

FEDERAL LAW ENFORCEMENT TRAINING CENTERS

★ ARTESIA ★ CHARLESTON ★ CHELTENHAM ★ GLYNCO ★



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Foreword

Federal Law Enforcement Training Centers
U.S. Department of Homeland Security
1131 Chapel Crossing Road
Glynco, Georgia 31524



Homeland Security



We are experiencing unprecedented times in the federal budget arena. As a public servant with 30 years of federal service I can say that these times are as uncertain, if not more so, than any other in the recent past. Our nation has faced serious fiscal and economic challenges, and we still have a long road ahead in our economic recovery. In this austere climate, the federal government will continue to take prudent budget measures to respond to our nation's evolving international, domestic and economic challenges. While we hope the future will bring a more stable budget process, continuing resolutions, debt ceiling issues and sequester are the current context in which we operate.

In the midst of these challenges, our staff and our partners remain highly dedicated to our mission to train those who protect the homeland. FLETC is the definition of a "can do" organization. We have a spirit of excellence and innovation in working with our partners, developing cutting edge law enforcement training, and advancing professionalism in policing at the federal, state, local and international level. We take very seriously our responsibility to ensure the officers and agents who come through our programs are prepared to do their jobs safely and effectively. We come together around a common mission, and we never let the importance of that mission slip far from our thoughts.

Those of us in the backrooms with the green eye shades on, those processing personnel requests, those working through the complexities of a contracting action, and those supporting numerous other administrative functions know we all have to do our part to ensure our front line instructors can successfully do theirs. There is no job that is unimportant and no idea for improvement that should not be brought to the forefront. Director Connie L. Patrick recognizes and stresses innovation as crucial to our continued success. In this budget climate it is vitally important that we each look at how we can improve individually and collectively to do our jobs more efficiently and effectively. Beyond "doing more with less," we have to think differently.

Looking to the future, the next five years will continue to challenge us from a budget standpoint. I think the bottom line is that FLETC will rise to fulfill our commitment to our mission. Our values of "Respect," "Integrity," "Service," and "Excellence" aptly guide what we do more than ever before. As you peruse the articles in this edition of the FLETC Journal, I encourage you to be mindful of the questions we will all confront in the days, months and even years ahead, but more so to appreciate our staff's dedication to our nation's law enforcement officers.



Don Lewis

Donald R. Lewis
Chief Financial Officer



ACTIVE THREAT TRAINING 22 DESIGNED TO SAVE LIVES

The Active Shooter/Threat Response Training Program, designed and implemented by FLETC, is the quintessential example of the necessity for law enforcement trainers to constantly evaluate programs and either adjust existing or create new programs to address specific trends in criminal activity.

FLETC Hosts Joint Peace Officers Memorial Ceremony

Federal Law Enforcement Training Centers (FLETC) held its 28th annual ceremony Wednesday, May 29, honoring those FLETC graduates who lost their lives in the performance of duty.



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Human trafficking is a modern-day form of slavery involving the illegal trade of human beings for the purpose of exploitation or commercial gain.

DIRECTOR

Connie L. Patrick

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Second Row: *Carl Milazzo, Preston Farley, Dominick Braccio*
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Fourth Row: *Ed Sizemore, William Norris, Kevin Miller*
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LAYOUT/GRAPHICS

Keith Gartman

The FLETC Journal is a law enforcement training magazine produced and published by the Federal Law Enforcement Training Centers (FLETC). It is produced, published, and printed through a joint collaboration with the Protocol and Communications Office and the Government Printing Office. The printed circulation is 2,000 and is also available electronically on the FLETC website at <http://www.fletc.gov/about-fletc>

The content of this publication is written in accordance to the guidelines of the Associated Press (AP) style. Views and opinions expressed in this publication are those of the authors, and do not necessarily reflect the FLETC training policy or doctrine. Articles, photographs, and other contributions are welcomed from the law enforcement training community and academia. Publication depends on general topical interest as judged by the editors.

Active Threat Training Designed to Cut Response Time, Save Lives

David R. Alexander is a rehired instructor currently assigned to the General Training Branch at the FLETC in Artesia, N.M. He began working for the FLETC Artesia in 2006 following his retirement from the U.S. Border Patrol. Alexander retired as the Patrol



Agent In Charge of the Brackettville Station in Texas with 26 years of service. Other positions he held were assistant chief patrol agent/director of the National Canine Facility, assistant chief patrol agent/Operation Alliance, and supervisory border patrol agent.

He has a Bachelor of Arts degree from Sul Ross State University, Alpine, Texas, and an associate's degree from Southwest Texas Junior College, Uvalde, Texas.

David Udulutch is a former law enforcement specialist (Instructor) for the Tactical Applications Branch of the Enforcement Operations Division at the FLETC. He taught tactical applications to students from a wide variety of different federal participating organizations



and certifies other instructors on tactical applications and tactical response to active events.

Udulutch's law enforcement experience spans 17 years, beginning as a volunteer auxiliary police officer in St. Marys, Ga., where he later became a full-time police officer and implemented the department's first bicycle patrol program. He was also assigned to the Specialized Response Team, Juvenile Crimes Unit, and motor unit. He was recognized by the St. Marys Police Department as Police Officer of the Year in 1998 and by the VFW in 2000. He subsequently worked for the Glynn County Police Department, Ga., for five years.

The History and Mission of the BIA Office of Justice Services, Indian Police Academy

John D. Chavers, Ph.D., serves as the deputy associate director of the Bureau of Indian Affairs (BIA) Office of Justice Services, U.S. Indian Police Academy in Artesia, N.M. Although he is employed by the FLETC as a deputy assistant director, he is currently on a



three year detail to BIA. He previously served as the site director of FLETC Office of Artesia Operations (OAO); deputy assistant director of Administration, OAO; division chief, Office of Artesia Training; and as the director of the Indian Police Academy. Chavers has over 33 years of combined federal, state and local law enforcement experience having served as a uniformed police officer, special agent/federal air marshal, and in various FLETC positions including senior instructor and branch chief in multiple training disciplines.

US Marshals Take Steps to Ensure Officer Safety

William T. Fallon is the assistant director for Training, United States Marshals Service (USMS). In this position, he oversees all USMS training and leadership development. Fallon has led numerous initiatives and projects to include the development of a comprehensive



distance learning program which included the creation of LearnUSMS, the centralization of all agency training to include international, and oversight of all agency conference and training requests and reporting. Under his leadership, the USMS has made many changes to operational programs related to officer safety. Fallon currently serves on the Federal Law Enforcement Training Accreditation Board and the Department of Justice's Leadership Development Council.

Fallon has served in the USMS for over 25 years and worked in numerous divisions and districts to include the Witness Security Division, Human Resources Division, and several district offices in Western Virginia, Massachusetts, Oregon, Rhode Island and Northern Ohio. In 2008, he was the national commander of Operation FALCON, which resulted in the arrest of over 19,000 fugitives. Fallon achieved his Bachelor of Science degree from Westfield State University in Westfield, Mass., and his master's degree in National Security and Strategic Studies from the United States Navy War College.

FLETC Furthers Partnership with INTERPOL

Connie L. Patrick was selected as the fifth Director of the Federal Law Enforcement Training Centers (FLETC) in July 2002. Previously, Patrick spent over six years in various FLETC Associate Director positions. She provides oversight for the training of the majority of



federal officers and agents. FLETC serves over 90 federal agencies; provides training to state, local, and international police; and graduates over 70,000 students annually.

Headquartered on approximately 1,600 acres at Glynco, near Brunswick, Ga., the FLETC also operates facilities in Artesia, New Mexico; Charleston, South Carolina; Cheltenham, Maryland; and provides academic, operational and program support for the International Law Enforcement Academies in Gaborone, Botswana; San Salvador, El Salvador; Bangkok, Thailand; and Budapest, Hungary.

Prior to her appointment at the FLETC, Patrick completed a distinguished 20-year sworn law enforcement career in Florida, starting in 1976 as a deputy sheriff with the Brevard County Sheriff's Office. She served in uniform patrol, vice and narcotics, homicide, and intelligence. In 1981, Patrick became a special agent with the Florida

Department of Law Enforcement (FDLE). The FDLE investigated protracted multi jurisdictional organized crime in the State of Florida. Patrick was promoted to special agent supervisor, Assistant Special Agent in Charge of the Tampa Regional Operations Bureau, Special Agent in Charge of the FDLE Intelligence and Investigative Support Bureau, Director of the Florida Criminal Justice Executive Institute in Tallahassee, and retired as Director of the Division of Human Resources and Training.

Patrick is active in the community and serves as an advisor to the College of Coastal Georgia Foundation. She serves as the Chairperson of the INTERPOL Group of Experts on Police Training (IGEPT) and serves on the Executive Committee of the National Law Enforcement Exploring Committee.

Patrick has received numerous awards, including the Distinguished Presidential Rank Award and the Presidential Meritorious Rank Award, the government's highest Civil Service awards. Patrick holds a Bachelor of Arts degree in Criminal Justice from the University of Central Florida.

Jen Tocco began her civil service career in 2008, and currently serves as a management and program analyst in the Director's Office. She previously held positions in the Office of State and Local Training and the Rural Policing Institute. Prior to moving to Georgia, Tocco worked in the nonprofit and academic sectors. Her nonprofit background consists of fundraising and program management positions, including Donor Relations Director for the Salvation Army's New Jersey Division and assistant director for the Scholarship Fund for Inner-City Children in Newark, New Jersey.



While completing her graduate studies, Tocco served as a research fellow at the Rutgers Graduate School of Education's Center for Educational Policy Analysis, where she worked on research teams conducting studies in a variety of topics, including educational accountability and evaluation, charter schools, and school voucher programs. She was responsible for data collection, data analysis, and writing, with a specialty in qualitative research methods. Tocco holds a Bachelor of Arts with a double major in Political Science and History from Drew University, a Master of Education degree with a focus on Educational Policy and Qualitative Research Methods from Rutgers University, and a Master of Public Administration degree from Valdosta State University. She also completed all doctoral coursework in educational policy while at Rutgers.

FLETC's Role with The Blue Campaign: DHS' Unified Effort to Combat Human Trafficking

Scott Santoro is a program manager with the FLETC Washington Office in Washington, D. C. He is currently assigned as the training advisor to the Senior Counselor to the Secretary of Homeland Security. He manages training programs for the U.S. Department of Homeland Security's (DHS) Blue Campaign. These programs include training federal, state and local law enforcement about human trafficking; issues surrounding unaccompanied children illegally crossing the U.S. border; and other courses related to violence against women and girls. Prior to his position with the FLETC, Santoro was a prosecuting attorney for more than 15 years, working in the Seattle, Wash., area. In addition, he has more than 18 years of law enforcement training experience.



