



Federal Law Enforcement Training Centers

# Impact Report

Fiscal Year 2014



Homeland  
Security





*FLETC Marine Law Enforcement Training Program (MLETP) students practice waterborne pursuit techniques at the FLETC-Glynco.*

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# Homeland Security

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# Executive Summary

## EXECUTIVE SUMMARY

During Fiscal Year (FY) 2014, the Federal Law Enforcement Training Centers (FLETC) advanced its vision to be the partner, investment, and employer of choice. In support of training 58,666 federal, state, local, tribal, and international law enforcement officers and agents, FLETC engaged with its partners and stakeholders across the homeland security professional community to ensure training excellence, fostered an innovative environment dedicated to forward-thinking operations and good business practices, and continued to cultivate a healthy and positive work environment for its staff, partners, and students.

FLETC is able to remain the training partner of choice for nearly all federal law enforcement agencies and for thousands of state, local, tribal, and international officers and agents because of its ongoing commitment to collaborating with partners to ensure curriculum remains relevant and of the highest quality, ensuring its training venues continue to meet its partners' needs, advancing law enforcement accreditation standards, fostering partnerships with the full homeland security community, and partnering with stakeholders to further Departmental and national initiatives and advance professional dialogue on key issues in law enforcement.

Hand-in-hand with FLETC's dedication to being the training partner of choice is its vision to remain an institution where Departmental headquarters, other agencies, law enforcement partners, and external stakeholders are confident investing resources, time, and expertise in pursuit of mutual interests related to law enforcement training and good government business practices. FLETC seeks to achieve this through focused efforts in research and technology exploration in order to remain a place where partners know the latest technologies and training methodologies are incorporated into training curriculum. Additionally, FLETC is committed to serving the Department by sharing its expertise in support lines of business, exemplifying best practices in government, and demonstrating efficient stewardship of monetary and environmental resources.

To achieve its vision as the partner and investment of choice, FLETC remains dedicated to being an employer of choice. During FY 2014, FLETC continued to emphasize employee engagement through numerous means, all in the interest of creating an environment in which public servants are inspired to work hard to contribute to FLETC's important mission. This included activities such as advancing proactive and transparent communication practices, offering numerous and varied opportunities for employee development, investing time and resources in recruiting a diverse workforce, offering programs to facilitate conflict management and employee wellness, reviewing and revising its system for employee recognition and awards, and supporting community involvement and engagement.

Looking ahead to FY 2015, FLETC will remain committed to being the partner, investment, and employer of choice. Its three major focus areas will be advancing partner satisfaction, furthering implementation of its Online Campus, and sustaining its commitment to employee engagement.



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



# Homeland Security

## Section I PARTNER OF CHOICE

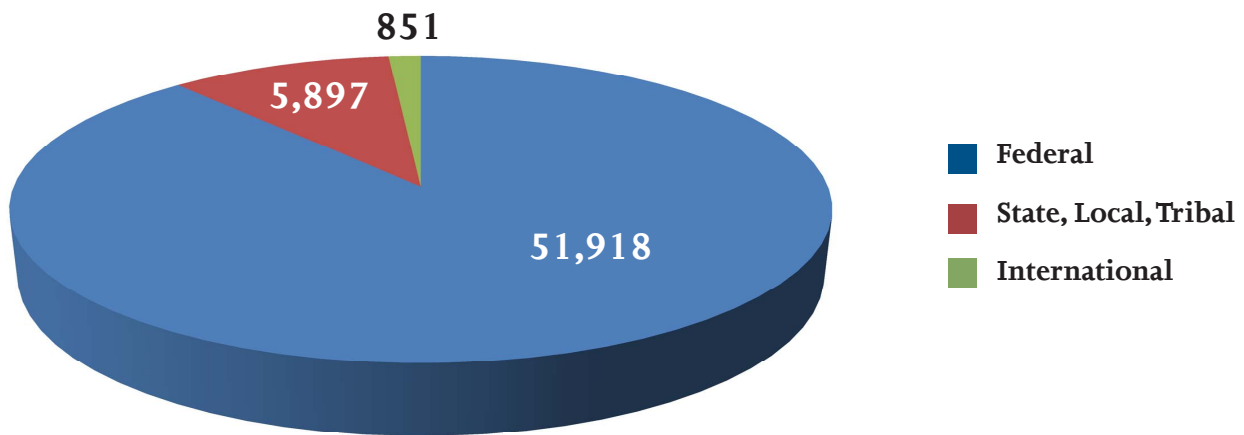


## PARTNER OF CHOICE

### FY 2014 Training Summary

Each year, more than 95 federal partner organizations and thousands of state, local, tribal, and international law enforcement officers and agents participate in basic and advanced training at the Federal Law Enforcement Training Centers (FLETC). During Fiscal Year (FY) 2014, FLETC trained a total of 58,666 law enforcement officers and agents at its training sites in Glynco, Georgia; Artesia, New Mexico; Charleston, South Carolina; and Cheltenham, Maryland; at export sites throughout the United States and overseas; and at the International Law Enforcement Academies in Bangkok, Thailand; San Salvador, El Salvador; Gaborone, Botswana; and Budapest, Hungary.

Figure 1  
Training Breakdown by Audience for FY 2014



Each year, FLETC surveys its federal partner organizations to determine how well it is performing from its customers' perspectives. In FY 2014, 94.6% of respondents indicated they were satisfied with the overall FLETC training experience. One respondent wrote, "The partnership between FLETC and our agency has never been stronger, and we look to FLETC to provide the lion's share of all our law enforcement training requirements."

FLETC is able to remain the training partner of choice for nearly all federal law enforcement agencies and for thousands of state, local, tribal, and international officers and agents because of its ongoing commitment to collaborating with partners to ensure curriculum remains relevant and of the highest quality, ensuring its training venues continue to meet its partners' needs, advancing law enforcement



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accreditation standards, fostering partnerships with the full homeland security community, and partnering with stakeholders to further Departmental and national initiatives and advance professional dialogue on key issues in law enforcement.

## 2014 Training Development and Highlights

Law enforcement training must continuously evolve to remain relevant to officers' and agents' dynamic work. To remain an institution where agencies choose to train, FLETC incorporates curriculum development and review as an integral part of its work each year. During FY 2014, FLETC conducted three Curriculum Development Conferences, six Curriculum Review Conferences, nine working group meetings, and four pilot programs. During these, FLETC and federal partner organization staff worked to achieve consensus on proposals to modify training curriculum and delivery methodologies to ensure programs continue to meet the needs of participating agencies. They also work together to develop new training to meet emerging needs. Tables 1 through 4 outline the training programs these events addressed in FY 2014.

