FEDERAL LAW ENFORCEMENT TRAINING CENTERS

PRODUCER ★ RESOURCE ★ STEWARD

FLETC

STRATEGIC PLAN

2018 - 2022

Homeland Security

FLETC Strategic Framework

Our Foundation

Mission

The Federal Law Enforcement Training Centers, through strategic partnerships, prepares the federal law enforcement community to safeguard the American people, our homeland, and our values.

Vision

The Federal Law Enforcement Training Centers is America's enterprise resource for federal law enforcement training.

Values

The Federal Law Enforcement Training Centers' core values – collaborative, comprehensive, responsible – are the guiding principles that influence decisions and actions we take in the name of FLETC.

STRIPES

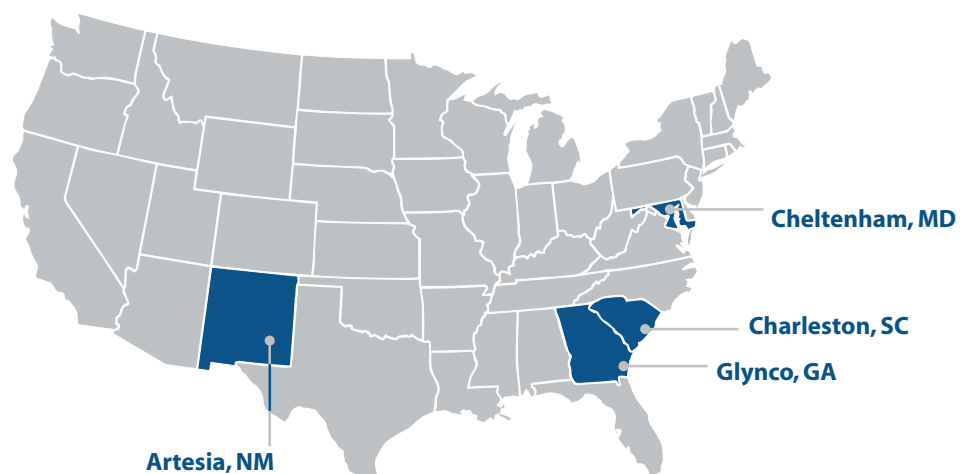| Systems | Trainings | Research | Infrastructure | Products | Expertise | Services |

Goals

1 Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.

2 Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.

3 Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.

Our Locations

*FLETC also conducts training at International Law Enforcement Academies in Budapest, Hungary; Bangkok, Thailand; Gaborone, Botswana; San Salvador, El Salvador; and Roswell, New Mexico.

Cheltenham, MD

Charleston, SC

Glynco, GA

Artesia, NM

Table of Contents

Message from the Director

To: All readers of this document, FLETC, DHS, Congress, Stakeholders…

Today, and every day, tens of thousands of Federal law enforcement personnel anticipate, prevent, and respond to events that threaten our Nation's people, property, and institutions. Throughout the homeland and abroad, U.S. agents, officers, investigators, inspectors and screeners assess, plan, patrol, inspect, examine, apprehend, investigate, interview, and perform thousands of other specialized tasks essential to fulfilling their agency's mission. Much of the Federal law enforcement community relies on the Federal Law Enforcement Training Centers (FLETC) to prepare their enforcement personnel to perform their law enforcement tasks.

On June 6, 2018, Kirstjen M. Nielsen, Secretary of the Department of Homeland Security, issued the guidance on which FLETC's 2018-2022 Strategic Plan is built. Embedded at the core of the Secretary's guidance is the principle that FLETC directly supports the law enforcement training needs of its federal clients, and, within the context of applicable law, rules, regulations and conventions, makes FLETC's resources available to State, local, private and international law enforcement organizations.

Our 2018 − 2022 Strategic Plan marks the beginning of an important transition period for FLETC; FLETC is not what it once was, nor is FLETC yet all that it will become. This plan maps FLETC's transition from its past as envisioned in the 1970's, to its future as this Nation's enterprise resource for federal law enforcement training in the year 2022.

In developing this plan, we, FLETC, researched the history of our appropriations and authorizing language, our written agreements with our participating organizations, and the instructions and guidance provided by DHS. We examined our capabilities and capacities, as well as our strengths, weaknesses, threats, and opportunities. We refined our strategic guidance, and the goals, objectives, and strategies we developed are now set as reference points guiding FLETC towards its future.

FLETC's staff, many of whom are or were members of the organizations they train, identify profoundly with the outcome of their work; no one is more committed than they to preparing those entrusted to their care for the demanding and often dangerous challenges of the operating environment. With a strategy to give direction to the energy, focus, and imagination of our staff, this Nation can be certain the FLETC will get the job done.

THOMAS J. WALTERS
Director
Federal Law Enforcement Training Centers

About the Document
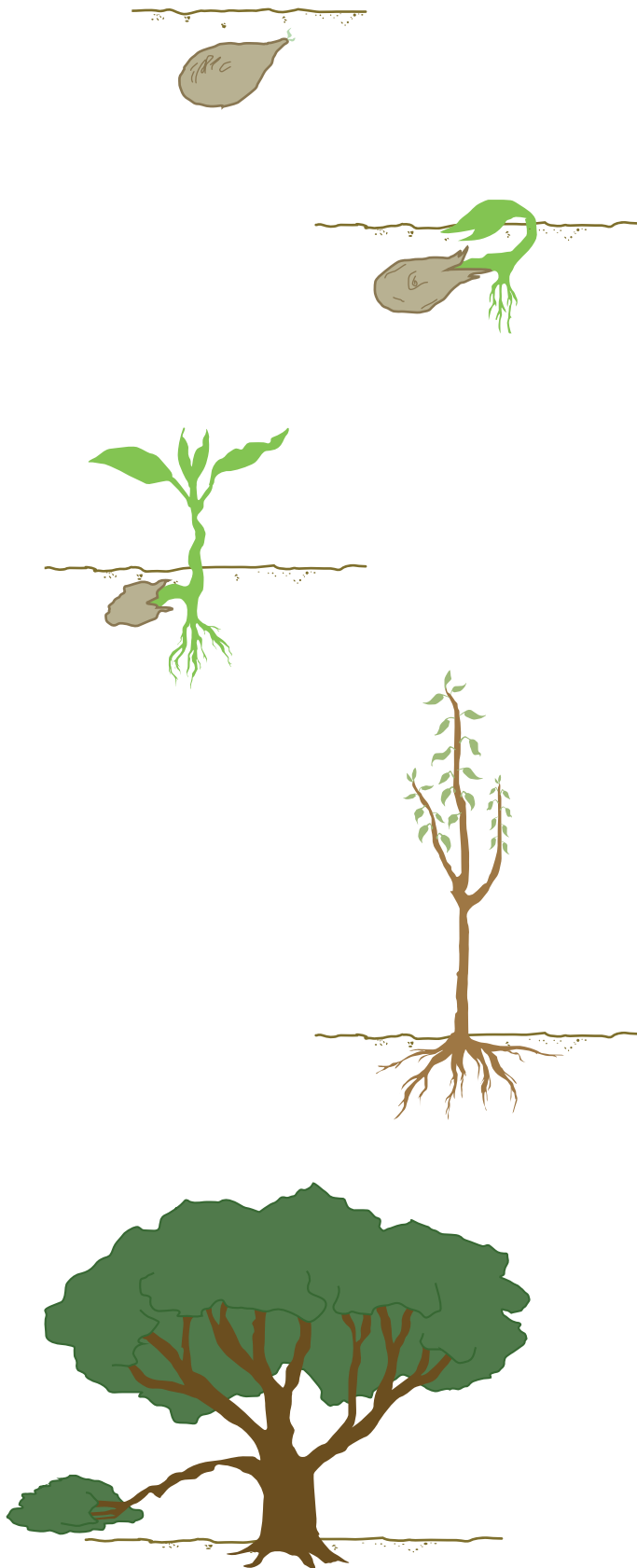
FLETC's Strategic Plan reflects the collaborative efforts of the entire FLETC team. Throughout 2018, FLETC established its new mission, vision, and values. These fundamental and guiding principles focused FLETC on our core purpose, our intended end-state, and the elements of our identity that guide the organization in all circumstances. From these principles arose FLETC's three goals, rooted in our mission elements of producer, resource, and steward.

With this foundational understanding of our strategic direction, FLETC leadership, staff, stakeholders, and participating organizations came together to construct the enterprise-level objectives that guide FLETC's path from 2018 through the year 2022. These objectives set the stage for the specific and measurable results we aim to achieve during this timeframe.

For each objective, we developed a set of strategies to guide the initiatives, programs, projects, activities and actions that drive FLETC towards its strategic goals.

Notably, there is no FLETC goal, objective or strategy that is executed independently by a single FLETC Directorate or office. Our goals, objectives, and strategies apply across the FLETC enterprise, and our individual business units organize their day-to-day efforts to contribute to the success of the FLETC enterprise and the achievement of the greater FLETC mission.

The FLETC 2018-2022 Strategic Plan documents our approach to realizing an obligation to serve as the Nation's enterprise resource for federal law enforcement training.

