



Federal Law Enforcement Training Centers

Strategic Plan

Fiscal Years 2016 - 2018



Homeland
Security



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Message from the Director



I am pleased to present the Federal Law Enforcement Training Centers' (FLETC) Strategic Plan for Fiscal Years 2016 through 2018. At FLETC, we are privileged to provide training to the law enforcement officers and agents who protect our homeland. These brave men and women serve more than 90 federal Partner Organizations; the state, local, and tribal agencies that protect our communities throughout the Nation; and international organizations throughout the world that share America's democratic principles and values. We have a momentous responsibility to ensure they receive the training they need to remain safe and effective as they work each day to further public safety and homeland security.

This Strategic Plan outlines our goals, objectives, and strategies over the next three years to meet our mission to train those who protect the homeland. Our vision is to achieve training excellence through partnerships, a common thread that runs through each of the three goals that form the framework of this plan. FLETC's hallmark is its collaborative training model that brings together the full law enforcement community, including federal, state, local, tribal, and international law enforcement agencies; organizations representing closely related fields such as intelligence and private sector security; and subject matter experts and practitioners serving academia, industry, and professional associations. As you review our plan for the next three years, you will undoubtedly notice that the goals, objectives, and strategies contained in it are not FLETC's alone. Rather, they represent the joint work we will do with our vast partner network to address the enormous responsibility we have to train those responsible for protecting our homeland.

Our first goal represents what we will do over the next three years to provide the very best training possible for our partners to meet their law enforcement missions. Our second and third goals reflect how we will cultivate the community of people necessary to do this, and how we will strengthen our processes and assets that ultimately advance not only FLETC's mission, but also the Nation's broader homeland security goals. I would like to thank our partners for their collaboration in preparing those who risk their lives in furtherance of public safety and homeland security. We are honored to share this enormous responsibility, and look forward to continued partnership.

Sincerely,

Connie L. Patrick

Connie L. Patrick
Director
Federal Law Enforcement Training Centers

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



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INTRODUCTION



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INTRODUCTION

FLETC Overview

The Federal Law Enforcement Training Centers (FLETC) is the Nation's largest provider of law enforcement training. A component of the Department of Homeland Security (DHS), FLETC provides basic and advanced training annually to more than 90 federal Partner Organizations and thousands of state, local, tribal, and international law enforcement officers and agents. FLETC operates domestic training sites in Georgia, New Mexico, South Carolina, and Maryland, and also delivers training at the International Law Enforcement Academies (ILEA) in Thailand, Hungary, Botswana, El Salvador, and New Mexico, and at export locations throughout the United States and internationally. FLETC engages in ongoing training review, development, and research in coordination with stakeholders across the law enforcement community to ensure its training continues to meet its partners' needs. FLETC is a forward-thinking organization that proactively forms strategic new partnerships and maintains an eye on the future of the law enforcement profession in the interest of advancing the Nation's homeland

security and public safety goals. Since its inception in 1970, FLETC has trained over one million students.

FLETC was founded on the premise that many agencies working together under a consolidated training model best serves both the law enforcement profession and taxpayers. This model offers partner agencies the flexibility to deliver training unique to their missions, while FLETC provides training in areas common to all law enforcement officers, such as firearms, driving, tactics, investigations, and legal issues. This consolidated training model avoids duplication of infrastructure and services. At a FLETC location, one federal agency builds and manages training facilities, classrooms, computer laboratories, dormitories, fitness venues, cafeterias, and recreational facilities, which all partners utilize, rather than the Federal Government building and maintaining separate sets of facilities for individual agencies. Additionally, shared services such as utilities, transportation, security, and training support create economies of scale that keep costs low.

Beyond the economic rationale for the consolidated training model, agencies benefit from enhanced interoperability and higher quality training than would be possible if each trained separately. For example, FLETC's curriculum development and review process brings together experts from across the law enforcement community to share and vet ideas about training content and methodology. Like the peer review process in many professions, the healthy exchange of thoughts and concepts breeds thorough analysis of contemporary law enforcement issues and techniques and invokes beneficial change. FLETC training classes often comprise officers and agents from a variety of agencies, improving future interoperability in the performance of daily duties and during times of emergency. The consolidated training model thus leverages the significant role that training can play in fostering long-term collaborative mindsets and information-sharing capabilities in law enforcement officers from different agencies.

FLETC must continuously and proactively ensure its training meets the needs of its federal, state, local, tribal, and international partners. An important way FLETC achieves this is the use of an industry-recognized instructional systems design process. FLETC's process includes five phases, including needs analysis, design, development, implementation, and evaluation. During the design and development stages, FLETC holds curriculum development and review conferences, which bring together stakeholder groups across all levels of law enforcement to develop or review training. For the evaluation phase, FLETC applies the Kirkpatrick® model of educational evaluation,





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using survey and evaluation instruments to collect data and analyze results to ensure continuing validity and quality of FLETC training programs. Through these processes, FLETC develops and maintains standardized training programs that meet the needs of law enforcement partners consistently and reliably.

FLETC's use of an industry-recognized systematic approach to training is a critical component to achieving training program and academy accreditation. Accreditation is a process that has been used in the United

States for more than 200 years as a proven method for assisting hospitals, schools, and other institutions in the evaluation and improvement of their overall performance and effectiveness. The Federal Law Enforcement Training Accreditation Board's accreditation of training programs and academies enhances public confidence in integrity, professionalism, and accountability, provides assurance that an academy or program has voluntarily submitted to a self-regulation process, and demonstrates compliance with a set of standards established by the federal law enforcement community.

The collaborative nature of the consolidated training model has created a culture at FLETC dedicated to continuously generating new ideas and proactively seeking the most innovative ways possible to train the homeland security professional community. FLETC therefore dedicates resources to remaining on the forefront of law enforcement training research and technology. In partnership with academic, private, international, and military organizations, FLETC participates in a wide range of research projects to help validate current training methodologies and content, enhance current training, and proactively identify emergent training needs. Much of this work has emerged from FLETC's participation in Team Orlando, a unique collaborative alliance consisting of more than 200 organizations from academia, government, the military, and private industry working together to accomplish their respective missions with a common goal of improving human performance through simulation. This partnership enables FLETC to network, conduct joint research, and leverage the military's extensive investment in simulation and training technology, which can frequently be modified and used to enhance law enforcement training.

Another component to FLETC's training research activities is an ongoing commitment to remaining abreast of current law enforcement trends and topics, and engaging in training development to meet high priority topical needs. Additionally, FLETC continuously exchanges best practices and advances dialogue on critical national issues that affect law enforcement training through partnerships with

other federal agencies, academia, and the private sector, by holding summits and consortiums that bring together experts to present on and discuss cutting-edge issues.

FLETC's Fiscal Year (FY) 2016-2018 Strategic Plan sets forth its priorities in training delivery, development, and research, addressing both the operational mission of the organization and the people and processes integral to its accomplishment.

Mission and Vision

FLETC's mission is to train those who protect the homeland. As such, it serves the full spectrum of the homeland security community, including federal, state, local, tribal, and international law enforcement organizations, making it the Nation's largest provider of law enforcement training. Touching all DHS mission areas, FLETC has responsibility in preparing agents and officers who work every day to prevent terrorism and enhance security, secure and manage our borders, enforce and administer our immigration laws, safeguard and secure cyberspace, and strengthen national preparedness and resilience. FLETC's network of federal partners extends to agencies representing all 15 Cabinet-level Departments, as well as legislative branch and judicial branch organizations, independent agencies, government corporations, and commissions. Moreover, the broad state and local law enforcement community of first responders is a critical component to the FLETC mission, as those officers protecting America's cities, suburbs, and small towns are often the first line of protection for our communities. FLETC supports DHS's role in international affairs by providing training to international law enforcement entities in topics pertinent to combatting transnational crime and furthering democratic principles. In the dynamic context of homeland security and law enforcement, FLETC evolves and adapts its training to meet the needs of partners that extend beyond traditional law enforcement, to include emerging stakeholder groups such as private sector security organizations and the security and intelligence communities.