Table 1  
Curriculum Development Conferences

Program	Date
Department of State Foreign Affairs Counter Threat Training Program	June 2014
Leadership in a Crisis Training Program	January 2014
Smart Phone Analysis Training Program	September 2014

Table 2  
Curriculum Review Conferences

Program/Topic	Date
Commercial Vehicle Counterterrorism Training Program	January 2014
Digital Evidence Acquisition Specialist Training Program	September 2014
Introduction to Digital Evidence Training Program	September 2014
Seized Computer Evidence Recovery Specialist Training Program	September 2014
United States Coast Guard Maritime Enforcement Specialist "A" School	April 2014
Customs and Border Protection Officer Basic Training Program	September 2014



**Table 3**  
**Working Groups**

Program/Topic	Date
United States Coast Guard Maritime Enforcement Specialist “A” School	November 2013 (2)
Commercial Vehicle Counterterrorism Training Program	December 2013
Commercial Vehicle Counterterrorism Training Program	January 2014
Critical Infrastructure/Key Resources Training Program	May 2014
Field Evaluator Training Program	March 2014
Land Transportation Antiterrorism Training Program	September 2014
Protection Center of Excellence	June 2014
Department of State Foreign Affairs Counter Threat Training Program	June 2014

**Table 4**  
**Pilot Programs**

Program	Date
Basic Tactical Medical Training Program	June 2014
Drug Law Enforcement Officer Training Program – Modified	March 2014
Instructional Systems Design Training Program	November 2013
United States Coast Guard Maritime Enforcement Specialist “A” School	September 2014

Of note during FY 2014, FLETC piloted the new Basic Tactical Medical Training Program, which addresses a DHS mandate to develop standardized tactical medical care training to reduce the vulnerability of DHS personnel. The program provides the knowledge and skills necessary to prevent the loss of life in a combat or tactical environment, and includes training to treat life threatening injuries in an environment with limited equipment, lack of medically trained personnel, and prolonged time until evacuation. FLETC incorporated blocks of tactical medical training into its advanced active shooter training programs and basic programs including the Land Management Police Training Program, the Uniformed Police Training Program, the U.S. Customs and Border Protection Air/Marine Basic Program, the U.S. Border Patrol Integrated Basic Program, and the Rural Police Officer Training Program.

Also of significance this past year, FLETC conducted a Curriculum Development Conference for the Smart Phone Analysis Training Program to establish a baseline program for law enforcement digital



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forensic examiners to conduct analysis of data contained on smartphones. The program will focus on the processes for recovering data found on devices running iOS, Android, Blackberry, and Windows Mobile operating systems. It will serve as a follow-up to the existing Mobile Device Investigations Program, which focuses on the seizure and logical extraction of data off of mobile devices.

During FY 2014, FLETC enhanced its Criminal Investigator Training Program by revising the scenario it uses in its continuing case investigation course, during which students learn proper investigative procedures and management of criminal investigations from inception through completion of legal proceedings. The changes incorporate new criminal violations and more diverse investigative techniques.

Also during FY 2014, FLETC piloted the Leadership in a Crisis Training Program. This research-based, technology immersive program trains law enforcement officers and emergency managers on leadership skills necessary during an emergent critical event. It provides tools for managers and executives in key leadership areas, including communication skills and collaboration, critical thinking, and decision making. The program utilizes the innovative Hydra software and connects FLETC with approximately 80 other leadership programs globally. The Los Angeles Police Department (LAPD) has been using a Hydra suite to deliver tactical training for the last several years. FLETC and the LAPD's partnership has allowed for the exchange of information, resources, scenario development, and best practices for the Hydra software between the two organizations.

In addition to traditional curriculum development activities in FY 2014, FLETC advanced its commitment to building a distance learning capability for new generations of students. This past year, FLETC developed a comprehensive plan to fully implement the FLETC Online Campus, a web-based platform that will enable FLETC to offer a full spectrum of law enforcement training and information-sharing capabilities to the homeland security professional community and a worldwide law enforcement audience. FLETC's Online Campus presents a unique opportunity for DHS to create a tool to provide consistent and timely training in high priority topics across the homeland security community; significantly expand FLETC's current reach; realize enormous efficiencies by avoiding duplication of existing information-sharing and online training infrastructure; increase interoperability of law enforcement through shared training and information-sharing; and enable FLETC training to keep pace with other institutions that provide potentially life-saving training. In FY 2014, FLETC developed a robust business case for the Online Campus, a project management plan, and a communications plan. FLETC also awarded contracts for online training content development and an academic learning management system. Currently, the Online Campus offers 85 programs.





While making strides in building its comprehensive Online Campus this past year, FLETC continued to reach students across the United States via webcasts. To be specific, FLETC conducted 90 webcasts reaching more than 8,000 participants in topics such as the Fourth Amendment, the Health Insurance Portability and Accountability Act, Miranda, Curtilage Post-Jones, Government Workplace Searches, and other timely topics.

## New Training Venues

To best serve its broad law enforcement audience and remain the “partner of choice,” FLETC continuously looks to enhance its training and support facilities. During FY 2014, FLETC began negotiating with the U.S. Marine Corps Training and Education Command to use of the Bombing Range in Townsend, Georgia. This will enhance FLETC’s firearms training capabilities by providing access to a long distance 1,000 yard firing range, an 800 yard small arms/grenade range, an explosives breaching range, an explosives demonstration range, a post-blast training range, a rappel tower, and two 24-person classrooms. FLETC anticipates signing a Memorandum of Understanding with the U.S. Marine Corps in early FY 2015 to solidify this partnership. Also in 2014, FLETC officially opened its new auditorium at FLETC-Artesia. The 14,200 square-foot facility is able to host groups ranging in size from 50 to 375, offers a 12-foot wide video wall and sound system, and is ideal for graduations, meetings, and conferences.

## Accreditation Achievements



During its assessment of the Land Management Police Training Program, the FLETA Board recognized FLETC’s practice of using working groups as part of the pre-review process prior to Curriculum Review Conferences as a model policy.

A critical factor in FLETC’s efforts to maintain the highest standards of excellence in law enforcement training is its dedication to the Federal Law Enforcement Training Accreditation (FLETA) process. After receiving its initial academy accreditation in 2006, FLETC has remained committed to this voluntary process of self-regulation that inspires public confidence in the competence and professionalism of officers and agents who graduate from its programs. Accreditation of federal law enforcement training promotes excellence in law enforcement operations. During FY 2014, FLETC achieved the following:



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- The FLETA Board granted program re-accreditation status for the Firearms Instructor Training Program.
- FLETC participated in the review of 52 program standards and 20 academy standards as part of the accreditation community.
- FLETC conducted self-assessments for accreditation review for the Firearms Instructor Training Program and the Land Management Police Training Program, and participated in FLETA re-accreditation assessments for these two programs.

Of note, during its assessment of the Land Management Police Training Program, the FLETA Board recognized FLETC's practice of using working groups as part of the pre-review process prior to Curriculum Review Conferences as a model policy.

## Engagement with State, Local, and Tribal Law Enforcement Partners

The criticality of interoperability has become paramount in the post-9/11 law enforcement profession, and therefore, the FLETC mission extends to state, local, and tribal law enforcement partners nationwide. This year, FLETC leveraged its existing partnership with the Port of Los Angeles to establish a FLETC training presence at the Los Angeles Regional Maritime Law Enforcement Training Center (MLETC), assigning a regional coordinator from its State, Local, and Tribal Training Division to make FLETC training available on the West Coast. This formal relationship promotes wider access to law enforcement marine training facilities; provides law enforcement training opportunities for federal, state, local, tribal, and other law enforcement agencies; strengthens security at regional ports and waterways; reduces the threat of terrorist and other criminal threats in marine environments; promotes regional response capacity, interoperability, and cooperation; and strengthens the ability of law enforcement agencies to support homeland security missions. During FY 2014, FLETC conducted 4 programs at MLETC, training 47 students.

Another major focus for FLETC's engagement with state and local partners in FY 2014 was the significant expansion of active shooter training. FLETC developed a strategic approach to ensure this training reaches the broadest possible



The Los Angeles Regional Maritime Law Enforcement Training Center (MLETC).



