



Federal Law Enforcement Training Center

# Impact Report

Fiscal Year 2012



Homeland  
Security



*A FLETC instructor provides basic marksmanship instruction to a student at the FLETC-Glynco indoor firing range.*

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



# Homeland Security

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# Global Impact of the FLETC Mission



**BUDAPEST, HUNGARY**



**GABORONE, BOTSWANA**



**BANGKOK, THAILAND**



The Federal Law Enforcement Training Center (FLETC) serves as an interagency law enforcement training organization for 91 federal agencies and state, local, rural, tribal, territorial, and international law enforcement agencies.

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



# Homeland Security

## Executive Summary

# Executive Summary

For all agencies in the public sector, Fiscal Year (FY) 2012 was a time of concern about how to continue meeting mission requirements in the face of challenging fiscal times. The extended pay freeze for federal civilian employees and continued economic struggles of Americans across the nation have created an environment in which an innovative outlook and commitment to public service are critical to advancing agency goals and maintaining morale. Nevertheless, the Federal Law Enforcement Training Center's (FLETC) mission to train those who protect the homeland remains of paramount importance to our nation's security and preparedness.

Since 1970, the FLETC has provided basic and advanced training to federal, state, local, rural, tribal, territorial, and international law enforcement officers. With decades of experience meeting the needs of multiple law enforcement communities, the FLETC was poised to embrace a broadened mission when it joined the Department of Homeland Security (DHS) following the terrorist attacks of September 11, 2001. The FLETC's mission is wide in scope, and continues to grow in size and complexity as the nation faces new threats and globalized criminal activity. The 2010 Quadrennial Homeland Security Review (QHSR) defines homeland security as a national enterprise, which means it requires "the collective efforts and shared responsibilities of federal, state, local, tribal, territorial, nongovernmental, and private-sector partners – as well as individuals, families, and communities – to maintain critical homeland security capabilities."<sup>1</sup> The extent of the FLETC's reach into the worldwide law enforcement landscape echoes this very broad framework DHS has established in its approach to homeland security.

As the primary provider of basic and advanced law enforcement training to federal law enforcement agencies, as well as a significant contributor to the advanced training available to state, local, and international law enforcement officers and agents, the FLETC serves as a leader in preparing those charged with protecting the homeland. During FY 2012, the FLETC's impact extended to not only the more than 69,000 law enforcement officers it trained, but also to the internal and external stakeholders with whom it effectively collaborated in the development of new training, the exchange of best practices, and exploration of new training concepts and technologies.

The FLETC achieves high customer satisfaction rates year after year because of its ongoing commitment to advancing law enforcement accreditation standards, collaborating with partners to ensure curriculum remains relevant and of the highest quality, continuously engaging in research related to contemporary training issues, and remaining on the cutting edge of training technology. The FLETC's achievements in developing training curriculum, participating in the accreditation process, and engaging in progressive law enforcement training research have created a large inventory of internal expertise in both the training discipline itself and in numerous law enforcement subject areas and other lines of business. As such, the FLETC serves as a leader in advancing a wide array of national and Departmental initiatives and priorities, in both training and non-training lines of business. The FLETC is able to maintain its role as a leader in the law enforcement training community through continued engagement with stakeholders globally, including those from other DHS components; other federal agencies and governmental entities; the state, local, and international law enforcement communities; and the general public, both local and national. These activities during FY 2012 ranged from exchanging best practices with international law enforcement leaders, to collaborating on training

<sup>1</sup>Department of Homeland Security. 2010. "Quadrennial Homeland Security Review Report: A Strategic Framework for a Secure Homeland." [http://www.dhs.gov/xlibrary/assets/qhsr\\_report.pdf](http://www.dhs.gov/xlibrary/assets/qhsr_report.pdf)



initiatives with the state and local law enforcement community, to sharing information with governmental entities about the FLETC mission. The FLETC's involvement with stakeholders during FY 2012 extended beyond its training mission to its activities in service to local communities, as well as its actions in support of responsible environmental stewardship.

A strong internal operational environment is critical to an organization's ability to successfully accomplish its objectives. During FY 2012, the FLETC continued to modify its organizational structure in an effort to improve operations, and celebrated numerous infrastructure and process improvements, as well as other significant internal accomplishments. Recognizing the significance of maintaining employee morale and sustaining a high-performing workforce, the FLETC emphasized the importance of employee engagement and employee development during FY 2012. Confronting challenging fiscal times, the FLETC took numerous actions during FY 2012 in an effort to not only ensure its own operations are as efficient as possible, but also to assist our DHS and other governmental partners in achieving mission excellence despite budgetary constraints.

The FLETC's success in training more than 69,000 law enforcement officers, leadership in advancing Departmental and national law enforcement initiatives, support for DHS objectives, active engagement with internal and external stakeholders, and significant internal accomplishments manifested itself in FLETC staff receiving numerous awards for training, and also for public and community service in FY 2012.

As we look ahead to FY 2013, the FLETC is revising its vision statement to account for the significance of permeating an innovative spirit into all of our activities. The FLETC remains steadfast in its dedication to ensure readiness for those who risk their lives to protect our communities.

*FLETC Headquarters, Glynco, Georgia*







*Federal, state, and local law enforcement officers engage in a training scenario during a FLETC training program.*



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## Section I Training Impacts

# Training Impacts

The Federal Law Enforcement Training Center (FLETC) provides basic training to over 90 federal Partner Organizations, as well as advanced training to federal, state, local, rural, tribal, territorial, and international law enforcement officers and agents. During FY 2012, the FLETC trained a total of 69,587 law enforcement officers and agents in programs at the FLETC sites in Glynco, Georgia; Charleston, South Carolina; Cheltenham, Maryland; and Artesia, New Mexico; programs exported throughout the United States and overseas; and through a variety of electronic training programs.

Each year, the FLETC surveys its Partner Organizations across four categories (training management and support services, student / agency support services, training information support, and training effectiveness), which collectively serve as an overall indicator of how well the FLETC is performing from its federal customers' perspectives. Overall, FY 2012 survey results indicated an average satisfaction rating of 97.6% with the services and training provided by the FLETC. One respondent summed up these positive results, writing, "From assisting with the formulation of two new [agency] courses this year, to providing evaluation reports and training assistance on short notice, to procuring additional training seats, FLETC is extraordinarily helpful and relevant in designing, procuring, and conducting training. [Agency] could not function without our FLETC partnership!"<sup>2</sup>

The FLETC is able to achieve high customer satisfaction rates year after year through its ongoing commitment to advancing law enforcement accreditation standards, collaborating with partners to ensure curriculum remains relevant and of the highest quality, continuously engaging in research related to contemporary training issues, and remaining on the cutting edge of training technology.



