USCP officers, former USCP Chiefs, FLETC staff, Federal, state and local agency representatives, and members of the local community assembled to witness the event.

The crowd heard words of congratulations, thanks, and a commitment to consolidated law enforcement training offered by Congressman Steny H. Hoyer, 5th Congressional District of Maryland; Congressman Robert W. Ney, 18th Congressional District of Ohio; James W. Dyer, Staff Director, Committee on Appropriations; Connie L. Patrick, FLETC Director; and Terrance W. Gainer, Chief, USCP. Following the speakers, a ribbon was cut at the main entrance to the facility. The USCP hosted a reception and conducted tours of their new Academy.



Top photo: The new USCP Training Academy, Bldg. 31 at FLETC Cheltenham, Md.

Bottom photo: USCP Chief Terrance Gainer addresses the gathering at the Academy dedication ceremony Sept. 30, 2002. Seated behind Gainer (left to right) are: FLETC Director Connie Patrick; Treasury Assistant Secretary Ken Lawson; Congressman Steny Hoyer (Md.); and Bob Smith, Site Director, FLETC Office of Cheltenham Operations.

The 30,285 square-foot facility includes five large classrooms, a defensive tactics classroom, seven breakout rooms, a media center, a gymnasium, locker and shower facilities, and 23 offices for instructional staff. The new academy site for the USCP allows for state-of-the-art, agency-specific, in-service, and advanced classroom and practical exercise training for over 1,200 law enforcement officers located in the Washington, D.C., area.

Accreditation

In an effort to increase the professionalism of Federal law enforcement training, the FLETC was funded to facilitate the development and implementation of an accreditation model. This model, along with the supporting organizational structures and processes for accrediting training programs and academies, establishes standards and procedures developed in collaboration with key training leaders from the Federal law enforcement community.

During FY02, an Office of Accreditation (OAC) was established and staffed. Working with a task force of Federal and state law enforcement trainers, the OAC led the effort to complete the development of an independent accreditation process. The Federal Law Enforcement Training Accreditation (FLETA) process provides law enforcement agencies with an opportunity to voluntarily demonstrate that they meet an established set of professional standards.

The effort included gaining support and commitment from Cabinet levels to establish a FLETA Board, under the provisos of a Memorandum of Understanding between participating departments, to represent law enforcement agencies throughout the Federal government. The Board was established and met for an organizational meeting in August 2002. The Board is the final authority for FLETA standards, processes, and procedures. The Board confers accreditation status to the training programs and acad-

emies that submit to the assessment process and successfully complete all requirements. The FLETC Director serves as the Executive Secretary of the FLETA Board, and the FLETC provides administrative support for the operations of the OAC. It is important to note that the FLETC and FLETA boards are independent of one another and serve different functions in the broad mission of Federal law enforcement training.

As a customer and consumer of the FLETA services, the FLETC has taken the lead in developing a framework to support the internal FLETC accreditation process. An Accreditation Steering Committee comprised of representatives from each of the organizational elements within the FLETC was established, and an Accreditation Manager has been selected to assure that the FLETC is successful in achieving accredited status for each of the candidate training programs. Accreditation Program Specialists have also been selected to ensure compliance with the FLETA standards on a divisional level and to promote consistency of process throughout the organization.

Throughout its history, the FLETC has worked to enhance the operational efficiency of the design, development, delivery, and evaluation of law enforcement training. Because these elements are the focal point of the FLETC mission and the accreditation processes, the FLETC is committed to setting the example to raise the level of professionalism within the law enforcement community and pledges full support for the FLETA and its Board of Directors.

Milestone - January 2002

Director Basham Farewell



The FLETC community bid farewell to Director W. Ralph Basham at a gathering Jan. 18, 2002, at Glynco. Director Basham accepted a position with the newly formed Transportation Security Administration after nearly four years at the FLETC helm.

Pictured at left are: D. Kenneth Keene, then Associate Director for Administration; Connie L. Patrick, then Associate Director for Planning and Development; Basham; John C. Dooher, Senior Associate Director for Washington Operations; and Paul A. Hackenberry, then Associate Director for Training.

Equal Employment

The FLETC celebrated its fourth annual Unity (Diversity) event at Glynco in May 2002. This was the third year that a “Heritage Encampment” was presented. The Encampment, an actual historical re-enactment, serves to provide staff, students, and others with an opportunity to view the diverse backgrounds of our ancestors and the histories that link us together in a common heritage as Americans. The spirit of the Heritage Encampment focuses on learning more about the people and nations that struggled and interacted, examining the complexities of their struggles, and ultimately coming to gain respect for one another.

This year’s re-enactment was presented as a historical timeline that included 18th and 19th century Native Americans, Spanish, English, French, Africans, Scottish, and Germans. The re-enactments included scenes from the Seminole Indian War, Civil War, and the Indian Wars, and were performed by re-enactors



Joseph Big Mountain performs a Cheyenne tribal dance.



Ron Davis entertains local youth with popular 19th century tunes on his banjo.

from all over the United States and Canada. A similar heritage encampment was presented at Artesia in September 2002.

In addition to the FLETC and Partner Organization staff and students who attended this unique diversity training, area public and private school students attended as part of their history curriculum. The 2002 Unity event was the first time the public was invited to attend a special Saturday presentation.