FLETC's Strategic Plan 2018 − 2022 is linked to its enterprise-level Annual Performance Plan and the Annual Operating Plans of each of FLETC's nine line-of-business "Directorates."

Federal Law Enforcement Training Centers
Mission - Vision - Values

FLETC's Mission, Vision, and Values set the bounds within which the plan's Goals, Objectives, and Strategies operate:

- Mission: Why the Federal Law Enforcement Training Centers exist
- Vision: Future state to which FLETC aspires
- Values: Constant, foundational principles and ideals that guide all aspects of FLETC

Federal Law Enforcement Training Centers Statement of Mission:

The Federal Law Enforcement Training Centers, through strategic partnerships, prepares the federal law enforcement community to safeguard the American people, our homeland, and our values.

FLETC conducts three enterprise-level law enforcement training activities:

1. Producer - FLETC produces law enforcement training systems, trainings, research, infrastructure, products, expertise, and services configured to meet the requirements of FLETC's federal participating organizations.

2. Resource - FLETC provides access to FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services to state, local, tribal, and private law enforcement, as well as to U.S. government foreign assistance programs.

3. Steward – FLETC is the U.S. Government's executive agent for the federal resources allocated for the basic training of the law enforcement personnel of FLETC's federal participating organizations.

Federal Law Enforcement Training Centers Vision: In the Year 2022

• FLETC faithfully honors its commitment to its first priority: preparing the law enforcement personnel of FLETC's federal partners to perform their duties in their operating environments.

• FLETC's federal stakeholders and its federal, state, local, and tribal law enforcement partners are satisfied that the law enforcement training systems, trainings, research, infrastructure, products, expertise, and services that FLETC produces are relevant, accessible, academically rigorous, and effectively cost-controlled.

• The collaborative work of FLETC and its partners enables federal, state, local, tribal, and private sector law enforcement personnel to perform their duties as guardians of our people, our homeland, and our values with honor, integrity, and respect.

• FLETC's state, local, tribal, and private law enforcement partners, as well as U.S. foreign assistance programs, find FLETC to be a reliable and authoritative resource for federal law enforcement training systems, trainings, research, infrastructure, products, expertise, and services.

Federal Law Enforcement Training Centers
Mission - Vision - Values

Federal Law Enforcement Training Centers Core Values: Always

FLETC executes its mission in accordance with our core values:

- **Collaborative:** As a producer, FLETC engages its federal, state, local, tribal, and international partners in all aspects of its core mission.

- **Comprehensive:** As a resource, FLETC ensures that its products, services, and expertise are thorough, available, relevant, and accessible to our state, local, tribal, and international partners.

- **Responsible:** FLETC honors its foundational charge to be an effective steward of federal resources dedicated to consolidated federal law enforcement training.

Participating Organizations:

For the purpose of this document, Participating Organizations can be understood to signify those designated agencies and organizations who have been granted access to FLETC law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure. These organizations come from federal, state, local, private, and international law enforcement, and either operate under a formal memorandum of understanding with FLETC, or access FLETC assets on a less-structured, intermittent basis. FLETC participating organizations are the clients, customers, and partners in receipt of FLETC production; and they are at the core of every goal, objective, strategy, and initiative FLETC undertakes.

Strategic Context

FLETC is strategically aligned as the Nation's enterprise resource for federal law enforcement training, marshaling the resources provided for the purpose, creating law enforcement training and training support mechanisms, and disseminating law enforcement training to federal, state, local, tribal, private, and U.S. government foreign assistance programs.

FLETC is organized as a consortium, created to undertake for all its members an enterprise beyond the resources of any one member. FLETC was founded on, and has remained faithful to, the two strategic-level, complementary goals envisioned by its founders: establish consistency and constancy in the content and delivery of federal law enforcement training, and leverage the advantages of a centrally managed, universally accessible training infrastructure. FLETC's members, principally federal law enforcement organizations, rely on FLETC to maintain all of the instruments of training and to prepare their law enforcement cadre to perform their law enforcement tasks. FLETC's 2018 – 2022 Strategic Plan links all of FLETC's activities to the organizations it serves, through FLETC's strategies, objectives and goals.

FLETC's 2018 – 2022 Strategic Plan flows from FLETC's strategic guidance at the highest level, through three FLETC goals, across the FLETC objectives supporting each of those goals, and to the FLETC strategies supporting each of FLETC's objectives. Underpinning FLETC goals, objectives and strategies are the many concepts, initiatives, programs, projects, activities, and actions that FLETC performs for its participating organizations on a daily basis.

Facts and Figures

The Federal Law Enforcement Training Centers (FLETC), through strategic partnerships, prepares the federal law enforcement community to safeguard the American people, our homeland, and our values.

To carry out this mission, FLETC serves as an interagency law enforcement training organization for more than 90 federal agencies or partner organizations. In addition, FLETC provides training and training resources to state, local, tribal, campus and international law enforcement.

Since its establishment in 1970, more than one million law enforcement officers and agents have been trained at FLETC, with nearly 74,000 trained in FY 2018.

Although FLETC is a component of the Department of Homeland Security, it trains officers and agents from all federal departments and all three branches of government.

FLETC has the finest professionals from diverse backgrounds serving as faculty and staff: approximately 50 percent of the instructor staff are permanent FLETC employees.

The remainder of the cadre is comprised of federal officers and investigators who are on short-term assignments from their parent organizations or who recently retired from the field, providing an appropriate balance of training expertise, recent operational experience and fresh insight from the field.

Many of FLETC's participating organizations have transferred all or part of their training activities to one of the FLETC's four geographic sites, providing extensive input regarding basic training issues and functional aspects of FLETC.

Agencies take part in curriculum development and review conferences and help formulate policies and directives, creating true collaboration that enables FLETC to be responsive to agencies' operational needs.

FLETC has invested strategically in renovation, expansion, acquisition, and new construction to meet the evolving training requirements of its law enforcement agencies, allowing for more cost-effective training.

In 2020, FLETC will celebrate 50 years of law enforcement training excellence, and will look forward to continuing to provide world-class service to those who protect our homeland and support global law enforcement.