FLETC significantly expanded active shooting training with state and local partners.

audience, exporting it to geographic sites throughout the United States in addition to delivering it at FLETC training sites. As a result, FLETC's active shooter training portfolio increased by more than 700%, with 129 programs involving active threat curriculum, reaching 2,428 law enforcement officers in FY 2014. This accomplishment ensures that the training addresses the needs of law enforcement at all levels, and helps build consistency in protocols for responding to active shooter situations, an important element of the President's guidance on providing effective active shooter training. Next year, FLETC's delivery of the Basic Tactical Medical

Training Program will further expand access to active shooter training to FLETC's students.

Tribal law enforcement throughout Indian Country is an integral part of FLETC's mission audience. FLETC collaborated closely with the Department of Interior, Bureau of Indian Affairs, Indian Police Academy (IPA) in FY 2014 to develop and deliver training for Indian Country law enforcement first line supervisors. In April, IPA piloted a Lieutenant Command School Program, which has now become the standard for Indian Country. Also in FY 2014, FLETC delivered 24 hours of leadership training for a BIA-sponsored in-service training for BIA and tribal chiefs of police, and conducted the Women in Law Enforcement Leadership Training Program at FLETC-Artesia dedicated to BIA, tribal law enforcement, and corrections officers working in Indian Country. This marked the first time FLETC delivered this program specifically for Indian Country.

## Engagement with International Law Enforcement Partners

FLETC continued to develop and foster partnerships in FY 2014 to facilitate delivering training and engaging in capacity-building activities in support of the U.S. Government's homeland security mission. For example, this past year FLETC established a liaison position within the Department of Justice's International Criminal Investigative Training Assistance Program to help harmonize international training efforts between the two departments. This collaborative arrangement will be a key to FLETC successfully contributing to implementation of Presidential Policy Directive 23 (Security Sector Assistance), which President Obama signed in April 2013. This directive calls for improved interdepartmental collaboration in the delivery of Security Sector Assistance programs to help strengthen the ability of the United States to assist allies and partner nations in building their own security capacities.



# Partner of Choice

During FY 2014, FLETC continued to exercise leadership with INTERPOL, the world's largest international police organization with 190 member countries. As Chair of the INTERPOL International Group of Experts on Police Training (IGEPT), FLETC Director Connie Patrick chaired the Preparatory Meeting at the Australian Institute of Police Management in Manly, Australia. Comprising members from Argentina, Australia, Botswana, Canada, Egypt, France, Germany, Hong Kong (China), India, Singapore, Turkey, the United Kingdom, and the United States, the IGEPT advises INTERPOL on the execution of its training mandate and promotes INTERPOL's training activities to stakeholders across the world. Additionally, Director Patrick joined more than 200 police chiefs, heads of counterterrorism units, and international experts from academic, governmental, and private sector institutions representing more than 60 countries at the INTERPOL Global Security and Counterterrorism Convention in Sydney, Australia. The Director moderated and led discussions on a variety of topics related to law enforcement training at this event, which aimed to identify best practices in global security and counterterrorism initiatives and focused on a range of issues relating to evolving trends in transnational crime.

A continuing highlight of FLETC's training and capacity building activities with international partners in FY 2014 was the delivery of seven iterations of the Women in Law Enforcement Leadership Program in Budapest, Hungary; Glynco, Georgia (two iterations); San Salvador, El Salvador; Gaborone, Botswana; Lincoln, Rhode Island; and Accra, Ghana to 204 female law enforcement leaders from 24 countries. FLETC also collaborated with instructors and facilitators from the Hong Kong Police and the Irish National Police to deliver INTERPOL-sponsored executive leadership training focused on strategic thinking and vision to INTERPOL and EUROPOL member countries, including England, Ireland, India, Germany, Austria, Argentina, Cambodia, Spain, Mali, Uganda, Cyprus, Gabon, and France. FLETC instructors traveled to Germany as part of an instructor exchange program with



During the week of July 21, 2014, FLETC conducted the Women in Law Enforcement Leadership Training Program in Accra, Ghana. This marked the first time FLETC offered this program in Ghana and the first time FLETC conducted training at the West Africa Regional Training Center.



the Ministry of Interior for Sports and Infrastructure, Rheinland-Pfalz for the purpose of sharing best practices in law enforcement training, specifically in marine training topics such as collision avoidance and water police operations.

This year FLETC also hosted numerous international delegations, including the German State Police, the Irish Prison Service, the Royal Canadian Mounted Police, the United Arab Emirates, Panama, the Republic of India, Germany, and Spain in the interest of advancing working relationships and providing information on building state-of-the-art law enforcement training facilities and programs.

## Key Partner on Departmental and National Priorities and Key Issues in Law Enforcement

FLETC's expansive internal expertise in the training discipline and in various law enforcement subject areas positions it as a key partner for DHS and other government entities on a wide array of national and Departmental initiatives and priorities. During FY 2014, FLETC continued to detail a staff member to support the DHS Blue Campaign, which is the unified voice for DHS's efforts to combat human trafficking. Through this detail, FLETC supported the Law Enforcement Working Group, a subcommittee of the President's Interagency Task Force on Human Trafficking and facilitated increased coordination with U.S. Immigration and Customs Enforcement's Homeland Security Investigations Directorate to expand human trafficking training efforts to international law enforcement communities. This past year, FLETC supported human trafficking training in Bogota, Colombia; Bangkok, Thailand; Brasilia, Brazil; Phnom Penh, Cambodia; Manila, Philippines; Hong Kong, China; and Lome, Togo. Additionally, with consolidated funds from several DHS components, FLETC produced nine new training videos and two new online training programs for national dissemination.



Scott Santoro defines the crime of human trafficking to embassy staff at the United States Embassy in Lomé, Togo.

FLETC worked closely with its DHS partner organizations during FY 2014 to leverage the consolidated training model in meeting their missions. One highlight was establishing, through a Memorandum of Agreement with the National Protection and Programs Directorate's Federal Protective Service (FPS), a Protection Center of Excellence. This Center serves the Protection communities of interest by focusing on the identification, development, and delivery of

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training courses that enhance current training offerings and are based on the standards and guidelines established by the Interagency Security Committee. FLETC also collaborated with FPS to lead a feasibility study to conduct active shooter training for approximately 500-600 contract security specialists across the nation. Coordinating with stakeholders across the enterprise, FLETC established procedures to ensure efficient and consistent review and approval of such requests and compliance with DHS policy.



Federal Law Enforcement Training Centers Director Connie L. Patrick and Federal Protective Service Director L. Eric Patterson signed a Memorandum of Agreement June 12 at the FPS headquarters in Washington, D.C.

FLETC also worked closely this past year with fellow DHS component U.S. Citizenship and Immigration Services (USCIS) to coordinate a Memorandum of Understanding to bring USCIS's basic training to FLETC. In FY 2015, USCIS will begin delivering its Asylum Division Officer Training Program and Refugee, Asylum, and International Operations Combined Training Program at FLETC-Glynco and its Immigration Services Officer Basic Training Course at FLETC-Charleston.

Also during FY 2014, FLETC succeeded in attaining re-certification from the Department of State for the International Pre-Deployment Training Program Security Overseas Seminar for FY 2015, a component of a broader pre-deployment training regimen for DHS personnel. This program meets the equivalency standards for the Diplomatic Security Service's Security Overseas Seminar. FLETC initially developed the program in FY 2013 in coordination with the DHS Office of International Affairs as part of a comprehensive initiative to standardize preparatory training for DHS personnel assigned abroad. The renewal of equivalency certification enables DHS to continue leveraging the efficiencies gained from a consolidated training model while also providing content tailored to meet the needs of DHS. During FY 2014, 157 students received this training at FLETC-Cheltenham.

