

Federal Law Enforcement Training Center **Annual Report**

FY 2004



**Homeland
Security**





Whether developing critically needed counterterrorism and intelligence analysis training programs for federal, state, and local law enforcement agencies, or applying sophisticated technologies to improve the quality and efficiency of training, the FLETC proved yet again that its leadership role is vital to our nation's readiness.

The Federal Law Enforcement Training Center (FLETC) made significant advances in FY 2004 in support of our nation's homeland security efforts. Whether developing critically needed counterterrorism and intelligence analysis training programs for federal, state, and local law enforcement agencies, or applying sophisticated technologies to improve the quality and efficiency of training, the FLETC proved yet again that its leadership role is vital to our nation's readiness.

Every success the FLETC achieved was the product of strong collaboration across agencies, departments, and even governments. Working together has always been "the FLETC way." Since its inception in 1970, the FLETC has cultivated strong inter-agency ties. Today, our partnership of 81 federal agencies represents the greatest concentration of law enforcement expertise in the world, all focused on a single goal: to ensure the protection of our homeland.

We were very pleased to have the opportunity to showcase our people, mission, and facilities to Homeland Security Secretary Tom Ridge this past year. His visits to our Glynco and Artesia sites are chronicled in this report.

In addition, this report highlights important training developments and other projects that will position the FLETC to meet future mission requirements. Among these was the establishment of a new Training Innovation and Management directorate within the FLETC whose mission is to formalize processes for integrating cutting edge technologies into FLETC training. These include simulators, web-based training, computer-based training, and distributed learning. Another key development was the initiation of a project to design and construct a multi-use Counterterrorism Operations Training Facility at Glynco to meet the expanding needs of law enforcement in the post-9/11 environment.

Together with our partners, we look forward to capitalizing on these and our many other successes of this past year as we enter our thirty-fifth year as our nation's leader in law enforcement training.

Connie L. Patrick

Director
Federal Law Enforcement Training Center

Federal Law Enforcement Training Center

Annual Report

Contents

- i Foreword by Director Patrick
- ii Contents

Training Developments

- 1. Intelligence Awareness
- 2. Land Transportation Antiterrorism & Critical Infrastructure Protection
- 2. Use of Force
- 2. Readiness Training for U.S. Army 3rd Infantry Division

Strategic Developments

- 4. Formation of Training Innovation and Management Directorate
- 5. Counterterrorism Operations Training Facility
- 6. Information Technology Update
- 7. Field Site Developments:
 - Cheltenham Dedication
 - Border Patrol Move to Artesia
 - U.S. Coast Guard at Charleston
 - International Law Enforcement Academy - Latin America

Other Highlights

- 1. DHS Secretary Ridge Visits
- 2. Law Day Observance
- 3. Peace Officers Memorial Day
- 5. Spurgeon Award - Law Enforcement Explorers
- 6. 'Closing the Circle' Environmental Award
- 8. Honor Graduate of the Year
- 8. EEO Accomplishments
- 8. Training Support for Major National Events

Training Statistics - Back Cover

Cover: DHS Secretary Tom Ridge prepares to take the podium to address a gathering of students and staff at the FLETC-Artesia. More on Secretary Ridge's visits to Artesia and Glynco Page 1.

Training Developments

Intelligence Awareness Training

The FLETC's Office of State and Local Training (OSL) entered into a four-year, \$3 million Memorandum of Understanding with the Office of State and Local Government Coordination and Preparedness (SLGCP), Office of Domestic Preparedness (ODP), Department of Homeland Security (DHS).

The agreement specifically authorized the OSL to analyze state and local intelligence training needs and to design, develop, deliver, and evaluate intelligence training courses for federal, state, local, campus, and tribal law enforcement officials and other personnel identified by the SLGCP. In addition, the agreement included development of three distinct training programs that target line officers and supervisors, executive level officials, and intelligence analysts in the law enforcement community.