Organization Chart
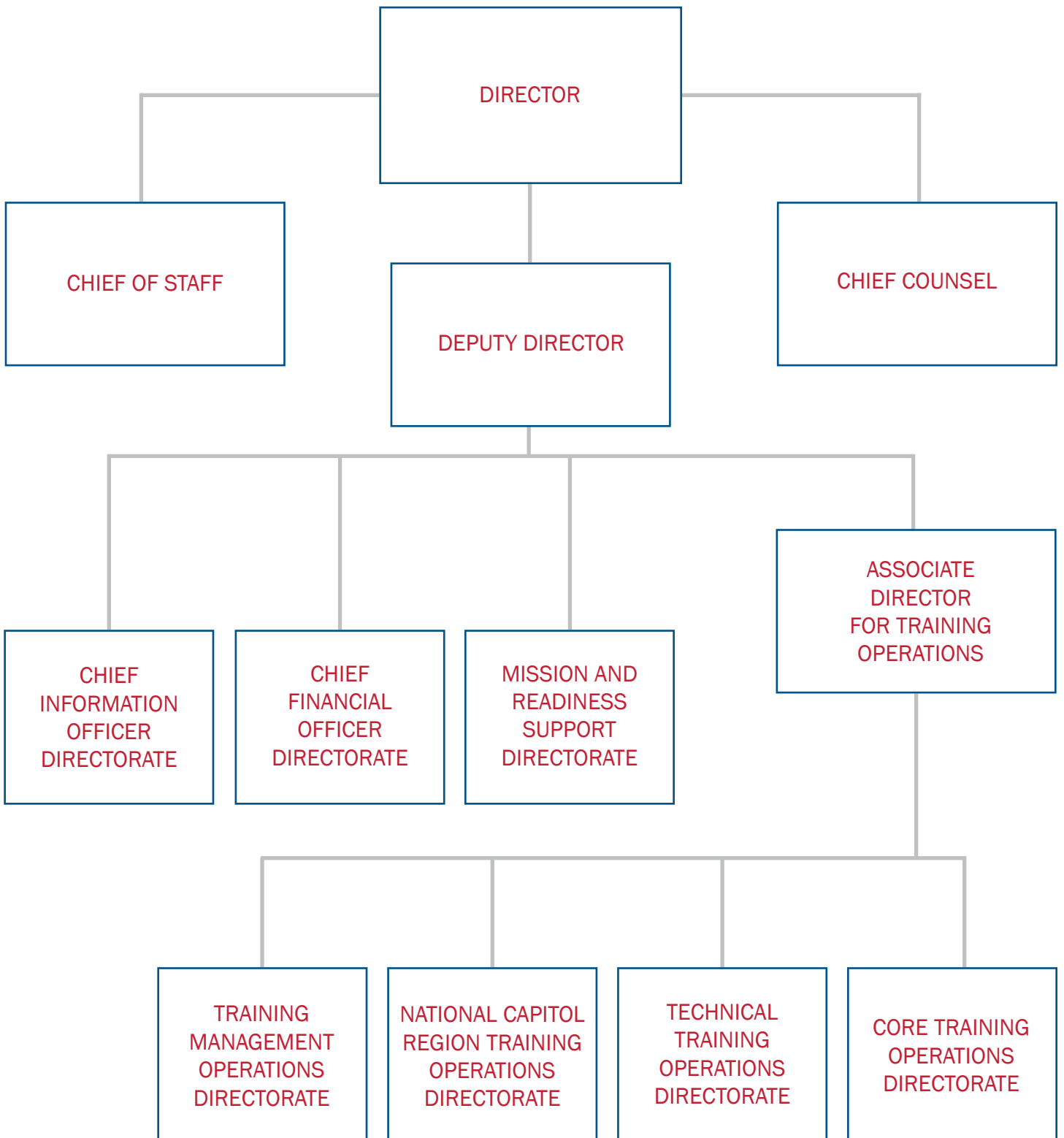
DIRECTOR

CHIEF OF STAFF

DEPUTY DIRECTOR

CHIEF COUNSEL

CHIEF INFORMATION OFFICER DIRECTORATE

CHIEF FINANCIAL OFFICER DIRECTORATE

MISSION AND READINESS SUPPORT DIRECTORATE

ASSOCIATE DIRECTOR FOR TRAINING OPERATIONS

TRAINING MANAGEMENT OPERATIONS DIRECTORATE

NATIONAL CAPITOL REGION TRAINING OPERATIONS DIRECTORATE

TECHNICAL TRAINING OPERATIONS DIRECTORATE

CORE TRAINING OPERATIONS DIRECTORATE

PRODUCER

FLETC produces law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure, configured to meet the requirements of FLETC's federal participating organizations.

1
2 **3**

STRATEGIC OBJECTIVES

1.1 Infuse FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments.

1.2 Focus FLETC's curriculum development, revision, and validation processes on law enforcement operational requirements.

1.3 Integrate a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.

GOAL 1

Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.

FLETC, and the organizations that participate in FLETC training, understand that every law enforcement professional must acquire specific competencies in order to function effectively in their operating environment.

The FLETC community works together to develop essential competencies in the students they train; FLETC's training services, trainings, research, infrastructure, products, expertise, and systems contribute significantly to achieving that end. The value of FLETC's training process is measured by how well FLETC students perform in their operating environment, as assessed by FLETC's participating organizations.

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Strategic Objective 1.1

Infuse FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments.

Our law enforcement community and the universe of malefactors are locked in a continuous and steadily accelerating cycle of tactics and counter-tactics, strategies and counter-strategies. Last year's tools, technologies and conditions rapidly fade into obsolescence, and organizations that do not adapt are left behind.
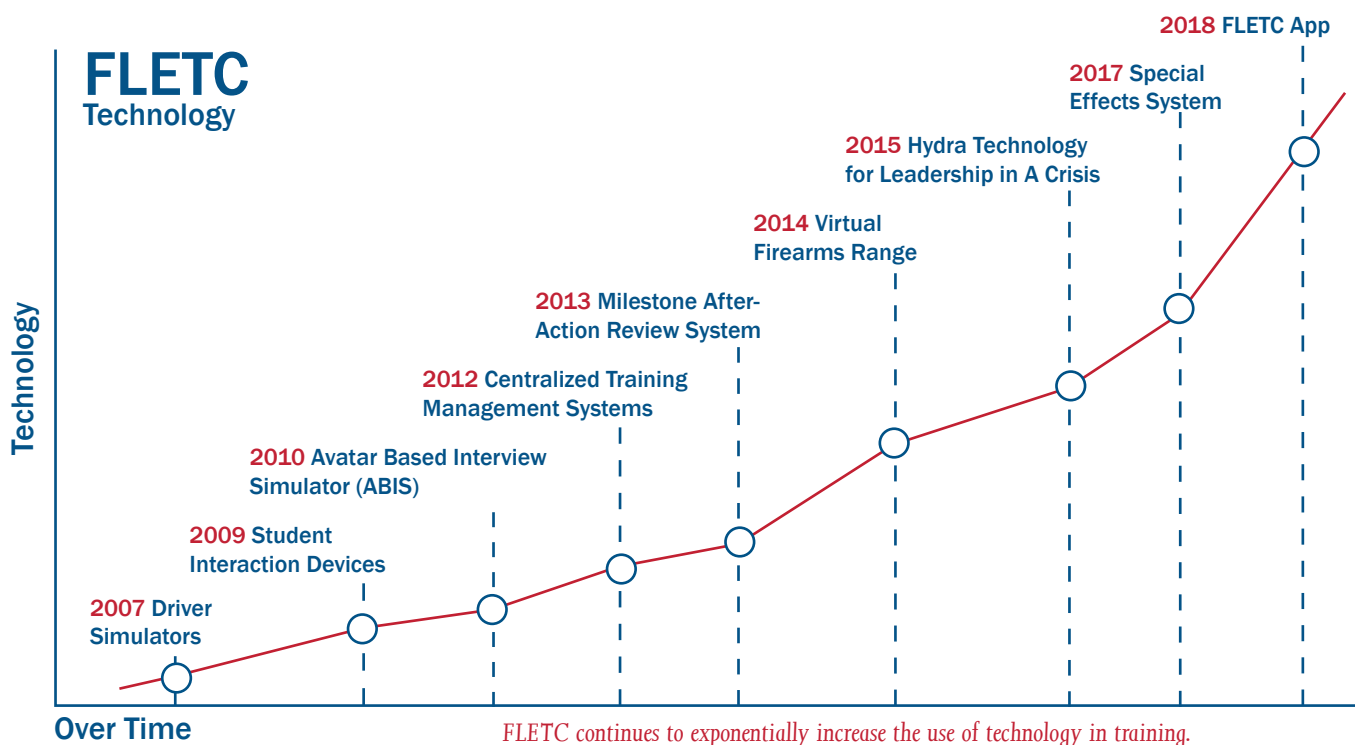
In this highly dynamic environment, those who threaten our people and our institutions constantly adjust their tools and techniques in response to law enforcement initiatives. Law enforcement organizations, and law enforcement training institutions such as FLETC, track these adjustments and develop strategies to stay ahead of those threatening to do harm. FLETC, in collaboration with those it serves, update the associated Systems, Trainings, Research, Infrastructure, Products, Expertise, Services (STRIPES) it generates, to ensure students are prepared to perform their law enforcement duties upon graduation.

Training Principle

FLETC has been charged with producing and delivering training that reflects the reality of the student's future operating environment. FLETC students must be familiar with equipment that will be issued to them in the field, with the systems they will navigate in their day-to-day activities, and with the scenarios they will likely encounter as federal law enforcement professionals.

FLETC Technology

2018 FLETC App

2017 Special Effects System

2015 Hydra Technology for Leadership in A Crisis

2014 Virtual Firearms Range

2013 Milestone After-Action Review System

2012 Centralized Training Management Systems

2010 Avatar Based Interview Simulator (ABIS)

2009 Student Interaction Devices

2007 Driver Simulators

Technology

Over Time

FLETC continues to exponentially increase the use of technology in training.

Follow us on: You Tube [f] [t] [••]

Strategies

1.1.1 **Connect and Collaborate** Establish and formalize collaborative interaction among FLETC law enforcement training professionals and their counterparts in government and the private sector.

1.1.2 **Assess and Incorporate** Systematically assess, and incorporate into training, a comprehensive understanding of the capabilities of law enforcement and the capabilities of the elements threatening the people and institutions that law enforcement protects.

1.1.3 **Address Trends and Threats** Research and incorporate into FLETC training, law enforcement best practices addressing significant trends and threats currently impacting law enforcement.

A U.S. Secret Service Agent stands vigil during a protection assignment at the Wall Street landing zone in New York City. (Photo courtesy of U.S. Secret Service)

Strategic Objective 1.2

Focus FLETC's curriculum development, revision, and validation processes on law enforcement operational requirements.

Training is the means by which agencies prepare their law enforcement personnel to perform their duties in their operating environment. Successful training is requirements-based, and demands that training designers import the operator's perspective of the operating environment at the beginning of the training process, and incorporate the operator's perspective of student performance after training has been completed.

Training Principle

FLETC builds training responsive to its customers' needs by Analyzing, Designing, Developing, Implementing, Evaluating, and Revising (ADDIE-R), as necessary, the training curriculum students need to perform their respective law enforcement functions.

2009 Arizona v. Gant – Searches incident to arrest, locations within suspect's immediate reach

2012 United States v. Jones – cell phone GPS data constituting Fourth Amendment searches.

2015 San Bernardino
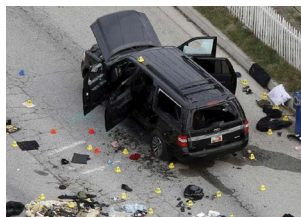
Photo credit: SUV Remains by Mario Anzuoni, via Reuters.

2016 Pulse Night Club
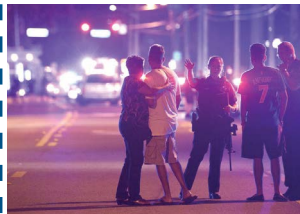
Image credit: CNN via still image from video.

2017 Las Vegas

Image Credit: Las Vegas Shooting by Chase Stevens/Las Vegas Review-Journal, via AP.