Director Connie Patrick receives the FLETA Certificate of Accreditation for the Law Enforcement Instructor Training Program (LEITP).

## Accreditation Achievements

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

operations. The FLETA Board granted academy reaccreditation status to the FLETC during its meeting in Hilton Head, South Carolina, in March 2012, marking the FLETC's compliance with a set of standards that demonstrate adherence to quality, effectiveness, and integrity. Also during FY12, the FLETC achieved reaccreditation of three additional training programs and underwent successful FLETA assessments of two programs, as outlined in Tables 1 and 2 on page 11.

<sup>2</sup> Quote taken from narrative response provided by one respondent to the FY 2012 Partner Organization Satisfaction Survey, conducted by the FLETC in the Spring of 2012.



FLETC students participating in the Marine Law Enforcement Training Program (MLETP) receive comprehensive training on the safe and proper operation of marine patrol vessels, with specific training in law enforcement operations.

**Table 1**  
**FLETC Academy and Training Programs Receiving FLETA Reccreditation in FY 2012**

Program	Date of Reccreditation
FLETC Academy	March 2012
Law Enforcement Instructor Training Program	July 2012
Law Enforcement Driver Instructor Training Program	July 2012
Marine Law Enforcement Training Program	July 2012

**Table 2**  
**FLETC Training Programs Undergoing Successful FLETA Assessments in FY 2012**  
**(Reccreditation award anticipated at next FLETA Board Meeting)**

Program	Date of FLETA Assessment
Boat Operators Antiterrorism Training Program	June 2012
Law Enforcement Control Tactics Instructor Training Program	August 2012



# Training Impacts

Also as part of the accreditation process, the FLETC engaged in eight self-assessments of its training programs during FY 2012, as outlined in Table 3 below.

**Table 3**  
**FLETA Self-Assessments in FY 2012**

Program	Date of Accreditation/Re-Accreditation
FLETC Academy	November 2011
Law Enforcement Instructor Training Program	January 2012
Law Enforcement Driver Instructor Training Program	January 2012
Marine Law Enforcement Training Program	February 2012
Boat Operators Antiterrorism Training Program	April 2012
Law Enforcement Control Tactics Instructor Training Program	May 2012
Law Enforcement Instructor In-Service Training Program	July 2012
Inland Boat Operator Training Program	September 2012

The FLETC remains a committed advocate of consistency and standardization of law enforcement training academies and programs.

## Training Development

The dynamic nature of the law enforcement profession means that training must continuously evolve to ensure relevance to officers' and agents' daily work. Accordingly, curriculum development and review are an integral part of the FLETC's work each year. During FY 2012, the FLETC conducted 7 working groups, 23 curriculum review conferences (CRC), 4 curriculum development conferences (CDC), and 11 pilot training programs. Tables 4 through 7 outline these events.

**Table 4**  
**Curriculum Development Conferences**

Program/Topic	Date
Anti-Human Trafficking Program	April 3 - 5, 2012
Drug Endangered Children Training Program	July 17 - 18, 2012
Peer Support Coordinator	August 28, 2012
Legal Aspects of Operating Emergency Vehicles	September 20, 2012



**Table 5**  
**Curriculum Review Conferences**

<b>Program/Topic</b>	<b>Date</b>
Land Management Police Training Program	November 8, 2011
Law Enforcement Control Tactics Instructor Training Program	November 15-16, 2011
Commercial Vessel Boarding Training Program	December 1, 2011
USC Initial Probation and Pre-Trial Services Training Program	December 6, 2011
Law Enforcement Spanish Immersion Training Program	April 23, 2012
Criminal Investigator Training Program	April 18-19, 2012 and June 21, 2012
Law Enforcement Instructor Training Program	May 22-24, 2012
Marine Law Enforcement Training Program	June 12-13, 2012
Survival Shooting Training Program	July 19, 2012
Reactive Shooting Instructor Training Program	July 20, 2012
Law Enforcement Fitness Coordinator Refresher Training Program	July 24-26, 2012
Law Enforcement Fitness Coordinator Training Program	July 24-26, 2012
Internet Investigations Training Program	July 31-August 1, 2012
Case Organization and Presentation Training Program	August 2, 2012
Sea Port Security Anti-Terrorism Training Program	August 14, 2012
Introduction to Criminal Investigations Training Program	August 28-29, 2012
Federal Air Marshal Training Program	August 28-30, 2012
First Responder Training Program	September 5-6, 2012
Law Enforcement Instructor In-Service Training Program	September 5-6, 2012
Anti-Terrorism Intelligence Awareness Training Program	September 18, 2012
Financial Forensics Techniques Training Program	September 18, 2012
Intelligence Awareness for Law Enforcement Executives Training Program	September 19, 2012
Introduction to Fraud Investigations Training Program	September 20, 2012

# Training Impacts

**Table 6**  
**Working Groups**

Program/Topic	Date
Wi-Fi Exploitation and Tracking Program	April 3, 2012
Law Enforcement Spanish Immersion Training Program	April 12, 2012
Rural Police Officer Training Program	April 24 - 26, 2012
Rural Police Officer Training Program	June 26 - 28, 2012
Law Enforcement Instructor In-Service Training Program	July 2, 2012
Legal Aspects of Operating Emergency Vehicles	August 30, 2012
Land Management Police Training Program	September 27, 2011 (Meetings continued in FY 2012)

**Table 7**  
**Pilot Programs**

Program	Date
Women in Law Enforcement Leadership Training Program	November 14-18, 2011
U.S. Courts Initial Probation and Pre-Trial Services Training Program	January 1-February 10, 2012
Intro to Digital Evidence Analysis Training Program	January 23-27, 2012
Commercial Vessel Boarding Training Program	January 29 - February 4, 2012
Digital Photograph for Law Enforcement Level 1	May 1-3, 2012
Law Enforcement Control Tactics Instructor Training Program	May 7-18, 2012
Law Enforcement Spanish Immersion Training Program	July 16-27, 2012
Basic Peer Support Crisis Intervention Training Program	August 20-24, 2012
International Pre-Deployment Training Program 1	August 6-7, 2012
Anti-Human Trafficking Training Program	September 10-14, 2012
International Pre-Deployment Training Program 2	August 8-10, 2012





*The Advanced Forensics Techniques in Crime Scene Investigations (AFTCSI) training program teaches FLETC students to become proficient in the location, documentation, collection, and preservation of physical evidence at a crime scene.*

During CRCs, FLETC and Partner Organization staff work to achieve consensus on proposals to modify curriculum and delivery methodologies to ensure training programs continue to meet the needs of participating agencies. Among the many curriculum development activities in which the FLETC engaged during FY 2012, one of the most significant was a series of working group meetings and CRCs to review its flagship federal basic training program, the Criminal Investigator Training Program (CITP). The CITP is designed to provide federal criminal investigators with the basic knowledge, skills, and abilities needed to perform key entry-level law enforcement functions. During FY 2012, CITP CRC participants identified needed revisions in areas such as driver, enforcement operations, firearms, physical techniques, and technical operations training.