Notable projects Santoro led include: a computer-based training program for state,

Contributors

local, tribal and campus officers to identify indicators of human trafficking; a second web-based course to train all DHS personnel about human trafficking; an advanced human trafficking course for federal agents and prosecutors, a training for ICE Field Office Juvenile Coordinators and most recently two roll-call videos explaining immigration relief provided by DHS to foreign crime victims and how that relief benefits law enforcement when investigating those crimes.

A Continuing Story of Firearms Simulation



Ed Sizemore, M.A., M.S., CPP, is a Senior Instructor at the Federal Law Enforcement Training Centers at Glynco, Georgia, where he has served for fifteen years. With graduate degrees in security management and counseling as well as postgraduate work in homeland security, he currently serves in the Firearms Division, and previously served as a Senior Instructor in the former FLETC Management Institute. Ed is a 2011 graduate of the FLETC Future Leaders Program. A retired Coast Guard officer and a former Special Agent of the Coast Guard Investigative Service, Ed is a true believer in providing quality professional law enforcement training to all of FLETC's students.

FLETC Cheltenham: Training facility of choice in National Capitol Region



Duke Speed is a senior instructor in the Cheltenham In-Service Tactics Branch at the FLETC in Cheltenham, Md. He joined the FLETC in August of 2009 and currently serves as the program coordinator for the Protective Detail Refresher Course, the

DHS International Pre-Deployment Training Program and co-coordinator for several other center advanced and agency specific training programs. Prior to joining FLETC, Duke served in a variety of training and operational roles for various government entities.

Speed is a 20-year veteran of the United States Marine Corps with various leadership, operational, and training assignments in force reconnaissance, division reconnaissance, special operations, infantry, aviation, and recruiting. He is certified as a military free-fall parachutist, jumpmaster, combatant diver, dive supervisor, mountain leader, helicopter insert/extract officer, and various firearms/tactics instructor ratings. Speed has a Bachelor of Science (graduating magna cum laude) in Criminal justice from the National University, La Jolla, Calif., and was the recipient of a leadership scholarship.

FLETC's Wireless Protocol Training



Ken Wagoner is a senior instructor in the Technical Operations Division at FLETC in Glynco, Ga. He has been involved with the FLETC Electronic Surveillance Programs since his arrival in 2006. Previously, Wagoner served 22-years as a special agent with the U.S. Air Force Office of Special Investigations working in counterintelligence investigations and crimes against persons and property, with an emphasis on narcotics investigations. In 1996, he received the Special Intelligence Award from the Director of the Central Intelligence Agency.



A CONTINUING STORY OF

$(A + W + R + S + I) \times HrI \times M = TM$ – A formula for basic firearms training. Ammunition plus Weapon plus Range plus Student plus Instructor with the last two being multiplied by Hours of Instruction and Money equals a Trained Marksman – simple math! Or is it?


When organizations begin to factor the other elements of firearms training into the equation, the concept becomes much more complicated. Ammunition continues to increase in price and is subject to numerous trends that make it difficult to obtain and expensive to store. Weapons require constant maintenance and are prone to wear and tear. Ranges need extensive upkeep and are subject to intense scrutiny by communities and agencies due to environmental concerns. With the current fiscal conditions, budget scrutiny and austerity practices are norms that all agencies – large and small – must live within.

In addition, students remain a constant in planning, but instructors and safety officers are often in short supply. To become a proficient marksman, a certain amount of training is essential. When faced with these limitations, where can an organization turn?

A fortuitous cascade of events turned what could have been a negative into a positive. In 2010,

the Federal Law Enforcement Training Centers (FLETC) in Glynco, Ga., was faced with a unique problem. One of its indoor ranges – a 50-yard range with 25 firing positions – was determined to have significant damage that made renovation as a live-fire range cost prohibitive. At the same time, there was also a call for new ideas in training methods and a continuing struggle to do more with less while maintaining or increasing the quality of the training. FLETC Firearms Division (FAD) decided to look at how it could best utilize the range's tremendous space in a way that could make it available for numerous other uses. This range (Range E) offered an opportunity to think “outside the box” and develop a new and innovative training venue on a grand scale that could potentially fill several vital niches at the FLETC.

With this environment as the backdrop, innovators on the FLETC staff embarked on a firearms simulation study (see ‘Firearms Simulation Study’ in the Spring 2011 edition of the FLETC Journal) to look at the effectiveness of training students with firearms simulators. The initial concern was to look at simulation for the Basic Marksmanship Instruction (BMI) phase of training. This segment of the firearms training encompasses the basic competencies of sight



FIREARMS SIMULATION

By Ed Sizemore

picture, sight alignment, trigger control and general weapon handling skills.

FLETC was looking for a training system that could be applied as an enterprise-wide tool. Taking simulations used in various programs and developed by one of FLETC's enterprise suppliers, the FLETC Training Innovation Division (TID) worked with FAD to conduct research using weapons outfitted with laser inserts and resetting triggers. The results of the research, which involved students from the local College of Coastal Georgia and the United States Marshals Service, shows that the differences between groups initially trained with laser simulators before switching to live-fire weapons was statistically insignificant from those who progressed through all their handgun training with live fire weapons.

In addition to solving many of the problems noted in the formula at the beginning of this article, the use of shooting simulators gave instructors an often overlooked advantage – the ability to communicate with the students in a normal voice since hearing protection was no longer required. Simulators also allowed for more effective use of range time since the time normally allotted for range cleanup on a live fire range could now be used for additional practice. Further, there were numerous safety advantages to

using laser pistols with basic students learning their grip, stance, trigger pull and other essential weapon handling skills on their road to firearms proficiency.

For many firearms instructors, the lack of recoil on laser outfitted weapons seems counterintuitive. However, given the current status of training weapons equipped with recoil kits (inherently high prices and efficiency issues) and with the positive results from the use of non-recoil weapons in the simulation study and from studies done by other agencies, FAD decided to proceed with non-recoil weapons to the next step in developing a system for student training.

The FLETC, with significant input from many of its divisions, began the process of looking at the space available and brainstorming ideas that would allow for the maximum amount of quality space utilization. The first step was the development of plans for the transformation of the range into something that would be both cutting edge and also a practical addition to the training needs of the law enforcement students. With the ability to handle far more students in a given space than a live-fire range, lower maintenance costs, and greater sustainability; firearms simulation training can be seen as a firearms facility multiplier that quite literally offers more “bang for the buck.”



A new (and quieter) approach to learning basic marksmanship skills. The shorter difference in range depth was overcome by manipulating the size of the projected targets to simulate distances from three to 25 yards. Using weapons converted for laser use, the projected targets can provide realistic shooting opportunities for the student.

Given the amount of space made available by the now-defunct live fire range, there could be multiple areas developed for firearms training and other firearms related use. As the plans were developed, there was an opportunity for an added benefit – an area for the development and testing of innovative training and simulations. Of primary concern was the area to be dedicated to basic marksmanship training.

For this training, the FLETC decided to establish three classrooms that could handle 24 students in a simulated range setting much like the live-fire ranges that are currently used, but with significantly shorter distances. The difference in range depth was overcome by manipulating the size of the projected targets to simulate distances from three to 25 yards. Using weapons converted for laser use, the projected targets can provide realistic shooting opportunities. For example, the student has the ability to shoot a wide range of firearms courses of fire while receiving feedback from both the system itself and from the assigned firearms instructors.

As earlier mentioned, the benefit of working on firearms basics without the need for hearing or eye protection allows for better communication with the student and far greater comfort for all involved. The limited range maintenance required, ease of setting

up a range for a class, and savings in ammunition costs are added benefits for the FLETC and its more than 90 Partner Organizations who use the FLETC to train their agents and officers. Further, the new virtual firing ranges have significant flexibility that will allow for use for other training efforts, such as judgment pistol shooting.

In addition to the three virtual firing ranges, a fourth classroom was opened for the development of integrated tactical training. This room does not represent a test bed for theoretical exercises, but, rather, an area for applied technologies and applications that will benefit FLETC students in their law enforcement training. Finally, after the development of the four classrooms, room was still available for an ammunition storage area (completely separated from the classrooms for safety reasons) that allows for ready storage in more convenient proximity to the FLETC's indoor ranges. The ability to store ammunition in a climate controlled environment near the site of its use will be a further savings.

As the Range E Project nears culmination, the FLETC can expect to see significant cost savings during the basic marksmanship phase of firearms training while providing an increased opportunity for an expanded use of cutting edge technology. Range E represents a big step forward for the FLETC by incorporating advances in facilities and technology to enhance law enforcement training.



Sight picture, trigger control, grip, stance = SUCCESS!



FLETC Cheltenham: Training Facility of Choice in the National Capital Region

By Duke Speed

The Federal Law Enforcement Training Centers (FLETC) Cheltenham facility – one of four domestic FLETC training delivery points – is located eight miles southeast of Washington, D.C. and one mile from Andrews Joint Military Base. It has been in operation for less than 10 years, yet it has quickly become the training facility of choice in the National Capital Region (NCR). Several agencies have staff assigned onsite, including three with academies co-located at the facility: The United States Capitol Police, the Pentagon Force Protection Agency, and the Prince Georges County Fire Academy.

The training facility specializes in firearms, driving, tactics, and physical techniques training while serving nearly every federal agency in the NCR and a host of state and local law enforcement agencies.

FLETC Cheltenham and its History with National Defense

The original site served as a U.S. Naval Communications Station for 60 years from 1938 to 1998. Several historic events occurred at the Cheltenham site, but the most notable took place on December 4, 1941, when U.S. Navy personnel intercepted the fateful “Winds Execute” message that was sent to the Japanese Embassy in Washington, D.C. indicating Japan’s intention to break relations with the United States. Three days later, on December 7, Cheltenham received notification of the infamous Japanese attack on Pearl Harbor, Hawaii.

The FLETC Cheltenham Concept is Visualized

As the Navy’s operational requirements for the Cheltenham facility decreased, the operational training requirements for NCR law enforcement agencies increased. Because of increasing community concerns and more stringent environmental requirements, several NCR law enforcement firearms ranges were closed while the demand for firearms qualification and requalification increased. This training shortfall was recognized in November 1999, when the Treasury Under Secretary of Law Enforcement commissioned a working group to examine the firearms requalification needs of law enforcement agencies in the metropolitan Washington, D.C. region.