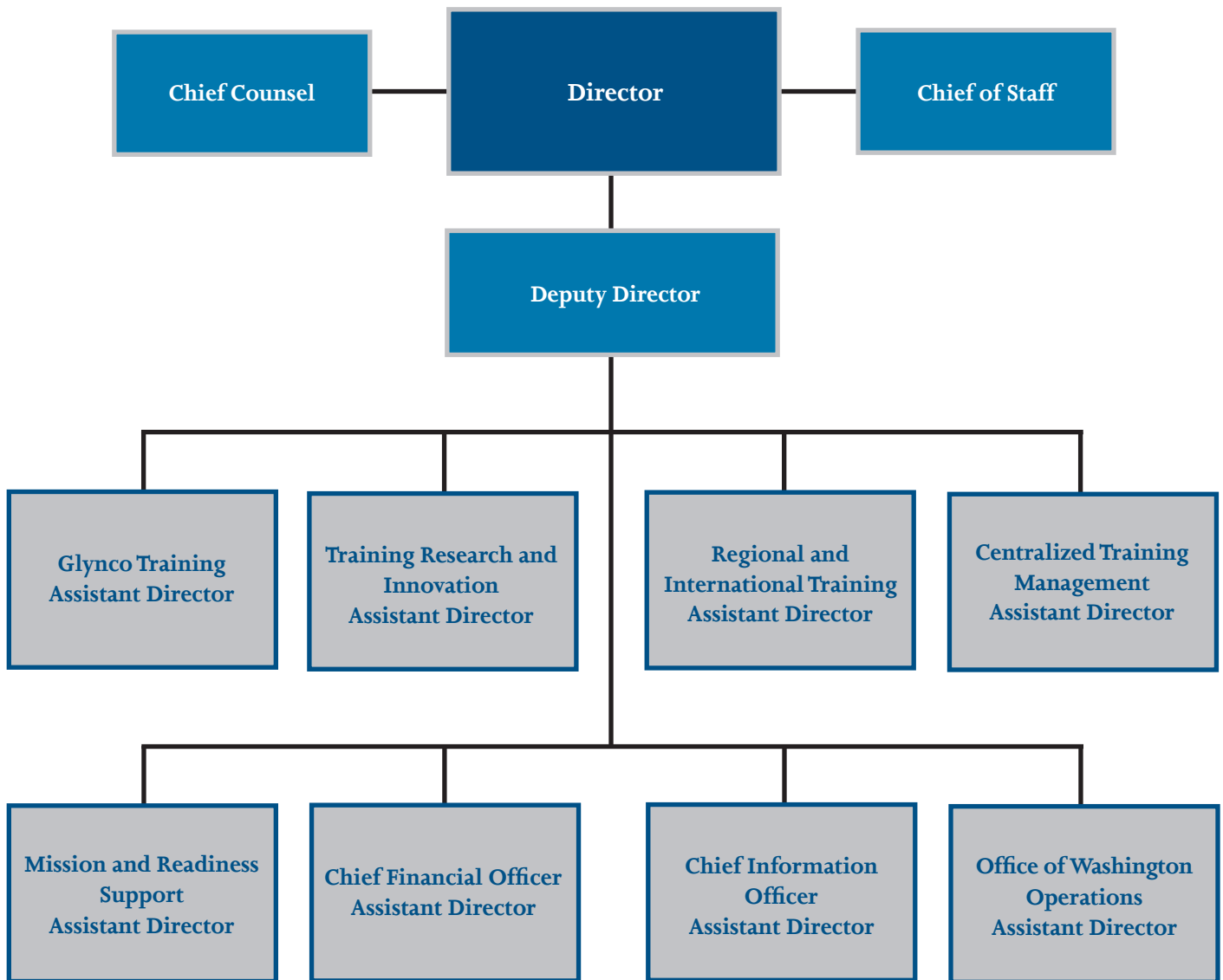
FLETC's vision is to achieve training excellence through partnerships. Collaborative effort is the hallmark upon which FLETC approaches its mission. To successfully train the comprehensive homeland security professional community, FLETC works closely with its partners in its wide array of activities, including curriculum review and development, training research and technology exploration, and training support services. FLETC's vast partner network enables it to become an organization that is greater than the sum of its individual parts.





Organizational Structure

The chart below reflects FLETC's current organizational structure:



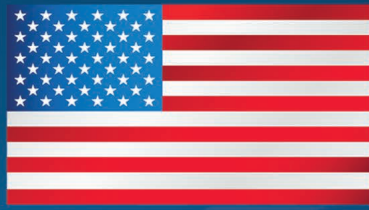
Overview of Strategic Plan

The 2014 Quadrennial Homeland Security Review (QHSR) provides an overarching strategic approach for homeland security, and the DHS Strategic Plan reflects the strategies, including activities, programs, and operations, of the Department for executing its missions in the 2014-2018 timeframe. FLETC's 2016-2018 Strategic Plan represents how FLETC will support the Department's five missions, as well as its crosscutting mission to mature and strengthen the Department.



This Strategic Plan reflects three overarching goals, which together provide a framework for the organization's approach to meeting its mission and vision through collaborative partnerships. Goal 1 speaks to FLETC's line mission to lead a global training effort in concert with its many partners and stakeholders; Goal 2 addresses the full community of partners and staff who work together to accomplish that mission; and Goal 3 supports strengthening the business processes and assets that empower FLETC to advance homeland security goals. Each goal contains numerous objectives, as well as FLETC's specific strategies for addressing each objective. The 2014 QHSR focuses on the Department's shared responsibilities with partners across the federal, state, local, tribal, and territorial governments, the private sector, and other nongovernmental organizations. FLETC's vision to achieve training excellence through partnerships, and the goals and objectives it has set out to achieve it, thus align closely with the Nation's approach to homeland security.

FLETC intends for this Strategic Plan to be a living document. As such, FLETC has outlined milestones for each fiscal year the plan represents with the recognition that changing homeland security priorities and the dynamic nature of the law enforcement profession may require adjustments to yearly activities. All Goals, Objectives, and Strategies are found at Appendix A.



With honor and integrity, we will
safeguard the American people, our
homeland, and our values.



FEDERAL LAW ENFORCEMENT TRAINING CENTERS



Our Mission

We Train Those Who Protect Our Homeland

Our Vision

Training Excellence Through Partnerships

Our Values

Respect-Integrity-Service-Excellence



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



Homeland Security

GOAL 1



GOAL 1: Lead a global training effort to meet the emerging and dynamic goals of law enforcement.

FLETC is the Nation's largest provider of law enforcement training. Its Partner Organizations cross all Cabinet-level executive branch Departments, as well as judicial and legislative branch organizations, independent agencies, government corporations, and commissions. Additionally, FLETC trains thousands of state, local, and tribal law enforcement officers annually at FLETC sites and at export locations throughout the United States. FLETC also has a robust international mission that advances democratic principles and supports the U.S. Government's interest in deterring transnational crime and safeguarding America and its global allies from terrorism.

With its vast reach, FLETC is a natural leader of law enforcement training. Over the next three years, FLETC will lead this global effort by advancing its training model that has served our Nation well for more than four decades, infusing contemporary and emerging concepts into the training it delivers, institutionalizing a virtual training environment, integrating research-based curriculum and technology to ensure optimization of FLETC's capabilities, and advancing the Nation's homeland security goals through training and capacity-building with worldwide stakeholders.

Objective 1.1 Advance the principles of consolidated and collaborative training to yield quantitative and qualitative results.

In 1970, Congress had the vision to create a single organization responsible for providing training in areas common to all law enforcement officers, while simultaneously providing agencies the flexibility to deliver specialized training unique to their missions. Today, more than 90 federal



Partner Organizations continue to realize the quantitative and qualitative benefits of this model. From an efficiency standpoint, the U.S. Government gains the economic benefits of shared services and facilities. As more agencies train at FLETC, individual costs to each agency decrease, since fixed costs are spread across a larger base. Every dollar spent at FLETC benefits all FLETC Partner Organizations. From a qualitative perspective, consistent and standardized training for law enforcement helps ensure common operational protocols and principles. Additionally, joint training

promotes better interoperability among agencies. Moreover, FLETC's curriculum development, review, and modification processes bring together stakeholders from throughout the law enforcement community to share and vet ideas, creating higher quality outcomes than if each agency conducted these activities separately. The synthesis of agency viewpoints and expertise at FLETC facilitates the identification of best practices, ultimately leading to more effective and cohesive law enforcement operations. As law enforcement training needs evolve with changes in the profession, this collaborative approach to training development, delivery, and assessment offers continuous opportunities for law enforcement organizations to realize the benefits of unified effort.



GOAL 1: Lead a global training effort to meet the emerging and dynamic goals of law enforcement.

Strategies

1.1.1 **Develop more consistent partnerships with Partner Organizations.**

FLETC is a unique place where more than 90 federal Partner Organizations come together to engage in the training they all require to perform their law enforcement missions, while also delivering training specific to their individual missions. FLETC will improve the quality and consistency of these partnerships to ensure its Partner Organizations have the information they need to maximize the quality and quantity of training they conduct and receive at FLETC. FLETC will accomplish this through open and proactive communication about its budget and staffing processes that affect training throughput, and by fostering relationships with Partner Organization leaders in areas such as training, finance, facilities planning, and human capital.

1.1.2 **Establish and execute consolidated basic Intelligence and Analysis Training Program for agencies with intelligence missions.**

FLETC has engaged with the DHS Office of Intelligence and Analysis (I&A) and other federal partners to establish a basic training program that will meet entry level training requirements for the intelligence and analysis occupational series. This program will be the foundational training program for entry level DHS personnel in intelligence and



analysis positions, and potentially for other federal agencies. Following implementation, FLETC, I&A, and other partners will initiate development of advanced training programs that will build on the basic program in support of the intelligence and analysis missions of various federal agencies and the career development needs of their employees. The ongoing terrorism threat underscores the critical need for law enforcement agencies to work together more effectively; to share intelligence, information, and know-how more seamlessly; and to overcome traditional stovepipes that discourage unity of effort. FLETC's consolidated and collaborative training model offers a beneficial framework for standardizing intelligence and analysis training, while offering qualitative and quantitative benefits to agencies with responsibility in this area.