2018 Florida

Image credit: Still image from video, via WSVN.com/Reuters.

FLETC curriculum is responsive to changes in law, technological innovation, and the dynamics of the law enforcement operating environment.

Follow us on:

Strategies

1.2.1 [Know and Provide What's Needed](#) Establish a systematic approach to assessing and validating the law enforcement operational skillset requirements of our students as the first step in applying Instructional Systems Design principles to training development.

1.2.2 [Involve Clients in Design and Development](#) Examine and refine current curriculum review and development processes to maximize the involvement of FLETC's participating organizations.

1.2.3 [Involve Clients in Assessing Effectiveness](#) Ensure FLETC assessments of the post-graduation performance of students include comprehensive input of the participating organizations.

1.2.4 [Use Data Wisely](#) Identify and analyze the datum that gauge how effective training is in achieving stated terminal and interim training objectives.

U.S. Immigration and Customs Enforcement Homeland Security Investigations Special Agent conducts intelligence gathering and exploitation for suspected gang-related graffiti. (Photo courtesy of U.S. Immigration and Customs Enforcement)

Strategic Objective 1.3

Integrate a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.

FLETC provides standardized, foundational training to our Nation's federal law enforcement professionals. FLETC training, as is the case with other critical services, balances the needs of the service receiver and the needs of the service provider. FLETC will establish methods to incorporate and give appropriate weight to the views of the service receiver, in this case, the students and their agencies, in making decisions on training formulation, resource acquisition, and project prioritization.

Training Principle

There are many cogs turning within the FLETC machine, and while each function serves a distinct and critical task, they remain united in their purpose: to build the best federal law enforcement training possible. FLETC will ensure that every process, every procedure, every venture worth pursuing is firmly rooted in the foundation of building training that is best for the FLETC student.

FLETC training venues, equipment, supplies, technologies, instructional content and delivery methodology are developed and designed to meet the needs of our students. (FLETC Stock Image)

Follow us on: You Tube
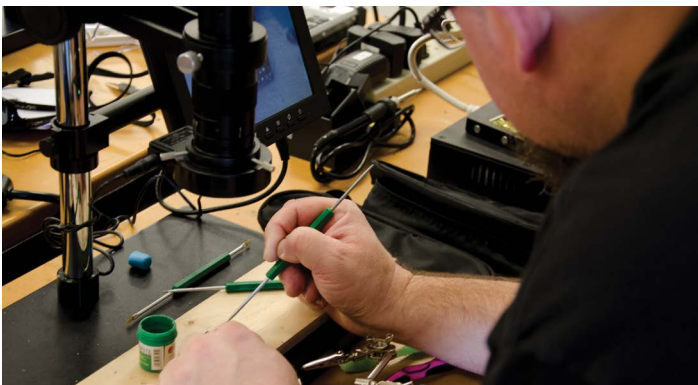
Strategies

1.3.1 **Balance Student and FLETC Requirements** Assess the extent to which FLETC processes, resource investments, and projects align or compete with the interests of students, FLETC participating organizations and FLETC.
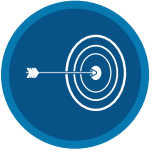
1.3.2 **Plan Strategically** Align FLETC training production services with the strategic goals of participating organizations, ensuring that FLETC products and services support the mission, vision, and values of each.

The US Marshals Service, Omaha Police Department and numerous other state and local agencies arrested 208 suspects on felony warrants during Operation Triple Beam, 75 of which were gang members. (Photo courtesy of the U.S. Marshals)

RESOURCE

FLETC provides access to FLETC law enforcement training, training products, training services, training research and training expertise to state, local, tribal, and private law enforcement, as well as to U.S. Government entities charged with enhancing law enforcement capabilities and capacities among U.S. international partners.

GOAL 2

Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.

In its role as the Nation's enterprise resource for federal law enforcement training, FLETC is the hub for the exchange of law enforcement training systems, trainings, research, infrastructure, products, expertise, and services.

Non-federal law enforcement professionals share many of the same challenges as their federal counterparts. The entire law enforcement community, federal and non-federal alike, benefits from sharing information across the community. FLETC provides the community the opportunity to contribute to-and draw from-the body of knowledge and experience gathered by FLETC. It is FLETC's ambition to make its training assets available to as much of the law enforcement community as possible.

STRATEGIC OBJECTIVES

2.1 Establish an interagency environment for sharing FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services with FLETC participating organizations.

2.2 Develop client-specific strategies for identifying, accessing and serving FLETC's diverse client base, enhancing FLETC's capacity to add value to the law enforcement community.

2.3 Organize existing partnerships and communication strategies to maximize information sharing among FLETC and its clients.

Follow us on:

Strategic Objective 2.1

Establish an interagency environment for sharing FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services with FLETC participating organizations.

Collectively, law enforcement possesses an extensive body of expertise and experience. Inter-agency coordination is improved when law enforcement organizations are able to access that expertise and experience. FLETC engages the full spectrum of law enforcement entities in collecting and sharing lessons learned among the law enforcement community

Training Principle

Law enforcement interoperability and success depends upon our ability to share and receive information with one another. FLETC is the hub for that exchange of knowledge and will work to maximize the accessibility and volume of that information.

Strategies

2.1.1 **Provide Access** Optimize FLETC's Information Technology infrastructure to enable FLETC to exchange law enforcement training products and information with participating organizations.

2.1.2 **Use Access Effectively** Increase information sharing across the FLETC enterprise to ensure consistency and efficiency of training support processes within the organization.

2.1.3 **Organize Useful Engagement** Purposely bring together academics, researchers, practitioners, and trainers in order to collaborate and share information impacting law enforcement operations and training.

2.1.4 **Amplify Awareness** among FLETC's clients and potential clients of FLETC's mission, vision, values, goals, objectives and operating parameters.

Strategic Objective 2.2

Develop client-specific strategies for identifying, accessing and serving FLETC's diverse client base, enhancing FLETC's capacity to add value to the law enforcement community.

Each of FLETC's current and potential clients has a unique character; each features a particular set of geographic and jurisdictional boundaries, policies, court systems, equipment, chain-of-command, authorities and responsibilities. With a potential clientele of 800,000 plus sworn law enforcement personnel in the U.S., there is great potential for the sharing of best practices and training. FLETC will improve its ability to facilitate access to FLETC training and its associated STRIPES and facilitate information exchange in the greater law enforcement community.

Training Principle

FLETC achieves maximum strategic impact by delivering the curriculum most needed, to the customers most in need, in the delivery method most accessible.

By training experienced law enforcement personnel to train others, FLETC increases its capacity for outreach.

331,776

13,824

576

24
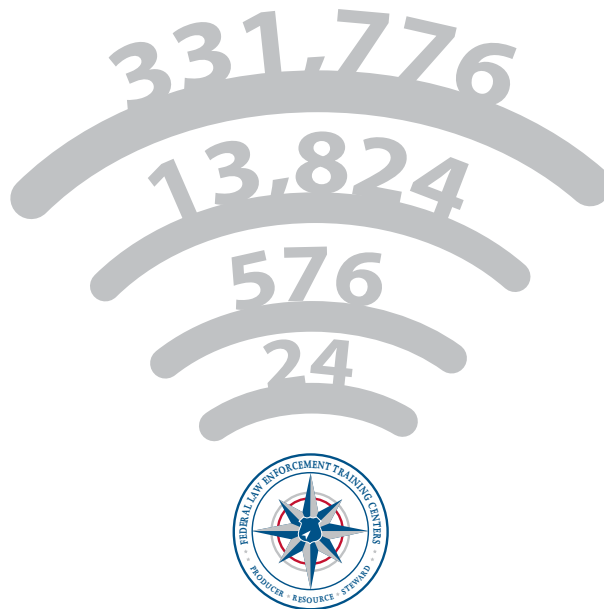
Train 24 Trainers Train **24 Trainers Train 24** Trainers Train 24 Trainers

Strategies

2.2.1 **Establish Engagement Protocols** Articulate and publish processes for accessing FLETC assets, to include international law enforcement training needs assessments, requests for training, and training coordination to support client needs, DHS international capacity building, and the U.S. Government's foreign assistance programs.

2.2.2 **Schedule Strategically** Schedule state, local, and tribal training programs using a data-driven methodology to maximize positive impacts on FLETC's clients, ensure efficient deployment of FLETC assets and resources, and foster flexible and timely responses to training needs.

2.2.3 **Optimize Delivery Methods** Expand and strategically employ e-FLETC, FLETC Talks, and other distributed learning capabilities to achieve the maximum impact within the law enforcement community.

FLETC students participating in physical conditioning. (FLETC Stock Images)

Strategic Objective 2.3

Organize existing partnerships and communication strategies to maximize information sharing among FLETC and its clients.

FLETC, and the law enforcement community it serves, benefit from a constant and comprehensive exchange of information on agency operating conditions and FLETC training. FLETC will assume an initial leadership role in working with its participating organizations to improve that information exchange between agency operations and FLETC training. While law enforcement jurisdictions are well settled, the capability and capacity of law enforcement to jointly or contemporaneously address an issue or issues is uneven across the law enforcement community. FLETC will seek out, and where possible, leverage opportunities to increase interoperability among its clients.