President Clinton signs the Establishment of FLETC Cheltenham into Law

On Oct. 23, 2000, President William J. Clinton signed Public Law 106-346 (Department of Transportation and Relations Appropriations Act of 2001) authorizing the “establishment and operation of a metropolitan area law enforcement training center for the Department of the Treasury, other federal agencies, the United States Capitol Police, and the Washington, D. C. Metropolitan Police Department. The principal function of the center shall be for firearms and vehicle operation requalification...and training for other state and local law enforcement agencies on a space-available basis.” On Nov. 9, 2000, the FLETC Director requested the General Services Administration to transfer the former Naval Communications Detachment to the organization.

Cheltenham Develops its Training Complex

The first renovation project, Building 3, was completed, and the United States Capitol Police (USCP) Training Academy took temporary residence and began training operations.

The “Number One” construction priority, the permanent home of the USCP Training Academy, Building 31, was completed on schedule in mid-September 2002. The \$3.6 million dollar rehabilitation project was completed within six days of the project completion date, and the formal rededication/opening ceremony was held on Sept. 30, 2002. In attendance during this historic event were 250 Congressional staffers; current and former USCP officers; former USCP Chiefs; FLETC staff; federal, state, and local agency representatives, and members of the local community. Attendees heard words of congratulations, appreciation, and commitment to consolidated law enforcement training.

The U.S. Capitol Police Training Academy consists of 30,285 square feet, which contains five large classrooms, a defensive tactics classroom, seven breakout rooms, a media center, gymnasium, locker and shower facilities, and 23 offices for instructional staff. In 2008, construction was completed on a 40,000-square-foot Practical Applications Complex (PAC) that resembles many of the venues found in the U.S. Capitol, to include the Gallery, Grand Staircase, and the Visitors Center.

In December 2003, the \$24 million dollar indoor firearm facility (Building 5) was completed. This state-of-the-art complex is one of the largest indoor firearm ranges in the United States. The completely climate-controlled complex features a four 25-yard, two 50-yard, and one 100-yard indoor firing ranges, for a total of 108 firing points. Firearms training began in the new firearms complex on Feb. 9, 2004.

The 1.3 mile Driver Training Complex was completed in 2005, in conjunction with the Driver Training Branch classroom and office facility. Unlike the relatively flat grade of other FLETC driver training ranges, the Cheltenham complex utilizes the natural contours of the terrain in order to present officers and

agents with real-world driving conditions. The design includes rolling terrain and elevation changes, a Non-Emergency Vehicle Operations (NEVO) range, a skid control range, a highway response range, and an urban grid.

The design of the driver training facility includes purpose-built hazards that a driver may encounter, including loss of traction, changes in pavement texture, wet pavement areas, and bridge expansion joints. Other hazards, deliberately designed, include blind intersections, “suicide” lanes, and operational traffic signals.

Additionally, the Office of Cheltenham Operations Partner Organization Building 50 was established, creating much needed office space for Cheltenham Administration Division personnel, Base Operations Services contractors, and onsite instructional staff for the Metropolitan Washington, D.C. Police Department, the U.S. Capitol Police, and the Pentagon Force Protection Agency. This three-story, 20,481-square-foot, former Navy dormitory was completely renovated and converted into much needed office space.

It is not just the buildings that make up the training complex. The heart of any organization is its personnel and FLETC Cheltenham is no different. The staff is composed of an eclectic group of management, training, and support personnel, all with diverse personal and professional backgrounds. Not long after taking control of the site, FLETC personnel strength grew from the original two to a staff of 19 personnel. The core of FLETC Cheltenham’s instructor staff is found in its Advanced Weapons, Driver Training, and In-Service Tactics training branches.

Ted Sparks, Cheltenham site director stated, “The staff is outstanding and have served in some of the largest departments in the Mid-Atlantic Region and from the military. All instructors are cross-trained to work in a variety of areas and routinely assist outside of their primary training branch. When something needs to get done, everyone pitches in to make it happen, whether it involves training or removing snow so we can open the doors. The Training Management Division and

Scheduling keep the students and customers rolling in, and Facilities ensures the training venues are ready for use. Information Technology, of course, keeps us connected to the rest of the world.”

“Cheltenham operates much differently from other FLETC sites in that the primary mission is requalification training,” said Sparks. “Given the limited staff, the agency conducting training generally provides instructors and Cheltenham supplements with instructors on each range. Of course, this isn’t the case for center-advanced programs, where Cheltenham provides all instruction.”

The staff of subject matter experts work together to ensure that the students attending the facility have the best training environment available. In 2006, FLETC Cheltenham received recognition as an accredited law enforcement academy by the Federal Law Enforcement Training Accreditation (FLETA) Board.

Sparks sums up FLETC Cheltenham by stating, “Our number one priority is excellent customer service; happy customers are our best advertisers. I am proud of what we’ve accomplished here and take pride in the fact that we’ve continued to grow even through the lean times and tight budgets. We’ve seen the student and customer throughput go from a little over 3,000 during the first year to the 21,000 range we’re seeing today. Along with the increase in numbers, we’re finding that the customers are staying longer. The one thing you will never hear from the staff is that we can’t do it.”



The indoor firearm facility (Building 5) is a state-of-the-art complex and one of the largest indoor firearm ranges in the United States.



FLETC FURTHERS PARTNERSHIP WITH INTERPOL

BY CONNIE L. PATRICK
AND
JENNIFER E. TOCCO



Partnerships have been a defining feature of the Federal Law Enforcement Training Centers (FLETC) since its founding four decades ago. Its core functions of developing and delivering law enforcement training have always involved close cooperation with federal partner organizations, and over the years, the state, local, and international law enforcement communities have become more and more enveloped in its mission. Collaboration is thus interwoven into the fabric of the FLETC culture, which ensures that different agencies learn from one another, adopt others' best practices, and engage in dialogue that facilitates working together in the field.

Enormous changes to technology, transportation, and communication over the past few decades have required law enforcement to look beyond internal borders to the vast international landscape in efforts to investigate and combat criminal activity. Consequently, FLETC has become increasingly engaged with partners all across the world. In addition to training and leadership activities at the International Law Enforcement Academies (ILEAs) in Bangkok, Thailand; San Salvador, El Salvador; Gaborone, Botswana; and Budapest, Hungary, FLETC has fostered a key partnership with INTERPOL, the world's largest international criminal police organization. With 190 member countries, INTERPOL's mission is to prevent and fight crime through enhanced international police cooperation, which it accomplishes by connecting member countries through a secure communications system, providing expertise in forensics, performing criminal intelligence functions, and deploying specialized response teams to serious crimes or disaster scenes.

Over the past several years, FLETC has actively participated in INTERPOL training activities, providing instruction in different parts of the world, such as Guatemala, France, and Jamaica. FLETC staff has served as guest instructors for INTERPOL programs in topics including instructor development, capacity building, and organized crime. In 2010, FLETC coordinated with INTERPOL to hold a police technology and research exercise at its headquarters in Glynco, Ga., during which more than 80 managers and experts from national and international police training entities shared best practices on how the latest



FLETC/INTERPOL Technology and Research Exercise attendees at the Federal Law Enforcement Training Centers, Glynco, GA, December 14-15, 2010.

technologies such as simulations, multimedia, and virtual environments are used in the field of police training. Through these activities, FLETC is able to share its expertise with international law enforcement partners, and in turn, learn about the law enforcement practices in other parts of the world. As part of its partnership with INTERPOL, FLETC has trained hundreds of law enforcement officers from six continents.

In addition to providing law enforcement training in INTERPOL programs, FLETC has shared expertise during INTERPOL symposiums and conferences. For example, at the 18th INTERPOL Police Training Symposium in Turkey in November 2011, FLETC briefed on its Women in Law Enforcement Leadership Training Program, which continues to be in high demand internationally. At this symposium, FLETC senior leaders delivered presentations titled Law Enforcement Ethics Research Project; Linking Innovators, Researchers, and Police Practitioners; and Future Emerging Technologies for Police. In September 2012, FLETC briefed on the benefits of consolidated law enforcement training at the European Police College (CEPOL) Police Research & Science Conference in Lyon, France, an opportunity that arose based on its partnership with INTERPOL. FLETC was honored that this marked the first occasion when personnel from outside of the European Union were invited to present at this event.

In the midst of FLETC's growing presence on the international stage, the Department of Homeland



Fourth Annual Meeting of Experts on Police Training (IGEPT) at the BKA Wiesbaden, October 23-24, 2012.

Security's (DHS) Office of International Affairs (OIA) agreed that FLETC was ideally suited to take on a leadership role in INTERPOL, supporting the FLETC Director serving a two-year term as the Chair of the INTERPOL International Group of Experts on Police Training (IGEPT). This group consists of members from 13 countries who advise INTERPOL on the execution of its training mandate and promote INTERPOL's training activities to stakeholders globally. One of the key benefits for countries participating in the IGEPT is the opportunity to learn about innovations in training occurring throughout the world. For example, during the October meeting in Wiesbaden, Germany, representatives from Canada gave a presentation on the Investigative Skills and Education Program that is delivered in Alberta, Vancouver, and throughout Canada online. Attendees also heard about law enforcement executive development programs developed and delivered jointly by Hong Kong and Canada and also by Australia and New Zealand. FLETC shared the results of its international research on police ethics, and attendees discussed INTERPOL's initiative for certification of INTERPOL officers. During this meeting, a diversity of ideas emerged in the midst of such varying cultures creating a kind of synergy that would not be possible if law enforcement organizations looked only in their own backyards.

Looking to the future, INTERPOL is in the process of constructing the INTERPOL Global Complex for Innovation (IGCI), a cutting edge research and development facility for the identification of crimes and criminals, innovative training, operational support, and partnerships. Set to open in Singapore in 2014, it will

complement the INTERPOL General Secretariat in Lyon, France, and will enhance INTERPOL's presence in Asia. A key component of the new facility will be the INTERPOL Digital Crime Centre, which will aim to boost cybersecurity and counter cybercrime, featuring a forensic laboratory to support digital crime investigations. Because of the successful partnership FLETC has developed with INTERPOL, during 2012 DHS OIA requested that it facilitate an agreement between DHS and INTERPOL that will result in the assignment of a FLETC staff member to the IGCI to assist INTERPOL in applying the instructional systems design process to training development. FLETC looks forward not only to furthering its partnership with INTERPOL through this initiative, but also to advancing police professionalism worldwide through training.