1.1.3 Establish consolidated training portfolio for security personnel through a Protection Center of Excellence.

More than 50 federal agencies have roles and responsibilities in the overall security and protection of our Nation's critical infrastructure, yet training in this area is currently spread across various locations and agencies. This fragmentation can create stove piping of knowledge for protection professionals and limited access to best practices. FLETC's consolidated and collaborative training model offers an opportunity to create a shared community of interest for the security and protection field. FLETC will partner with the DHS National Protection and Programs Directorate (NPPD), Federal Protective Service to establish the Protection Center of Excellence (PCoE), an interagency organization that will unite efforts within existing training frameworks, promote joint principles of protection, unify skill and competency sets within the workforce, centralize lessons learned, and create efficiencies across federal efforts. The PCoE will ultimately offer a consolidated and collaborative training environment for physical security professionals that leverages FLETC's and its partners' existing training infrastructure, processes, facilities, and expertise.

1.1.4 Implement training component of Department of Homeland Security Office for Community Partnerships Action Plan for Countering Violent Extremism.

DHS has identified countering violent extremism (CVE) as a critical homeland security priority given evolving global terrorist threats, which now includes the ongoing threat of foreign terrorist-inspired attacks by those who live in the U.S. and acts of violence rooted in a wide range of domestic-based radical ideologies. In support of the Department's broader goal to coordinate domestic efforts to counter violent extremism across the Federal Government through the Office of Community Partnerships, FLETC will partner with the DHS Office for Civil Rights and Civil Liberties and the Federal Emergency Management Agency to implement the training component of the Department's Action Plan for

Countering Violent Extremism. As the Nation's consolidated training provider, FLETC is well positioned to serve as a conduit for providing consistent and timely training in this significant homeland security priority area. Accordingly, FLETC will update the CVE-relevant components of its training programs, which reach thousands of law enforcement personnel from across the Federal Government annually, to ensure they reflect current assessments of the violent extremist threat. Additionally, FLETC will develop an instructor training program to increase awareness of violent extremism for state, local, and tribal law enforcement officers.

1.1.5 Embed personnel within Department of Homeland Security headquarters to advance homeland security training goals.

As a DHS component that partners with agencies from throughout the Federal Government and across the law enforcement community, FLETC possesses expertise in the training discipline that is useful in advancing homeland security and law enforcement goals. FLETC's instructional staff comes from a wide variety of agencies and organizations and thus holds expertise in a vast array of law enforcement topics. Since 2012, FLETC has embedded a resource at Departmental headquarters to develop and deliver training in support of the DHS Blue Campaign to combat human trafficking. FLETC has also supported the Office of State and Local Law Enforcement with an embedded resource. In the coming years, FLETC will continue to explore opportunities to share its training and law enforcement expertise with the Department in other disciplines and offices where leveraging FLETC's collaborative training environment and the collective expertise of its staff and partners will help further the Department's homeland security priorities.



Objective 1.2 Infuse contemporary and emerging concepts into FLETC training in partnership with federal, state, local, tribal, and international law enforcement.

FLETC bears responsibility to ensure its training adapts to the dynamic environment of the law enforcement profession. For example, in the years immediately following the September 11th terrorist attacks and in light of the ongoing terrorism threat, FLETC refocused many of its training programs and created new ones to meet emerging needs related to the war on terrorism, in areas such as anti/counter-terrorism, armed pilot training, first responder, and critical infrastructure



protection. Additionally, over the past decade the rapid advancement of technology and the borderless nature of many crimes occasioned a need for enhanced training in technical areas such as computer forensics, cyber investigations, and financial fraud. Over the next three years, FLETC is committed to quickly developing and implementing training to advance Departmental priorities and meet emerging law enforcement needs, such as integrating human trafficking awareness training into FLETC basic training and addressing significant topics such as officer ambush, use of force, police/community relations, bias awareness, and mental health issues. FLETC is committed to advancing the responsibility law enforcement has to protect civil rights and civil liberties. Additionally, the current landscape has illuminated the importance of instilling in law enforcement personnel the mindset and heart set necessary to successfully execute their duties. FLETC will maintain the cutting-edge nature of its training through ongoing collaboration and partnership with the comprehensive homeland security and law enforcement communities to ensure proper alignment of its curriculum.

Strategies

1.2.1 Reinforce the nobility / legitimacy of policing to build community trust through training.

Communities throughout the United States are facing challenges related to public trust of law enforcement. High profile use of force incidents and public perceptions of increased militarization of police have led to numerous instances of discord between law enforcement and communities. To help address challenges associated with this, FLETC will reinforce the nobility of the policing profession for both staff and students as a way of increasing resiliency and instilling the timeless values of the law enforcement profession into new recruits and those who are instructing them. FLETC will ensure its students have the proper mindset and heart set to accompany the skills they learn in training. FLETC will make training available to its staff, will determine the applicability of integrating this topic into training courses, and will consider messaging techniques that reinforce the values of law enforcement as it designs and renovates facilities.



1.2.2 *Host collaborative learning events to create dialogue among FLETC's workforce and partners about the applicability of trending policing concepts to training and to make pertinent changes to training.*

To remain current on contemporary law enforcement issues, FLETC will engage with its vast stakeholder network to host summits, conferences, and meetings that address emerging and trending issues that ultimately impact training. A regularly occurring Psychology Consortium will bring together academics, practitioners, trainers, and other experts to present and discuss research in psychology and other behavioral sciences, in topics such as the effective elicitation of information, effective interviewing and interrogation, use of force, bias in decision-making, and negotiations and de-escalation in communication. A periodic Cybercrime Conference will bring together industry experts and law enforcement practitioners and trainers to foster education and awareness of the current threats and innovations that impact how today's law enforcement officers combat and investigate cybercrime. Additionally, FLETC will host more general summits that bring together practitioners and experts in a wide variety of emergent topical areas to explore applicability to training. FLETC will leverage the content and outcomes of each of these collaborative learning events to identify training modifications that will keep training current and relevant. Additionally, these events will help keep FLETC's instructional staff current on contemporary issues in the law enforcement environment and will help advance collaborative dialogue within the profession about significant issues that affect training.



1.2.3 *Assess FLETC training through the lenses of emerging, contemporary issues and professional organizations to identify potential areas for curriculum modification.*

The law enforcement profession is dynamic, and training therefore must be adaptable to a changing environment. As issues emerge in current events throughout the world, FLETC will remain vigilant of potential effects on law enforcement and associated impacts to training. For example, in December 2014, in light of events that exposed rifts in the relationships between law enforcement and the public in various communities, the President commissioned a Task Force on 21st Century Policing charged with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. FLETC will consider the applicability of these recommendations to its training and make modifications as appropriate. Professional law enforcement associations offer another source of information on contemporary issues that FLETC will consider to ensure its training remains relevant and current. FLETC will



proactively monitor the comprehensive law enforcement and homeland security landscape, and will address issues as they emerge in order to offer its partners training that meets the needs of the current environment.

Objective 1.3 Institutionalize FLETC’s virtual training environment to enhance, extend, and complement FLETC’s training capabilities.

Modern technology offers FLETC an opportunity to enhance, extend, and complement traditional in-person training. FLETC will institutionalize a virtual training environment through its online learning platform, eFLETC, offering three central benefits to the Department and stakeholders it serves. First, the virtual environment will serve as a tool for the provision of consistent and timely training in areas of high priority across the full scope of the homeland security community, significantly expanding FLETC’s current reach. Second, in the same ways the Federal Government realizes enormous efficiencies by consolidating federal law enforcement training at FLETC’s physical training sites, there are opportunities for cost savings if federal agencies partner in the procurement and maintenance of the technical infrastructure needed to deliver online training. Third, by integrating online learning into its training landscape, FLETC will enhance the learning experience it offers its students.

Strategies

1.3.1 Advance eFLETC as a distance learning platform to increase FLETC’s reach beyond physical training sites and create cost efficiencies.

Development and implementation of eFLETC directly supports DHS’s strategic goal to ensure readiness of frontline operators and first responders by enhancing systems for training and supporting law enforcement training. eFLETC presents a unique opportunity for DHS to reach the broad spectrum of homeland security professionals, which includes not only DHS law enforcement agencies, but all 15 Cabinet-level departments and the vast state, local, tribal, and international law enforcement communities. eFLETC thus offers the potential for FLETC to reach an unprecedentedly large audience with consistent and standardized training. Additionally, FLETC will explore and identify training programs that it can deliver completely or partially online, thus saving agencies the cost of traveling to physical training sites.