Also of significance in FY 2012, the CRC for another basic program, the Land Management Police Training (LMPT), resulted in program enhancements such as the addition of prisoner processing procedures, interviewing practical exercises, and M-4 rifle training. Finally, during FY 2012, the FLETC began developing a new basic training program, the Rural Police Officer Training Program (RPOTP). This program will address the needs of agencies such as the Bureau of Indian Affairs (BIA) and the Department of the Interior (DOI), as well as others that have a need for rural police training.

The FLETC's vast network of law enforcement stakeholders has equipped it to serve as a focal point for the provision of training in topics of strategic importance to the Department of Homeland Security (DHS) and the nation as a whole. For example, during FY 2012, the FLETC began curriculum development for a Drug-Endangered Children Training Program, in support of the White House Office of National Drug Control Policy's Drug Endangered Children Initiative. Additionally, the FLETC worked with multiple Departmental and federal stakeholders in developing and piloting the Anti-Human Trafficking Training Program, a program designed for anti-trafficking coordination teams and other law enforcement officers and agents with experience investigating and prosecuting human trafficking crimes, in support of the DHS Blue Campaign to combat human trafficking.

In addition to traditional curriculum development activities in FY 2012, the FLETC advanced its commitment to building a distance learning capability for new generations of students, who always have known a world where technology and information are omnipresent. Providing distance learning options is even more crucial during times of budgetary constraint, as online options afford officers the opportunity to engage in training without expending scarce resources on travel. In support of this important component to its mission, during FY 2012, the FLETC increased the training available through its Electronic Learning Portal by nearly 50%, with 115 offerings available by the end of the year to law enforcement officers nationwide.

# Training Impacts

## Training Research & Implementation of New Training Technologies

As criminal and terrorist threats evolve, law enforcement trainers must remain at the forefront of research to ensure our programs remain on the cutting edge. During FY 2012, the FLETC led and participated in research initiatives in a variety of topical areas of contemporary importance, specifically collaborating with external stakeholders and subject matter experts in the mutually beneficial pursuit of innovative ways to train law enforcement officers. For example, the FLETC collaborated with the Drug Enforcement Administration (DEA) and the International Association of Directors of Law Enforcement Standards and Training (IADLEST) on research aimed at reducing the frequency of accidental shootings of law enforcement officers by other officers due to mistaken identity. The ultimate objective of this project is to develop model policies, tactics, and training interventions that can help prevent tragic “blue-on-blue” or “friendly fire” fatalities. Also in an effort to increase officer survivability, during FY 2012, the FLETC hosted several presentations on Threat Pattern Recognition in Deadly Force Encounters, the first formal step in establishing a Cooperative Research and Development Agreement (CRADA) with the Human Factor Research Group to conduct research in support of the design and validation of training that will increase officers’ survivability by improving their ability to recognize and react to deadly force incidents. In September, the FLETC hosted a Psychology Consortium, bringing together psychology experts from academia to discuss the use of cognitive interviewing in order to obtain expert feedback about the FLETC’s interviewing curriculum, to enhance instructors’ knowledge of cutting-edge interviewing research, and to foster a continuing partnership between researchers and practitioners in law enforcement.

A critical component of the FLETC’s research initiative is continued investment in technology implementation. In June, the FLETC renewed its Memorandum of Agreement (MOA) with the Naval Air Warfare Center Training Systems Division (NAWCTSD) to continue partnering on research and development projects related to innovative training technologies and methodologies for law enforcement and force protection. Specifically, NAWCTSD provides the needed support and resources to help the FLETC develop technology in the areas of modeling, simulation, and other innovative ways to deliver and enhance

law enforcement training, and the FLETC uses its various training facilities as test beds for projects. During FY 2012, the FLETC’s CRADA with Novonics Corporation and its Interagency Agreement with the NAWCTSD continued to provide the framework for the integration of the Advanced Use of Force Training Systems into FLETC training. The FLETC also continued working with the University of Central Florida / Institute of Simulation and Training on the conversion of the Marine Corps Combat Hunter Program to a law enforcement application.



Holographic technology presents three-dimensional images without the need for special viewing glasses.

Research projects such as those the FLETC engaged in during FY 2012 have led to the

[illegible]

Desktop simulations allow users to rotate, cross-section, remove, and replace three-dimensional equipment parts.

As a collaborative member of the international law enforcement community, the FLETC recognizes the importance of sharing subject matter expertise in the dissemination of knowledge about law enforcement training. In this spirit, this year FLETC staff published a chapter on innovation in law enforcement training in *Police Organization and Training: Innovations in Research and Practice* (M.R. Haberfeld, C.A. Clarke, and D.L. Sheehan, 2012)<sup>3</sup>. Additionally, INTERPOL's *International Police Training Journal* published a FLETC senior leader's article titled "Linking Innovators, Researchers, Policies, and Practitioners" in its August 2012 issue.<sup>4</sup>

Finally, the FLETC published two issues of the FLETC Journal, a publication containing articles of interest written by FLETC and Partner Organization staff, focusing on contemporary training developments, programs, events, and research. Available to the public via the FLETC website, the FLETC Journal is wide in scope, reflecting the breadth and depth of the FLETC mission and serving as an effective channel for sharing in-depth information about ongoing work.

<sup>3</sup> Atkins, Valerie and William Norris. "Innovative Law Enforcement Training: Blended Theory, Technology, and Research." *Police Organization and Training: Innovations in Research and Practice*. Eds. Haberfeld, M.R., C.A. Clarke, and D.L. Sheehan. New York: Springer, 2012. 45-65.

<sup>4</sup> Hanneld, Michael. Linking Innovators, Researchers, Policies, and Practitioners. INTERPOL International Police Training Journal, Issue 4, 3-10.





*State and local law enforcement officers receive training in tactical planning for forced entry and search of a multi-story complex.*

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# Homeland Security

## Section II

### Leadership in Support of National and Departmental Initiatives and Priorities

# Leadership in Support of National and Departmental Initiatives and Priorities

The FLETC's achievements in developing training curriculums, participating in the accreditation process, and engaging in cutting edge law enforcement training research has created a large inventory of internal expertise in both the training discipline itself and in numerous law enforcement subject areas and other lines of business. As such, the FLETC serves as a leader in advancing a wide array of national and Departmental initiatives and priorities, in both training and non-training lines of business.