Undeniably, law enforcement officers face new kinds of threats every day that are not necessarily contained within any one nation's borders, in areas such as cybercrime, human trafficking, environmental crime, terrorism, maritime piracy, counterfeiting, and organized crime. INTERPOL creates a network through which countries can share expertise and resources in combatting and investigating the complex array of crimes we confront in the 21st century. As FLETC has done since its inception, sharing best practices is a critical component to delivering the best possible law enforcement training, and thus FLETC remains dedicated to fostering a strong partnership with INTERPOL as an integral component to its worldwide mission.



In October 2012, former DHS Secretary Napolitano and INTERPOL Secretary General Ronald K. Noble sign a series of agreements to advance global security.



FLETC and College of Coastal Georgia Sign College Credit Agreement

Connie L. Patrick, Director of the Federal Law Enforcement Training Centers, and Dr. Valerie A. Hepburn, former President of the College of Coastal Georgia, signed a historic agreement recently that will enable FLETC students to obtain college credit hours for three FLETC basic training programs.

The signing ceremony took place following the college's trustee meeting and was attended by both the FLETC and the college senior leadership. Both Director Patrick and Dr. Hepburn acknowledged the work performed by the loaned executives that FLETC has had working at the institution over the past several years to provide this benefit to the thousands of eligible agents and officers.

Students who have completed the Criminal Investigator, Uniform Police or Land Management training programs within the last three years can earn up to 12 hours of college credits that can be applied toward degree programs at Coastal Georgia or potentially transferred to another college or university. The trainee may also enroll in the program while attending one of the basic training courses. The credit earned is equivalent to college courses in criminal justice and law enforcement.



U.S. Indian Country Law Enforcement Officers Memorial

The History and Mission of the BIA Office of Justice Services, Indian Police Academy

By John Chavers

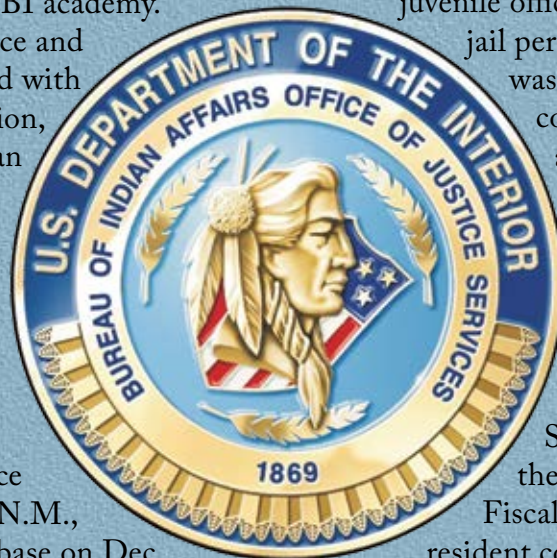
There are more than 566 registered Native American Tribes within the boundaries of the United States of America. The Bureau of Indian Affairs (BIA), Office of Justice Services (OJS), provides police, corrections, and court services across this broad expanse of Indian Country. BIA OJS is responsible for oversight of tribal programs that have contracted these services through Public Law 93-638.

Prior to 1968, availability of police training for tribal officers was extremely limited. While a few state police training academies granted access to BIA and tribal officers, there was a long wait. At the federal level, candidates faced a wait of up to three years for admission to the FBI academy. Consequently, actual job experience and on-the-job training, supplemented with limited formal in-service instruction, were the dominant forms of Indian law enforcement training and education. These limitations precluded effective, professional law enforcement services from reaching the Indian people.

The U.S. Indian Police Training and Research Center had its beginning as the U.S. Indian Police Academy established at Roswell, N.M., on the site of a former Air Force base on Dec. 17, 1968. The program was designed for the training of BIA and tribal law enforcement officers, qualified potential Indian Police Officers, and other law



The U.S. Indian Police Academy's main entrance sign - FLETC, Artesia, NM.



U.S. Indian Police Academy students in formation for the day's training.

enforcement personnel working on or near Indian reservations. The basic program soon expanded to provide specialized training on an "as needed" basis for police officers, supervisors and managers, juvenile officers, criminal investigators, and jail personnel. By 1971, the academy was involved in assisting and/or conducting field in-service training as necessary for specialized subjects through short duration training sessions.

The academy was operated during this period by the Bureau's division of Judicial, Prevention and Enforcement Services, through a contract with the Thiokol Chemical Corporation. Fiscal administration was provided by a resident coordinator from the Employment Assistance Division of the Office of Community Services, while Thiokol administered the program with instructional staff drawn from local, state, federal and tribal agencies, as well as universities and private firms.

In 1973, the functions of the police academy were relocated to the Inter-mountain, Inter-tribal School campus, Brigham City, Utah, as an operation of BIA's Central Office, Division of Law Enforcement Services. The Division of Law and Order, Research and Statistical Unit, established in 1970 at Pierre, S.D., was also reassigned to the Brigham City campus and the two units were combined as the Center for U.S. Indian Police Training and Research. In 1979, the Center was removed from the Division

The History and Mission of the BIA Office of Justice Services, Indian Police Academy

of Law Enforcement Services and assigned to the Office of Technical Assistance and Training.

On Oct. 15, 1984, the academy opened in Marana, Ariz., under auspices of the Federal Law Enforcement Training Centers (FLETC). Then, in January 1993, the BIA OJS became a participating organization of the FLETC and the academy was moved to its present location at the FLETC in Artesia, N.M. Basic Criminal Investigator Training is conducted at the FLETC in Glynco, Georgia. In 2011, OJS recognized the need to expand the IPA to include a satellite office in Albuquerque, N.M., for export and in-service training related to non-FLETC providers like the United States Attorney's Office, Department of Justice, and other contractual Indian Country specific export training vendors. The BIA OJS has also established an additional regional training site in partnership with the United Tribes Technical College in Bismarck, N.D. This training site is used to conduct advanced and outreach training programs and has a full-time Indian Police Academy training sergeant assigned to the college. Together the three training sites conduct basic training for police,



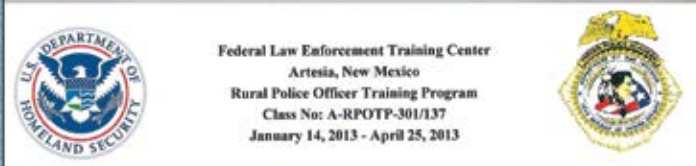
Above: The Indian Country Law Enforcement Officers Memorial Ceremony is held every May to honor those officers who have made the supreme sacrifice in Indian Country.

Left: Late 1800's photo of tribal law enforcement officers and recent graduating class of the Rural Police Officer Training program.

corrections and telecommunications, along with advanced training opportunities for BIA and tribal public safety personnel.

The IPA is also the home of the Indian Country Law Enforcement Officers Memorial which honors those officers who have made the supreme sacrifice in Indian Country. Each year on the first Thursday of May a sacred ceremony is held at the IPA FLETC Artesia Site in remembrance of those enshrined on the memorial.

The Memorial Site was designed with the Native American traditions in mind. The Memorial is encompassed by the Circle of Life. The circle is broken in one location to allow for entrance and departure. There is sage planted in all four directions





year, the site remains sacred ground for all Indian Nations. This year two more names were added to the memorial on May 2nd.

*Christopher Lee Dewey, Deputy,
Mahnomen County Sheriff's Office*

“On February 18, 2009, Deputy Dewey and another deputy responded to a “vehicle in a ditch” call. Earlier in the day both deputies had responded to a “shots fired” call, but were unable to locate a shooter. When the tow truck driver arrived on the scene, he reported hearing shots fired again. Both deputies responded to a residence. They were approached by two men and a confrontation occurred. Deputy Dewey was shot several times. The armed subject was apprehended later that day. Deputy Dewey after being wounded underwent several months of treatment and rehabilitation. Due to ongoing complications from the shooting, Deputy Dewey succumbed to his injuries on August 10, 2010.”

*Frederick Albert Riggenbach, Sergeant,
Chitimacha Tribal Police Department*


“On January 26, 2013, Officer Riggenbach responded to a request for assistance with a report of a residence and vehicle on fire. Officer Riggenbach arrived at the scene where two St. Mary Parish Deputies in a patrol unit were backing away from the scene. At that same time an armed suspect fired upon the officers, who returned fire. Both deputies were wounded in the exchange, Sergeant Riggenbach continued to engage. Sergeant Riggenbach was critically wounded by gunshots from the armed subject. The armed subject was eventually apprehended.”



U.S. Indian Police Academy's Memorial Plaque honoring each fallen officer.

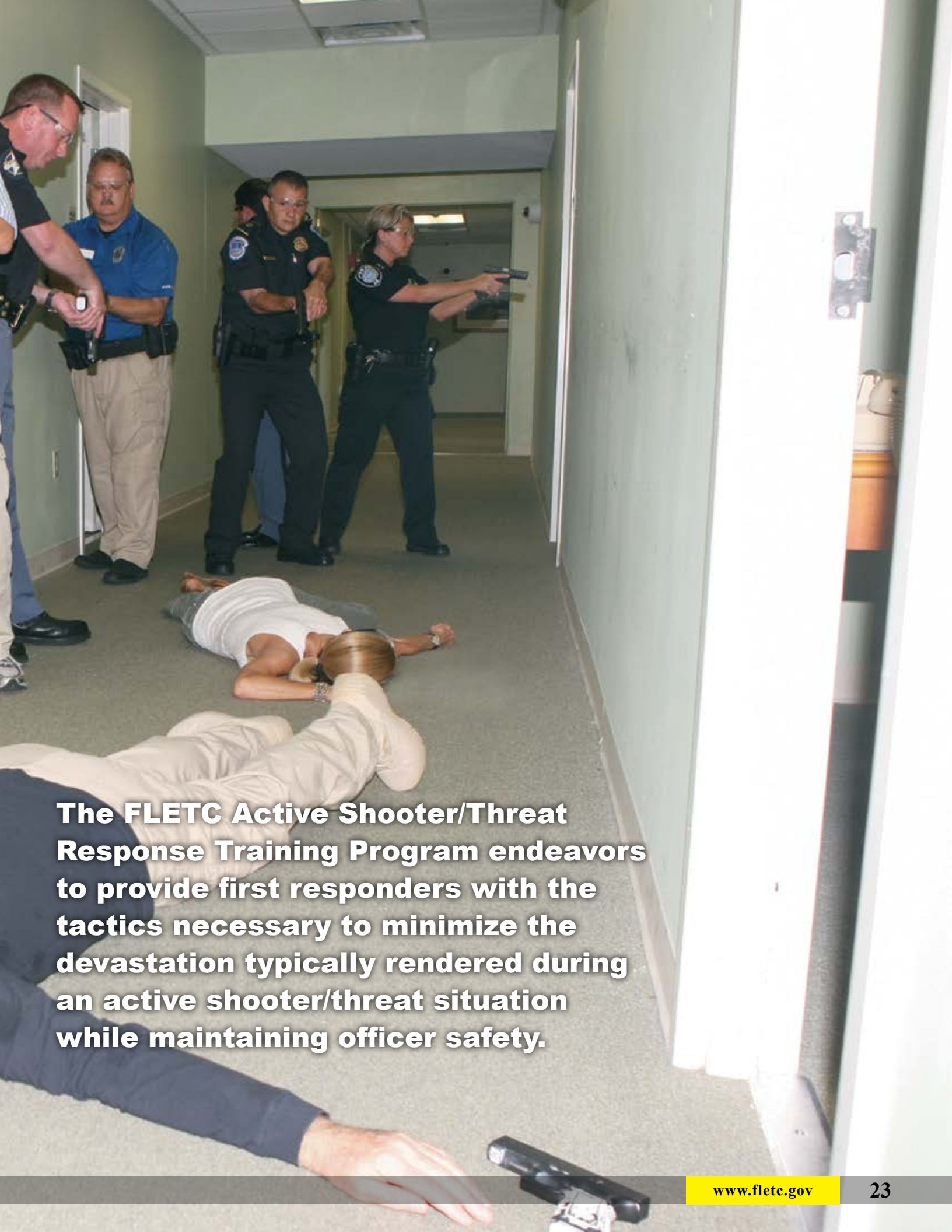
next to the Memorial to sanctify the site. The four planter areas are filled with white, yellow, black, and red rocks. This indicates that we are all brothers and sisters in the world. The formation area is done in earth-tone brown indicating Mother Earth. The foliage is configured in a manner relating to the Native American beliefs and traditions. Upon completion of the ceremonies conducted each