The OSL and ODP hosted a curriculum development conference Jan. 26-30, 2004, in Washington, D.C., convening over 25 subject matter experts (SME) to develop the curriculum. The SME group quickly

identified the line officer and supervisor program as the most immediate need for awareness training. Topics were selected, performance objectives outlined, and lesson plans started. The program was named the Anti-Terrorism Intelligence Awareness Training Program (AIATP).

On May 24-25, 2004, a conference was held in Atlanta to develop the lesson plans for the training. Subsequently, a pilot program was delivered in Atlanta Aug. 10-11, after which several changes were implemented including reduction of the program to one day (8 hours). A video/CD entitled *Diligence Matters* was developed and is given to each student for use as a training tool back at their departments or agencies.

The AIATP is delivered as an eight-hour awareness program for line officers and supervisors. The program is delivered in two, one-day sessions at each geographic location to accommodate as many law enforcement officers as possible. Sessions are planned for the 50 largest cities in the U.S. in the next two years.

Ridge Visits

Homeland Security Secretary Tom Ridge made two trips to the FLETC in 2004. He visited the FLETC's Glynco headquarters March 25, then the FLETC's Artesia, N.M., campus April 20. At both sites he toured facilities and took time to address large gatherings of students and staff. His remarks focused on the importance of consolidated training and how it leads to the kind of unity of effort needed to combat terrorism.



Secretary Ridge at Glynco

Land Transportation Antiterrorism & Critical Infrastructure Training

In support of the DHS mission to lead a unified effort to secure America, the FLETC Counterterrorism Division conducted seven Land Transportation Antiterrorism Training Programs (LTATP) and three Critical Infrastructure Protection Training Programs (CIPTP) in FY 2004

The LTATP is a one-week program designed to train law enforcement officers how to protect land transportation infrastructure including rail, mass transit, and bus operations. The program emphasizes antiterrorism planning and prevention.

The CIPTP is also a one-week program designed for those who are responsible for protecting infrastructure essential to national security. The training includes both physical and cyber-based systems.

Use of Force Training

The FLETC developed and implemented Use of Force (UOF) programs designed around a combination of lecture and practical exercises. The programs permit students to function in a reasonable and legal manner when faced with a myriad of UOF scenarios. The UOF curriculum is an integrated part of all FLETC basic training programs. The UOF basic program provides increased reaction time and instant feedback, while instilling confidence in the students that they will react appropriately when confronted with field situations.

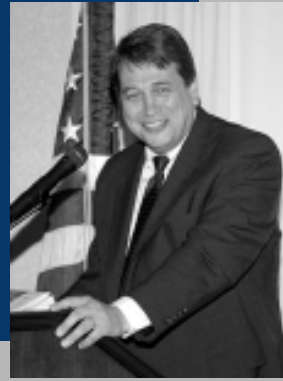
Advanced UOF training programs were developed and implemented that focus on using dynamic and interactive training principles. Students learn via demonstration and hands-on participation. Training focuses on legal aspects, mental preparedness, UOF applications, response tactics, documentation, written analysis, court testimony, use of expert witnesses, and training development. Advanced programs include the UOF Instructor Training Program, UOF for Managers Training Programs, and the UOF User Training Program.

3rd Infantry Division Training

The FLETC provided training and logistical support for members of the U.S. Army's 3rd Infantry Division – 3rd Battalion, 7th Infantry Regiment, stationed at

Law Day '04

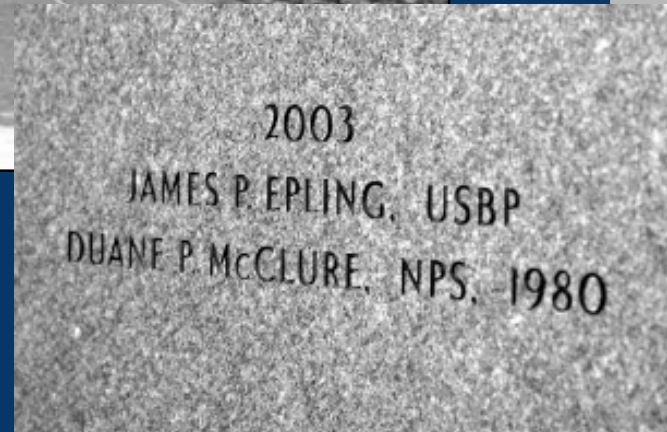
On May 3, 2004, the FLETC held its first ever Law Day observance. Homeland Security General Counsel Joe D. Whitley visited Glynco and spoke at a luncheon attended by many FLETC and Partner Organization staff and local dignitaries, including judges and other members of the legal profession.