## Training Leadership

As the entity responsible for training law enforcement personnel from over 90 federal agencies, as well as from thousands of state and local agencies, the FLETC is well-positioned to lead the development and delivery of law enforcement training in topics of broad, strategic importance to DHS. Topical areas in which the FLETC has provided training leadership in FY 2012 include human trafficking, drug-endangered children, countering violent extremism (CVE), suspicious activities reporting, and pre-deployment training for DHS personnel working abroad.

To ensure the FLETC's training expertise is shared during the development of critical Departmental programs and initiatives, during FY 2012, it assigned three liaisons to DHS Headquarters, specifically in the Office of the Secretary, the Office of International Affairs (OIA), and the Office of State and Local Law Enforcement (OSLLE). The liaison assigned to the Office of the Secretary played a key role in supporting the Blue Campaign to combat human trafficking, through activities such as developing training, participating in stakeholder events, speaking about the campaign to DHS employees and Congressional staffers, and representing DHS at the White House at Interagency Policy Committee Meetings. The FLETC's liaison to the OIA was pivotal to the FLETC's lead role in developing and hosting the first iteration of the DHS International Pre-Deployment Training to further employee knowledge of the homeland security enterprise and increase awareness of homeland security international activities. The liaison to OSLLE, assigned late in FY 2012, continues to foster the FLETC's close partnership with the state and local law enforcement community, particularly through training leadership on key departmental priorities.



A DHS Blue Campaign Poster promotes the DHS initiative to stop and prevent human trafficking.

In close coordination with Senior Counselor to the Secretary Alice Hill, the FLETC embraced the Secretary's commitment to thwarting human trafficking worldwide as a key initiative in FY 2012. Specifically, the FLETC completed the design of and successfully launched, DHS-wide, a web-based training course entitled Human Trafficking Awareness Training for DHS Personnel. In collaboration with the U.S. Immigration and Customs Enforcement (ICE), Homeland Security Investigations directorate (HSI), the FLETC held a CDC, and developed and delivered the first ACTeam Training (Anti-Trafficking Coordination Teams), a one-week training course for DHS, the Department of Justice (DOJ), and the Department of Labor (DOL). In addition, the FLETC delivered presentations about anti-human trafficking at the IADLEST and the National Sheriffs' Association's (NSA) annual conferences. Finally, the FLETC engaged with Customs and Border Protection (CBP) in an effort to improve training for agents at



the border dealing with unaccompanied alien children smuggled over the border by non-family members.

Another strategic area in which the FLETC has taken a lead role is the promotion of the Department's support for the White House Office of National Drug Control Policy's Drug-Endangered Children Initiative. Specifically, the FLETC participated in and hosted a CDC in July 2012 at the FLETC-Cheltenham, to develop the Drug Endangered Children Training Program. The goal of this program is to more effectively prepare federal, state, local, rural, and tribal law enforcement personnel to identify intervention strategies and improve investigations involving children found in homes where drugs are used, sold, and produced.



In February 2012, the FLETC, DHS representatives, and the National Counterterrorism Center co-hosted a CVE Terrorism Symposium at the FLETC-Glynco.

In concert with the President's Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, DHS's approach to CVE has been to emphasize the strength of local communities, working closely with international, federal, community, state, local, and tribal partners. In support of these efforts, the FLETC is developing a CVE curriculum to be integrated into existing training programs for federal law enforcement. The curriculum will provide federal law enforcement officers and agents with a better understanding of CVE and how to more effectively leverage existing local partnerships. Accordingly, the FLETC collaborated with DHS representatives and the National Counterterrorism Center (NCTC) to host a one-day CVE Terrorism Symposium in February 2012 at the FLETC-Glynco. In addition to hearing presentations from the DHS Science and Technology Directorate (S&T), the DHS Office of Intelligence and Analysis (I&A), and the DHS Office of Civil Rights and Civil Liberties, symposium participants discussed the FLETC counterterrorism curriculum with FLETC instructional staff, Partner Organization representatives, and various state and local law enforcement officers from the local area. Also to advance the Department's CVE-related priorities, FLETC subject matter experts attended a CVE Train-the-Trainer working group meeting in September 2012 in San Diego, California, where they demonstrated the DHS/Federal Bureau of Investigation (FBI)-developed CVE web portal created to provide law enforcement with the most current training materials, case studies, analytic products, and other pertinent CVE resources. This event also included presentations and interactive sessions to provide state and local law enforcement training practitioners with case studies and research on violent extremism, community-oriented policing best practices, and cultural awareness training to help counter violent extremism in local communities.

In addition to developing training in support of DHS priorities, the FLETC has taken an active role in disseminating information about key initiatives. During FY 2012, the FLETC provided \$25,000 in support of the See Something, Say Something initiative, the DHS campaign to raise public awareness of indicators of terrorism and terrorism-related crime, and to emphasize the importance of reporting suspicious activity to the proper law enforcement authorities. Similarly, the FLETC supported the Department's efforts to extend the Nationwide Suspicious Activity Reporting (SAR) Initiative by partnering with the DOJ, Bureau of Justice Assistance (BJA), to train law enforcement officers to understand suspicious behaviors associated with pre-incident terrorism activities; to document and report suspicious activity; and to protect privacy,

# Leadership in Support of National and Departmental Initiatives and Priorities

civil rights, and civil liberties when documenting information. During FY 2012, the FLETC provided an opportunity to view the SAR Line Officer Training video to more than 3,000 state, local, rural, and campus law enforcement officers at the conclusion of FLETC export training programs. In addition, the FLETC trained 1,565 federal enforcement officers attending basic and advanced programs on detecting and sharing information regarding actions of a criminal- or terrorist-related nature via suspicious activity reports.

Finally, as an expert in training, the FLETC has assisted the Department with developing needed internal training. Specifically, to help address a DHS mandate for all Departmental personnel assigned abroad to attend pre-deployment training, Director Patrick and Assistant Secretary for International Affairs Alan Bersin collaborated, with input from other DHS Components, to develop and deliver the International Pre-Deployment Training Program, Phase I, Security Overseas Seminar (IPTI) and the International Pre-Deployment Training Program, Phase II, Understanding and Representing DHS (IPTII). These programs fulfill Department of State requirements for personal security overseas, enhance employee knowledge of the DHS enterprise, and further the Department's coordinated approach to international affairs. A third phase of the program is in development, which will focus on mission-specific skills necessary for personnel assigned to high-risk areas.