Training Principle

As the hub for law enforcement training information, FLETC will strategically and deliberately distribute and facilitate this information exchange to optimize law enforcement interoperability and mission accomplishment.

Participating Organizations

USSS ATF ICE
USMS CBP TSA
USCIS USBP
NCIS AFOSI
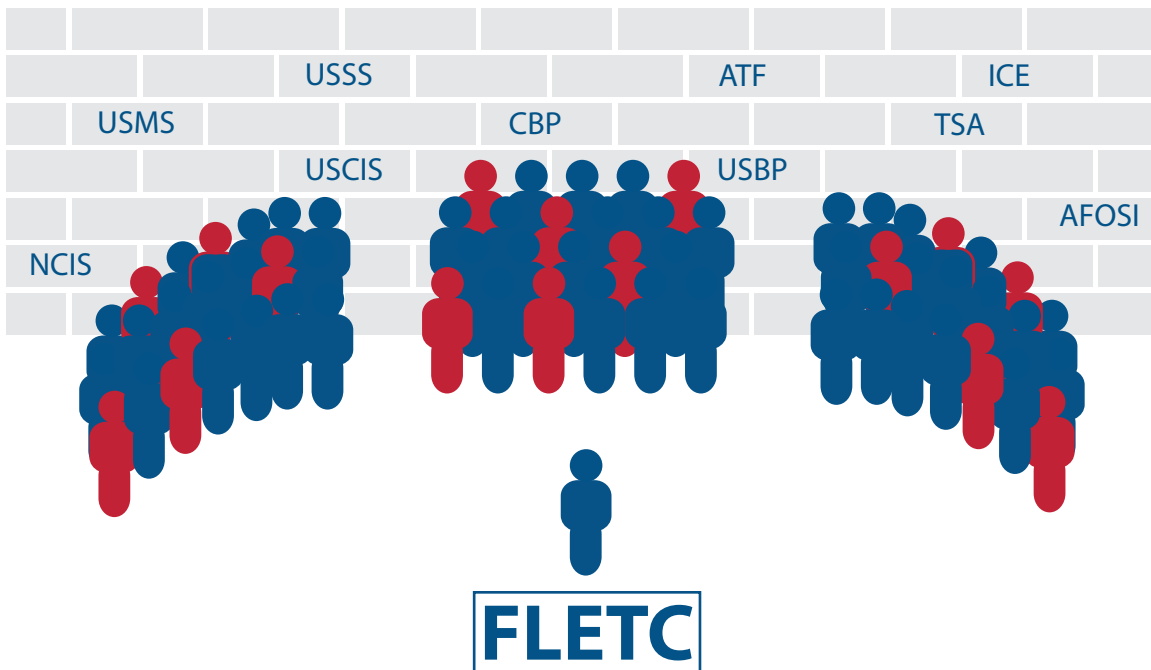
FLETC

Strategies

2.3.1 **Facilitate Internal Communications** Improve formal internal lines of communication to achieve consistent and timely dissemination of information across the FLETC enterprise.

2.3.2 **Facilitate Client Engagement** Foster and expand engagement with FLETC clients to maximize collaboration and information sharing between FLETC and its clients.

2.3.3 **Share Knowledge** Publish and present the results of innovative, requirements-driven research to contribute to the FLETC community's body of knowledge concerning the most current, relevant, and effective law enforcement techniques, methods, and practices.

Scot Osborne | Tucson Field Office

U.S. Customs and Border Protection Officer asks for a secondary form of identification at the vehicle primary inspections area. (Photo courtesy of Customs and Border Protection)

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STEWARD

FLETC is the U.S. Government's executive agent for the federal resources allocated for the basic training of the law enforcement personnel of FLETC's federal participating organizations.

GOAL 3

Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.

FLETC receives resources from national leadership and from its clients; FLETC's investors and clients rely on FLETC to maintain a constant capacity t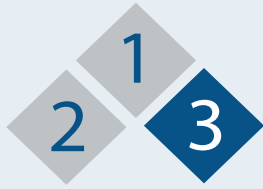o provide quality, and cost-controlled training products in every variation of the federal budget environment. The efficacy of FLETC is essential to the federal law enforcement training community; over nearly 50 years of FLETC operations, many of FLETC's partners have scaled down or eliminated their organic law enforcement training systems and now rely on FLETC to supply needed law enforcement training and training services.

As the Nation's enterprise resource for federal law enforcement training, FLETC has the responsibility to accurately characterize FLETC's capabilities and capacities of the present, and to accurately project and plan for fulfilling the law enforcement training needs of the future. FLETC's characterization of its current capability and future needs must reflect the input of FLETC's participating organizations, and must be communicated clearly and expeditiously through the appropriate channels and in the format needed by resourcing decision-makers.

FLETC will develop and implement strategies that enhance coordination of, and commitment to, FLETC resourcing plans and resourcing documentation among FLETC stakeholders.

STRATEGIC OBJECTIVES

3.1 Adopt human capital strategies focused on supporting areas of emphasis in FLETC's 2018–2022 strategic plan.

3.2 Fortify FLETC's physical, administrative, occupational, environmental, and cyber safety and security processes to enable FLETC's workforce and in-residence clients to carry out their training missions in an optimally secure environment.

3.3 Link FLETC's initiatives, programs, projects and activities with FLETC enterprise data, strategic priorities, and mission requirements.

3.4 Systematically collect, assess, and utilize information from the full spectrum of inputs to inform FLETC projections of staffing and training program requirements.

3.5 Expand and refine FLETC's internal capacity to provide key stakeholders with useful information and technical assistance, and to provide FLETC leadership with high fidelity situational awareness of legislative and congressional matters.

Follow us on: YouTube

Strategic Objective 3.1

Adopt human capital strategies focused on supporting areas of emphasis in FLETC's 2018-2022 strategic plan.

FLETC is in many ways analogous to a technical training or vocational training enterprise. Effective training of this type is greatly dependent on the ability of its instructors to transfer learning to their students; the ability of instructors to accomplish knowledge transfer is dependent on the qualities of the individual instructor, including experience in executing the tasks being taught, the recency of that experience, experience in the parent agency of the student, superior knowledge of the training materials, and proficiency in instructional methodology and techniques. FLETC will establish methods to improve the most impactful qualities in its instructor cadre.

Similarly, success of the FLETC enterprise is dependent on the effectiveness of hundreds of employees in performing many thousands of tasks, from instruction to contracting, to environmental engineering to vehicle maintenance. FLETC recognizes the unique aspects of these varied duties produce differing requirements for administrative support, training, management, classification, and pay grade.

Training Principle

At its core, FLETC employees are the lifeblood of FLETC's existence. An investment in our employees is a direct investment in the quality of FLETC training and associated products.

FLETC Instructors become certified to teach by attending the Law Enforcement Instructor Training Program, and receive periodic upgrade training to maintain proficiency in emerging technologies, tactics, techniques and procedures used by law enforcement. (FLETC Stock Image)

Strategies

3.1.1 **Build a Workforce for Today and Tomorrow** Develop, deploy, and retain a diverse, high-quality workforce, rich in the technical and professional capabilities needed in their entry position, and capable of accepting additional FLETC responsibilities in the future.

3.1.2 **Recruit With a Purpose** Develop recruiting strategies that support FLETC's near- and long-term staffing goals.

3.1.3 **Elevate To Excellence** Identify and address training gaps between FLETC's goal of professional excellence in every position and the current employee portfolio of knowledge, skills, abilities and experience.
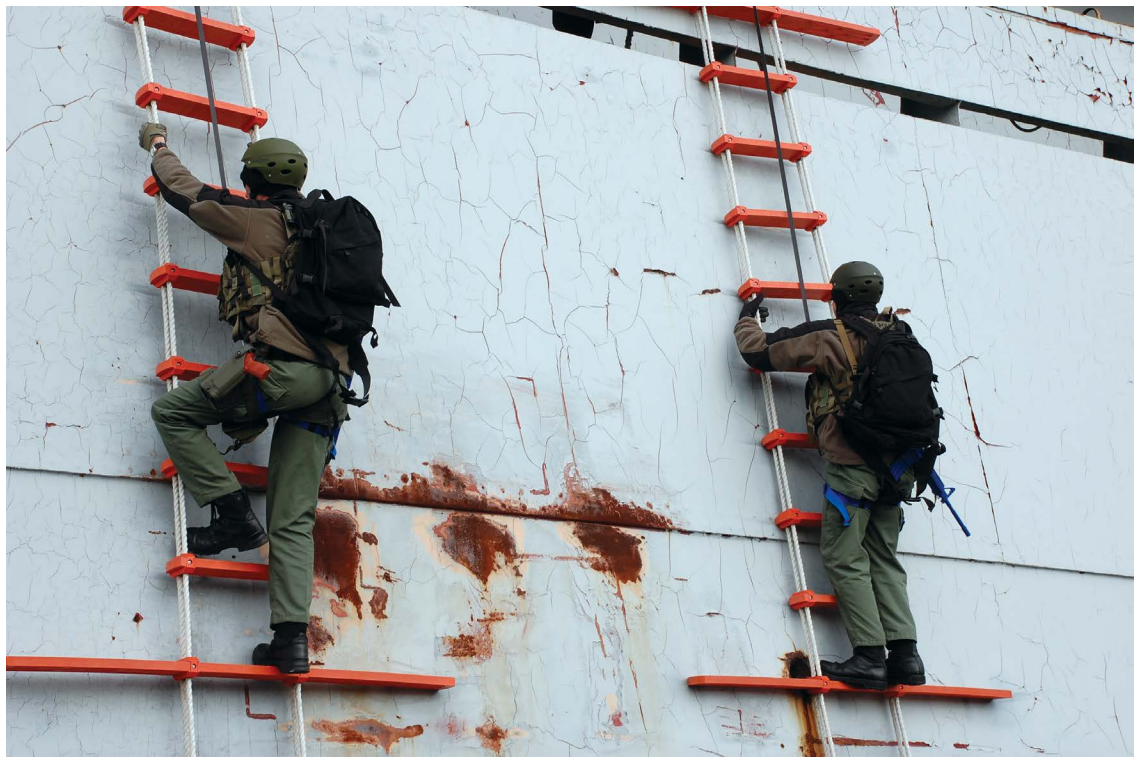
Students practice boarding procedures on the SS Cape Chalmers, the 494-foot break bulk freighter that serves as an in-water training platform, at the FLETC site in Charleston, South Carolina. (Photo courtesy of the U.S. Coast Guard)