Joe Whitley

Law Day has been an American tradition for over 40 years. The idea of Law Day was originally inspired by Cold War opposition to the Soviet Union's annual May Day military parade. In 1958, President Eisenhower declared Law Day as a celebration of our national heritage of liberty, justice, and equality under the law. In 1961, Congress officially designated May 1 as the date for celebrating Law Day in the U.S.

Fort Stewart, Ga. The Army requested the FLETC's support in preparation for the unit's redeployment to Iraq. During the initial stages of "Operation Enduring Freedom", the 3/7 Infantry played a major role in the Battle of Baghdad. The unit specifically requested environments and facilities that would accommodate urban operations training. The primary training objective was to allow seasoned soldiers to share their knowledge and experience to new members of the unit who had not been to Iraq. They also requested training in the areas of improvised explosives, suicide bombers, UOF, firearms, and crowd control, which the FLETC delivered. The FLETC Counterterrorism, Firearms, and Forensics and Investigative Techniques Divisions worked closely with the unit's officers and non-commissioned officers to ensure their training goals and objectives were met.



Peace Officers Memorial

The FLETC hosted its 19th Annual Peace Officers Memorial Day Ceremony at Glynco May 19, 2004. It was a day to honor the 135 former FLETC basic training graduates and thousands of other Federal, state, and local law enforcement officers who have died in the line of duty over the years.

Each year the ceremony is conducted jointly with Partner Organization staff and area state and local law enforcement agencies. It is often attended by families of slain officers. Keynote speaker for the 2004 ceremony was Border Patrol Deputy Chief Robert Harris.

Sadly, this year two names were added to the FLETC Graduates' Memorial: James P. Epling, Border Patrol; and Duane P. McClure, National Park Service.

Strategic Developments

Training Innovation and Management

The FLETC established a new directorate in FY 2004 to align certain training management and support functions and to promote innovation in training, especially through the integration of alternative technologies that can make training more effective, economical, and available. The new Training Innovation and Management (TIM) Directorate is charged with:

- Providing uniform, consistent, enterprise-wide management of the FLETC's training programs, including allocating training capacity among Partner Organizations, administering the processes for training program development and management, and coordinating the FLETC's internal accreditation program;

- Promoting the innovative enterprise-wide development and integration of alternative training technologies, especially simulation and modeling, to augment the FLETC's existing training delivery systems and methodologies;

- Providing strategic oversight of the FLETC's efforts to expeditiously acquire and implement a Student Administration and Scheduling System;

- Continuing to provide superior student and staff support to facilitate FLETC and Partner Organization training operations;

- Refocusing the FLETC's e-learning efforts to better support training activities and ensure alignment with the FLETC's primary mission.

Existing divisions aligned under TIM include the Media Support, Research and Evaluation, Student Services, and Training Management and Coordination.

A newly formed Training Innovation Division within TIM is responsible for producing or evaluating and acquiring cutting-edge, unconventional alternatives for application in law enforcement training. These non-traditional tools include computer modeling, training simulators, and distributed learning systems such as web- and computer-based training.

Practical Exercise Assessment System (PEAS)

The FLETC implemented an innovative training solution that applies personal digital assistant technology to training evaluation. PEAS improves the consistency and ease with which students are evaluated during practical exercises. PEAS provides for centralized storage of scenario documentation and student evaluations, enabling convenient instructor access during field evaluations.

Online Survey Software

Another innovative training solution uses web-based technology to conduct training-related surveys as part of the continuous validation process. By using customized on-line survey software, graduates can provide feedback about their training by completing a program-tailored survey on the internet. The software is also used to conduct other specialized surveys, including needs analyses, and customer/employee satisfaction.