Environmental & Safety

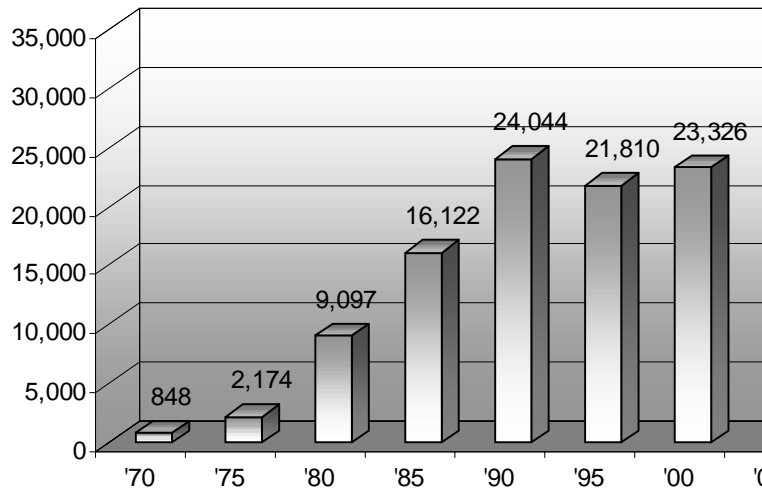
In FY02, the FLETC’s Environmental and Safety Division (EVS) was actively involved in the FLETC’s physical expansion by ensuring compliance with applicable environmental requirements and laws. The EVS’s Environmental Programs Branch (EVB) completed 13 environmental assessments and initiated several others. Other issues, such as recycling, hazardous waste disposal, air and water quality standards, abatement and remediation, and vigilance to our historical and archaeological assets, and regulatory compliance and reporting were also addressed.

The EVS’s Safety Programs Branch (SFB) was actively involved in the tracking, analysis, and investigation of over 113 mishaps. Consequently, a number of safety initiatives were implemented or enhanced including safety review of training scenarios, safety counseling, ergonomic improvements, and participation in Training Accident Investigation Teams.

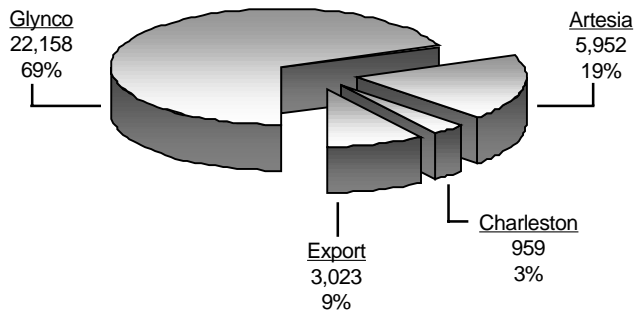
The SFB was responsible for the inspection of over 1,000 fire protection apparatus and systems and safety inspections of nearly 250 FLETC buildings and properties. Further, the SFB was involved in reviewing safety aspects of proposed FLETC construction projects. The Medical Surveillance Program, which is managed by the SFB, involves nearly 400 participants who are regularly monitored for any effects of exposure to air contaminants and noise. The SFB was also responsible for OSHA recordkeeping.

Training Statistics

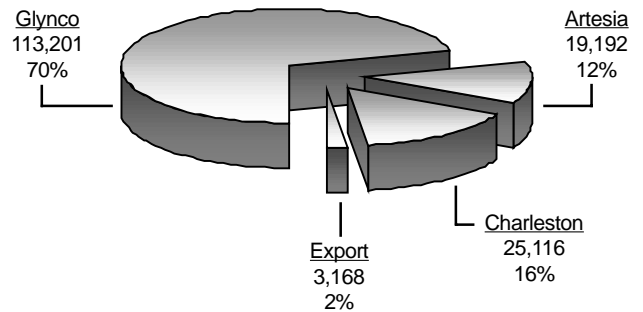
Students Graduated - Fiscal Years 1970-2002



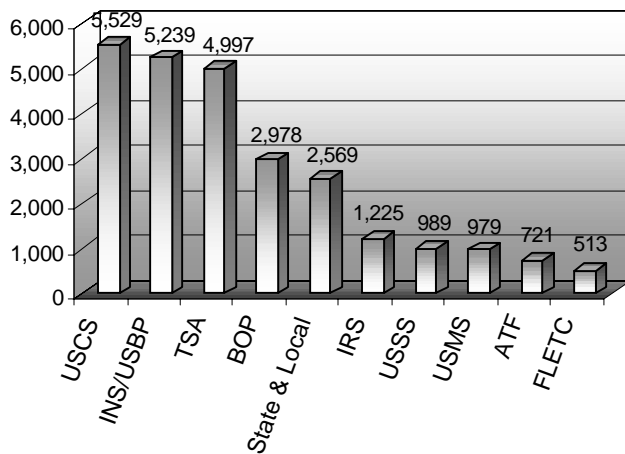
FY02 Students Graduated Per Facility



FY02 Student Weeks Trained Per Facility



FY02 Students Graduated Top Ten Agencies



FY02 Student Weeks Trained Top Ten Agencies