FLETC organized and hosted several events this year with law enforcement partners to foster the exchange of best practices and to advance dialogue on issues of contemporary significance. For example, in May FLETC hosted the 2014 Psychology Consortium, which featured the theme "At the Intersection of Theory and Technique." Experts in the fields of interviewing, interrogation, victim and witness testimony, and detecting deception shared their research and experience with FLETC and partner organization staff and local law enforcement, providing an extremely valuable opportunity



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for both law enforcement trainers and operational entities to remain informed of current interviewing and research trends.

Also during 2014, FLETC hosted the third in a series of summits aimed at developing strategies to prevent multiple casualty violence. FLETC partnered with the Department of Justice's (DOJ) Office of Community Oriented Policing Services (COPS Office) and the Johns Hopkins University in this effort, which began immediately following the horrific shooting at the Century movie theater in Aurora, Colorado, in August 2012. Taking an interdisciplinary approach, the summits brought together subject matter experts from a wide range of fields, including law enforcement, mental health, law, social sciences, private security, education, and academia to advance the national dialogue on improving information-sharing related to prevention and developing community-based approaches to prevention. FLETC is now exploring potential law enforcement training needs in furtherance of prevention efforts.

Similarly, in August 2014 FLETC partnered with the DOJ COPS Office and the University of Maryland's National Consortium for the Study of Terrorism and Responses to Terrorism to host the National Summit on Empowering Communities to Prevent Violent Extremism. This event included two dozen participants from five domestic jurisdictions actively engaged in countering violent extremism (CVE) efforts, including Dearborn, Michigan; Minneapolis/St. Paul, Minnesota; Montgomery County, Maryland; Boston, Massachusetts; and Los Angeles, California. Each domestic delegation included community-level stakeholders from a cross-section of disciplines who work together on CVE efforts. For the purpose of sharing best practices occurring in the international arena that may be applicable to CVE in the United States, the Summit also featured participants from Canada, Australia, and Germany. The Summit reflected the federal government's role in supporting locally-led efforts to create and implement sustainable, local, multi-disciplinary, whole-of-government, and information-driven grassroots efforts to counter violent extremism and prevent violent attacks.



FLETC hosted a National Summit on Empowering Communities to Prevent Violent Extremism at its headquarters in Glynco, Georgia, August 13-14, 2014.



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



# Homeland Security

## Section II Investment of Choice



A major outcome of FLETC's and its partners' mutual investments in training research and the exchange of best practices is the evaluation and implementation of new technologies that improve and enhance training.

## INVESTMENT OF CHOICE

Hand-in-hand with FLETC's dedication to be the training partner of choice is its vision to remain an institution where Departmental headquarters, other agencies, law enforcement partners, and external stakeholders are confident investing resources, time, and expertise in pursuit of mutual interests related to law enforcement training and good government business practices. FLETC seeks to achieve this through focused efforts in research and technology exploration in order to remain a place where partners know the latest technologies and training methodologies are incorporated into training curriculum. Additionally, FLETC is committed to serving the Department by sharing its expertise in support lines of business, exemplifying best practices in government, and demonstrating efficient stewardship of monetary and environmental resources.

### Investment in Training Research

FLETC has established itself as a respected institution in which external stakeholders look to exchange expertise and engage in cutting-edge research to advance the law enforcement training discipline. During FY 2014, FLETC initiated, led, and participated in numerous collaborative efforts to share training expertise and engage in research with external stakeholders and subject matter experts in the mutually beneficial pursuit of innovative ways to train law enforcement officers.

# Investment of Choice

For example, FLETC facilitated a collaborative research project among the High-Value Detainee Interrogation Group, Florida International University, and FLETC on “The Role of Metacognition in Effective Information Elicitation.” The objective of this research project is to gain a better understanding of the cognitive and emotional processes involved in the elicitation of intelligence information, provide a framework for evaluating the effectiveness of specific intelligence elicitation strategies, and ultimately guide human intelligence investigators regarding the strengths and weaknesses of current and future techniques. Also during 2014, FLETC and the Inspector General Criminal Investigator Academy conducted joint research to develop scenarios and produce associated videos for the training environment to address “police on police” encounters due to mistaken identity. In August, FLETC signed a Memorandum of Understanding with the DHS Science and Technology Directorate to bring together subject-matter experts with a research and development background and law enforcement training experts to add value to law enforcement training research efforts in various topics.

To achieve its vision as the investment of choice, FLETC recognizes the importance of seeking knowledge and best practices from external entities. Once again this year, FLETC hosted meetings of its Think Tank to elicit input from diverse stakeholders to improve the quality of training, develop more robust partner relationships, remain responsive to emerging trends in law enforcement, and enhance the collaborative nature of the consolidated training model. This year, Director Patrick invited six new organizations to join the Think Tank, including private sector representation in response to the Secretary’s guidance for DHS to engage more directly with the private sector.

During FY 2014, numerous groups visited FLETC for the purpose of learning about potential future collaboration. For example, FLETC hosted senior members of the Armed Forces Communication and Electronics Association in April to exchange knowledge and best practices related to information technology, communications, and electronics for the homeland security community. Other groups delivered presentations of interest to FLETC and partner organization staff, such as the Terrorist Screening Center’s session on the terrorist watch list.

FLETC staff also participated in numerous external events in FY 2014 during which they shared expertise and learned from subject matter experts. A hallmark of FLETC’s training philosophy is that collaboration across law enforcement agencies creates higher quality training



Senior Members of Armed Forces Communication and Electronics Association (AFCEA) visited the FLETC headquarters in Glynco, Georgia, April 23 for an overview of the FLETC mission and a tour of the facility. These members included former DHS Deputy Secretary Paul Schneider; Dr. Vince Patton, retired Master Chief Petty Officer of the Coast Guard; and Ken Rapuano, former White House as Deputy Homeland Security Advisor from 2004 to 2006.



outcomes for all stakeholders. As such, FLETC is committed to working across the law enforcement and security professional communities, including the private sector, to advance safety and security. This past year, FLETC supported the Department's focus on the criticality of public-private partnerships in fostering national preparedness against all kinds of threats by participating in the Simon Properties National Law Enforcement Security Summit in Indianapolis, Indiana. This event featured a full-scale mall security exercise for federal and local law enforcement and private sector security professionals to work through how to plan, respond to, and recover from an event involving coordinated active shooters and improvised explosive devices.

During FY 2014, FLETC also attended conferences and worked with major law enforcement professional organizations including the International Association of Chiefs of Police, Hispanic American Police Command Officers Association, National Sheriffs' Association, International Law Enforcement Educators and Trainers Association, National Organization of Black Law Enforcement Executives, and International Association of Directors of Law Enforcement Standards and Training to advance mutual partnerships and projects to further common goals to improve law enforcement training.

## Investment in and Implementation of New Training Technologies

A major outcome of FLETC's and its partners' mutual investments in training research and the exchange of best practices is the implementation of new technologies that improve and enhance training. By prioritizing this work, FLETC is dedicated to maintaining an environment in which law enforcement partners wish to join in mutually beneficial technology exploration. In April 2014, FLETC and the Naval Air Warfare Center Training Systems Division celebrated the 10-year anniversary of their partnership, which has yielded significant technological advancement in FLETC training, such as the Avatar-Based Interviewing System initiative and the implementation of firearms simulations into FLETC basic training.