## Departmental Services (Non-Training)

In order to provide basic and advanced law enforcement training to more than 90 federal Partner Organizations and thousands of state and local agencies, the FLETC has developed a well-rounded internal infrastructure, with staff expertise in non-training lines of business such as information technology, emergency planning, procurement, event planning, and financial services. As a member of the DHS community, the FLETC shared its proficiency in these areas in FY 2012 in service to the Department.



FLETC Director Connie Patrick and DHS Under Secretary for Management Rafael Borras signed a MOA officially recognizing the FLETC as the devolution site for the DHS Directorate for Management.

Of particular significance, on June 19, 2012, the FLETC and the DHS Directorate for Management (MGMT) signed a MOA officially recognizing the FLETC as the devolution site for MGMT at the FLETC-Glynco. The MOA sets forth terms and conditions by which MGMT will devolve its mission essential functions to the FLETC. The dates coincided with the successful two-day Eagle Horizon 2012 continuity exercise, for which the FLETC prepared by developing various tools and communication methodologies to support devolved operations. A DOD expert externally evaluated the FLETC's devolution operations portion as the best representation of DHS capability, providing the FLETC with a perfect score. The evaluator took note of the FLETC's successful performance during Eagle Horizon,

observing that while he expected the FLETC to “crawl” during this initial effort of performing MGMT’s mission essential functions, he found the FLETC operating under a full “sprint.” Additionally, several DHS components and some other federal agencies have expressed an interest in the tools the FLETC developed.

In another instance of support for DHS objectives, this past year the FLETC signed an agreement with the Federal Emergency Management Agency (FEMA) to designate the FLETC sites in Artesia and Glynco as FEMA Surge Capacity Force sites to stage the registration, training, and deployment of responders to address natural disasters, acts of terrorism, or other catastrophic incidents. The Post-Katrina Emergency Management Reform Act, Public Law 109-295, requires FEMA to establish a Surge Capacity Force plan for response in the event of natural disasters, acts of terrorism, and other manmade disasters. In late September 2012, the FLETC hosted a two-week long Surge Capacity Staff Training in Glynco, providing infrastructure and services at a lower cost than would be possible if the training were to be held at a hotel or similar venue.

In addition to its major role in devolution planning and Surge Capacity Force planning, the FLETC provided services and expertise to the Department in a variety of other areas. For example, the FLETC continued serving as a DHS Center of Excellence and financial management service provider for two Departmental customers - the I&A and the Operations directorates. In addition, during FY 2012, FLETC procurement personnel obligated \$19 million in funds and administered over \$145 million in contracts for the DHS S&T. In May 2012, S&T held its annual laboratory design and construction off-site partnering meeting at the FLETC. Finally, the DHS Office of Public Affairs / Internal Communications requested that the FLETC’s Glynco Center serve as its devolution site.

### **Participation on Working Groups / Committees**

The FLETC’s involvement with over 90 federal law enforcement agencies and thousands of state and local agencies, as well as its engagement in DHS initiatives and programs, situates it to provide expertise and services on numerous Departmental working groups, councils, and committees. During FY 2012, the FLETC served on groups addressing topics ranging from law enforcement training to human capital to information technology (IT). For example, a FLETC senior executive participated in the Fusion Center Executive Steering Committee of the Information Sharing and Safeguarding Governance Board (ISSGB), the mission of which is to provide effective governance, oversight, and guidance to Departmental engagement with and support for fusion centers. In June, FLETC subject matter experts participated in the inaugural meeting of the DHS Interagency Law Enforcement Officers Flying Armed (LEOFA) Advisory Group, formed at the direction of Secretary Napolitano to create a government-wide forum to discuss regulatory, operational, and training-related issues and to develop solutions and standards with input from all stakeholders.

In non-training lines of business, the FLETC also participated significantly in Departmental groups. FLETC records management staff served on the DHS Records Leadership Council, which led to improved information and records management functions throughout the Department through collaboration among DHS colleagues. In support of the Department’s focus on employee engagement this year, a FLETC senior executive served on the DHS Employee Engagement Executive Steering Committee, the DHS Labor Management Forum, and the DHS Human Capital Leadership Council. Through participation in these and other similar Departmental groups, the FLETC remained current on DHS priorities, shared expertise with Departmental counterparts, and conducted operations in accordance with the overarching DHS mission.





*FLETC students receive high-risk stop training at the FLETC-Glynco.*



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# Homeland Security

## Section III Engagement With Stakeholders

# Engagement With Stakeholders

The FLETC was founded on the premise that there are tremendous benefits to be gained through consolidated federal law enforcement training. As such, engagement with other organizations, both internal and external to the Department, has always been critical to the successful accomplishment of the FLETC mission. To advance this, and in response to a major recommendation that emerged from the FLETC's recent Bottom-Up-Review (BUR), in FY 2012 the FLETC implemented an external Advisory Council. Consisting of external experts and key players in the broad law enforcement community, this group has met two times since August 2011, offering insight into emerging trends in law enforcement, providing guidance and input to FLETC leadership on business strategies, and advocating for the FLETC. The members' advice will help ensure that the FLETC is able to optimize the delivery of law enforcement training, share information with the right parties, and identify future training needs.

Complementary to the role the new Advisory Council will play moving forward was the FLETC's continued engagement during FY 2012 with stakeholders far and wide, including those from other DHS components; other federal agencies and governmental entities; the state, local, and international law enforcement communities; and the general public, both local and national.

## Engagement with Other DHS Components

In addition to dynamic engagement in Departmental initiatives like the Blue Campaign and leadership in activities like devolution planning, the FLETC's commitment to the DHS mission in FY 2012 manifested itself in collaboration with fellow DHS components on a vast array of activities. For example, in April 2012 FLETC Director Connie Patrick joined Secretary Janet Napolitano and CBP Acting Commissioner David Aguilar at the commencement ceremony for the CBP Border Patrol Academy's 1000th graduating class at the FLETC-Artesia. The Director's presentation of the Director's Training Award to the Border Patrol trainee who best represented the core values of a federal law enforcement officer demonstrated our joint DHS commitment to those principles for which the award is given – integrity, fairness, respect, honesty, courage, and compassion.



The FLETC welcomed the TSA Deputy Administrator at a ribbon-cutting ceremony for the new TSA Academy in April 2012.

Also during FY 2012, the FLETC partnered with other DHS components in several significant training events and meetings, including piloting the first Non-Compliant Vessel Pursuit Training Program with the United States Coast Guard (USCG) at the FLETC-Charleston; coordinating the Mexican Customs Investigations Training Program (MEXCIT) with ICE at the FLETC-Charleston; delivering a presentation at the Southern States Forest Fire Compact Arson Taskforce Seminar to U.S. Fire Service personnel and fire chiefs from 10 southern states on task force management, case documentation, and arson investigation tactics; and meeting with representatives from the Domestic Nuclear Detection Office (DNDO) to coordinate DNDO-sponsored training for FLETC instructors.