1.3.2 Establish “virtual quads” to provide Partner Organizations with a platform to deliver online training and leverage FLETC technology and best practices.

eFLETC presents an opportunity to leverage the quantitative and qualitative benefits of the consolidated training model in the virtual world. Just as FLETC offers consolidated

physical locations for in-person law enforcement training, eFLETC presents a single online environment that Partner Organizations can leverage. Via eFLETC, an agency will be able to have its own “virtual quad,” where it can host and manage agency-specific training courses and materials. Additionally, Partner Organizations will be able to participate in FLETC’s training offerings housed on eFLETC. Like FLETC’s traditional course offerings, these will also reflect the expertise and best practices of FLETC’s vast partner network, as well as the standardization that emerges from FLETC’s collaborative training model. Thus, eFLETC will mimic a Partner Organization’s experience at a physical FLETC site, where it participates in FLETC’s training programs that cover topical areas common to the general law enforcement community while also holding its own academy where it can offer agency-specific training to meet specific mission needs.

1.3.3 Establish “virtual classrooms” to enhance the student training experience.

eFLETC will enable FLETC to enhance the experience it provides to its students through the incorporation of “virtual classrooms” into FLETC’s traditional classroom-based training programs. FLETC will begin to utilize eFLETC’s Learning Management System to establish “virtual classrooms” that hold course materials and provide opportunities for students to interact with their instructors and each other in the online environment. Thus, eFLETC will become part of the traditional student’s training experience, as they utilize it to participate in class, ask questions of their instructors, and study with their classmates.

Objective 1.4 Integrate research-based curriculum and technology to ensure training meets contemporary and future law enforcement mission needs.



To help meet its significant responsibility to provide training that enables law enforcement officers and agents to perform their jobs safely and effectively, FLETC is committed to ensuring that its training is grounded in current research and leverages the benefits of modern technology to enhance training. FLETC’s strategies over the next several years to integrate research-based curriculum and technology into its training include partnering with experts in research and training technologies, improving FLETC’s processes for evaluating training, engaging in the law enforcement



research community through publishing, improving processes that integrate technology into training, identifying and integrating new technologies that will benefit training, and assessing and refining processes for developing curriculum that is research-based.

Strategies

1.4.1 Partner with the Department of Homeland Security Science and Technology Directorate to leverage expertise and resources.



A hallmark of FLETC's collaborative training model is that agencies leverage expertise and best practices from one another to develop and deliver the highest quality training possible. Applying that concept to the research environment, FLETC will partner with DHS Science and Technology Directorate (S&T) to capitalize on existing Departmental expertise in the areas of basic and applied research, development, demonstration, testing, and evaluation. FLETC will partner with S&T to embed a resource at FLETC, enabling each to leverage ongoing research on law enforcement technologies with training nexuses. S&T will realize the invaluable intellectual capital of FLETC's more than 90 federal Partner Organizations during the early stages of technology research and development, as agencies from across government provide cross-cutting perspectives. FLETC aims to achieve more thorough, effective, and rapid solutions that can enhance and improve training. Examples of technologies S&T and FLETC plan to collaboratively research include body-worn cameras, Unmanned Aerial Systems, and personal and baggage scanning devices. Additionally, FLETC will seek a partnership with S&T's Office of University Programs to provide opportunities for FLETC instructors and subject matter experts to conduct comprehensive research in support of law enforcement operational and training requirements.

1.4.2 Improve use of feedback surveys to better inform training programs.

A critical component of the instructional systems design process is evaluation of training to ensure its effectiveness. FLETC will modernize and improve the analysis it conducts on its training programs by updating the templates it uses to report on programs, implementing online testing and student feedback surveys, and conducting continual trend analysis. Additionally, FLETC will train staff to conduct higher level statistical analysis and qualitative

analysis to glean the most useful information possible during evaluation in support of improving training.

1.4.3 **Publish research papers to advance the body of knowledge on law enforcement training techniques and methodologies.**

FLETC aims to establish itself as a regular participant in and contributor to the law enforcement training research community. By publishing in trade journals and academic publications, FLETC will make the applied research it conducts available to the broader training research community, and will position itself to engage in dialogue with researchers and subject matter experts on topics related to both training methodologies and content.

1.4.4 **Improve integration of and collaboration among human resources dedicated to innovation and training.**

As FLETC seeks to ensure that its curriculum is grounded in research and to integrate new technologies into training, it is critical to position the organization for the necessary collaboration between resources dedicated to research and technology integration and those responsible for delivering training to students. FLETC will take steps to identify shared priorities among training divisions and to detail training staff to work collaboratively with those exploring technological innovations and conducting research to advance collaboration in support of those shared priorities.

1.4.5 **Innovate training capabilities based on needs identified through research and collaboration with Partner Organizations.**

Modern technology provides unprecedented opportunities for FLETC to offer realism in training. FLETC training looks very different today than it did only two decades ago, with simulators offering students opportunities to practice driving techniques in dangerous environments, after action review technology providing immediate opportunities to learn from exercises and scenarios, and simulated firearms ranges affording





students more chances to practice while FLETC avoids costs and realizes environmental benefits. Optimizing available technology remains a priority for FLETC, and over the next few years it will focus on further collaboration with Partner Organizations to identify innovative technologies and methodologies that will enhance training. FLETC will develop “future concept rooms” where FLETC and Partner Organization personnel can collaborate on emerging technologies for potential implementation into training. A Technology Requirements and Research Council will further drive inclusion and collaboration in identifying training innovations. FLETC will explore next-generation simulation technology, will develop “proof of concept” scenarios that address training challenges, and will execute projects that advance realism and innovation in training.

1.4.6 Assess and develop a plan to improve integration of research / evidence into FLETC curriculum.

To ensure its curriculum is grounded in research, as part of its curriculum review and development process, FLETC will assess the degree to which its lesson plans include research-based justifications to their content and methods. FLETC will review existing research to determine if changes to curriculum are appropriate, and if so, will develop and implement a plan to ensure that content reflects research or evidence from the field. This effort will include developing training for all FLETC instructional staff on validating research sources to increase institutional knowledge of evidence-based training and to ensure incorporation of research and evidence into future curriculum development and review activities.

Objective 1.5 Advance the U.S. Government’s homeland security goals through training and capacity-building with federal, state, local, tribal, international, and private sector security agencies.



The global homeland security environment requires collaboration across all levels of government and the private sector to mitigate risks to the homeland. FLETC’s mission to train those who protect the homeland thus extends to this full homeland security professional community. Over the next few years, FLETC will further its partnerships with this full spectrum of stakeholders, including federal, state, local, tribal, international, and private sector security agencies. The criticality of interoperability has become paramount in the post-9/11 law enforcement profession, and FLETC will continue to partner with state, local, and tribal

law enforcement to exchange best practices and deliver critical training. Additionally, FLETC is well positioned to engage in the exchange of best practices, delivery of training and technical assistance, and facilitation of capacity-building with law enforcement personnel in countries with common democratic principles and objectives. FLETC's international engagement aims to support the goals of Presidential Policy Directive-23, Security Sector Assistance (SSA), to improve interdepartmental collaboration in the delivery of SSA programs and the DHS International Engagement Strategy to mitigate risks to the homeland. Finally, the intersection between public sector law enforcement work and the private sector security industry requires collaborative effort to achieve unified responses to critical incidents and to protect people and property. FLETC's experience providing training to a combination of law enforcement and private sector security personnel in securing public venues has demonstrated the significant value joint training has in unity of effort between the public and private sectors. Over the next several years, FLETC perceives great opportunity in furthering the goals of public-private partnerships through training.



GOAL 1: Lead a global training effort to meet the emerging and dynamic goals of law enforcement.

Strategies

1.5.1 **Deploy Training Needs Assessment Teams to collaborate with U.S. foreign assistance partners on their goals related to foreign nation academy operations, curriculum development, and instructor development.**

FLETC directly supports the U.S. Government's goals to help allies and partner nations build their own security capacities. In addition to delivering critical law enforcement training, FLETC will advance capacity-building through assistance to foreign nations with instructor, curriculum, and academy development. To facilitate these activities, FLETC will develop Training Needs Assessment Teams, which will consist of teams of FLETC staff trained and available to deploy to foreign nations to conduct needs assessments and subsequently assist the partners with instructor, curriculum, or academy development in support of the U.S. Government's foreign capacity-building goals.



1.5.2 Establish a program to enhance common policing and/or investigative skills for international law enforcement agencies.

FLETC provides accredited, standardized training in areas common to all law enforcement officers and investigators for the majority of federal law enforcement agencies. In support of the U.S. Government's international capacity-building goals, FLETC will leverage this expertise to develop a program to enhance these common skills for international partners. To do so, FLETC will collaborate closely with the Department of Justice, Department of State, and Department of Defense to identify curriculum that will meet the needs of U.S. partner nations.



1.5.3 Advance relationships with international organizations to exchange best practices.

The success of FLETC's consolidated training model is contingent upon close collaboration and coordination with its many partners. To accomplish the international component to its mission, FLETC must collaborate closely with international organizations to ensure its training and capacity-building activities are serving U.S. and partner nations' mutual goals.