FLETC Director Connie Patrick and NAWCTSD Commander Captain Steve Nakegawa hosted a joint ceremony on April 1, 2014, in Orlando, Florida, to celebrate the 10-year anniversary of the organizations' partnership.

In FY 2014, FLETC successfully integrated the recently developed and deployed Virtual Firearms Range at its Glynco site into formal basic marksmanship training for three flagship basic training programs. In FY 2014, approximately 1,800 students successfully completed basic marksmanship training using the Virtual Range, avoiding the firing of approximately 488,400 live rounds of ammunition and the related costs of cleanup, range repair, etc. The use of simulations in firearms training



# Investment of Choice

is projected to result in cost avoidances of \$370,000 annually or \$1.8 million over five years. This past year, FLETC also piloted the use of firearms simulators at FLETC-Artesia, which it is using in the Rural Police Officer Basic Training Program, and began development of a virtual range at FLETC's Charleston location. Moreover, FLETC incorporated the 3D Weapons Virtual Task Trainer into its firearms training. This technology enables students to study nomenclature and the cycle of operations outside of the firearms classroom.

Also in FY 2014, FLETC collaborated with the U.S. Courts to complete the Glymco Courtroom Modernization project, providing state-of-the-art courtroom technology including digital evidence presentation and after action review capabilities. Additionally, FLETC enhanced its leadership and international training curriculum with development of the Critical Incident Command Center. This new center uses the Hydra training simulator to provide students with scenarios focused on decision-making skills during a crisis. The Command Center includes state-of-the-art equipment in three buildings containing 13 large-screen displays, more than 20 monitors, and laptops with wireless capability. In FY 2014, FLETC incorporated the After Action Review (AAR) system into Danis City, FLETC's 25+ acre urban / suburban training venue providing realistic residential and commercial environments. The AAR system provides opportunities for students to review their performance and for instructors to provide higher quality feedback to students and to highlight learning opportunities for all students in a class.

## Services to DHS Lines of Business

As a member of the homeland security community, FLETC is committed to lending expertise even outside of its mission line in the interest of furthering Departmental goals and objectives. In this sense, it seeks to be a professional environment in which others look to invest resources and time in the interest of serving the Department and our Nation.

During FY 2014, FLETC continued to serve as a devolution site for several of DHS's essential functions, working closely with DHS management lines of business in the weeks leading up to the 2014 Eagle Horizon, a devolution and reconstitution national exercise. In June, FLETC received the DHS Management Directorate Partnership Award for leadership and managerial excellence in support of critical DHS continuity of operations activities.

Once again in FY 2014, FLETC provided direct operational support for several DHS



On behalf of the FLETC, Deputy Director Ken Keene received the Department of Homeland Security's Management Directorate Partnership Award from Acting Under Secretary for Management Chris Cumiskey during a ceremony held in Washington, D.C.



components including the Management Directorate's Office of the Chief Human Capital Officer and Office of the Chief Financial Officer, as well as the Federal Emergency Management Agency. FLETC also continued serving as a shared service provider for the Department, providing financial management services to the Office of Intelligence and Analysis and the Office Operations, Coordination, and Planning. FLETC's Chief Information Officer (CIO) served as a DHS team member on the Homeland Security Advisory Council's Task Force on Cyber Skills, CyberSkills Management Support Initiative, contributing to the development of training and certifications for Foundational (I), Intermediate (II) and the Advanced (III) Level CyberSkill competencies.

Additionally, FLETC continued performing procurement services for the DHS Science and Technology (S&T) Directorate, last year awarding over \$56 million and administering more than \$310 million in contracts. S&T is also leveraging FLETC staff's expertise in the design and construction of laboratories. To be specific, in FY 2014 FLETC continued to provide procurement and contracting support on a reimbursable basis to S&T for the construction of the National Bio and Agro-Defense Facility in Manhattan, Kansas. This state-of-the-art biosafety level 3 and 4 facility will enable the United States to conduct comprehensive research, develop vaccines and anti-virals, and provide enhanced diagnostic capabilities to protect our country from numerous foreign animal, emerging, and zoonotic diseases to assist in protecting our food supply and the Nation's agriculture economy.



Secretary Jeh Johnson visits the Artesia Family Residential Center at FLETC-Artesia to view the ongoing response to the influx of adults traveling with children across the southwest border.

FLETC further supported the Department with a nimble and effective response in the face of an unprecedented surge of women with children attempting to cross the southern border last summer. When DHS identified 10 acres on the grounds of FLETC-Artesia as an appropriate and secure housing and processing center, FLETC worked with U.S. Immigration and Customs Enforcement to establish the Artesia Family Residential Center within 10 days. They quickly converted existing buildings such as dormitories, classrooms, computer labs, office spaces, mat rooms, and instructional breakout areas into medical facilities, processing centers, video teleconference rooms, day rooms, and an x-ray facility.

FLETC and ICE also worked together to modify existing service contracts, such as those for food, security, housekeeping, and facilities maintenance to enable ICE to house and process up to 672 detainees at one time. The facility housed a total of 1,168 residents during the initiative.

# Investment of Choice

## Mission Support Achievements

FLETC's performance in the non-training lines of business during FY 2014 continued to be a source of best practices in government. This past year, FLETC procurement staff successfully worked toward its vision to exercise collaborative leadership in support of law enforcement training through innovative ideas and streamlined procurement and contracting processes. FLETC negotiated and obligated more than \$176 million in contract actions for FLETC and partner organizations while exceeding all competition, small business, and high risk contract reduction goals in the procurement of resources.

Table 5

Demonstrates FLETC's success in achieving small business performance goals for FY 2014:

Category	Goal	Achieved
Small Business	50.0%	75.71%
Disadvantaged Small Business	18.0%	26.52%
8(a) Small Business	9.0%	31.22%
Service Disabled Veteran Small Business	3.0%	8.16%
Women Owned Small Business	7.5%	16.54%
HUBZone Small Business	5.0%	15.15%

FLETC received recognition from the DHS Office of Small and Disadvantaged Business Utilization for meeting or exceeding all small business goals, and exceeding the competitive procurement goal for FY2013. FLETC procurement staff also realized acquisition savings of over \$353,072.00 using reverse auctions on 120 commodity procurements. They also exceeded the Office of Management and Budget (OMB) 15% reduction goal for obligations on Management Support Contracts, by achieving a 30% reduction from FY 2010 levels.

Also in FY 2014, FLETC achieved exceptional performance in all areas of its Chief Financial Officer (CFO) lines of business through the DHS CFO Scorecard. Moreover, FLETC maintained clean audit opinions for the last 9 audits in a row, including 7 consecutive clean audit opinions on stand-alone audits, and no material weaknesses for FLETC's portion of the DHS FY 2012 and FY 2013 audits. In addition, the FLETC CFO actively participated in the Federal Momentum Consortium in FY 2014. This group is charged with defining, analyzing, recommending, and implementing solutions for sharing common financial management capabilities across member agencies, including DHS, Department of State, Department of Justice, and the Office of the Director of National Intelligence. Furthermore, the FLETC CFO collaborated extensively with the DHS CFO, DHS CIO, and the Department of Treasury's Financial Innovation and Transformation Office to develop the Department's Financial System Modernization process and successfully championed to obtain approval and funding to execute a technical refresh to the FLETC Financial Management System (FMS). Also during FY 2014, FLETC exceeded performance targets on the FY 2014 Chief Readiness Support Officer (CRSO) Scorecards for DHS CRSO program areas of Energy Management, Environmental Planning and Historic Preservation, Real Property Management, and Personal Property Management.