The U.S. Indian Police Academy in partnership with the FLETC continues to provide the finest in law enforcement training to BLA and Tribal Officers. The U. S. Indian Police Academy serves as the proud “Guardians” to the Indian Country Law Enforcement Officers Memorial honoring the traditions of Native Americans.



Active Threat Training Designed to Cut Response Time, Save Lives

By David Udulutch and Dave Alexander



The FLETC Active Shooter/Threat Response Training Program endeavors to provide first responders with the tactics necessary to minimize the devastation typically rendered during an active shooter/threat situation while maintaining officer safety.



Single Officer first responder in plain clothes and role players.

The teacher turns to the chalkboard to scribble another quadratic equation for the students to solve when a loud bang comes from down the hallway...then another... followed by three more in quick succession. In years past the teacher would have walked to the door to berate the student that was banging on lockers. Since the 1999 Columbine High School incident, the reaction must be decidedly different.

Most schools in the country are now training their teachers and administrators how to react in an active shooter/threat scenario. The Federal Law Enforcement Training Centers (FLETC) is proactive in training federal, state, local, rural, tribal and territorial law enforcement officers (LEOs) on how to respond from a law enforcement perspective.

At this point little is known about the mindset of these types of killers even though there are some consistent similarities. This is due in part to the fact that very few assailants have survived the incidents to be evaluated; most end in suicide or with the assailants being killed by responding officers. Links to societal influences such as bullying and an affinity for violent video games and other media have not been fully evaluated. The question of mental illness and accessibility to firearms is heavily

debated, not to mention mainstream media's obsession in reporting active shooter/threat incidents.

Prevention, of course, is ideal and there is an effort made to look at what can be done to deter future attacks. Schools, churches, shopping malls and movie theaters are all places individuals visit often and vigilance is necessary. Many past tragedies could have been averted had suspicious activity been reported and some have likely been prevented because someone saw something and said something.

Law enforcement response is only one aspect of a complex and rapidly evolving situation, and even officers prepared to deal with such an event may not be able to prevent an injury or loss of life caused by a determined criminal. However, history shows that an immediate and direct response by law enforcement is the only catalyst to reduce the loss of life in these incidents. A study conducted by George Mason University indicates that to date the average duration of active shooter incidents in institutions of higher education in the U.S. is 12.5 minutes. Tactics that enable officers to respond quickly are essential.

Although there were predecessors, the Columbine School incident in 1999 was the first to bring to light

that the traditional protocol of setting up a perimeter and waiting for SWAT to deal with an active shooter/threat is not the most effective way to address the situation. As a result of frequent active shooter and threat incidents, the FLETC began developing a tactics program to deal specifically with the active shooter/threat situation. Recognizing that time was one of the most important factors in dealing with the active threat, FLETC subject matter experts developed tactics for the first responding officers' use when there is no time to wait for special response units. The speed of deployment and application of the developed tactics significantly decreases the overall response time, while potentially decreasing the loss of innocent life.

The training is primarily focused on the first responder, the patrol officer, the officer most likely to receive the call and be in a position to respond. The tactics are designed to provide the first responder a practical tactical approach that enables them to quickly locate and isolate the threat and utilize reasonable force to stop the killing. These tactics have been proven, time and time again, to minimize the loss of life by innocent civilians who are most likely to be the targets of an active shooter.

The Active Shooter/Threat Response Training Program, designed and implemented by the FLETC, is the quintessential example of the necessity for law enforcement trainers to constantly evaluate programs and either adjust existing or create new programs to address specific trends in criminal activity. Criminals (domestic and international) are persistent in their



Two Officer multijurisdictional first responders, one in plain clothes and one in uniform. Role player victim and suspect.



Two Officer multijurisdictional first responders, in uniform, with a four officer multijurisdictional back up team.

attempts to thwart enforcement efforts by identifying typical responses by officers and creating inventive ways to offset them. It is known that many of the active shooters to date have studied the actions of their predecessors and used that knowledge in an effort to offset the perceived weaknesses in their planning. Law enforcement training must remain flexible enough to address those constantly changing trends.

The Active Shooter/Threat Response Training Program endeavors to do just that. The program provides the first responder with the tactics necessary to minimize the devastation typically rendered during an active shooter/threat situation while maintaining officer safety. Every new active event is reviewed to determine if the tactics developed in the program continue to be a viable law enforcement response. New trends are identified and program changes made as necessary. The safety and awareness of law enforcement officers and the people they serve is the paramount concern of the Active Shooter/Threat Response Training Program.

One change to the program since its creation was the introduction of the single officer response. Although the concept of a single officer responding to such a dangerous event has been controversial in the law enforcement community, the ability to equip the officer with the tactics required to effectively, and safely, respond individually is invaluable. Even if a team of officers responds to an active shooter/threat incident, there are contingencies such as multiple suspects or officer down

that may split a team of officers into a single officer response. There may be no time to wait for back up, hence the need to train the individual officer with the skills and confidence for, and familiarity with, responding alone. It is far better to face this contingency in a training environment than for the first time in an actual event.

Several active shooter incidents including a church shooting in Colorado Springs, Colo.; Fairchild Air Force Base in Spokane, Wash.; and a concert in Columbus, Ohio are a few examples where a single officer was able to stop the killing by going directly to the threat. Additional target discrimination considerations are being explored with the introduction of active shooter response by plain clothes investigators or off duty law enforcement officers.

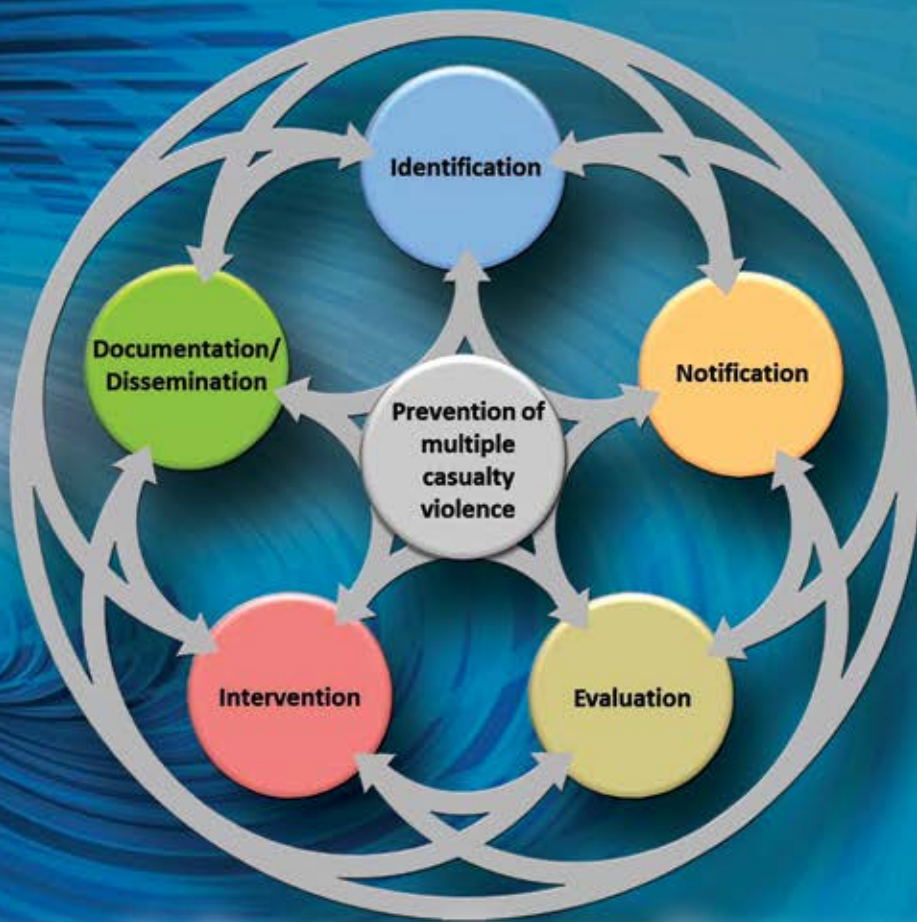
Through the use of role players and realistic training venues the FLETC has made this training a tremendous success with its customers, evidenced by the number of training requests and feedback from student evaluations. It is also apparent, by analysis of training requests,

that the active shooter/threat phenomenon does not have demographic boundaries, and is a concern of departments and agencies across the globe. As noted in President Obama's "Now is the time" initiative, there is renewed emphasis to provide effective training for active shooter situations for 14,000 law enforcement officers, first responders, and school officials. The President goes on to proclaim "...One of the best ways to minimize the loss of life in a mass shooting is to make sure law enforcement, first responders, school officials, and others are prepared to respond to an active shooter. The Administration will immediately expand access to federal training, and federal agencies will ensure that protocols for responding to active shooter situations are consistent. And Congress should provide an additional \$14 million to help train 14,000 more police officers and other public and private personnel to respond to active shooter situations."