FLETC has established a robust partnership with INTERPOL, leading its International Group of Experts in Police Training and contributing to INTERPOL conferences and training events. Continuing to identify opportunities where FLETC can advance the U.S. Government's overseas goals, FLETC will develop a formal relationship with the Singapore Home Team Academy to collaborate and share expertise and best practices in law enforcement training, leadership development, and capacity building. To support this, FLETC will assign a Senior Advisor for Law Enforcement Training under the Chief of Mission in Singapore to serve as a focal point to assist the U.S. Embassy in Singapore with coordination, integration, and management of U.S. law enforcement training and assistance across the interagency. This Senior Advisor will also serve as a liaison at the INTERPOL Global Complex for Innovation to identify opportunities for INTERPOL and FLETC to collaborate on capacity-building projects.



1.5.4 Deliver Executive Seminars internationally for police academy leadership in partnership with the Department of State that cover curriculum and academy development, training policy, and leadership.

FLETC's international training portfolio includes providing academic, operational, and programmatic support to the International Law Enforcement Academies (ILEA) in Botswana, El Salvador, Thailand, Hungary, and Roswell, New Mexico. An integral part of capacity-building in support of mutual goals with international partners is leadership development, and therefore, leadership training is a significant component to the training FLETC provides at the ILEAs. FLETC will deliver an Executive Seminar at the ILEA-San Salvador that covers curriculum and academy development, training policy, and leadership. Subsequently, FLETC will collaborate with the Department of State and Department of Justice to evaluate the need and interest beyond the ILEA program for developing a comprehensive Academy Management Seminar in support of furthering U.S. interests in international law enforcement capacity-building, particularly through training academy management.

1.5.5 Partner with the Australian Institute of Police Management to implement a collaborative, regional executive leadership seminar.

Since 2012, FLETC has worked closely with the Australian Institute of Police Management (AIPM) on executive level law enforcement leadership training, training exchanges, and joint research projects. Drawing on this partnership, FLETC will collaborate with the AIPM and potentially other nations to develop and deliver an executive leadership seminar that will mutually benefit participating countries, drawing on participating nations' expertise and best practices.



1.5.6 Establish a scheduling process to better accommodate international requests for training.

As FLETC's international mission has expanded over the years, a need has developed to synchronize scheduling processes to better integrate foreign nation participation. FLETC will coordinate across internal stakeholders to efficiently accommodate international requests for training to maximize opportunities for pre-vetted international students.



1.5.7 Deliver joint training to law enforcement and private sector security agencies to improve coordination during emergent events.

Collaboration between the public and private sectors is a critical component to effective homeland security operations. The intersection between public and private sector responsibilities in operations such as responses to active shooter events, terrorist prevention and response, and cybercrime prevention and defense illuminates the value in joint training. The inaugural FLETC Private Public Partnership Academy in FY 2015 brought together mall executives, mall security directors, and local law enforcement officers and leaders to participate in training pertinent to securing public venues, with a broader goal of improving coordination, security, and resiliency across traditional public and private sector areas of responsibility. Drawing on the success of this event, FLETC will plan additional joint training events that bring together public and private sector personnel for the purpose of better understanding others' roles and improving coordination during various kinds of incidents.

1.5.8 Expand delivery of active shooter training to state, local, and tribal law enforcement.

In addition to providing instruction in active threat response tactics for new federal law enforcement officers and agents in all of its basic training programs, FLETC provides advanced training in active threat response to federal, state, local, and tribal law enforcement officers throughout the United States. To ensure these programs continue to meet the needs of law enforcement officers nationwide, FLETC's curriculum review activities have brought together federal, state, and local law enforcement subject matter experts, as well as entities that deliver active shooter training nationwide under federal grants from DHS and the Department of Justice (DOJ), to help ensure consistency in instruction regarding protocols for responding to

active threat situations. As a result of these activities, FLETC has incorporated tactical medical training into its active threat response curriculum. FLETC will continue to expand delivery of active threat training to state, tribal, and local law enforcement through regional training to locations throughout the United States. FLETC will conduct additional curriculum review activities to ensure its training remains standardized and up-to-date.



1.5.9 Exchange subject matter expertise with state, local, and tribal law enforcement partners.

State, local, and tribal law enforcement agencies are integral components to the homeland security community. As former Secretary of Homeland Security Janet Napolitano stated, homeland security starts with hometown security, and thus close collaboration with the state, local, and tribal law enforcement community is critical to FLETC remaining current on issues in the profession and providing the most effective training possible. The exchange of information and best practices among federal, state, local, and tribal law enforcement helps ensure higher quality training for all and improves interoperability in the field. To realize these mutual benefits, FLETC will continue to seek new partnerships with state, local, and tribal law enforcement agencies and associations. FLETC will collaborate with state, local, and tribal law enforcement agencies to deliver presentations

at national and state-based law enforcement conferences, and will develop reciprocal relationships with state-based law enforcement training academies and state police standards agencies to exchange best practices. FLETC will annually host the Homeland Security Leadership Academy, bringing together state and local law enforcement leaders for a two-week executive leadership training program that addresses critical challenges, leadership topics, and emergent homeland security and law enforcement issues.







Homeland Security

GOAL 2



GOAL 2: Cultivate a diverse community that is continuously learning and engaged in the FLETC mission.

A diversity of people passes through FLETC's gates, works in its buildings, learns in its classrooms and training venues, and utilizes its various services each day. Staff, partners, and students come from more than 90 federal Partner Organizations, and also represent the expansive state, local, tribal, and international law enforcement communities. This heterogeneity creates a dynamic environment that inspires different ideas and perspectives that empower the organization to excel at its mission to train those who protect the homeland. FLETC remains committed to creating an environment in which its staff and Partner Organizations are continuously learning and engaged in the mission.

Cultivation of FLETC's workforce is essential to achieving the organizational mission. FLETC will prioritize enhancing the quality of employee engagement and pursuing opportunities for professional growth. To be successful in its mission, FLETC must ensure that its workforce has access to professional development opportunities and is equipped to continuously learn new and better ways to operate. Additionally, FLETC must be able to recruit a workforce with the needed skills and abilities, and retain top talent.

FLETC's more than 90 federal Partner Organizations comprise a significant portion of the FLETC community. Across FLETC's four domestic training sites, 40 agencies have their academies co-located at FLETC. The consolidated training model calls for Partner Organizations to detail staff into FLETC instructional positions, where they work side-by-side with FLETC's instructor cadre in multi-year assignments. Thus, the students FLETC trains have the benefit of fresh experience and ideas from the field via instructional staff from the same agencies they will be joining upon graduation. FLETC's curriculum development and review processes are also joint efforts between FLETC and Partner Organization staff, as all come to the table to discuss new training programs and modifications needed to existing programs. FLETC and its Partner Organizations also collaborate closely on training research projects and the identification of new technologies for integration into training. Finally, FLETC and Partner Organization staff interact daily on all matters related to training operations and administration, such as student housing, discipline, training facilities, and scheduling. Together, FLETC and Partner Organization staff and leadership work to achieve excellence in training, and the strategies in this plan are intended to facilitate FLETC's fostering of productive partnerships, all the more critical in light of anticipated high training demand.



Objective 2.1 Pursue opportunities for professional education, training, and development to maximize individual potential in support of the FLETC mission.

One of the most impactful ways FLETC can engage employees is to offer opportunities for continuous learning and development. The benefits of a well-trained and continuously learning staff spread across the organization, as employees are better able to perform their current jobs, are inspired to improve operations, and are better prepared for advancement opportunities.



GOAL 2: Cultivate a diverse community that is continuously learning and engaged in the FLETC mission.

Strategies

2.1.1 Develop career paths for FLETC-relevant job series.

FLETC will develop career paths for job series pertinent to FLETC's activities across the enterprise. Career paths will outline the steps employees need to take to maintain existing skills and to stay current on the newest ideas and technologies within their fields. They will also identify areas for development to prepare employees for future roles and responsibilities. Career paths will help employees identify training and professional development needs, and will assist with career planning discussions between supervisors and employees. FLETC will approach development of career paths on a series-by-series basis in a wide variety of fields relevant to the FLETC mission.

2.1.2 Develop and execute a FLETC enterprise training plan through a centralized budget and divisional allocations.

To provide training and professional development in subject matters common to employees across job series, FLETC will administer a centralized budget dedicated to staff training. To ensure training is available for specific lines of business, FLETC will also allocate funding for training and professional development to individual directorates and divisions. To ensure optimization of available funding, FLETC will conduct an annual employee training needs assessment to identify training needed most broadly across the enterprise, which it will use to offer learning and development opportunities via an annual training calendar.



2.1.3 Formalize employee leadership development programs and succession management.

Leadership development across the enterprise is a necessary component to effective succession planning. FLETC will develop leaders at all levels across the organization, thereby closing leadership competency gaps in order to lessen the impact of institutional knowledge loss as employees leave or retire. To accomplish this, FLETC will develop a formal leadership development program for employees at various levels, and will broaden the availability of management training to employees across the enterprise.



Objective 2.2 Engage with partners to better anticipate and meet their needs.

With high projected training demand over the next five years, FLETC must strategically engage with its partners to ensure its ability to meet their training needs. This will include facilitation of clear and transparent communication, collaborative problem-solving, and proactive identification of opportunities to address emerging training needs.