Strategic Objective 3.2

Fortify FLETC's physical, administrative, occupational, environmental, and cyber safety and security processes to enable FLETC's workforce and in-residence clients to carry out their training missions in an optimally secure environment.

FLETC has a responsibility to provide an environment conducive to realistic and challenging training, while at the same time adequately protecting the students, staff, equipment, operations and information of all those within its facilities. FLETC will work closely with participating organizations, stakeholders, and subject-matter experts to assess its security-related strengths, weaknesses, threats and opportunities in planning for and executing its safety and security responsibilities.

Training Principle

The most foundational element in prevailing philosophies of humankind's hierarchy of needs is that which accounts for safety and security. FLETC will place the health and welfare of its staff, students, and clients at the forefront of its administrative and physical security efforts.

FLETC

PHYSICAL

ADMINISTRATIVE   **OCCUPATIONAL**

ENVIRONMENTAL   **CYBER SAFETY**   **SECURITY**

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Strategies

3.2.1 <u>**Preserve Integrity of Process**</u> Maintain the integrity of FLETC's administrative and occupational processes and protections.

3.2.2 <u>**Secure FLETC Assets**</u> Equip FLETC facilities with sufficient physical security control systems, procedures, and resources to ensure the safety of all employees, partner organization representatives, students, and visitors.

3.2.3 <u>**Cyber Resilience**</u> Improve security and resilience of FLETC information technology and sensitive data.

3.2.4 <u>**Fuse Openness, Accountability and Effectiveness**</u> Ensure effective and transparent stewardship of FLETC resources through strong internal controls and stakeholder engagement.

3.2.5 <u>**Seek-out and Employ**</u> Leverage industry best practices to improve the quality, effectiveness, and efficiency of FLETC training support services.

3.2.6 <u>**Apply Business Best Practices**</u> Integrate sustainability, resilience, data-driven decision processes and other business process improvement methodologies into enterprise acquisition strategies, strategic plans, operational plans, and training activities.

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Strategic Objective 3.3

Link FLETC's initiatives, programs, projects, and activities with FLETC enterprise data, strategic priorities, and mission requirements.

FLETC executives accept that clear executive direction coupled with relentless discipline is a powerful force in properly focusing the acquisition and allocation of resources. FLETC's 2018—2022 Strategic Plan provides that direction, and FLETC will reinforce its Strategic Plan with strategies and data-driven resource protocols designed to achieve FLETC's strategic and tactical ends.

Training Principle

To maximize the impact of entrusted resources, FLETC will engage in deliberate and data-informed planning to ensure the prioritization and investment of resources reflect shared and strategic enterprise endeavors.

Data

Strategic Priorities

Priority One

Mission Requirements

FLETC priorities are determined by analyzing and identifying the intersection of our mission requirements, our organization's strategic priorities, and relevant sources of data.

Strategies
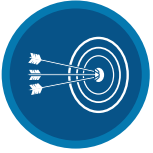
3.3.1 **Embrace Enterprise-Wide Perspectives** Organize processes and policies to promote enterprise-wide consistency in training operations, resource distribution, project priorities, and planning across all FLETC training delivery points.

3.3.2 **Seek-out and pilot innovations** with potential application in FLETC and participating organization training management and training operations.

Bureau of Indian Affairs students stand in formation at the FLETC site in Artesia, New Mexico. (FLETC Stock Images)

Strategic Objective 3.4
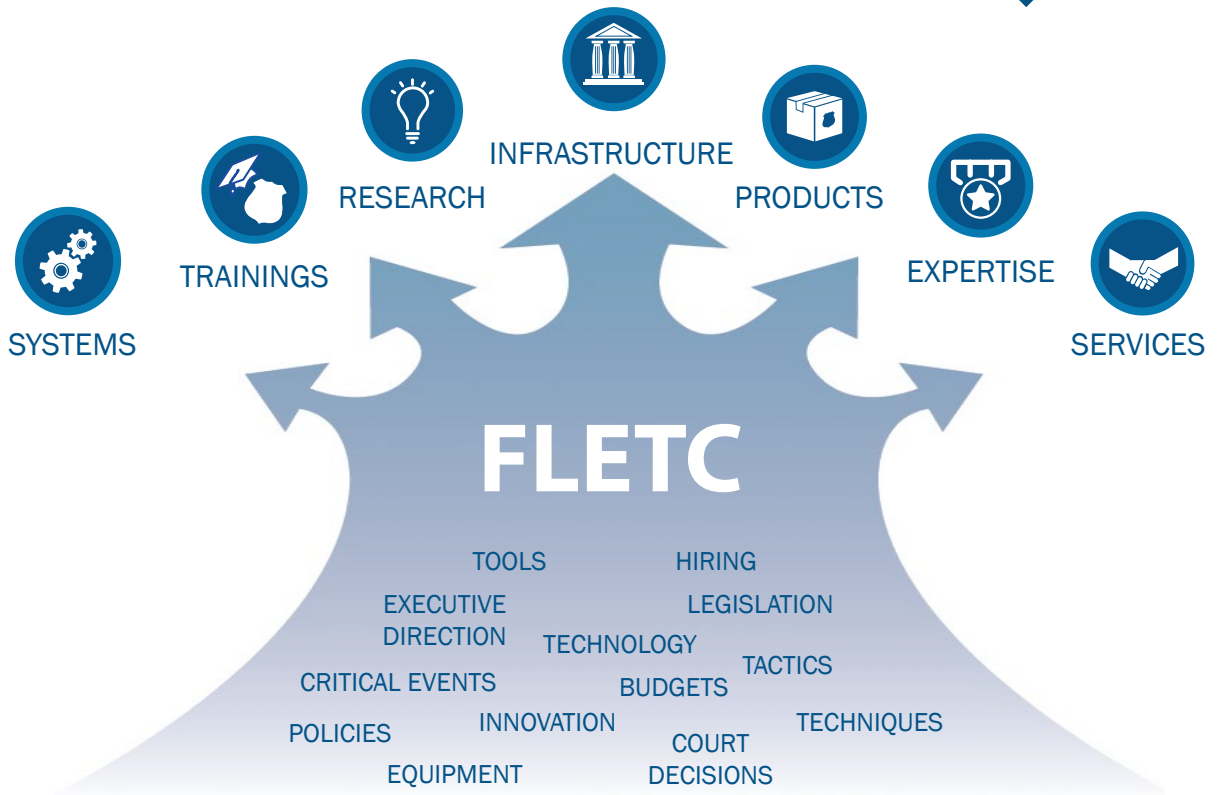
Systematically collect, assess, and utilize information from the full spectrum of inputs to inform FLETC projections of staffing and training program requirements.

Significant impacts to the law enforcement community originate in an incalculable number of possible places; agency and federal budgets, changes in agency staffing, executive direction, national disasters, significant events, and many other inputs all potentially impact law enforcement recruiting, hiring, training, and retraining. FLETC will marshal the resources at its disposal to maintain situational awareness of these impacts, and develop strategies to adapt and perform its mission essential tasks in this dynamic environment.

Training Principle

FLETC's training products and associated STRIPES are built in direct response to customer training requirements; the more accurately those requirements are forecasted, the more optimally FLETC can prepare its training environment to meet its clients' needs.

SYSTEMS   TRAININGS   RESEARCH   INFRASTRUCTURE   PRODUCTS   EXPERTISE   SERVICES

FLETC

TOOLS   HIRING
EXECUTIVE DIRECTION   LEGISLATION
TECHNOLOGY
CRITICAL EVENTS   TACTICS
BUDGETS
POLICIES   INNOVATION   TECHNIQUES
COURT DECISIONS
EQUIPMENT

Strategies

3.4.1 <u>Regularize Internal Collaboration</u> Integrate mission support business lines into scheduling and curriculum decision-making.