The FLETC is responding by continuing to provide quality instruction to those who need it.



Two Officer multijurisdictional first responders, one in plain clothes and one in uniform, with a four officer multijurisdictional back up team.



National Summit on Preventing Multiple Casualty Violence

Immediately following the tragic shooting on July 20, 2012, at the Century Movie Theater in Aurora, Colo., and in recognition of increasing alarm over multiple casualty violence in the United States, the Federal Law Enforcement Training Centers (FLETC) partnered with the Department of Justice (DOJ), Office of Community Oriented Policing Services (COPS), and the Johns Hopkins University, School of Education, Division of Public Safety Leadership (JHU-PSL), to hold a National Summit on the Prevention of Multiple Casualty Shootings.

The first summit was hosted by the FLETC at the FLETC headquarters in Glynco, Ga., December 11 – 13, 2012, and brought together a cross-section of stakeholders from a variety of disciplines, including law enforcement, health care, law, social sciences, education, and academia for the purpose of improving the nation's ability to prevent such incidents. Summit participants refined and structured the national dialogue on multiple casualty violence, and discussed, debated, and built consensus on potential strategies for preventing multiple casualty violence.

The initial summit, which had concluded only hours before the tragic shootings in Newtown, Conn., last December, laid the foundation for discussions aimed at promoting a systems approach to the prevention of multiple casualty violence. Other objectives included identifying gaps and impediments to the sharing of information for preventing such violence, cataloguing effective practices for sharing information within and across disciplines and boundaries, and identifying training opportunities for helping to prevent multiple casualty violence.

FLETC hosted a second summit April 9-11, 2013, in which leading experts in law enforcement, civil liberties, training, threat analysis, campus and industrial security, mental health and other related disciplines again gathered at FLETC's Glynco location, and continued to refine the prevention model.

Four anticipated outcomes were established during the planning phase of the second summit and include: the development of a list of entities recommended to lead the implementation of the recommendations from the first summit, a process to develop a catalog of effective prevention models, a proposal for the development of a public awareness campaign – specifically the critical elements of such a campaign – and a document that confirms training needs related to preventing multiple casualty violence, identifies the audience that will attend such training, and lists the tasks or competencies that should be addressed. These outcomes were accomplished during the summit and it was decided that the last issue should be specifically addressed by the FLETC.

The summit opened with comments from DHS Assistant Secretary for State and Local Law Enforcement Louis Quijas regarding the importance of information sharing and the need to identify methods

by which to share information related to threats of violence. The summit commenced with a table-top exercise followed by panel discussions featuring local community leaders, presentations and in-depth discussions of existing models and practices associated with preventing multiple casualty violence. Then there were breakout sessions designed to further develop the recommendations that emerged from the first summit. This varied approach allowed for summit participants to become informed regarding existing models of threat assessment, methods of information sharing, and lessons learned from actual multiple casualty violence events.

A common theme identified during the second summit related to the need for this effort to be distilled down to the local community level. Many participants opined that it is from the community level that information regarding potential acts of violence is obtained, thus the sharing of such information needs to occur across diverse sections of a particular community. Participants spent the three days of the second summit identifying existing models and possible methods to enhance community awareness and engagement related to threat assessment models, which could be used to identify those potential acts of violence.

Summit sponsors are now engaged in preparing a report on the latest summit's outcomes, which will be published by the COPS Office. In addition, the FLETC continues to examine summit records to identify possible training opportunities suitable for the development of new training programs and curriculums related to the prevention of multiple casualty violence. For more information, visit http://www.fletc.gov/reference/reports/e021311546_MultiCasualty%20Violence_v508_05APR13.pdf/view/



Former DHS Assistant Secretary for State and Local Law Enforcement Louis Quijas provided opening remarks on the first day of the National Summit on Preventing Multiple Casualty Violence; Strategic Approaches to Information Sharing, held at the Federal Law Enforcement Training Center (FLETC), Glynco, Georgia, April 9 - 11, 2013.



FLETC'S WIRELESS PROTOCOL TRAINING

BY KEN WAGONER

“This is a terrorist threat! Take this seriously. I hate the way you people are spending money you don’t have ... I’m assigning myself to be judge, jury and executioner. Since you folks have spent what you don’t have, it’s time to pay the ultimate price.”

This death threat sent to Vice President Joe Biden came from Minnesota hacker Barry Ardolf, who jumped on his neighbor’s open Wi-Fi to frame his neighbor whom he had been terrorizing for nearly two years. Ardolf created a fake MySpace page as well as several fake email threats from his neighbor. He also posted child porn on the created MySpace page and emailed the same child porn to co-workers at his neighbor’s law office. Ardolf has since been sentenced to an 18-year prison term.

After spotting threats posted online, a heavily-armed police SWAT team

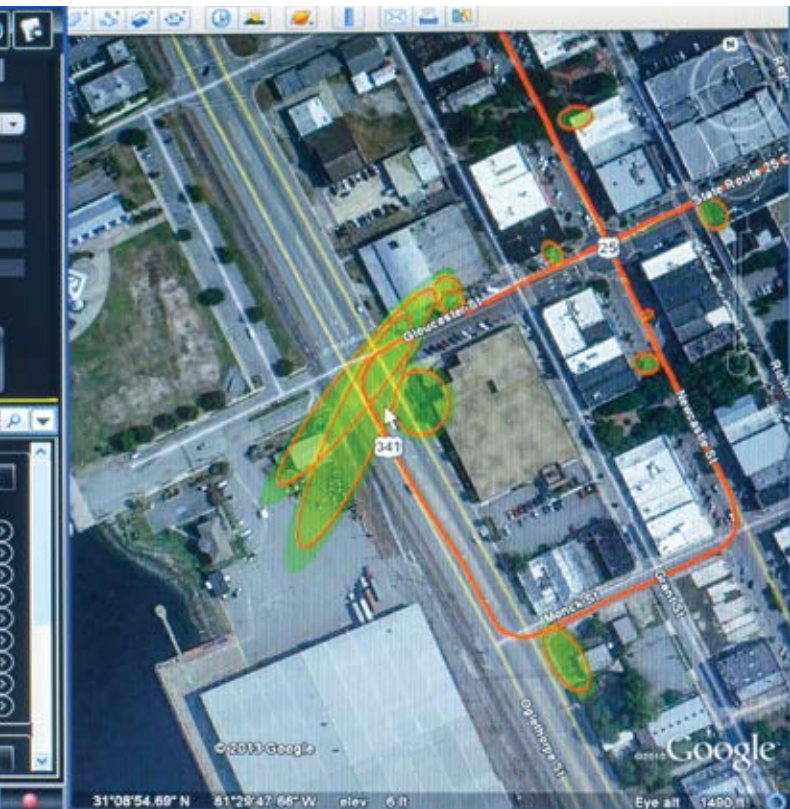
broke down the door of a house in Evansville, Ind., smashed windows and tossed a flash bang stun grenade into the living room where an 18-year-old girl and her grandmother were watching television. Just one small detail, the police had the wrong house.

On October 7, 2010, investigators busted into Ted Davis’s home in Alva, Fla., suspecting he was sending child pornography over the internet. They were actually looking for his neighbor – Candice Miller, who had, without permission, used the Davises’ Wi-Fi network.

In March 2011, in Buffalo, N.Y., federal agents seized a home computer when looking for someone named “Doldrum” who had downloaded a ton of pornography the previous night. For two hours that March morning, agents tapped away at the homeowner’s desktop computer, eventually taking it with them. Within three days, investigators



The Shadow is a hand held device used to scan and locate Access Points and Stations. This device permits survey and direction finding operations to be performed on foot in a highly discrete manner.



within inches. In short, in a crowded coffee shop, law enforcement officers can identify the specific location of the device, and the individual operating the device, sending the threatening email in real time.

The WTAG program was specifically developed to fill a serious void in law enforcement technology investigations. For the first time, law enforcement officers have the tools, knowledge, experience and skill-sets needed to go up against sophisticated criminal groups; fugitives from justice; suspected terrorist organizations; or malicious hackers who are clandestinely exploiting various vulnerabilities in these technologies. This includes using wireless technology to secretly communicate with other members of a criminal or terrorist group; to steal sensitive private, or government information and data; to secretly conceal, but still access hidden wireless computer hardware and files; or to penetrate and exploit law enforcement or other wireless devices including Wired Equivalent Privacy (WEP) networks and Wi-Fi Protected Access 2 (WPA2) systems and hand-held or personally carried wireless devices. The students are taught how to electronically locate, track and monitor targeted

wireless devices being used by these hostile persons in order to neutralize their illegal activities.

TIPS FOR CONNECTING TO A PUBLIC WI-FI:

If you still insist on connecting to a public Wi-Fi, follow these tips:

- Turn off sharing

If you use a laptop, you might have it set to share files and folders with other computers at work or home. You don't want these settings on when you're using a public network.

- Don't automatically connect to Wi-Fi networks

Hackers often give their rogue hotspots generic names such as "Coffee Bean Free Wi-Fi" or "City's Free Connection." You want to be certain you are connecting to the router of the business.

- Be smart about mobile banking and shopping

It's best to wait until you're at home to do any online banking or shopping. If you must make an emergency balance transfer, it's safer to use a cellular connection instead of Wi-Fi.

- Use security software

The firewall is particularly important when on a public network. Its entire purpose is to keep snoopers out of your system.

- Look over your shoulder

Not all dangers in the digital world are high-tech. While you're watching the world go by in a busy airport lounge, a snoop could be literally looking over your shoulder with the hope that you might reveal a username, password or credit card number. It's called Shoulder Surfing.

- Get a VPN

The most secure way to browse on a public network is to use a virtual private network.

- Use HTTPS

Regular websites transfer content in plain text, making it an easy target for anyone who has hacked into your network connection. Many websites use HTTPS to encrypt the transfer data, but you shouldn't rely on the website or web service to keep you protected.



FLETC Hosts Joint Peace Officers Memorial Ceremony

The Federal Law Enforcement Training Centers (FLETC) held its 28th annual ceremony Wednesday, May 29, honoring those FLETC graduates who lost their lives in the performance of duty. The ceremony was a joint observance with other area law enforcement agencies in southeast Georgia, including the Brunswick Police Department, Glynn County Police Department, Glynn County Sheriff's Office, Georgia State Patrol and Georgia Department of Natural Resources (DNR). Almost 300 FLETC and Partner Organizations staff, community members, congressional staffers, students and family members attended the morning ceremony.