2.2.1 Implement centralized partner relations management to promote Partner Organization engagement and to conduct business.

Organizational entities throughout the FLETC enterprise interact with Partner Organization representatives daily to successfully conduct training operations. Without detracting from this necessary collaboration and engagement, FLETC will improve the consistency and efficiency of communication with Partner Organizations by establishing a single organizational entity responsible for facilitating Partner Organization-related issues and communications. Similar to the customer relations management function in the private and nonprofit sectors, this focal point will ensure Partner Organizations are connected with the personnel across FLETC's sites who can best assist with issues, will provide consistent headquarters-level communications to Partner Organization personnel, will facilitate resolution of cross-cutting concerns, and will proactively foster the collaborative relationships necessary for the success of the consolidated training model.

2.2.2 Develop Partner Organization Communication Plan.

With more than 90 federal Partner Organizations collectively anticipating high training levels over the next several years, FLETC will proactively develop a communication plan to ensure its Partner Organizations have the information they need to achieve their training goals at FLETC. FLETC will conduct interviews and focus groups with Partner Organization personnel to ascertain required types of information and effective communication methodologies. Through this strategy, FLETC seeks to improve the accuracy of training projections, provide its partners with consistent and timely information about FLETC, and facilitate mutual understanding and awareness of initiatives and plans.

2.2.3 Utilize results of the annual Partner Organization Satisfaction Survey to take action on areas in need of improvement.

FLETC's annual Partner Organization Satisfaction Survey is a useful tool in identifying areas where Partner Organizations are satisfied with their experiences at FLETC, as well as topics of concern. FLETC will conduct quantitative and qualitative analysis of annual survey results to identify areas that require attention, and will address areas of concern either collaboratively or individually as appropriate.

Objective 2.3 Understand and enhance the quality of employee engagement.

FLETC's Federal Employee Viewpoint Survey results have long demonstrated that the workforce has a strong dedication to the FLETC mission. To maintain this level of commitment, FLETC will seek thorough understanding of what motivates the workforce and will take actions to enhance the quality of employee engagement. Strategies to achieve this objective include recognizing employees, promoting transparent and open communication, and improving performance management.

Strategies

2.3.1 Undertake initiatives focused on employee recognition.

FLETC's approach to recognizing employees will include both monetary and non-monetary methods. FLETC will hold an annual Recognition





Awards Ceremony, during which it will award three individual employees and one team for outstanding contributions in the previous fiscal year. Additionally, FLETC will allocate funding for incentive awards to directorates on a pro rata basis to recognize individuals and teams for excellent achievements and extraordinary effort.

2.3.2 Promote transparent and open communication.

FLETC will promote strategic communication of timely and accurate information to its workforce to foster understanding of enterprise-wide strategies, programs, and activities. One specific action FLETC will take is to modify the format of its Town Halls to inspire transparent and open communication that fosters understanding and trust. FLETC will hold at least one Town Hall at each of its four domestic training sites annually. More broadly, FLETC will develop a comprehensive communication plan that defines major stakeholder groups, key messages, and proposed communication channels.

2.3.3 Encourage direct, open, and honest performance feedback.

FLETC's Federal Employee Viewpoint Survey data has shown that effective performance management, through which supervisors and managers appropriately and clearly differentiate performance levels and provide constructive feedback to employees, affects employee engagement. Focus group results have shown that employees who perceive an honest interest from management in their performance are more likely to be engaged at work. FLETC will encourage effective performance management by providing coaching, mentoring, and training opportunities to leverage best practices and share expertise in performance management among supervisors and managers. Utilizing internal and external subject matter experts, FLETC will develop an internal training program on providing performance feedback. Following implementation of this training program, FLETC will assess its effectiveness and adapt activities as necessary.

2.3.4 Understand employee feedback to identify areas of focus for employee engagement.

FLETC has identified recognition, communication, and performance management as areas of focus for improved employee engagement, and therefore those areas are represented in the other strategies associated with this objective. In an effort to continuously study new areas where focus is needed, FLETC will analyze its Federal Employee Viewpoint Survey data and conduct focus groups and meetings with employees and managers to identify future areas to address to sustain high levels of employee engagement. FLETC will place an emphasis on work units sharing best practices in engaging employees.

2.3.5 **Provide staff with annual dedicated period to participate in cross-training and complete professional development and training, managing the training schedule to ensure inclusion of instructional personnel.**

High levels of training throughput at FLETC can create challenges in finding time for employees to engage in professional development and training. Recognizing how important it is to employee productivity and morale to engage in these activities, FLETC will identify periods of time annually for employees at each site to participate in cross-training and professional development and training activities.

Objective 2.4 Pursue recruitment and retention strategies to ensure FLETC has the right talent to accomplish its mission.

Cultivating a continuously learning and engaged community requires FLETC to hire and retain the right talent to accomplish its mission. FLETC will pursue recruitment and retention strategies that enable FLETC to identify and hire the workforce it needs to best accomplish its mission and sustain a community dedicated to continuous growth and development.

Strategies

2.4.1 Enhance the use of recruitment flexibilities.

As the training provider for law enforcement officers and agents from more than 90 federal Partner Organizations, as well as from the broad spectrum of state, local, tribal, and international law enforcement, FLETC benefits from a workforce with diverse knowledge and experience. To ensure it is able to recruit the needed talent, FLETC will leverage recruitment flexibilities to attract potential employees. FLETC will develop a strategic recruitment plan, implement data-driven workforce planning, and implement a Diversity and Inclusion Operational Plan.

2.4.2 Enhance the use of retention flexibilities.

Complementary to recruiting the right talent is ensuring FLETC does everything possible to retain it. FLETC will analyze employee satisfaction survey results to identify areas for work-life improvement and will work with employees to identify strategies to improve job satisfaction to help encourage retention of high-performing employees. The FLETC will continue to strive to be the employer of choice.







Homeland Security

GOAL 3



GOAL 3: Strengthen FLETC's business processes and assets to effectively accomplish all related homeland security goals.

As FLETC's mission evolves in the dynamic law enforcement environment, FLETC will strengthen the processes and assets that empower it to lead a global training effort. FLETC will pursue excellence in business processes through leveraging best practices of similar and high performing organizations and improving consistency across the enterprise while advancing sustainability as a responsible steward of our environment. The growing field of data analytics offers an opportunity to better anticipate upcoming challenges and proactively plan for the future to meet law enforcement training needs. FLETC will incorporate various strategies to improve its decision-making processes and capabilities utilizing data analytics.

Along with strengthening its business processes and associated decision-making capabilities, FLETC will position its various assets to most effectively advance its mission. This includes ensuring FLETC has the needed human resources, mission-responsive physical infrastructure, and modern technology to support a global training effort. Introspection is critical to self-improvement. In addition to leveraging best practices from other organizations, FLETC will self-reflect on governance systems and organizational alignments to make changes that will benefit its mission.

As a component of DHS, FLETC will contribute to Departmental goals through continued support in various lines of business. FLETC will offer expertise where possible and will make available its physical infrastructure and workforce to support training and continuity of operations.



Objective 3.1 Pursue excellence in business processes.

FLETC will pursue both high quality and consistency in its business processes. Strategies to achieve excellence include benchmarking similar organizations to leverage best practices, establishing consistency across training sites, pursuing established standards for high performing organizations, and advancing sustainability in all ways possible.

Strategies

3.1.1 Establish a benchmarking effort to understand how FLETC utilizes its business processes and technology to deliver training compared to similar organizations for the purpose of leveraging best practices.

While FLETC is the Nation's only consolidated federal provider of law enforcement training, there are many organizations that perform similar types of processes in order to provide onsite services, including training and education. For example, universities, training academies, and military installations also conduct activities such as registration, maintenance of student records, scheduling, housing, and food and recreation services. FLETC will begin by assessing processes pertinent for benchmarking, and will identify organizations it might look to for best practices.

3.1.2 Establish consistency of training processes to improve student, partner, and staff experiences.

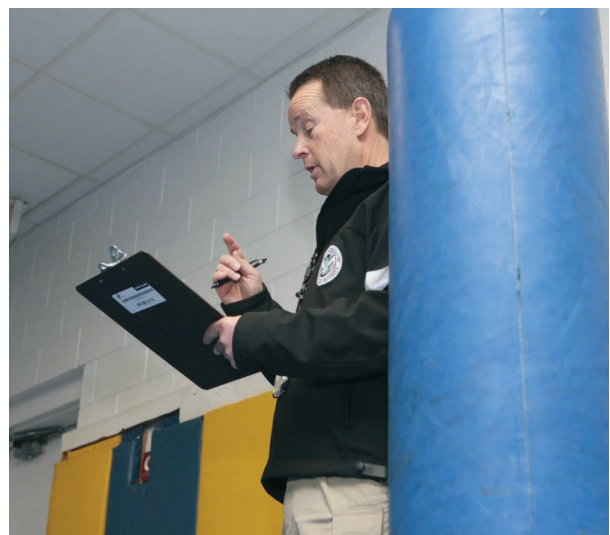
Across its four domestic training sites, as well as at the various domestic export and international locations where it delivers training, FLETC aims for each student to have the same quality experience. Consistency across an organization is often a significant component to effective processes. FLETC will analyze training methods across its training sites to ensure it is delivering training that is of the highest quality and that meets training objectives.