During FY 2012, the FLETC saw the addition of a new DHS component to its list of formal Partner Organizations.

To realize this, the FLETC established and cultivated a new partnership with the Transportation Security Administration (TSA), successfully establishing the TSA Training Academy at the FLETC-Glynco. The pilot TSA Essentials of Supervisory Screening Operations was conducted in April 2012, incorporating the FLETC's Advanced Leadership Through Understanding Human Behavior Training Program. Over the next two years, the TSA anticipates training approximately 4,500 supervisors in this program. During this pilot, the FLETC welcomed the TSA Deputy Administrator at a ribbon-cutting ceremony for the new TSA Academy. Also in April, the FLETC conducted a pilot program for TSA Inspectors at the FLETC-Artesia, providing instruction in basic defensive tactics, unified training principles, conflict skills, encountering resistance, and non-emergency vehicle operation.

Recognizing the criticality of the federal law enforcement community working together to promote ethical standards and professionalism, at the request of U.S. Secret Service (USSS) Director Mark Sullivan, following allegations of misconduct on the part of USSS employees in Cartagena, Colombia, in April 2012, Director Patrick joined Office of Personnel Management Director John Berry in co-chairing the Professionalism Reinforcement Working Group (PRWG). Director Sullivan assembled the PRWG, an objective group of senior government officials, to comprehensively examine the USSS's organizational behavior, performance, and accountability. As part of this effort, Director Patrick appointed FLETC executives to serve on working groups that benchmarked USSS practices against peer organizations and identified areas for improvement.

### **Engagement with Other Federal Agencies**

The FLETC's role in the law enforcement training community extends beyond Departmental boundaries, to include all those charged with protecting the homeland. In addition to its ongoing collaboration and training with Partner Organizations from external departments, the FLETC engaged in numerous activities with external federal entities during FY 2012 to further a collaborative approach to its mission.

The FLETC conducted a variety of activities with Department of Defense (DOD) law enforcement and investigative entities during FY 2012. For example, FLETC staff delivered the Basic Incident Response to Digital Evidence Training Program to the U.S. Army's Criminal Investigations Division in Bas Griesbach, Germany, in February 2012. In April 2012, the FLETC hosted the Defense Investigative Organization Enterprise-wide Working (DEW) Group at the FLETC-Cheltenham, which brought together senior members of approximately a dozen DOD investigative agencies to discuss cyber security, learn about the FLETC's capabilities, and tour the Cheltenham facility. Additional collaboration with DOD included a June tour of the FLETC-Glynco for 12 officers from the 3rd Military Police Group (Criminal Investigation Command) from Hunter Army Airfield in Savannah, which included a briefing about FLETC and training opportunities.



FLETC hosted the Defense Investigative Organization Enterprise-wide Working (DEW) Group at the FLETC-Cheltenham.

# Engagement With Stakeholders

The FLETC also worked closely with DOJ on a number of initiatives during FY 2012. In response to the Office of Management and Budget's (OMB) guidance on the FLETC's initial FY 2013 budget submission pass back, the FLETC initiated discussions with the FBI and DEA to explore the challenges and benefits of consolidated training. On separate visits, FBI and DEA officials toured the FLETC-Glynco, and FLETC personnel provided briefings on the advantages of consolidated training. The FBI has conveyed the possibility of utilizing the FLETC's services for advanced training, and discussions continue with the DEA regarding both basic and advanced training. The FLETC remains committed to working with all federal agencies to realize the efficiencies and benefits to be gained through collaborative training efforts. Additional work with DOJ in FY 2012 included Director Patrick speaking at the annual training conference for the Florida Chapter of the FBI National Academy in June and FLETC staff participating in DOJ's National Officer Safety and Wellness Group's (OSW) meeting in Washington, D.C., in April, focusing on vehicle operations, crash reduction initiatives, distracted driving research, risk management, and problem-based learning.

## **Engagement with the State and Local Law Enforcement Community**

The FLETC mission very purposefully includes all those who protect the U.S. homeland, and the criticality of interoperability has become paramount in the post-9/11 law enforcement profession. During FY 2012, the FLETC continued its longstanding service to state, local, rural, tribal, and territorial law enforcement officers, and worked to further integrate these activities into the FLETC's enterprise-wide training operations. For example, this past year the FLETC significantly increased utilization of instructors from all FLETC sites in the provision of advanced training to 23,692 state, local, rural, tribal, and territorial law enforcement officers across America. In addition, to meet the FLETC's state and local training mission in a manner that maximizes the use of federal facilities, the FLETC hosted its first State and Local Law Enforcement Training Symposium on a FLETC campus in August. This training event brought together 110 students from 30 states and 6 tribal nations to the FLETC-Glynco, where they attended training in topics such as anti-human trafficking, suspicious activity reporting, firearms, active shooter response, and advanced interviewing.

In line with Secretary Napolitano's vision that homeland security begins with hometown security<sup>5</sup>, the FLETC provided special emphasis on training law enforcement officers working in the remotest areas of the United States and Indian Country, who often have difficulty otherwise accessing advanced training. During FY 2012, FLETC regional coordinators worked with rural agencies throughout the nation to bring training programs directly to their locations. In addition, the FLETC offered online training courses to rural officers, which is sometimes the only way they can access needed training. Through these efforts, the FLETC trained 14,692 rural officers in FY 2012.

In order to most effectively serve the state and local law enforcement community, the FLETC actively engages with professional associations that serve this audience. For example, during FY 2012, the FLETC co-sponsored the IADLEST Annual Conference with the Georgia Peace Officers Standards and Training (POST) Council in Savannah, Georgia, providing training for attendees and participating in important dialogue with POST Directors about training needs and POST-certification of FLETC training. Attendees included state and local law enforcement officers and POST leadership from throughout the United States and international law

<sup>5</sup> Napolitano, Janet. 2010. "Homeland Security Begins With Hometown Security." DHS Leadership Journal, 9 August. [http://journal.dhs.gov/2010\\_08\\_01\\_archive.html](http://journal.dhs.gov/2010_08_01_archive.html)





*FLETC co-sponsored the IADLEST Annual Conference with the Georgia Peace Officers Standards and Training (POST) Council*

enforcement professionals from Albania, Bosnia, Kosovo, Macedonia, Montenegro, Serbia, and Nigeria. FLETC staff also provided training at the National Native American Law Enforcement Association's (NNALEA) Annual Conference in Las Vegas, Nevada, in Wildfire Origin and Cause Determination and Wildfire Arson Recognition. At the International Association of Chiefs of Police (IACP) Conference in Chicago, the FLETC provided 10 training workshops and pre-conference sessions, including a well-received session on Online Crimes and Internet Investigations: What Every Law Enforcement Executive Should Know.