CD/DVD Cross-training for ICE

The FLETC assisted Immigration and Customs Enforcement (ICE) with an initiative to provide "One Face at the Border" training for ICE field agents. The FLETC taped over 100 hours of training and converted it to CD, DVD, and beta video so it could be delivered quickly and efficiently throughout the ICE organization. The joint project saved ICE \$60,000 in direct cost outlays and led to cost avoidance of several million dollars that would have been necessary for travel and lodging for over 5,000 ICE special agents for residential training.

NAVAIR Agreement

In April 2004 the FLETC signed a Memorandum of Agreement with the Naval Air Warfare Center Training Systems Division (NAVAIR) in Orlando, Fla. NAVAIR is a consortium of military, industrial, and academic institutions created to improve training through technology, especially simulation and modeling.

The FLETC-NAVAIR agreement will facilitate the exchange of information and technology between the military services and the FLETC, and the FLETC will provide a test bed for training projects developed through jointly-sponsored research. A FLETC liaison officer has been assigned to the NAVAIR complex in Orlando to ensure a productive implementation of this agreement.



Explorer Award

The FLETC received the William H. Spurgeon III Award for its support of Law Enforcement Exploring. The Award was presented at the biennial National Explorer Leadership Conference in Atlanta in July 2004.

During the past 20 years, the FLETC has been a sponsor of Law Enforcement Explorer posts at its facilities in Glynco, Ga., and Artesia, N.M. The post in Artesia currently has a high membership and is one of the most active and dynamic posts in the Southwest. In addition, the FLETC has been a host for a number of events for Law Enforcement Explorer Posts in Georgia and Florida. Over the years the FLETC has worked with the International Association of Chiefs of Police to develop study guides for Explorer competitions and has produced numerous videos in support of Exploring.

FLETC Director Patrick said, "Exploring equips young people with a healthy understanding and respect for the role of law enforcement. This blends perfectly with the FLETC mission – to produce highly proficient law enforcement officers and agents for our nation. The FLETC's relationship with Exploring over the years has yielded positive benefits for both."

The Spurgeon Award was developed by the National Exploring Committee in 1971 in honor of the man who is regarded as the architect of the contemporary Exploring program. Law Enforcement Exploring is one of the official programs of Learning for Life, a branch of the Boy Scouts of America that teaches young people about various career opportunities.

Photo: FLETC Director Connie Patrick (center left) accepts the bronzed eagle award.

Counterterrorism Operations Training Facility (CTOTF)

In response to changing mission requirements in the post-9/11 environment, the FLETC initiated, in conjunction with its 81 Partner Organizations, the design, development, and construction of a Counterterrorism Operations Training Facility (CTOTF) at Glynco. Upon completion, the CTOTF will consist of a 220-plus acre site dedicated to providing a realistic training environment to enhance the nation's capabilities to combat terrorism.

The CTOTF is composed of six different environments – urban, suburban, rural, intermodal, international, and underground infrastructure systems – designed to replicate both foreign and domestic settings. It will offer a variety of training venues, such as apartments, row houses, neighborhoods, schools, federal buildings, embassy, roadways, and public transportation. It will include classrooms and tactical facilities. Situated on a secure site, these facilities will meet the current and emerging training needs of federal, state, and local law enforcement agencies.

Significant accomplishments associated with the CTOTF project in FY 2004 include:

- Completion of a Training Needs Assessment Survey of our 81 Partner Organizations which validated the need for the facility;
- Presentations to senior officials, including the DHS Secretary, Border and Transportation Security Under Secretary, agency and bureau heads, and Congressional delegations;
- Dedication of staff, acreage, and facilities;
- Environmental assessment;
- Design of the intermodal and international training sites; and
- Initial construction.

Of particular note, the U.S. Air Force Office of Special Investigations contributed significant funding toward the project in FY 2004. In addition, the FLETC accepted significant gift donations and commitments from private entities in support of the intermodal site, such as a 727 aircraft from FEDEX and railcars and tracks from Norfolk Southern.