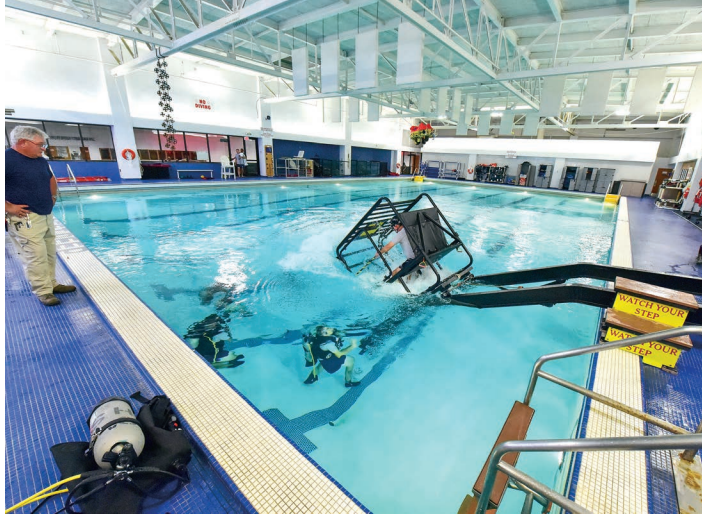
3.1.3 Pursue recognized standards for high performing organizations.

FLETC will pursue performance excellence through recognized frameworks such as Baldrige and others that outline criteria for high performing organizations. FLETC will leverage high performing standards to ensure it is deploying a sound and systematic approach to running its operations and to ensure it has processes and systems in place to achieve its goals and objectives.

3.1.4 Pursue business practices that advance sustainability.

FLETC will pursue innovative practices in support of environmental stewardship. This will include continued implementation of FLETC's Recycling Program, which will generate positive revenue streams through the sale of recyclable commodities. Significantly, FLETC will seek to establish a permanent Recycling Center. Additionally, FLETC will pursue partnerships with area academic and technical schools to leverage resources in support of mutual goals. For example, FLETC will finalize an arrangement with Job Corps to leverage its student resources to assist with FLETC's sustainability programs while developing marketable skills for application to recycling / sustainability-related jobs in the





community. Similarly, FLETC will partner with a local technical school's truck driving program to establish a methodology for reducing FLETC's expenses associated with shipping commodities while affording students driving time while in pursuit of CDL licenses. FLETC will continue to explore ways to conserve energy, reduce greenhouse gases, and save money. Accordingly, FLETC will complete an in-depth engineering analysis of potential energy conservation measures for its Cheltenham site, and will also consider such projects for other sites.

Objective 3.2 Utilize data analytics to effectively and efficiently meet the FLETC mission.

FLETC holds a significant inventory of diverse historical data points in areas such as training projection and execution rates, facilities usage, hiring rates, instructor resource allocation, student demographics, training evaluation, and program scheduling. FLETC can utilize these types of data to address strategic issues and make informed business decisions. For example, rigorous analysis of existing data on Partner Organizations' historical training projections compared to actual execution rates can help FLETC make more accurate determinations regarding future resource needs and associated budget requests. Similarly, historical data on training facilities usage combined with future training projection data can inform capacity determinations and master planning. The growing field of data analytics thus presents an opportunity for FLETC to improve its ability to predict future needs and make data-driven decisions.

Strategies

3.2.1 **Establish a formal data-driven decision-making capability at FLETC.**

FLETC will research and benchmark analytics functions to develop a framework for a formal data-driven decision-making capability at FLETC. This will form a foundation for FLETC to establish an organizational entity dedicated to this function, and to begin developing associated policies and procedures.

3.2.2 **Establish technical foundation required to enable formal data-driven decision-making.**

Technology will be a critical component to successful establishment and implementation of a formal data-driven decision-making function. FLETC will begin developing the technical infrastructure to establish an initial dashboard and reporting capability, which will provide rapid access to information that is useful to managers in making decisions. Additionally, FLETC will begin pursuing establishment of an Enterprise Data Warehouse, which will consolidate and store enterprise-wide information to support dashboard metrics and analytic capabilities.

3.2.3 Drive cultural change to support data analytics.

Because data analytics is new for the majority of FLETC staff, to ensure FLETC realizes the full benefit of this capability, it will be necessary to socialize the concept across the enterprise. FLETC will develop a communication plan to raise awareness of data analytics across the workforce, utilizing success stories to convey the benefits this capability will have for the organization's staff, partners, and students.

Objective 3.3 Ensure FLETC has sufficient and appropriate technical, human capital, and physical capabilities to meet future training and homeland security requirements.

FLETC's mission accomplishment depends upon strong technical, human, and physical assets to position the organization to meet future needs. FLETC will take steps to reflect on its systems and capabilities in light of its partners' anticipated future training needs.

Strategies

3.3.1 Conduct organizational assessment via third party source.

FLETC will engage a third party source to analyze FLETC's organizational structure and make pertinent recommendations to ensure its operational elements are best positioned to optimize resources to meet anticipated partner training needs. This will include assessment of FLETC's organizational alignment across its law enforcement training directorates on elements such as span of control, scope of function, chain of command, and work specialization.

3.3.2 Improve governance structure for enterprise-wide facilities management.

To promote stewardship of resources in support of organizational priorities and help prioritize facilities needs, FLETC will charter and implement a Master Planning Board to serve as its system of governance for facilities management and master planning. FLETC will also increase collaboration among its four sites to ensure optimization of resources in support of facilities planning and management.

3.3.3 Improve processes associated with developing accurate projections and ensuring sufficient instructor resources.

The budget cycle requires FLETC's Partner Organizations to project training two years in





advance. FLETC builds its budget requests, including instructor resource needs, based on those projections. In order to ensure its ability to meet future training needs, FLETC will work closely with its partners to improve processes associated with developing accurate projections. For example, FLETC will proactively communicate with key Partner Organization leaders about projections timelines and processes, modify internal timelines to help promote accuracy of projections, and will utilize data analytics to identify potential opportunities to ensure needed staffing to meet training demand.

3.3.4 Improve processes associated with meeting staffing requirements to meet training needs.

FLETC will analyze current gaps in the diversity of its workforce and anticipated attrition in support of developing human capital hiring goals to proactively meet mission needs. Additionally, FLETC will institute a Resource Allocation Board to align staffing needs with hiring goals, and will utilize data analytics to develop a succession planning process.

3.3.5 Address current and future training capacity needs.

To meet anticipated high training demand at the lowest possible cost for its partners in the coming years, FLETC will pursue strategies to increase available housing at its Glynco, Georgia, and Charleston, South Carolina, sites. Additionally, FLETC will leverage data analytics to assess utilization rates of facilities and instructors to help identify and solve other potential capacity challenges.

3.3.6 Ensure information technology is meeting or exceeding the needs of training and training support.

Information technology (IT) is an essential part of FLETC students' training experiences, as well as staff's and partners' work experiences at FLETC. To ensure FLETC's IT is meeting or exceeding student, partner, and staff needs, FLETC will baseline and assess satisfaction with IT, and will take steps to make sure that IT projects correlate with the organization's strategic goals and objectives.

3.3.7 Integrate key systems FLETC utilizes to deliver, plan, and schedule training; manage student information and records; and manage training content and curriculum.

FLETC currently operates four systems to deliver, plan, and schedule training; manage student information and records; and manage training content and curriculum. These include the Student Administration and Scheduling System, the FLETC Training Management System, the Centralized Training Management Information System, and eFLETC. FLETC will identify opportunities and initiate efforts to consolidate these systems' capabilities in support of reducing operating and maintenance costs, improving system interoperability, and increasing functional alignment and efficiencies.

Objective 3.4 Share expertise in support of Department of Homeland Security lines of business.

As a component of DHS, FLETC is committed to serving the Department's broad mission by sharing expertise in support of homeland security goals. It will do this through providing devolution support to

the DHS Management Directorate, providing line of business services to several Departmental entities, and providing venues for training in several DHS lines of business.

Strategies

3.4.1 Facilitate continuity of government in support of U.S. homeland security requirements.

As the devolution site for the DHS Management Directorate (MGMT), FLETC will conduct annual national level exercises to support the devolution of MGMT's mission essential functions to FLETC in the event necessary. FLETC will continuously evaluate the results of these exercises and make modifications to processes as needed to offer the best support possible to the Department in furtherance of continuity of government objectives.

3.4.2 Provide line of business services for the Department of Homeland Security.

To help the Nation achieve its homeland security missions, FLETC will continue to provide support to the Department in various lines of business where it has expertise. FLETC will provide financial management services for the DHS Office of Intelligence and Analysis Operations. It will also lead procurement efforts in partnership with the DHS Science and Technology Directorate to construct the National Agro-Bio Facility in Manhattan, Kansas, and make facility renovations at the Plum Island Facility in New York. Additionally, FLETC will support placement of DHS Office of Chief Security Officer personnel at FLETC for operational and devolution support.