## Efficiency Initiatives

As government agencies continue to confront challenging fiscal times, it has become essential to find innovative ways of doing business. FLETC took numerous actions during FY 2014 in an effort not only to ensure its own operations are as efficient as possible, but also to assist its DHS and other governmental partners in achieving mission excellence despite budgetary constraints.

FLETC continued to support OMB Memorandum 11-35, “Eliminating Excess Conference Spending and Promoting Efficiency in Government,” by providing a location for DHS components and other government agencies to hold conferences, producing cost savings for the government. During FY 2014, FLETC hosted 19 conferences for 683 people from a variety of federal, state, and local organizations.

With an eye toward responsible stewardship of public funds, FLETC acquired 4,152 items of excess property with a total acquisition value of \$1,388,692.55 during FY 2014. Additionally, FLETC facilitated transferring 723 items of excess property with a total acquisition value of \$438,443.04, thereby providing other federal agencies the opportunity to use them, and facilitated the donation of 356 items of computers and computer peripheral equipment with a total acquisition value of \$485,460.76. In support of the OMB-mandated “Freeze the Footprint” program, in FY 2014 FLETC completed a 100% space utilization survey of the Glynco campus and continues to ensure the effective use of federal real property, with the square footage per person dropping to 195 square feet, which is below FLETC’s maximum standard of 198 square feet.

## Environmental Stewardship

During FY 2014, FLETC also maintained its commitment to being a careful steward of environmental resources. To be specific, FLETC achieved a recycling rate of 95.3% of all solid wastes generated by firearms training at its Glynco site. This provides approximately \$400,000 per



### Success Story from FLETC’s Backcountry Tactics and Tracking Training Program

FLETC’s Backcountry Tactics and Tracking Training Program (BTTP) provides training for law enforcement officers engaged in tracking fugitives and in search and rescue missions. Only five days after completing this program in Capitan, New Mexico, an officer from the Bryan County Sheriff’s Office in Oklahoma reported using what he learned in the program to successfully track and apprehend a suspect in burglaries of rural rental homes. When patrol deputies arrived and the suspect headed off into the woods, the former FLETC student used the tactics he learned during the program. He wrote to his BTTP instructor, “I was able to apprehend him without incident. If this was two weeks earlier, I highly doubt I would have apprehended this man.”



# Investment of Choice

year in cost avoidance and income. In 2014, DHS recognized FLETC's award winning "Sustainability Project" for superior energy management. Also this past year, FLETC equipped all 15 of its Glynco firearms ranges for the collection of all recyclable commodities such as brass, plastic, wood, cardboard target backers, and paper targets. As a result, in FY 2014, FLETC recovered and recycled over 65 tons of material in Glynco, generating over \$100,000 in income upon recycle recovery and sale. FLETC believes its results are exportable across DHS to other agencies operating firearms training ranges. FLETC plans to replicate this recycling program at its other training sites. Also during FY 2014, FLETC completed the construction phase of the Energy Savings Performance Contract, a 17-year, \$32 million dollar contract, which financed infrastructure energy savings improvements at all four FLETC training sites. This phase completes the implementation of 17 energy conservation measures, with FLETC realizing the following benefits:



On September 4, 2014, the Department of Homeland Security Acting Under Secretary for Management, Chris Cumiskey, recognized FLETC for two sustainability programs - fleet management and energy management.

- Nearly \$1.6 million in energy and water savings;
- Energy intensity levels (energy/gross square footage) reduced by more than 13%, with over 8.0% enterprise-wide for the first 6 months of FY 2014;
- Glynco's energy intensity is down more than 30% since FY 2003 (baseline year); and
- Water intensity levels (water/gross square footage) reduced by almost 45% enterprise-wide, with over 22.0% at Glynco for the first 6 months of FY 2014.

Other accomplishments in sustainability in FY 2014 included:

- The overall FLETC average for E-85 fuel consumption in FY 2014 is 39.4%, while Glynco achieved its 50% goal;
- Established first ever plug-in electric vehicle (PEV) and charging station at Glynco through the General Services Administration PEV Pilot Program;
- Increased the number of hybrid and alternative fuel capable vehicles to 60.8% of the entire FLETC fleet.

DHS recognized FLETC's environmental stewardship efforts with a "Green" rating on six out of seven sustainability performance standards in the October 2014 Scorecard on Sustainability / Energy. Moreover, DHS awarded FLETC's Energy Savings Performance Contract implementation team the DHS Sustainability



“Green Dream Team” award. Finally, the FLETC Fleet Management Office earned the 2014 DHS Sustainable Practices Award under the “Lean, Clean, and Green” category.

## Process Improvements

During FY 2014, FLETC continued to promote a culture of integrity through its inspections program, which provides critical, impartial, and independent reviews of FLETC’s operational programs and support activities. In FY 2014 the Student Services Division, Office of Cheltenham Operations, and Training Innovation Division underwent inspections, and FLETC published its inspection schedule through FY 2019, ensuring these reviews produce a constant and uniformed conduit for objective and unbiased feedback relative to the efficiency and effectiveness of our work units in supporting the FLETC mission.

In May 2014, FLETC completed the deployment of an enterprise property management system by leveraging the DHS enterprise property management system. Also during FY 2014, FLETC implemented a new automated tracking system for personnel actions, and trained all FLETC supervisors and support staff in its use. This effort improves efficiency, transparency, and accountability for human capital management.

During FY 2014, Director Patrick led a strategic review of FLETC’s organizational structure, including a comprehensive review of the FLETC Office of Washington Operations (WO). The review incorporated feedback from the full spectrum of FLETC stakeholders, identified opportunities to improve FLETC’s operations in the National Capital Region, and resulted in recommendations that were implemented to clarify roles and responsibilities, re-establish a Senior Executive Service position in Washington, and improve communications among the WO, other FLETC staff, and stakeholders.

## Success Story from FLETC’s Drug Law Enforcement Training Program

FLETC exports training programs for state, local, and tribal law enforcement officers throughout the United States and Indian Country. After attending FLETC’S Drug Law Enforcement Training Program in Stillwater, Oklahoma, an officer from a local department in Oklahoma reported how he was able to successfully use information he learned in this program on the job: “I attended a course you taught in Stillwater, Oklahoma. Shortly after the course, I assisted a partner on a traffic stop where he arrested a subject. After going through the subject’s property at the police department, I noticed his e-cigarette had what appeared to be “crystals” floating in the oil. After field testing it, it tested positive for meth. We packaged it and sent it to the state lab, and the results were conclusive with the field test.”



E-cigarette with crystal methamphetamine that was floating in the nicotine solution.

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## Section III Employer of Choice



## EMPLOYER OF CHOICE

To achieve its vision as the partner and investment of choice, FLETC is committed to being an employer of choice. During FY 2014, FLETC continued to emphasize employee engagement through numerous means, all in the interest of creating an environment in which public servants are inspired to work hard to contribute to FLETC's important mission.

### Employee Engagement

FLETC has embraced the Secretary's vision to focus on the people who bring the Department's missions to fruition. In April 2014, DHS launched its unity of effort initiative, an important component of which aims to improve morale across all DHS components. For many employees, engagement means interacting with others across organizational lines, hearing how their team's efforts support the greater mission, and understanding how their work is aligned with the organization's objectives. When employees feel like they are an integral part of a unified effort to accomplish a mission, they feel good about their work and perform well. FLETC is integrating these principles into its employee engagement efforts.