The CTOTF will provide consistency and standardization of training practices and procedures for the Partner Organizations. At least 13 Partner Organizations currently deploy recent graduates overseas in direct support of the Global War on Terrorism.

Information Technology Update

Information sharing is vital to DHS. Consistent Information Technology (IT) policies and standards and consolidated IT infrastructure are required. The FLETC actively assisted DHS in achieving the “One Network – One Infrastructure” vision in FY 2004. The FLETC provided leadership and technical expertise and was active in numerous working groups, including Human Capital, Security, Infrastructure Transformation, Wireless Network, and many others.

Key advances on the IT front include:

- The FLETC made effective use of the IT portfolio system to budget and fund IT requirements. The IT portfolio assists in evaluating, selecting, and controlling IT investments that best support the agency’s mission. The FLETC IT portfolio strongly aligns to the DHS IT portfolio while also supporting the FLETC’s unique law enforcement training mission. This leads to efficient and effective communication, coordination, and reporting.

- Using the IT portfolio framework and DHS working group relationships, the FLETC developed strong business cases for many critical projects, including a new facility maintenance and management system, classroom IT upgrades, audio/video upgrades, remote control technology, and raid house audio/video upgrades.

- The potential benefits of wireless technologies to law enforcement training are tremendous. With the support of DHS, the FLETC coordinated a comprehensive wireless requirements analysis at all FLETC sites. This included interviewing all FLETC training and support divisions and Partner Organizations. Based upon current and future radio and wireless needs, a comprehensive wireless requirements analysis was created. The FLETC continues to work with DHS to obtain the necessary resources to modernize this critical IT capability.

- The FLETC Chief Information Officer Directorate played a key role in conducting a comprehensive FLETC Integrated Access Control security analysis that encompassed both physical and IT security controls at all FLETC sites. Through the review of current strengths and challenges, specific actions to enhance the FLETC’s Integrated Access Control security posture have been identified and prioritized.

Environmental Excellence

The FLETC received the 2004 Presidential Closing the Circle Award for environmental stewardship. This award recognizes outstanding contributions of federal agencies in environmental management. The FLETC was recognized under the Waste/Pollution Prevention category for its leadership in driving the development, procurement, and implementation of so-called “green” ammunition – or Reduced Hazard Ammunition (RHA) – for use in its firearms training programs. The use of RHA, which is manufactured using non-lead materials, greatly reduces the health and environmental risks associated with the use of traditional lead ammunition and does not denigrate the quality of training.

The FLETC expends approximately 20 million rounds of ammunition per year on 54 ranges at its four training sites around the country – a number exceeded only by the military.

Since the RHA project began in 1998, the FLETC has reduced the amount of lead-containing ammunition that it uses by 75 percent, eliminating some 70,000 pounds of lead from the waste stream, with an eventual goal of 100 percent reduction.

In 1998, no specifications existed for “green” ammunition. The FLETC worked with manufacturers to produce RHA having the same performance characteristics as traditional ammunition but without the associated health, safety, and environmental risks. The FLETC supported product development with \$43 million in contracts now used by 34 agencies. Manufacturers now produce viable RHA in nearly every caliber.

Since then, due to the FLETC’s leadership and the volume of demand for ammunition it generates, the per-round cost of RHA has dropped considerably, in some cases by as much as 48 percent.



An assortment of lead-free ammo.

Field Site Developments

Cheltenham Dedication

The dedication and grand opening of the FLETC-Cheltenham was held on Sept. 20, 2004. Over 300 federal, state, and local law enforcement personnel and government officials attended the ribbon cutting ceremony. Principal speakers included Congressman Steny Hoyer, 5th Congressional District of Maryland; Homeland Security Under Secretary for Border and Transportation Security Asa Hutchinson; and FLETC Director Connie Patrick.

The FLETC-Cheltenham serves as a firearms and vehicle operations re-qualification facility for tens of thousands of federal officers and agents assigned to the Washington, D.C., area. Located on the site of the former Naval Communications Detachment in Prince George's County, Md., the 372-acre facility also houses the U.S. Capitol Police Training Academy.