3.4.3 Provide venues for training for Department of Homeland Security lines of business.

FLETC has the facilities necessary for various DHS lines of business to conduct training. In addition to FLETC's state-of-the-art training venues, classrooms, and conference center, partners can leverage dormitories, food services, recreational facilities, and transportation services as available for much lower costs than at training locations on the economy. For example, FLETC will renovate space and begin serving as a satellite site for the Homeland Security Acquisition Institute. Additionally, FLETC will work with the DHS Science and Technology Directorate to explore utilizing FLETC as a location for the DHS Training Institute for Quantitative Analysis.







Homeland Security

APPENDIX A



Goal/Objective	Strategies
GOAL 1: Lead a global training effort to meet the emerging and dynamic goals of law enforcement.	
Objective 1.1 Advance the principles of consolidated and collaborative training to yield quantitative and qualitative results.	1.1.1 Develop more consistent and effective partnerships with Partner Organizations. 1.1.2 Establish and execute consolidated basic Intelligence and Analysis Training Program for agencies with intelligence missions. 1.1.3 Establish consolidated training portfolio for security personnel through a Protection Center of Excellence. 1.1.4 Implement training component of Department of Homeland Security Office for Community Partnerships Action Plan for Countering Violent Extremism. 1.1.5 Embed personnel within Department of Homeland Security headquarters to advance homeland security training goals.
Objective 1.2 Infuse contemporary and emerging concepts into FLETC training in partnership with federal, state, local, tribal, and international law enforcement.	1.2.1 Reinforce the nobility / legitimacy of policing to build community trust through training. 1.2.2 Host collaborative learning events to create dialogue among FLETC’s workforce and partners about the applicability of trending policing concepts to training and to make pertinent changes to training. 1.2.3 Assess FLETC training through the lenses of emerging, contemporary issues and professional organizations to identify potential areas for curriculum modification.
Objective 1.3 Institutionalize FLETC’s virtual training environment to enhance, extend, and complement FLETC’s training capabilities.	1.3.1 Advance eFLETC as a distance learning platform to increase FLETC’s reach beyond physical training sites and create cost efficiencies. 1.3.2 Establish “virtual quads” to provide Partner Organizations with a platform to deliver online training and leverage FLETC technology and best practices. 1.3.3 Establish “virtual classrooms” to enhance the student training experience.
Objective 1.4 Integrate research-based curriculum and technology to ensure training meets contemporary and future law enforcement mission needs.	1.4.1 Partner with the Department of Homeland Security Science and Technology Directorate to leverage expertise and resources. 1.4.2 Improve use of feedback surveys to better inform training programs. 1.4.3 Publish research papers to advance the body of knowledge on law enforcement training techniques and methodologies. 1.4.4 Improve integration of and collaboration among human resources dedicated to innovation and training.



Goal/Objective	Strategies
	<p>1.4.5 Innovate training capabilities based on needs identified through research and collaboration with Partner Organizations.</p>
	<p>1.4.6 Assess and develop a plan to improve integration of research / evidence into FLETC curriculum.</p>
<p>Objective 1.5 Advance the U.S. Government’s homeland security goals through training and capacity-building with federal, state, local, tribal, international, and private sector security agencies.</p>	<p>1.5.1 Deploy Training Needs Assessment Teams to collaborate with U.S. foreign assistance partners on their goals related to foreign nation academy operations, curriculum development, and instructor development.</p>
	<p>1.5.2 Establish a program to enhance common policing and/or investigative skills for international law enforcement agencies.</p>
	<p>1.5.3 Advance relationships with international organizations to exchange best practices.</p>
	<p>1.5.4 Deliver Executive Seminars internationally for police academy leadership in partnership with the Department of State that cover curriculum and academy development, training policy, and leadership.</p>
	<p>1.5.5 Partner with Australian Institute of Police Management to implement a collaborative, regional executive leadership seminar.</p>
	<p>1.5.6 Establish a scheduling process to better accommodate international requests for training.</p>
	<p>1.5.7 Deliver joint training to law enforcement and private sector security agencies to improve coordination during emergent events.</p>
	<p>1.5.8 Expand delivery of active shooter training to state, local, and tribal law enforcement.</p>
	<p>1.5.9 Exchange subject matter expertise with state, local, and tribal law enforcement partners.</p>
<p>GOAL 2: Cultivate a diverse community that is continuously learning and engaged in the FLETC mission.</p>	
<p>Objective 2.1 Pursue opportunities for professional education, training, and development to maximize individual potential in support of the FLETC mission.</p>	<p>2.1.1 Develop career paths for FLETC-relevant job series.</p>
	<p>2.1.2 Develop and execute a FLETC enterprise training plan through a centralized budget and divisional allocations.</p>
	<p>2.1.3 Formalize employee leadership development programs and succession management.</p>
<p>Objective 2.2</p>	<p>2.2.1 Implement centralized partner relations management to promote Partner Organization engagement and to conduct business.</p>



Goal/Objective	Strategies
Engage with partners to better anticipate and meet their needs.	<p data-bbox="570 499 1162 531">2.2.2 Develop Partner Organization Communication Plan.</p> <p data-bbox="570 562 1414 621">2.2.3 Utilize results of the annual Partner Organization Satisfaction Survey to take action on areas in need of improvement.</p>
<p data-bbox="191 653 529 741">Objective 2.3 Understand and enhance the quality of employee engagement</p>	<p data-bbox="570 653 1192 684">2.3.1 Undertake initiatives focused on employee recognition.</p> <p data-bbox="570 716 1105 747">2.3.2 Promote transparent and open communication.</p> <p data-bbox="570 779 1227 810">2.3.3 Encourage direct, open, and honest performance feedback.</p> <p data-bbox="570 842 1354 900">2.3.4 Understand employee feedback to identify areas of focus for employee engagement.</p> <p data-bbox="570 932 1422 1020">2.3.5 Provide staff with annual dedicated period to participate in cross-training and complete professional development and training, managing the training schedule to ensure inclusion of instructional personnel.</p>
<p data-bbox="191 1045 529 1188">Objective 2.4 Pursue recruitment and retention strategies to ensure FLETC has the right talent to accomplish its mission.</p>	<p data-bbox="570 1045 1073 1077">2.4.1 Enhance the use of recruitment flexibilities.</p> <p data-bbox="570 1077 1049 1108">2.4.2 Enhance the use of retention flexibilities.</p>
<p data-bbox="191 1251 1398 1310">GOAL 3: Strengthen FLETC's business processes and assets to effectively accomplish all related homeland security goals.</p>	
<p data-bbox="191 1346 496 1434">Objective 3.1 Pursue excellence in business processes.</p>	<p data-bbox="570 1346 1422 1434">3.1.1 Establish benchmarking effort to understand how FLETC utilizes its business processes and technology to deliver training compared to similar organizations for the purpose of leveraging best practices.</p> <p data-bbox="570 1465 1398 1524">3.1.2 Establish consistency of training processes to improve student, partner, and staff experience.</p> <p data-bbox="570 1556 1276 1587">3.1.3 Pursue recognized standards for high performing organizations.</p> <p data-bbox="570 1587 1170 1619">3.1.4 Pursue business practices that advance sustainability.</p>
<p data-bbox="191 1646 513 1768">Objective 3.2 Utilize data analytics to effectively and efficiently meet the FLETC mission.</p>	<p data-bbox="570 1646 1333 1677">3.2.1 Establish a formal data-driven decision-making capability at FLETC.</p> <p data-bbox="570 1709 1422 1768">3.2.2 Establish technical foundation required to enable formal data-driven decision making.</p> <p data-bbox="570 1799 1114 1831">3.2.3 Drive cultural change to support data analytics.</p>
<p data-bbox="191 1856 334 1887">Objective 3.3</p>	<p data-bbox="570 1856 1211 1887">3.3.1 Conduct organizational assessment via third party source.</p>



Goal/Objective	Strategies
Ensure FLETC has sufficient and appropriate technical, human capital, and physical capabilities to meet future training and homeland security requirements.	3.3.2 Improve governance structure for enterprise-wide facilities management.
	3.3.3 Improve processes associated with developing accurate projections and ensuring sufficient instructor resources.
	3.3.4 Improve processes associated with meeting staffing requirements to meet training needs.
	3.3.5 Address current and future training capacity needs.
	3.3.6 Ensure information technology is meeting or exceeding the needs of training and training support.
	3.3.7 Integrate key systems FLETC utilizes to deliver, plan, and schedule training; manage student information and records; and manage training content and curriculum.
Objective 3.4 Share expertise in support of Department of Homeland Security lines of business.	3.4.1 Facilitate continuity of government in support of U.S. homeland security requirements.
	3.4.2 Provide line of business services for the Department of Homeland Security.
	3.4.3 Provide venue for training for Department of Homeland Security lines of business.



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