In addition to participation in and the provision of training for professional associations, FLETC leaders and staff met with state and local law enforcement association representatives during FY 2012 for the purpose of furthering training collaboration. In April, FLETC executives met with NSA leaders to further its training partnership, particularly in the area of leadership training. To explore potential solutions to the growing problem of shrinking budgets and the resultant reduction in the availability of training for state and local law enforcement agencies, in May 2012 Director Patrick and Assistant Secretary for State and Local Law Enforcement Louis F. Quijas co-hosted the DHS OSLE's meeting at the FLETC-Glynco with 30 representatives from national, state, and local law enforcement associations to discuss ways the Department and the FLETC can provide assistance in training collaboration, especially during times of fiscal austerity. Finally, during FY 2012 the FLETC contributed articles to the IACP's Police Chief Magazine and the NSA's Sheriff Magazine and Deputy & Court Officer Magazine.

The diversity of subject matter expertise among FLETC staff enables it to provide leadership in national law enforcement initiatives. Following the recommendation by the President's Task Force on Puerto Rico's Status to assemble a working group to coordinate and collaborate on Puerto Rico's security and safety, the Puerto Rico Interagency Public Safety Working Group (PSWG) was convened, the purpose of which is to make recommendations in the establishment of an effective local law enforcement capacity to combat violent crime in Puerto Rico. A FLETC senior executive was selected to chair the PSWG's Training Sub-Working Group (TSWG), which addresses issues related to police training in Puerto Rico. In conjunction with its PSWG involvement, the FLETC facilitated a visit to the FLETC-Glynco by an official delegation from Puerto Rico in August 2012. During the visit, Puerto Rican law enforcement officials had an opportunity to observe training facilities and meet with subject matter experts in the areas of training, training management, and training

# Engagement With Stakeholders

innovation. In addition, the FLETC developed and coordinated the charter for the TSWG in FY 2012, and wrote a proposal for a research-based training needs assessment that will assist in executing the PSWG mission.

FLETC state and local efforts this year placed an emphasis on officer safety. Specifically, the FLETC devoted resources to “Below 100”, an initiative to reduce in-the-line-of-duty deaths to fewer than 100 per year for the first time in over 65 years. This training focuses on reinforcing good habits, such as wearing seatbelts and body armor, which can decrease the likelihood of on-duty tragedies. Also to advance officer survivability, in February 2012 the FLETC hosted speakers from the Las Vegas Metropolitan Police Department and the Dallas Police Department, who discussed distractions officers face while driving and strategies supervisors and officers can implement to reduce in-the-line-of-duty vehicular crashes.

The FLETC’s regional approach to state and local training efforts enables specific emphasis on serving law enforcement operating in Indian Country. In support of the Secretary’s initiative to increase consultation and coordination with tribal governments and the 2010 Tribal Law and Order Act, during FY 2012 the FLETC delivered more than 30 instructor-led training programs specifically dedicated to tribal law enforcement officers, in topics such as report-writing, digital photography, leadership, sex crimes investigations, domestic violence, drug-endangered children, and Native American gangs. The FLETC brought these programs directly to Indian Country and continued to develop strong relationships with tribal law enforcement departments nationwide.

Finally, in FY 2012 the FLETC took an active role in the DOJ-BJA’s Gang Resistance Education and Training (GREAT). The GREAT program is a gang and violence prevention program through which law enforcement officers provide classroom-based instruction to youths for the purpose of preventing delinquency, youth violence, and gang membership. This year, FLETC staff served as Chair of the GREAT National Training Committee, and the FLETC provided support for a GREAT Team Leader Training, a GREAT Officer In-Service Train-the-Trainer program, and the National Training Team Annual In-Service Training.

## **Engagement with the International Law Enforcement Community**

During FY 2012, the FLETC proactively participated in the Department’s integrated and coordinated approach to international affairs, in coordination with Assistant Secretary for International Affairs Bersin. In addition to appointing a liaison to the OIA, the FLETC trained 1,311 international law enforcement officers this year in locations both at home and abroad. This includes providing leadership and training at the International Law Enforcement Academies (ILEA) in Bangkok, Thailand; San Salvador, El Salvador; Gaborone, Botswana; and Budapest, Hungary, where the FLETC provided instruction in 31 courses for law enforcement officers from 67 countries.

A highlight of the FLETC’s international training activities in FY 2012 was the impact made on females in law enforcement worldwide. After piloting the Women in Law Enforcement Leadership Program at the FLETC-Glynco in November 2011, the FLETC delivered it internationally in Thailand, El Salvador, and Peru, training female law enforcement executives from 20 countries. This program examines law enforcement leadership from a female perspective and focuses on issues such as male and female communication styles, creating a positive and motivating working climate, gender stereotypes, leadership personalities, work/life balance, and career planning. In May, Director Patrick participated in a panel discussion during the delivery of this program at the ILEA in

Bangkok, addressing the unique leadership challenges women in law enforcement face and helping to facilitate career planning. As a result of the FLETC's efforts in advancing women's leadership in law enforcement, the White House Council on Women and Girls published a blog entry during FY 2012 on the FLETC's role in this area.

In addition to providing training leadership and instruction, the FLETC expanded its worldwide footprint through collaboration with the broader international law enforcement community. As the nation's primary federal law enforcement trainer, the FLETC has found a critical partnership in its work with INTERPOL, the world's largest international police organization dedicated to preventing and fighting crime through enhanced international police cooperation. The FLETC took on a leadership role in INTERPOL during FY 2012, when Director Patrick was elected to serve a two-year term as the Chair of the INTERPOL International Group of Experts on Police Training (IGEPT), which is responsible for coordinating several strategic initiatives including conferences, an eJournal, and law enforcement workshops; sharing knowledge and practical experiences in relation to police training; advising and assisting with the financing, organization and delivery of training activities; compiling and updating training guidelines and making them available to INTERPOL and its stakeholders; dealing with any matters that may be referred to it by INTERPOL and developing solutions to problems that have been identified; and advocating and supporting the implementation of appropriate international instruments, such as conventions and protocols, that deal with police training.

The FLETC also participated in a variety of INTERPOL activities during FY 2012. In November 2011, Director Patrick served as a moderator and presenter at the 18th INTERPOL Police Training Symposium in Turkey, specifically delivering a presentation about the Women in Law Enforcement Leadership Training Program. Also at this symposium, other FLETC senior leaders delivered presentations titled Law Enforcement Ethics Research Project; Linking Innovators, Researchers, and Police Practitioners; and Future Emerging Technologies for Police.