This year, seven names were engraved upon the FLETC Graduates Memorial, bringing the total to 196 since the establishment of FLETC in 1970. Those honored were U.S. Customs and Border Protection Border Patrol Agents Leopoldo Cavazos Jr., David Delaney, James Dominguez, Nicholas Ivie, and Jeffrey Ramirez; National Park Ranger Margaret Anderson; and Internal Revenue Service Special Agent Julio La Rosa. Area law enforcement agencies lost no officers or agents this past year.

FLETC Deputy Director Ken Keene introduced the keynote speaker Jeffrey Fuller, Executive Director of the Office of Training and Development for the U.S. Customs and Border Protection, and welcomed the full auditorium to the solemn ceremony.

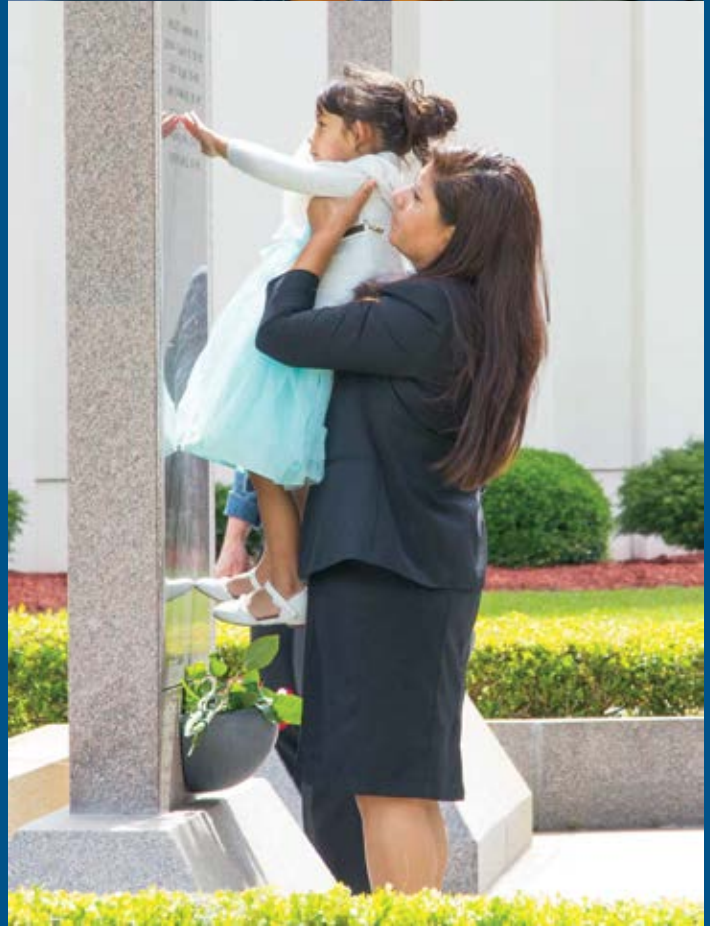
“As a nation, our safety often comes at an enormous price. Whether at the federal, state, or local level, law enforcement professionals serve with unwavering vigilance to protect the American people by serving to defend our Nation against violence, threats, crime, and terrorism,” said Executive Director Fuller. “While we will never be able to completely eradicate the dangers and perils that our law enforcement officers face each day, we can honor the service and sacrifices by committing to do whatever it takes – to keep safe – those who proudly wear the uniform.”

The ceremony included the reading of the FLETC graduates honor roll of names by FLETC Assistant Director Marcus Hill; Georgia DNR Sergeant Mark Carson read the state and local agencies honor roll of 48 names from area law enforcement agencies.

The CBP Field Operations Academy Honor Guard presented and retired the Colors while agency representatives from the three federal agencies who lost officers placed a wreath at the memorial at the conclusion of the ceremony.

“I offer our deepest sympathy to those of you who are family and friends of these fallen officers. I know you are proud of your loved ones who made the ultimate sacrifice for all of us,” stated Deputy Director Keene. “All of these men and women whose names we will call today are recognized for their selfless service in life. We will grieve their loss, but today, we also celebrate their lives, and those they loved.”

For further information and a full listing of the FLETC Graduate Memorial, visit <http://www.fletc.gov/about-fletc/fletc-graduates-memorial>.



Top picture: Peace Officers Memorial Ceremony wreath bearers.

Center picture: Mrs. Dominguez holds daughter Lauren as she reaches out to touch Daddy's name.

Bottom picture: The Dominguez and Ivie families depart the memorial site.

FLETC's Role with The Blue Campaign: DHS' Unified Effort to Combat Human Trafficking

By Scott Santoro

What is Human Trafficking?

Human trafficking is a modern-day form of slavery involving the illegal trade of human beings for the purpose of exploitation or commercial gain. It is an inhumane act that robs a person of his or her freedom, and it is a crime. Human trafficking is detrimental to our economy, the safety and health of our nation, and the very dignity of our society.

Every year, millions of men, women, and children are trafficked in countries around the world, including the United States. It is estimated that human trafficking is a \$32 billion per year industry, second only to drug trafficking as the most profitable form of transnational crime.



BLUE CAMPAIGN

One Voice. One Mission. End Human Trafficking.

Trafficking victims can be any age, race, gender or nationality, including U.S. citizens. They may or may not have legal immigration status. Victims are found in both legitimate and illegitimate labor sectors; some are lured with false promises of well-paying jobs or even love. Often, they are forced or coerced into domestic servitude, farm or factory labor, other types of forced labor, or commercial sex (prostitution). Under federal law, any minor induced to engage in commercial sex is a victim of human trafficking.

Traffickers use force, fraud, or coercion to lure their victims and then force them into labor or commercial sexual exploitation. Human trafficking is not the same as smuggling. "Trafficking" is exploitation-based and does not require movement across borders. "Smuggling" is movement-based and involves moving a person across a country's border, with that person's consent, in violation of immigration laws.



Often lured by promises of steady work and better lives, victims are robbed of their freedom, and forced to work in factories, restaurants and small businesses for little or no money.

Traffickers prey on people with little or no social safety net. They look for people who are vulnerable for a variety of reasons, including economic hardship, violence in the home, natural disasters, or political instability. Traffickers use a variety of strategies to trap victims, including violence or threats of violence, as well as psychological coercion. The trauma can be so great that many may not identify themselves as victims or ask for help, even in highly public settings.

Human trafficking exists nationwide – in cities, suburbs, and rural towns – and in our own communities. Although human trafficking is

widespread, many victims go unnoticed. Victims rarely come forward to seek help out of fear of their traffickers, language barriers, and/or fear of law enforcement. For this reason, human trafficking has largely remained a hidden crime until now.

The Blue Campaign is the unified voice for DHS' efforts to combat human trafficking. Working in collaboration with law enforcement, government, non-governmental and private organizations, the Blue Campaign strives to protect the basic right of freedom and to bring those who exploit others to justice. Increased awareness and training will

lead to more tips to law enforcement, which results in more victims being identified.

The Blue Campaign Steering Committee formed in 2010, and it is chaired by Judge Alice Hill, senior counselor to the Secretary of Homeland Security. The Federal Law Enforcement

Training Centers (FLETC) has been a member of this committee since 2010 and provides input and policy guidance to all matters related to training. The Blue Campaign is product driven and FLETC has provided many training products as part of program.

FLETC's Leadership Role within the Blue Campaign.

FLETC has been a leader in creating training products to support the Blue Campaign. In 2010, FLETC launched a web-based training course for state and local law enforcement officers to help

them identify victims of human trafficking by teaching them about the signs and indicators that these officers might encounter during their routine calls for service. This course is available by going to www.fletc.gov.

Two years later, with funding support from DHS' Office of Civil Rights and Civil Liberties (CRCL) and the U.S. Citizenship and Immigration Services Ombudsman (CISOMB), FLETC created a second web-based course. This second course was developed for DHS employees and focused on seven operational components and how those employees might encounter victims of human trafficking and how to appropriately respond. FLETC mandated all of its 1801 law enforcement staff take this training with more than 600 completing this course.

Additionally, FLETC has included a workshop on human trafficking at nearly every State and Local Law Enforcement Training Symposium since 2010. Instructors have included subject matter experts from Immigration and Customs Enforcement -Homeland Security Investigations (ICE HSI) teaching at the ICE Academy and from ICE headquarters in Washington, D.C.

FLETC launches a multi-discipline, advanced human trafficking training course.

In July 2011, Attorney General Eric Holder, Secretary of Labor Hilda Solis, and former Secretary of Homeland Security Janet Napolitano announced the final selection of Anti-trafficking Coordination Teams (ACTeams) in six districts around the country, following a competitive, nationwide interagency selection process. These specialized teams of representatives from DHS, Department of Justice (DOJ), and Department of Labor (DOL) receive support from technical experts on Trafficking-In-Persons (TIP) investigations, prosecutions, and victim assistance. ACTeams bring together federal agents and investigators from the Federal Bureau of

Investigation (FBI), ICE HSI, and DOL's Wage and Hour Division and Office of the Inspector General, with federal prosecutors from U.S. Attorney's Offices, to implement a coordinated plan to develop significant federal human trafficking investigations and prosecutions.

In 2012, with funding support from ICE-HSI, FLETC held a curriculum development conference to create an advanced human trafficking training course for these ACTeams. The first training course was held September 10-14, 2012, at FLETC in Glynco, Ga. It included expert instructors from DHS, DOJ, FBI, ICE HSI, and DOL. The week-long course focused on complex issues of human trafficking, including discovery issues, immigration relief, witness testimony strategies, search warrant information, interviewing cooperative and uncooperative witnesses, and evidence gathering.

In partnership with the ICE Academy, FLETC has now delivered two pilots of this course. Each course brings together two ACTeams (12 members each) consisting of agents, prosecutors and victim assistance specialists. This four and one-half day course includes interactive lecture, laboratories and a final assignment where the teams share how they will begin a proactive investigation upon their return utilizing skills taught in the course.



BLUE CAMPAIGN Trafficking Indicators

- Is the victim in possession of identification and travel documents; if not, who has control of the documents?
- Was the victim coached on what to say to law enforcement and immigration officials?
- Was the victim recruited for one purpose and forced to engage in some other job?
- Is the victim's salary being garnished to pay off a smuggling fee? (Paying off a smuggling fee alone is not considered trafficking.)
- Was the victim forced to perform sexual acts?
- Does the victim have freedom of movement?
- Has the victim or family been threatened with harm if the victim attempts to escape?
- Has the victim been threatened with deportation or law enforcement action?
- Has the victim been harmed or deprived of food, water, sleep, medical care or other life necessities?
- Can the victim freely contact friends or family?
- Is the victim a juvenile engaged in commercial sex?
- Is the victim allowed to socialize or attend religious services?