3.4.2 <u>Provide and Market Data</u> Increase access to and use of relevant data to inform business process and training management decisions.

3.4.3 <u>Know Life-Cycle Costs</u> Employ systematic and reliable methods of formulating the true cost of building, delivering, sustaining, and supporting training to ensure realistic costing for these resources.

Strategic Objective 3.5

Expand and refine FLETC's internal capacity to provide key stakeholders with useful information and technical assistance, and to provide FLETC leadership with high fidelity situational awareness of legislative and congressional matters.

As the Nation's enterprise resource for federal law enforcement training, FLETC has the responsibility to accurately characterize FLETC's capabilities and capacities of the present, and to accurately project and plan for fulfilling future law enforcement training. FLETC's characterization of its current capability and future needs must reflect the input of FLETC's participating organizations, and must be communicated clearly and expeditiously through the appropriate channels and in the format needed by resourcing decision-makers

FLETC will develop and implement strategies that enhance coordination of and commitment to FLETC resourcing plans and resourcing documentation among FLETC stakeholders.

Training Principle

FLETC's consolidated training model relies upon the collective effort of FLETC and its partners to produce quality law enforcement training and its associated STRIPES. A critical component of that effort is the consistent and unified communication of capabilities and operating requirements by all FLETC stakeholders.

Follow us on: YouTube f t ⚫
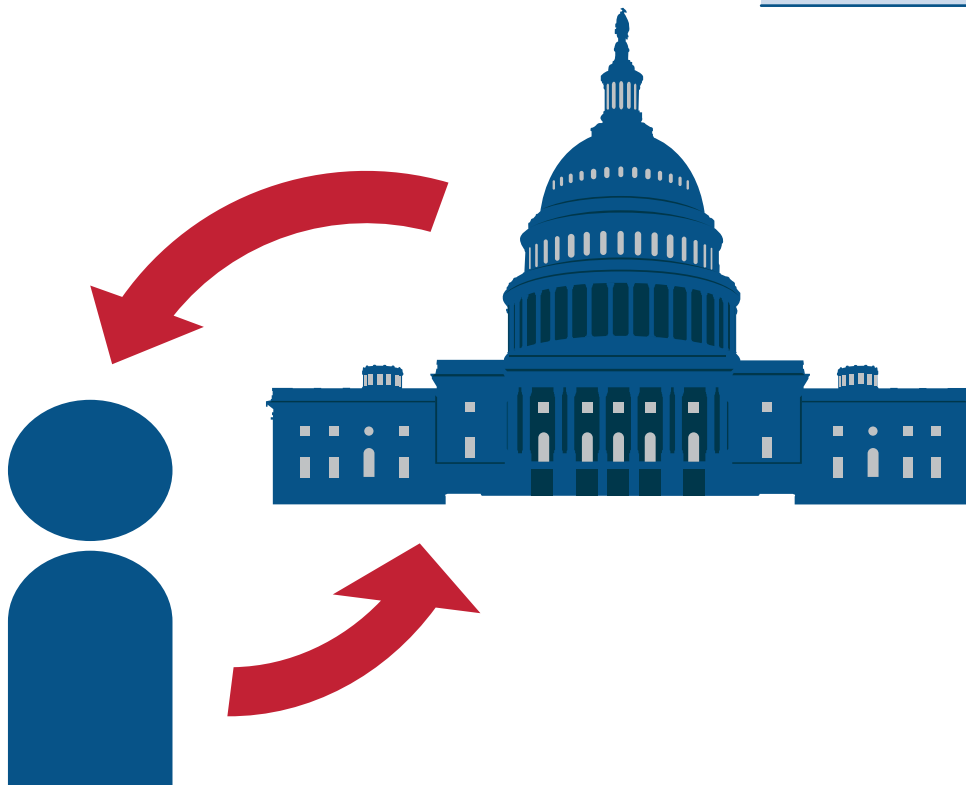
Strategies

3.5.1 **Organize Engagements** Engineer specific programs to engage key congressional entities for the purpose of facilitating communications, providing technical assistance, and achieving a common understanding of one another's mission, vision, goals, objectives, and initiatives.
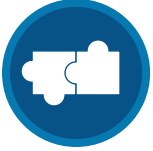
3.5.2 **Incorporate Stakeholder Input** Inform FLETC business processes with information garnered from congressional, client, and other key stakeholders.

3.5.3 **Post Key Metrics** Maintain a current, comprehensive accounting (dashboard) of the information most requested by key stakeholders in the executive and legislative branches of the government.

Appendix

Goal 1: Fuse the competencies FLETC students need to perform effectively in their operating environment with the production of FLETC training, training products, training systems, training infrastructure, training research, and training expertise.	
Objective 1.1 Infuse FLETC law enforcement training with the totality of the current law enforcement operating environment to ensure FLETC students are thoroughly prepared to perform their law enforcement functions in their operating environments.	**1.1.1** Establish and formalize collaborative interaction among FLETC law enforcement training professionals and their counterparts in government and the private sector. (Connect and Collaborate)
	1.1.2 Systematically assess, and incorporate into training, a comprehensive understanding of the capabilities of law enforcement and the capabilities of the elements seeking to harm the people and institutions law enforcement protects. (Assess and Incorporate)
	1.1.3 Research and incorporate into FLETC training, law enforcement best practices addressing significant trends and threats currently impacting law enforcement. (Address Trends and Threats)
Objective 1.2 Focus FLETC's curriculum development, revision, and validation processes on law enforcement operational requirements.	**1.2.1** Establish a systematic approach to assessing and validating the law enforcement operational skillset requirements of our students as the first step in applying Instructional Systems Design principles to training development. (Know What's Needed)
	1.2.2 Examine and refine current curriculum review and development processes to maximize the involvement of FLETC's participating organizations.(Involve Clients in Design and Development)
	1.2.3 Ensure FLETC assessments of the post-graduation performance of students include comprehensive input of the participating organizations. (Involve Clients in Assessing Effectiveness)
	1.2.4 Identify and analyze the datum that gauge how effective training is in achieving stated terminal and interim training objectives. (Use Data Wisely)
Objective 1.3 Integrate a student-first focus into FLETC processes to ensure training formulation, resource acquisition, and project prioritization are consistently aligned with client requirements.	**1.3.1** Assess the extent to which FLETC processes, resource investments, and projects align or compete with the interests of students, FLETC participating organizations and FLETC. (Balance Student and FLETC Requirements)
	1.3.2 Align FLETC training production services with the strategic goals of participating organizations, ensuring that FLETC products and services support their mission, vision, and values. (Plan Strategically)

Appendix

Goal 2: Enhance FLETC's capability and capacity to identify, to reach, and to serve its client base.	
Objective 2.1 Establish an interagency environment for sharing FLETC law enforcement training systems, trainings, research, infrastructure, products, expertise, and services with FLETC participating organizations.	**2.1.1** Optimize FLETC's Information Technology infrastructure to enable FLETC to exchange law enforcement training products and information with participating organizations. (Provide Access)
	2.1.2 Increase information sharing across the FLETC enterprise to ensure consistency and efficiency of training support processes within the organization. (Use Access Effectively)
	2.1.3 Purposely bring together academics, researchers, practitioners, and trainers in order to collaborate and share information impacting law enforcement operations and training. (Organize Useful Engagement)
	2.1.4 Amplify Awareness among FLETC's clients and potential clients of FLETC's mission, vision, values, goals, objectives and operating parameters.
Objective 2.2 Develop client-specific strategies for identifying, accessing and serving FLETC's diverse client base, enhancing FLETC's capacity to add value to the law enforcement community.	**2.2.1** Articulate and publish processes for accessing FLETC assets, to include international law enforcement training needs assessments, requests for training, and training coordination to support client needs, DHS international capacity building, and the U.S. Government's foreign assistance programs. (Establish Engagement Protocols)
	2.2.2 Schedule state, local, and tribal training programs using a data driven methodology to maximize positive impacts on FLETC's clients, ensure efficient deployment of FLETC assets and resources, and foster flexible and timely responses to training needs. (Schedule Strategically)
	2.2.3 Expand and strategically employ e-FLETC, FLETC Talks, and other distributed learning capabilities to achieve the maximum impact within the law enforcement community. (Optimize Delivery Methods)
Objective 2.3 Organize existing partnerships and communication strategies to maximize information sharing among FLETC and its clients.	**2.3.1** Improve formal internal lines of communication to achieve consistent and timely dissemination of information across the FLETC enterprise. (Facilitate Internal Communications)
	2.3.2 Foster and expand engagement with FLETC clients to maximize collaboration and information sharing between FLETC and its clients. (Facilitate Client Engagement)
	2.3.3 Publish and present the results of innovative, requirements-driven research to contribute to the FLETC community's body of knowledge concerning the most current, relevant, and effective law enforcement techniques, methods, and practices. (Share Knowledge)

