

**Federal Law Enforcement
Training Facility
(FLETC)**



**Strategic Plan
2004 - 2009**

FLETC Strategic Plan

September, 2003

FLETC Mission Statement

We are the leader in career-long law enforcement training. We prepare law enforcement professionals to fulfill their responsibilities safely and proficiently, ensuring that training is accomplished in the most cost-effective manner.

FLETC Vision Statement:

The vision of the Federal Law Enforcement Training Center is to be the government's foremost law enforcement training organization.

FLETC Values

- RESPECT
- Integrity
- Service
 - Innovation
 - Customer Focus
 - Flexibility
 - Dedication
 - Professionalism
- Teamwork
 - Unity
 - Partnerships
 - Collaboration
 - Communication
- Leadership
 - Tradition
 - Cutting Edge

FLETC Goal 1

Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.

Objective 1.1: Strengthen working relationships with our partners and work with them to anticipate, plan and address their training needs.

Strategy 1.1.1: Establish and maintain robust processes to examine law enforcement trends and emerging issues that affect training content, development and delivery.

Strategy 1.1.2: Strengthen FLETC's role as a quality provider of advanced and specialized law enforcement training.

Objective 1.2: Ensure training content addresses validated knowledge, skills and abilities, is conducted in accordance with professional standards and is presented with sound adult learning education and training practices.

Strategy 1.2.1: Enhance training review and development process.

- a. Institute "topics and trends" reviews for each training division's key curricula.
- b. Establish automated lesson plan development, approval and maintenance system.
- c. Streamline the curriculum development and review processes.
- d. Establish a mechanism to prioritize and provide career-long continuing education and advanced training.

Strategy 1.2.2: Enhance the scope and effectiveness of the Tactical Oversight Board (TOB) to include:

- a. Formal benchmarking processes.
- b. Evaluate individual and group concepts for training content and/or delivery enhancements.

Strategy 1.2.3: Establish a more systematic process for promoting and conducting applied law enforcement training research.

Strategy 1.2.4: Use professional law enforcement training standards and processes to optimize and standardize FLETC training operations.

FLETC Goal 2

Significantly expand access to and availability of quality law enforcement training.

Objective 2.1: Reduce the constraints that impede law enforcement training delivery.

Strategy 2.1.1: Develop formal contingency plans that identifies and reduces the limiting effects of the constraints—facilities, FTEs equipment technology, etc.

Strategy 2.1.2: Maintain and “use” the FLETC Master Plan as a living-planning tool—baseline for budget and training capacity.

Strategy 2.1.3: Acquire additional resources—using alternative funding sources such as asset forfeiture funds, partner organization supplements and grants or MOUs.

Strategy 2.1.4: Strengthen the scheduling process by exploration of alternative methods, centralization and automation.

Strategy 2.1.5: Improve projection forecasting by utilizing historical trends, improved technologies and emerging law enforcement training needs.

Strategy 2.1.6: Develop and implement a system to monitor facility usage—training throughput and facility downtime.

Objective 2.2: Develop alternative delivery methods.

Strategy 2.2.1: Expand appropriate e-learning.

Strategy 2.2.2: Increase use of export training to alternative sites.

Strategy 2.2.3: Review curriculum for possible pre- and post- training opportunities for the purpose of freeing up training space to increase throughput.

FLETC Goal 3

Create a new organizational culture through law enforcement training based on tradition and history.

Objective 3.1: Establish organizational processes within FLETC that value organizational diversity and promote effective relationships with our stakeholders.

Strategy 3.1.1: Form a Training Strategic Planning Team comprised of FLETC and Partner agency representatives.

Strategy 3.1.2: Establish and maintain collaborative forums to enhance communication between the FLETC and its partners by conducting interactive PO meetings, conferences, seminars and/or retreats to share best practices and lessons learned.

Strategy 3.1.3: Identify available technology that enhances our relationships with our stakeholders and incorporate it into our operations.

Strategy 3.1.4: Develop a mentoring process for new partners.

Strategy 3.1.5: Develop joint FLETC-Partner training to promote teamwork and collaboration.

Strategy 3.1.6: Provide an environment that enhances knowledge of each other's missions and resources.

FLETC Goal 4

Implement best management practices.

Objective 4.1: Maintain and develop FLETC's human capital to ensure that FLETC can best perform its current and future roles in providing exceptional law enforcement training.

Strategy 4.1.1: Identify Mission Essential Skills.

Strategy 4.1.2: Upgrade the FLETC Recruitment Plan.

Strategy 4.1.3: Conduct Annual Training Needs Assessment.

Strategy 4.1.4: Develop Succession Plan.

Strategy 4.1.5: Identify special and required certification requirements and ensure personnel are provided with training to achieve certification.