This course is co-owned by FLETC and ICE and marks the first time FLETC has created a mixed, center-advanced course. Cooperation between FLETC's Behavioral Science Division, role players and the ICE Academy make this course a success.

The course is highly interactive and utilizes adult learning methodologies such as small group assignments, interviewing role players portraying both cooperative and uncooperative trafficking victims, and ultimately creating an end product: a strategic plan to take back with the teams to strategically improve the way the team investigates human trafficking. The training also includes a case study, interviewing labs with professional role players, and computer lab modules.

Roll-Call videos for State and Local Law Enforcement.

FLETC, with funding support from CRCL, created two new roll call videos available for viewing at www.dhs.gov/bluecampaign. These videos explain what types of immigration relief are available to victims of human trafficking and other crimes, and how knowing that information benefits law enforcement in their jobs. Subject matter experts from local law enforcement, ICE and U.S. Citizenship and Immigration Services provide information about human trafficking and immigration relief. Each video is approximately nine minutes in length.

What LEOs, first responders and others can do to combat human trafficking.

- Realize that victims are in plain sight. Law enforcement may encounter a potential victim of human trafficking during the course of one's duties. Victims of human trafficking are in our communities. Law enforcement may come across victims during domestic disturbance calls; when responding to incidents at massage parlors, bars, and strip clubs; or even during

routine traffic stops. First responders and healthcare professionals may notice signs while responding to emergencies or treating patients at hospitals or doctors' offices. Health and safety inspectors may find victims working in restaurants, in factories, on construction sites, or on farms.

- Get to know the task force operating in the community. Human Trafficking Task Forces comprise federal, state, local, county, and tribal law enforcement and prosecutors, as well as non-governmental organizations providing victim services. Find out whether or not there is a Human Trafficking Task Force in the area by visiting www.bja.gov. If one exists, establish a relationship and join their efforts.
- Self-educate and educate others. Law enforcement officers may utilize FLETC's free computer-based, interactive training, which explores different interviewing and investigative strategies that can enhance effectiveness. Go to: www.fletc.gov/training/programs/human-trafficking-training-program. For first responders or health care professionals, take the general online, interactive training and watch the first responder video. Go to: www.dhs.gov/Bluecampaign.
- Visit the Blue Campaign website, which has downloadable posters, trainings, outreach materials, victim assistance materials, and information on how to join the fight to end human trafficking. Go to: www.dhs.gov/bluecampaign. "Like" www.facebook.com/bluecampaign. Or, e-mail BlueCampaign@hq.dhs.gov.



HRFA Range 2: A Deputy gets rounds down range while being covered with a ballistic shield.

U.S. Marshals Take Steps to Ensure Officer Safety

By William T. Fallon

The United States Marshals Service (USMS), along with its Task Force Agency partners averages over 120,000 arrests every year. In general, the USMS executes arrest warrants on some of the most violent offenders living in the United States and its territories. The risk to personnel is high. Therefore, to reduce and mitigate this risk to its officers, USMS created a working group to examine all factors related to line of duty deaths and the trend of violence the agency has seen.



HRFA Range 3: Deputies performing ballistic shield cover drills during a moving firearm drill.

The Fugitive Apprehension Risk Mitigation Assessment Team (FARMAT) was comprised of agency and external experts, both operational and academic. Out of the many findings FARMAT found, the most important was the development of a training program to provide Deputy U.S. Marshals (DUSMs) and Task Force Officers (TFOs) with increased tactical skills to help them carry out their mission safely. USMS Director Stacia Hylton tasked the USMS Training Division with coordinating agency efforts in the creation and implementation of the High-Risk Fugitive Apprehension (HRFA) training program.

Risk

Of the 120,000 arrests made by the USMS annually, the number of violent offenses is staggering. The averages over the past seven years, 2006 – 2012, include more than 4,000 individuals wanted for homicide, 12,000 sex offenders, and 5,000 documented gang members. These statistics are in addition to the thousands of fugitives wanted for drug and weapons offenses, and other violent crime and sex related offenses. With over 60 district and seven regional fugitive task forces across the country, teams of DUSMs and TFOs are going through more than 300 doors a day to apprehend America's most wanted. USMS

has also seen a rise in firearms seized. Between 2006 and January 2013, USMS has seized over 17,500 firearms during its arrests.

According to the International Association of Chiefs of Police (IACP) there were 72 felonious fatalities in 2011, which marked a 17-year high and a 27 percent increase over 2010. In 2011, the USMS lost two DUSMs and seven partner TFOs as a result of being shot during fugitive apprehensions. These deaths and the recognized increased risk to USMS personnel directly led to the creation of HRFA, a training program designed to mitigate the risk.

Training and Risk Mitigation

FARMAT made several recommendations to mitigate risk and increase officer safety for DUSMs and TFOs. The two recommendations the Training Division implemented were additional equipment purchases and development of the HRFA training program. There were several short-term and long-term goals; however, the first priority involved properly training and equipping USMS task force personnel.

The Training Division coordinated the purchase and dissemination of 1,000 ballistic shields in the summer of 2011. Ballistic shields are now a cornerstone of all USMS operational



HRFA Sim: Deputies utilizing a 360° virtual firearms system to address threats.



training programs and are expected to be available and used in the field. The Training Division also purchased 1,000 helmets and 4,000 trauma kits. USMS additionally migrated back to the use of radios as essential communications, as opposed to relying on cell phones, and the Training Division coordinated the purchase of new body armor kits which were developed by USMS personnel with a focus on the need for both tactical and soft body armor.

The goal of the HRFA training program was to train 1,000 DUSMs over a 15-month period by conducting 40 one-week classes of 25 students. Prior to the first class, a preliminary class was held for 26 instructors at the USMS Southeast Regional Fugitive Task Force facility in Atlanta, Ga. This facility has a simunition shoot house constructed in the form of a two story apartment complex as well as a 360-degree firearms simulator and a 30 seat computer classroom. Members of the National Tactical Officers Association (NTOA) observed the preliminary class for certification requirements and took away several lessons from the USMS subject-matter experts teaching the class.

The agenda for the HRFA training program originally focused on building entries and room



HRFA Vehicle: Deputies executing a vehicle takedown.

clearing, vehicle takedowns, trauma medicine, and advanced firearms training. Soon after the classes began, USMS recognized the need to incorporate radio communications into the program. As an example, during a fall 2011 arrest operation in the Midwest a DUSM was trapped in the basement of a home where his cellphone did not work. Fortunately he was not injured but the lack of communication could have been tragic. This incident influenced HRFA incorporating a block of instruction on radio usage and students utilized radios during all training scenarios from week three to the completion of the course.

Building entries and room clearing techniques were the primary focus during the training program. The entries course focused heavily on preplanning while covering manpower; required equipment; command and control; specific tactics used, depending on capabilities of team members; and trauma medical care of downed officers. The practical exercises included varying scenarios that included low light, multiple occupants ambush attacks where students were required to determine breaching, and approach tactics performing entries with and without shields. While the USMS executes hundreds of entries a day, the one point that HRFA



HRFA Med: A downed Deputy self-applying a tourniquet during a trauma medic exercise.



HRFA Vehicle 3: Making the arrest after a successful vehicle takedown.

stressed was the need for the agency to slow down and analyze the level of the threat. There is nothing wrong with calling in a state or local Special Response Team to make entry while the task force members establish a perimeter, if the threat level of the apprehension attempt escalates.

Another area of focus for the HRFA training was vehicle involved shootings, which have become more of a risk area for USMS every year. Since October 2009, USMS has been involved in 164 shootings. Of those, 35 have involved subjects in vehicles. To address this risk, HRFA dedicated a substantial amount of training time toward vehicle takedowns. As with entries, vehicle takedowns require preplanning and practice. Considerations

discussed in the planning stages included vehicle weight and type, pinning, choke points, runners and specific team member assignments. During practical exercises the teams had to perform takedowns in parking lots and open areas. Students had to display appropriate skills by knowing sectors of fire, using shields and less-than-lethal devices, breaching windows and maintaining containment of the vehicle. HRFA emphasized the difficulty and safety concerns in attempting to contain vehicles. The DUSMs attending the class were expected to return to their home offices and find ways to practice vehicle takedowns with their team members and to find ways to reduce the threat of the increasing boldness of offenders using vehicles as weapons.



The third primary focus of HRFA training was advanced firearms training that afforded students the opportunity to perform shooting drills that were new to them. While always considering safety first, HRFA trained the students in a variety of advanced shooting skills aimed at increasing officer safety. The range day began with basic marksmanship and manipulation drills but quickly transitioned into high-speed drills. Students were able to shoot multiple courses of fire on the move, to respond to multiple threats, to shoot with a partner with and without using a ballistic shield, to fire in and around vehicles, and to implement failure drills which emphasized head and pelvic girdle shots meant to put a subject down. The day finished with a competition for best time by finishing a course with their primary partner using contact cover to rescue a downed officer while engaging multiple targets.

Next Steps

The HRFA rollout concluded in Feb. 2013 with over 1,100 DUSMs trained during a 15-month period. It was the largest advanced operational training program ever conducted by the agency. The common comment of the students, USMS and other federal agencies, was this was the best training of their career. To date, the Training Division has received countless testimonials from the field on how HRFA helped task-force teams perform their arrests more effectively and in a much safer way – to include several that claimed the skills developed during HRFA training possibly saved lives.

To continue with this momentum, the Training Division has developed a Tactical Training Officer program which began at FLETC and will continue at FLETC. The officers trained will be able to take back operational training programs to their home offices to give other officers the tools to hold field office training for all of their DUSMs and

TFOs. The topics to be covered include entries, vehicles takedowns and a tactical firearms course. USMS has also made several changes to other training programs to include the Basic Deputy U.S. Marshal program to ensure consistency in all tactics training. Marshal basic training programs are conducted at FLETC. DUSMs leaving the Academy can easily assimilate in the field and integrate with task-force teams around the country.

In the days ahead, threats to police officers are not going to diminish. More than likely they will continue to increase. However, to mitigate threat and ensure officer safety, USMS continues to make every effort to increase training programs aimed at ensuring officer safety. USMS has taken a progressive approach to making sure deputy marshals and task force officers go home to their families every night. The agency will keep pressing forward and strive to never get complacent in helping its operators develop the skills needed to safely do their jobs.



HRFA Range: A Deputy US Marshal completing a moving & shooting drill.

Human Trafficking

A Global Problem



We Train Those Who Protect Our Homeland



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