Appendix

Goal 3: Fuse FLETC's planning for production capacity with its resource acquisition strategies, staffing plans, strategic plans, operating plans, and client requirements.	
Objective 3.1 Adopt human capital strategies focused on supporting areas of emphasis in FLETC's 2018-2022 strategic plan.	**3.1.1** Develop, deploy, and retain a diverse, high-quality workforce, rich in the technical and professional capabilities needed in their entry position, and capable of accepting additional FLETC responsibilities in the future. (Build a Workforce for Today and Tomorrow)
	3.1.2 Develop recruiting strategies that support FLETC's near- and long-term staffing goals. (Recruit With a Purpose)
	3.1.3 Identify and address training gaps between FLETC's goal of professional excellence in every position and the current employee portfolio of knowledge, skills, abilities and experience. (Elevate To Excellence)
Objective 3.2 Fortify FLETC's physical, administrative, occupational, environmental, and cyber safety and security processes to enable FLETC's workforce and in-residence clients to carry out their missions in an optimally secure environment.	**3.2.1** Maintain the integrity of FLETC's administrative and occupational processes and protections. (Preserve Integrity of Process)
	3.2.2 Equip FLETC facilities with sufficient physical security control systems, procedures, and resources to ensure the safety of all employees, partner organization representatives, students, and visitors. (Secure FLETC Assets)
	3.2.3 Improve security and resilience of FLETC information technology and sensitive data.(Cyber Resilience)
	3.2.4 Ensure effective and transparent stewardship of FLETC resources through strong internal controls and stakeholder engagement. (Fuse Openness, Accountability and Effectiveness)
	3.2.5 Leverage industry best practices to improve the quality, effectiveness, and efficiency of FLETC training support services. (Seek-out and Employ)
	3.2.6 Integrate sustainability, resilience, data-driven decision processes and other business process improvement methodologies into enterprise acquisition strategies, strategic plans, operational plans, and training activities. (Apply Business Best Practices)

Appendix

Objective 3.3 Link FLETC's initiatives, programs, projects and activities with FLETC enterprise data, strategic priorities, and mission requirements.	**3.3.1** Organize processes and policies to promote enterprise-wide consistency in training operations, resource distribution, project priorities, and planning across all FLETC training delivery points. (Embrace Enterprise-Wide Perspectives)
	3.3.2 Seek-out and pilot innovations with potential application in FLETC and participating organization training management and training operations.
Objective 3.4 Systematically collect, assess, and utilize information from the full spectrum of inputs to inform FLETC projections of staffing and training program requirements.	**3.4.1** Integrate mission support business lines into scheduling and curriculum decision-making. (Regularize Internal Collaboration)
	3.4.2 Increase access to and use of relevant data to inform business process and training management decisions. (Provide and Market Data)
	3.4.3 Employ systematic and reliable methods of formulating the true cost of building, delivering, sustaining, and supporting training to ensure realistic costing for these resources. (Know Life-Cycle Costs)
Objective 3.5 Expand and refine FLETC's internal capacity to provide key stakeholders with useful information and technical assistance, and to provide FLETC leadership with high fidelity situational awareness of legislative and congressional matters.	**3.5.1** Engineer specific programs to engage key congressional entities for the purpose of facilitating communications, providing technical assistance, and achieving a common understanding of one another's mission, vision, goals, objectives, and initiatives. (Organize Engagements)
	3.5.2 Inform FLETC business processes with information garnered from congressional, client, and other key stakeholders. (Incorporate Stakeholder Input)
	3.5.3 Maintain a current, comprehensive accounting (dashboard) of the information most requested by key stakeholders in the executive and legislative branches of the government. (Post Key Metrics)

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FLETC Federal Law Enforcement Training Centers

Producer

FLETC produces law enforcement training, training products, training services, training systems, training research, training expertise, and training infrastructure, configured to meet the requirements of FLETC's federal participating organizations.

Resource

FLETC provides access to FLETC law enforcement training, training products, training services, training research and training expertise to state, local, tribal, and private law enforcement, as well as to U.S. Government entities charged with enhancing law enforcement capabilities and capacities among U.S. international partners.

Steward

FLETC is the U.S. Government's executive agent for the federal resources allocated for the basic training of the law enforcement personnel of FLETC's federal partner organizations.

Training Disciplines

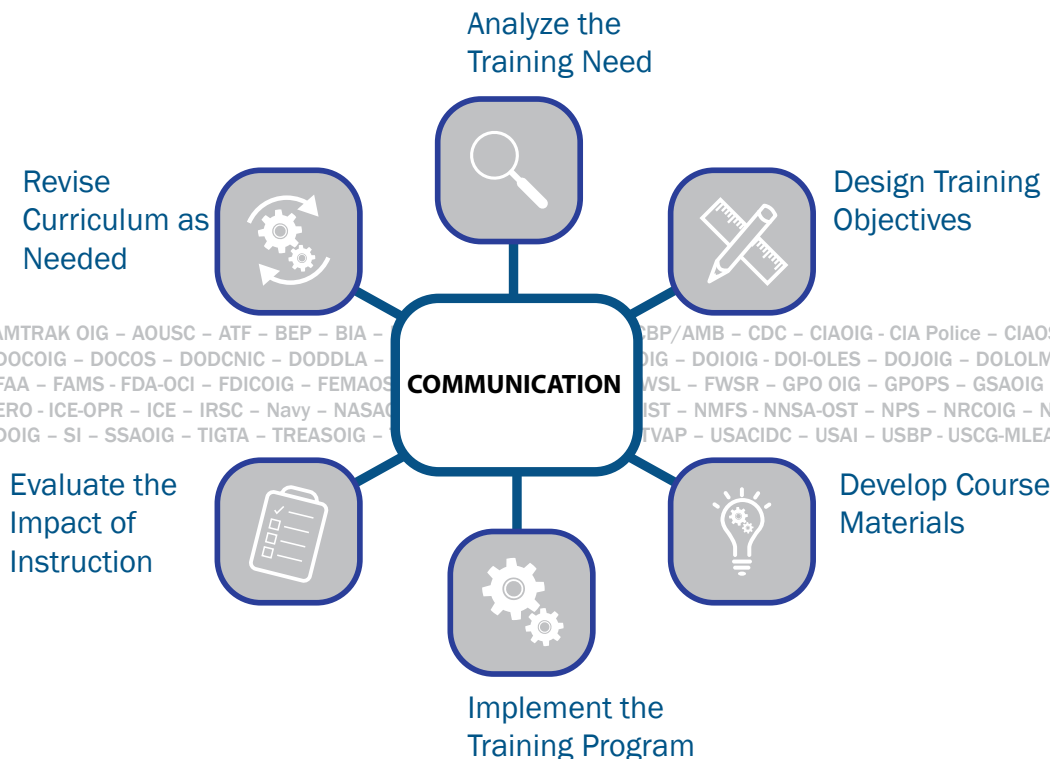Legal | Cyber | Investigative Operations | Physical Techniques | Counter-terrorism | Driver & Marine | Firearms | Enforcement Operations | Behavioral Science | Leadership Training

Training Development

Analyze the Training Need

Revise Curriculum as Needed

Design Training Objectives

COMMUNICATION

AFOSI – AIDOIG – AMTRAK - AMTRAK OIG – AOUSC – ATF – BEP – BIA – CBP/AMB – CDC – CIAOIG - CIA Police – CIAOS – CLEC – CNCSOIG – DCISOIG DHSOIG – DIA – DOCOEE – DOCOIG – DOCOS – DODCNIC – DODDLA – OIG – DOIOIG - DOI-OLES – DOJOIG – DOLOLMS – DOTFAC – DOTOIG – DS – EDOIG – EPACID – EPAOIG – FAA – FAMS- FDA-OCI – FDICOIG – FEMAOS – WSL – FWSR – GPO OIG – GPOPS – GSAOIG – HHSFDA – HHSOIG – HUDOIG HUDPSD - I&A - ICE/HSI - ICE/ERO - ICE-OPR – ICE – IRSC – Navy – NASA – IST – NMFS - NNSA-OST – NPS – NRCOIG – NSA – NZPP – OPMOIG – OSMRE PFPA – RRBOIG – SBAOIG – SDOIG – SI – SSAOIG – TIGTA – TREASOIG – TVAP – USACIDC – USAI – USBP - USCG-MLEA - USCG –CGIS – USCIS – USCP -

Evaluate the Impact of Instruction

Develop Course Materials

Implement the Training Program

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TRAINING

741 training vehicles used

1.2k training venues scheduled

20.8m training rounds fired

10.4k roleplayer exercises conducted

SERVICES

3,388 acres managed

1.5m meals served

263k uniforms issued

5k recreation trips offered

872 training programs delivered

70k students graduated

13,191 job candidates considered

STRATEGIC DIRECTION

Follow us on:

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https://www.flect.gov

*Figures reflect FY 16, 17 & 18 data.

PRODUCER, RESOURCE, STEWARD

The Federal Law Enforcement Training Centers Color Guard, stationed in Artesia, New Mexico, retires the colors during the Peace Officers Memorial Day ceremony at the FLETC in Glynco, Georgia, in May 2017. (FLETC Stock Images)

Federal Law Enforcement Training Centers
1131 Chapel Crossing Road
Glynco, GA 31524

Homeland
Security