Moreover, each year FLETC's Office of Organizational Health conducts a thorough review of the Federal Employee Viewpoint Survey and facilitates follow-on focus groups to identify areas of success and areas where FLETC can improve. Based on these data points and in the spirit of the Secretary's prioritization of improving morale across the Department, FLETC implemented its Employee Engagement Action plan, which included significant efforts related to communication, awards and recognition, and employee development.

### Communication

FLETC leadership understands the significance of transparent communication with staff, and used various avenues in FY 2014 to provide information to staff and ensure opportunities for cross-organizational dialogue. Director Patrick participated in four Town Hall meetings at various FLETC sites, and made a practice of interacting with staff daily by observing training, attending divisional meetings, and walking around campus at lunchtime. FLETC also encourages informal bottom-up communication via AFGE Local 2002, and signed a new collective bargaining agreement with the union this past year. Director Patrick continued co-chairing the FLETC Labor-Management Forum to facilitate ongoing communication between AFGE Local 2002 and the FLETC Executive Team on key issues of interest to both parties.

FLETC also provides multiple opportunities for its federal partner organizations to communicate with FLETC leadership about issues important to them. To this end, during FY 2014 Director Patrick continued hosting monthly informal focus groups with different partners each month during which participants had opportunities to ask questions, raise issues, and communicate directly with FLETC leadership. Additionally, monthly partner organization business meetings afforded agencies training at FLETC avenues to interact with each other, learn about current FLETC initiatives, and ask questions of FLETC leadership.



# Employer of Choice

This past year, FLETC also continued its robust strategic communication program that leverages social media, including Twitter and Facebook, to update the widest audience possible about FLETC. In September 2014, FLETC completed redesign of its public-facing website, [fletc.gov](http://fletc.gov). Throughout the year, Director Patrick participated in numerous community town halls, press conferences, radio interviews, and other venues to keep FLETC staff and local community members informed about the Artesia Family Residential Center at the FLETC-Artesia. Finally, in FY 2014, FLETC staff published two editions of the FLETC Journal, a law enforcement training magazine that provides informational articles about FLETC training, research, and initiatives. This past year, the Journal's editorial board began incorporating a new section in each edition featuring FLETC leaders' perspectives on various leadership principles.

## Employee Recognition and Awards

During FY 2014, FLETC sought to recognize employees through both monetary and non-monetary means. In the context of lean budgetary times, FLETC established a working group to develop a non-monetary awards program, which culminated in an awards ceremony in early January 2015. In addition, the Director hosted annual employee appreciation events, including a well-attended holiday celebration and other recognition events at all FLETC sites. In April, FLETC senior executives hosted appreciation breakfasts at all four FLETC training sites in honor of Administrative Professionals Day. When funds became available, FLETC instituted group on-the-spot cash awards to recognize successful cross-organizational team efforts for projects such as standing up the Artesia Family Residential Center, developing a thorough business case and cost estimates for the Online Campus, and coordinating the National Summit on Empowering Communities to Prevent Violent Extremism. Various FLETC directorates recognized employees with "Performer of the Quarter" awards, for accomplishments in both the training and support lines of business.



Director Connie Patrick and Deputy Director D. Kenneth Keene hosted the FLETC Awards Ceremony at the FLETC headquarters in Glynco, Georgia. FLETC staff gathered to recognize recipients of the FLETC Leadership, Instructor, Support Staff Member, and Team of the Year Awards. The Awards Committee selected the awardees based on their contributions and achievements throughout Fiscal Year 2014.

## Employee Development

Recognizing the significance of professional development in maintaining employee morale and continuing to improve operational capabilities, FLETC engaged in numerous activities aimed at developing employees in FY 2014. These included training opportunities in areas of enterprise-wide need, as well as open-ended programs that empower employees to self-direct their own growth.



During FY 2014, FLETC implemented an enterprise-wide Developmental Assignment Program to allow employees to apply for temporary detail positions within FLETC, with the goals of providing cross-training opportunities, enhancing employee knowledge and skills of functions outside of their assigned responsibilities, and improving employee engagement. Also last year, 31 FLETC employees participated in the Tuition Assistance Program, which provides tuition assistance for approved academic coursework. FLETC also offered “Lunch and Learn” presentations from organizations including the United States Naval Reserve on leadership and from Troy University on nearby educational opportunities. The Human Capital Division also provided training open to all staff in topics such as communication, critical thinking, resume-writing, and retirement planning. FLETC sponsored a staff member from the Innovation and Technology Directorate to participate in Leadership Glynn, a 10-month program offering participants a behind-the-scenes look into the education system, local government, judicial system, local economics, and health system in Glynn County, Georgia.

FLETC focused specifically on providing professional development for its leadership cadre in FY 2014. For example, it established a monthly “Managers’ Workshops” training program for all supervisors and managers. In FY 2014, this program provided 18 offerings in 8 subject areas, including performance management, establishing/fostering trust, drug free workplace, reasonable accommodation, emotional intelligence/leadership, hiring/interviewing techniques, labor-management relations roles and responsibilities, and leadership styles. Additionally, the Equal Employment Opportunity Office provided training for supervisors and managers on performance management, particularly as it relates to areas of equal employment opportunity and Ombudsman issues, reasonable accommodation requests, and diversity. To foster improved succession planning, FLETC provided an opportunity for a mid-level manager to participate in a detail to the College of Coastal Georgia through the Intergovernmental Personnel Act Mobility Program, where he served as the

## Success Story from FLETC’s Protective Detail Refresher

FLETC’s Protective Detail Refresher course aims to refresh specialized skills for personnel who conduct protective service operations. The program requires attendees to perform hands-on training in motorcade tactics, evasive driving, formations, survival shooting, and cover and evacuation drills. Shortly after taking this course, a special agent from U.S. Immigration and Customs Enforcement - Homeland Security Investigations wrote to his instructor about how he put this training to use while on duty in Afghanistan: “Your staff did a great job of helping me improve my driving skills. Truth be told, I was probably the worst driver in the class. Today, I was the trail driver in a two vehicle movement. An Afghan driver cut off our lead vehicle and tried to box him in. When I observed the Afghan’s vehicle action I was able to stop in time to give our lead vehicle room to reverse and get around him. For the rest of our drive I used my vehicle and other cars (on the road) to prevent the Afghan’s vehicle from passing me and attempting to re-engage our lead vehicle. We safely arrived at a US Military base and the Gurkhas dealt with him. Please pass onto your driving instructors I appreciate the training provided me, so what could have been an issue was not. Because of the training I received, I had the skills to properly employ my vehicle and anticipate what the other driver would do.”

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Assistant Vice President for Organizational Development and Legal Affairs. Additionally, FLETC endorsed two managers' participation in the DHS Senior Executive Service Candidate Development Program. Also this past year, FLETC established a Mentoring Program for new supervisors, through which FLETC assigns a manager to mentor each new supervisor to assist with the transition.

Finally, during FY 2014 FLETC held a full-day training session for all supervisors and managers focused on reigniting leaders' passion for FLETC's mission and covering other topics such as emotional intelligence and conflict resolution. A total of 145 FLETC managers and supervisors from all four sites participated in this session.