Strategy 4.1.6: Improve the Incentive Awards Program.

Strategy 4.1.7: Implement a Mentoring Program.

Strategy 4.1.8: Implement a Leadership Development Program.

Objective 4.2: Provide services which support the FLETC mission in the most effective and cost efficient manner possible.

Strategy 4.2.1: Develop a living FAIR Inventory with defensible coding.

Strategy 4.2.2: Identify Inherently Governmental functions and core competencies and subject them to Business Process Reviews to ensure cost efficiency and effectiveness.

Strategy 4.2.3: Implement a fair and efficient Competitive Sourcing Process.

- Develop a comprehensive program for conducting Standard and Streamlined Competitions.
- Provide program funding for staffing, training and contract support as necessary.
- Staff the CS Program with personnel having appropriate skills, training and experience.

Objective 4.3: Strengthen Financial Management systems and practices.

Strategy 4.3.1: Annually attain an “unqualified” opinion on the annual financial audit.

Objective 4.4: Implement budget and performance integration initiatives.

Strategy 4.4.1: Implement Program Assessment Rating Tool (PART) recommendations.

Objective 4.5: Provide innovative technology solutions in support of FLETC operations IAW the Enterprise Architecture and DHS guidelines.

Strategy 4.5.1: Implement the FLETC IT Strategic Plan by 2009.

Objective 4.6: Reduce total work-related injuries on a cumulative basis by 5% each year through FY2009.

Strategy 4.6.1: Provide and maximize participation in the required annual safety training for management and employees.

Strategy 4.6.2: Improve annual workplace inspections to identify and abate discrepancies.

Strategy 4.6.3: Strengthen the operation of the Medical Surveillance Program.

Strategy 4.6.4: Develop management and employee support for the FLETC Safety Program.

FLETC Strategic and Performance Plan Linkage

| Strategic Goals | Long Term Performance Goals |
|--|---|
| <p>1. Provide training that develops the skills and knowledge to perform law enforcement functions safely, effectively and professionally.</p> | <ul style="list-style-type: none"> • By FY2009, 66% of FLETC graduates agree they were highly prepared to perform their law enforcement functions upon graduation. <ul style="list-style-type: none"> ◆ FY2005 Target: 58% ◆ FY2006 Target: 60% ◆ FY2007 Target: 62% ◆ FY2008 Target: 64% <p>Note: FLETC ensures that 100% of graduates are basically prepared to perform their new duties, determine through extensive testing and practical exercise examinations. This performance measure is an indicator of the degree of preparation based on the student's personal opinion. Data is gathered through a Continuous Validation Survey completed by graduates approximately 9 – 10 months after graduation from the FLETC.</p> <ul style="list-style-type: none"> • By FY2009, 66% of federal supervisors agree FLETC graduates were highly prepared to perform their law enforcement functions. <ul style="list-style-type: none"> ◆ FY2005 Target: 58% ◆ FY2006 Target: 60% ◆ FY2007 Target: 62% ◆ FY2008 Target: 64% <p>Note: FLETC ensures that 100% of graduates are basically prepared to perform their new duties, determine through extensive testing and practical exercise examinations. This performance measure is an indicator of the degree of preparation based on the federal supervisor's personal observation. Data is gathered through a Continuous Validation Survey completed by federal supervisors approximately 9 – 10 months after graduation from the FLETC.</p> <ul style="list-style-type: none"> • By FY2009, 66% of students rate the quality of FLETC law enforcement training as excellent or outstanding upon graduation. <p>Note: This performance measure indicates degree of training quality based on the student's feedback on the Student Quality of Training Survey (SQTS).</p> <ul style="list-style-type: none"> • Implement the FLETC Accreditation 5 year Plan |

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| <p>2. Significantly expand access to and availability of quality law enforcement training.</p> | <ul style="list-style-type: none"> • Annually, 85% of all requested training programs are conducted • Annually, 80% of training projections result in training programs conducted |
| <p>3. Create a new organizational culture through law enforcement training based on tradition and history.</p> | <ul style="list-style-type: none"> • Annually, 58% of partner organizations express a high rate of overall satisfaction on the Partner Organization Satisfaction Survey |
| <p>4. Implement best management practices.</p> | <ul style="list-style-type: none"> • Annually, achieve the most efficient cost per student week of training • Annually, 70% of employees express overall satisfaction with their working environment at FLETC (Employee Satisfaction Survey). • Implement the FLETC Human Capital Strategic Plan by the end of FY2009 • Implement the FLETC IT Strategic Plan by the end of FY2009 • Achieve FLETC Competitive Sourcing Plan goals and objectives • Reduce total work-related injuries on a cumulative basis by 5% each year through FY2009. |