The FLETC was given a mandate by Congress in 2000 (Public Law 106-346) "to establish and operate a metropolitan area law enforcement training center." Working closely with stakeholders, the FLETC adapted the facility to its new mission, through extensive renovation, expansion, and new construction. The FLETC-Cheltenham boasts state-of-the-art driver and indoor firearms ranges and many other support structures. The facility is designed to support non-residential training of relatively short duration.

Concurrent with the start up of Cheltenham operations, numerous federal, state, and local law enforcement agencies utilized vacant buildings and classrooms for tactical and other academic training while the FLETC's training venues were under construction. The student throughput for this in-service, agency-specific training totaled 15,299 student days, or 3,060 student weeks.



FLETC Director Patrick (center) prepares to cut the ribbon at Cheltenham. She is flanked by Under Secretary Hutchinson (left) and Congressman Hoyer (right). Joining them are (from far left) Bob Smith, Deputy Assistant Director, Office of Cheltenham Operations; Jim Dyer, Staff Director, House Committee on Appropriations; Marilyn Bland, Councilwoman, Prince George's County, Md.; and Thomas V. "Mike" Miller, President of the Maryland State Senate. Seated on the dais are the Rev. Stephen Short, Chaplain, DC Metropolitan Police Department, and Stan Moran, Deputy Assistant Director, FLETC Office of State and Local Training (far right).

CBP-Border Patrol Move to Artesia

On Aug. 19, 2004, U.S. Customs and Border Protection Commissioner Robert C. Bonner announced that the Border Patrol Academy, which trained new agents at Glyncro as well as in Charleston, S.C., would be consolidated at the FLETC's state-of-the-art training facility in Artesia, N.M. The first Border Patrol training class began at the FLETC-Artesia Oct. 21, 2004.

Coast Guard at Charleston

The United States Coast Guard commissioned its Maritime Law Enforcement Academy (MLEA) on Dec. 1, 2004. The ceremony took place at the FLETC-Charleston. The MLEA combines the Coast Guard's two previous training programs, the Maritime Law Enforcement School in Yorktown, Va., and the Boarding Team Member School in Petaluma, Calif., into one single facility co-located with the FLETC-Charleston.

ILEA Latin America

On Nov. 3-7, 2003, the FLETC conducted a Training Needs Assessment Conference for an International Law Enforcement Academy (ILEA) Latin America. The Conference was held in Quito, Ecuador, and drew attendees from 18 Central and South American countries and 22 law enforcement organizations. Following the Training Needs Assessment, the next step to establish an ILEA Latin America was a Key Leaders Conference scheduled for December 2004 in Panama City, Panama.

Honor Graduate



FLETC Director Connie Patrick presents Ranger Visnovske with an award certificate.

The FLETC's Honor Graduate of the Year Award for 2003 went to National Park Service Ranger Edward J. Visnovske. This award is presented annually to the FLETC basic training graduate having the highest academic average. Ranger Visnovske graduated from the FLETC's National Park Ranger Integrated program on Aug. 25, 2003, achieving a 98.79% academic average, outscoring some 8,745 other basic training graduates during the year. Ranger Visnovske also excelled at firearms qualification and physical fitness.

At a luncheon in his honor at Glynco Oct. 7, 2004, Ranger Visnovske received a Sig Sauer Model 239, 40-caliber, semiautomatic pistol. The award is made possible by a generous gift by Aubrey A. "Tex" Gunnels, formerly Clerk to the Treasury, Postal Service, and General Government Subcommittee, House Committee on Appropriations. Mr. Gunnels was instrumental in the establishment of the FLETC in 1970. He remains involved with the FLETC through the Honor Graduate of the Year program.

Other Highlights

EEO Accomplishments

The FLETC Equal Employment Opportunity Office completed a number of projects, including:

Black History Month – Staff luncheon Feb. 25, 2004; Guest speaker Rear Adm. Stephen W. Rochon, U.S. Coast Guard.