## Diversity and Recruitment

To maintain an engaged and productive workforce that brings a healthy variety of perspectives and experiences to the workplace, FLETC recognizes the value of diversity. During FY 2014, FLETC demonstrated great effort in continuing to recruit employees from a variety of backgrounds and experiences. The FLETC Diversity and Inclusion Council held quarterly meetings with wide stakeholder participation including representatives from AFGE Local 2002. The Council ensured FLETC met its objectives outlined in the FY 2014 Diversity and Inclusion Plan, reviewed statistics on diversity for FLETC, and established recruitment objectives to address gaps in the diversity of FLETC's workforce. Also during FY 2014, FLETC implemented a policy requiring that FLETC interview panels comprise diverse members and subject matter experts from within or outside of the hiring directorate/organization to the extent possible. Additionally, the Diversity and Inclusion Council staffed information booths at various events sponsored by national law enforcement organizations, to assist in targeted recruiting efforts.

## Ombudsman Program and Equal Employment Opportunity

The FLETC Ombudsman Program continued to offer employees a safe place to address issues before they reach the level of formal grievances. The Ombudsman Program has shifted the primary focus of conflict resolution at FLETC from a reactive response to a proactive and integrated conflict prevention and coaching approach to help individuals handle conflict. Employees and managers are now frequently opting for the more informal Ombudsman process rather than the formal grievance process. The Ombudsman Program has been enormously successful, resolving 97% of cases before they reached a formal grievance process since the program's inception in 2012. Through data tracking, the Ombudsman also helps FLETC leadership identify areas for continuing professional development for managers and staff.

In FY 2014 FLETC experienced a 50% overall reduction from FY 2013 in the number of formal EEO complaints filed. The cost of EEO investigations decreased 71% from FY 2013 levels. These decreases are attributed to mediation and alternative dispute resolution during the informal stage. FLETC management has supported a proactive approach to EEO complaints, resulting in conflict resolution at the lowest levels and cost savings to the government.



## Wellness Program

The FLETC Wellness Program continues to provide staff with individual fitness plans and wellness screenings to support the resilience, health, and well-being of employees through increased awareness, activities, and special emphasis programs. In FY 2014 more than 46% of FLETC employees were enrolled in the Employee On-Duty Fitness Program, representing overall growth of 22% participation in the program from FY 2013 to FY 2014. The Wellness Program also offered presentations for staff on topics related to employee well-being, such as tobacco and nicotine dependence

## Community Involvement

As in past years, FLETC continued to offer opportunities for employees to contribute to the local communities in Glynco, Charleston, Cheltenham, and Artesia. These programs help employees feel part of their work community, which fosters sentiments of engagement.

In March, several FLETC employees participated in the “Read Across America” program at local elementary schools by reading books to classes and promoting the value of reading as a vital life skill. In the spring, FLETC hosted the annual Special Olympics Fishing Tournament at FLETC-Glynco, during which more than 200 Special Olympians participated in various recreational activities with FLETC staff volunteers. In the summer, FLETC once again sponsored an annual “Take Our Daughters and Sons to Work Day,” to recognize the importance of balancing work and family. Over 150 children of FLETC and federal partner organization staff from all four FLETC sites participated, experiencing their parents’ work mission firsthand. In FY 2014, FLETC employees donated more than 36,500 pounds of food during the annual Feds Feed Families food drive. For the 17th year, FLETC-Glynco coordinated Operation Santa Claus, through which FLETC and partner organization staff provided holiday gifts for 134 children participating in the Court Appointed Special Advocate Program. For the 5th year, FLETC and partner organization staff embraced the Seniors Need Santa Program, providing specially requested items for 140 elderly and disabled adult clients of the Georgia Department of Aging Services, Adult Protective Service Unit, and the Berkeley County Department



Director Patrick welcomed local community members on February 25, 2014, for a tour of FLETC’s state-of-the-art training venues and briefings on current and historical information about FLETC’s operations.

of Social Services in South Carolina. FLETC staff also enthusiastically supported the U.S. Marine Corps’ Toys for Tots Program in December.

In November, FLETC-Charleston hosted members of the Charleston Metro Area Chamber of Commerce’s Military Relations Committee, providing a tour and overview briefing of FLETC’s mission and operations in Charleston. In April, the FLETC Office of Washington Operations hosted members of the Artesia Chamber of Commerce at FLETC-Cheltenham. During their annual trip to



# Employer of Choice



FLETC's 29th Annual Peace Officers Memorial Ceremony (left) and BIA's 23rd annual Indian Country Law Enforcement Officers Memorial Ceremony (right) honored its graduates who have given their lives in the line of duty.

Washington, D.C., Chamber members discussed the positive impact of FLETC on the Artesia and Roswell, New Mexico, communities and areas of future collaboration and potential congressional issues affecting the state, region, training site, and partners. In March, FLETC-Glynco hosted 80 members of the local southeast Georgia community for a tour of FLETC's realistic training facilities, for the purpose of providing local citizens insight into FLETC's mission.

At the 29th Annual Peace Officers Memorial Ceremony, FLETC honored its graduates who lost their lives in service this year, adding three names to the FLETC Graduates Memorial, bringing the total to 199 since FLETC was established in 1970. The ceremony is a joint observance with other area law enforcement agencies, including the Brunswick Police Department, Glynn County Police Department, Glynn County Sheriff's Office, Georgia State Patrol and Georgia Department of Natural Resources (DNR). Almost 300 FLETC and federal partner organizations staff, community members, congressional staffers, students, and family members attended the morning ceremony. FLETC Director Connie Patrick introduced the keynote speaker, Judson Murdock, Director, Houston Office of Field Operations, U.S. Customs and Border Protection. Mr. Murdock stated, "Today's Peace Officers Memorial Day ceremony recognizes that public safety often comes at an enormous price. . . . With valiant service comes great sacrifice. Without this sacrifice, America's precious freedoms and valued liberties would no longer exist."

Also in May, FLETC and the Bureau of Indian Affairs held the 23rd annual Indian Country Law Enforcement Officers Memorial Ceremony. The ceremony honors law enforcement officers and agents who have given their lives in the line of duty in Indian Country. FLETC added two names to the Indian Country Law Enforcement Officers Memorial at the annual ceremony at FLETC-Artesia, bringing the total number of officers and agents memorialized to 103. Speaking at the ceremony, Director Connie Patrick noted, "We have many goals for the students who come to any of the FLETC sites, but there is none more critical than FLETC and the BIA Indian Police Academy's partnership to create a safer environment for BIA and tribal officers working in Indian Country. We provide them with the skills that will help them defuse potentially volatile situations and respond to every situation in a reasonable and sound manner. We want our training to help each and every one of those students stay alive and go home every day to their families."

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## Section IV Looking Ahead to FY 2015





## LOOKING AHEAD TO FY 2015

During FY 2015, FLETC will continue striving to be the partner, investment, and employer of choice. A major priority will be advancing partner satisfaction, a key to remaining the organization law enforcement agencies choose and trust to train their officers and agents. FLETC will carry on its tradition of bringing together law enforcement and emergency responders across jurisdictions, including the public and private sectors at all levels, to advance cooperation and coordination in responding to threats and emergencies. As FLETC works to remain the investment of choice, it will again focus on advancing its Online Campus, in the interest of serving the needs of the Department and Nation and meeting the training needs and expectations of today's students. Finally, FLETC will continue to focus on engaging its employees in the mission, through professional development opportunities, transparent communication practices, and programs that advance overall employee wellness.







Federal Law Enforcement Training Centers (FLETC) Headquarters, Glynco, Georgia

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