Women's History Month – Staff breakfast March 11, 2004; Guest speaker Col. Adrian Frasier-Darling, U.S. Marine Corps.

Diversity Training – The FLETC-Cheltenham held a "Heritage Encampment" in June. The four-day cultural fair allowed FLETC staff to learn about the many peoples who contributed to the development of a uniquely *American* culture, through live presentations and authentic displays. Similar encampments are held annually at each FLETC site. The events are also available to local school children and residents. The purpose is to promote unity and build corporate strength among diverse groups.

Internship – The FLETC placed a Student-with-Disabilities intern within the Driver and Marine Division in FY 2004. This is the third year that the FLETC has

supported the intern program.

ADA Training – The FLETC sponsored two four-hour management seminars on liability issues associated with the Americans with Disabilities Act.

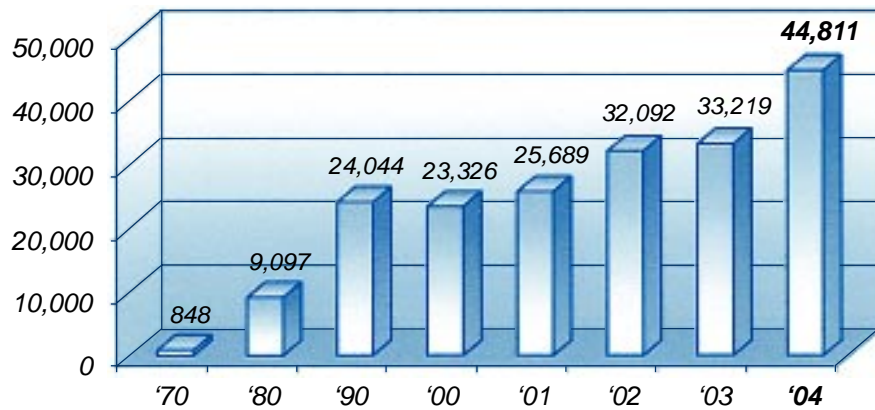
ASL Training – The FLETC sponsored four 10-week classes on American Sign Language and six two-hour classes on workplace sign language and deaf culture issues and etiquette.

Training Support for Major National Events

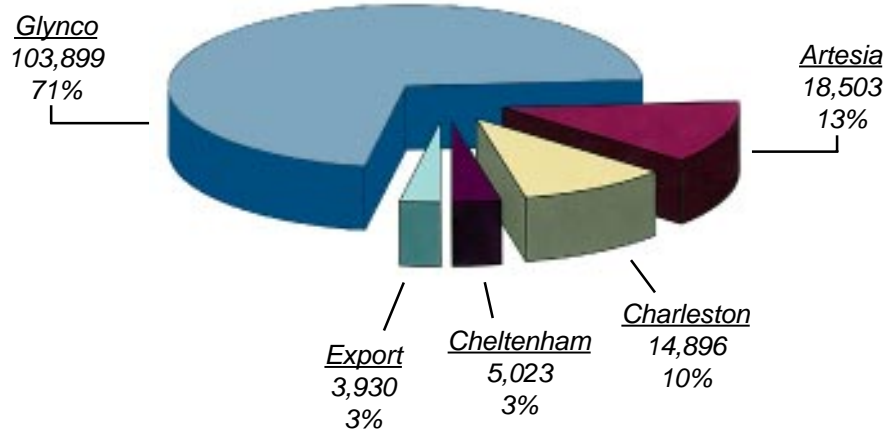
During FY 2004, the FLETC's Forensics and Investigative Techniques Division, Driver and Marine Division and the Counterterrorism Division provided training support to federal, state, and local agencies with key security and law enforcement roles for the G-8 Summit held on Sea Island, Ga., the Democratic National Convention in Boston, the Republican National Convention in New York, and the Free Trade Area of the Americas Conference held in Miami.

Training Statistics

Students Graduated - Fiscal Years 1970-2004



FY 2004 Student Weeks Trained Per Facility



FY 2004 Student Weeks Trained Top Ten Agencies