In January and February 2012, FLETC staff provided instructor development training in collaboration with the INTERPOL General Secretariat in Lyon, France, and Kingston, Jamaica, respectively. Through this effort, the FLETC trained 41 students from 6 continents. Because of the successful partnership the FLETC has developed with INTERPOL, during 2012 DHS OIA requested that the FLETC facilitate an agreement between DHS and INTERPOL that will result in the assignment of a FLETC staff member to the INTERPOL Global Complex for Innovation (IGCI) in Singapore to assist INTERPOL in applying the instructional systems design process to training development.

As the FLETC's involvement in the international community grew in FY 2012,



Director Patrick and other FLETC leaders participated in the 18th INTERPOL Police Training Symposium in Antalya, Turkey.



# Engagement With Stakeholders

it identified new opportunities to collaborate with countries worldwide in the exchange of information, research, and best practices. For example, in collaboration with the ILEA-Bangkok Director, FLETC senior leaders and representatives from DHS OSLE met with a delegation from the Government of India, in support of DHS's Homeland Security Dialogue with India, which was announced during the President's November 2010 visit to that country. The purpose of the Homeland Security Dialogue is to deepen operational cooperation, counter-terrorism technology transfers, and capacity building. The FLETC's discussion with the Indian delegation focused on megacity policing and capacity building, a component of which focuses on training, and resulted in key findings that will assist the countries in exchanging information about training best practices. Similarly, during FY 2012 the FLETC worked closely with the Australian Institute of Police Management (AIPM) on executive level law enforcement leadership training, training exchanges, and joint research projects. Specifically, an AIPM staff member provided instruction in FLETC leadership training in April 2012, and a FLETC senior executive participated in the AIPM Police Executive Leadership Program as an International Visiting Fellow in September 2012. During FY 2012, the FLETC cultivated a strong partnership with the Royal Canadian Mounted Police, hosting and visiting respective locations for discussions related to recent findings on firearms simulation research and as part of a joint effort to develop a simulated firearms range at the FLETC. Finally, in September 2012 Director Patrick presented on the benefits of consolidated law enforcement training at the European Police College (CEPOL) Police Research & Science Conference in Lyon, France. This marked the first time personnel from outside of the European Union were invited to present at this event.

## **Engagement with Government & Community Organizations**

As the area's largest employer, the FLETC-Glynco is not only a vital part of our local economy but also an important example of the true meaning of public service. During FY 2012, each FLETC site engaged in multiple activities in service to the local area and nation, including government and community organizations, and remained a committed steward of our environmental resources.

During FY 2012, the FLETC hosted and met with a variety of congressional officials and staffers, providing tours and information about the FLETC mission. Examples include hosting New Mexico Senator Tom Udall's staff for a briefing, tour, and training demonstrations at the FLETC-Artesia; providing a tour of the FLETC-Charleston for South Carolina Representative Tim Scott's staff and House Majority Leader Eric Cantor's staff; providing a tour and briefings for Georgia Senator Saxby Chambliss and his staff at the FLETC-Glynco; and hosting staffers from the House Committee on Homeland Security, who toured the FLETC-Glynco and attended a class on CVE. In addition, the FLETC participated in the Annual Chamber of Commerce Fly-In meetings with representatives from the Glynco and Artesia local communities. The Fly-In meetings are annual opportunities for representatives from the local communities to discuss timely issues with members of Congress and FLETC leaders. As a follow-up to the Artesia Chamber of Commerce Fly-In, the FLETC-Artesia hosted a facility tour in May for members of the Roswell and Artesia Chambers of Commerce to familiarize them with FLETC facilities and training operations. Finally, in support of local military interest in the FLETC mission, the FLETC hosted the Adjutant General, Georgia Department of Defense, for a tour and meeting with FLETC leadership, and provided a FLETC overview briefing to local retired military officers at the Camden County branch of the Military Officers Association of America in Camden County, Georgia.



The FLETC also recognizes the important role it can play in contributing to its surrounding community, especially in helping area youth understand the possibilities of careers in public service and law enforcement. This manifested itself in FY 2012 in activities such as the Third Annual “Take Our Daughters and Sons to Work Day,” during which children of FLETC employees were able to learn about careers in public service and experience law enforcement training activities. Similarly, in June 2012 the FLETC-Glynco’s Investigative Operations Division (IOD) hosted a group of 15 young girls participating in the YMCA-sponsored Career Adventure Program, aimed at introducing 8th grade girls to a variety of careers. During the visit, IOD staff facilitated hands-on activities, allowing the girls to physically demonstrate and experience evidence collection and processing techniques, such as casting impressions of their footwear in sand, processing and lifting latent fingerprint impressions on tile, and recovering and examining trace evidence with alternate forensic light sources. Finally, FLETC staff provided coordination and instruction at the 2012 National Law Enforcement Exploring Conference in Fort Collins, Colorado. The Law Enforcement Career Exploring mission is to provide educational training programs for young adults on the purpose, mission, and objectives of law enforcement. At the annual conference, FLETC instructors provided workshops in Non-Emergency Vehicle Operations, Judgment Pistol Shooting: Shoot / Don’t Shoot, Cyber/Social Media, and Technology in Surveillance, teaching participants skills and techniques that will serve them well in their future careers.

In addition to these career-building activities, FLETC staff volunteered in numerous other activities specifically in support of local children during FY 2012. For example, a senior executive served as the FLETC’s representative with other community leaders on the United Way High School Blueprint Commission in support of efforts to increase the high school graduation rate in the coastal Georgia community. In May, the FLETC-Glynco hosted the 13th Annual Special Olympics Fishing Rodeo, sponsored by a variety of local organizations. FLETC staff volunteered at this event, which brought together 200 Special Olympians from the local area to participate in a fishing rodeo, volleyball, softball, and other outdoor activities. FY 2012 marked the 15th year that FLETC-Glynco and the Partner Organizations participated in Operation Santa Claus, a

program through which staff donate Christmas gifts to the Court Appointed Special Advocate (CASA) program, which distributes them to neglected and abused children during the holiday season. In addition, FLETC staff donated 18,723 pounds of food in the annual Feds Feed Families food drive in support of families in local communities. Finally, the generosity of FLETC staff to children in need extended overseas this year, as instructors teaching at the ILEA-Gaborone assisted with the Adopt Assist Program, a Gaborone-based home care and family life facility that provides food to children, many of whom are HIV positive, in one of the poorest areas of Gaborone. Instructors donated money, toys, and candy, and played ball with participating children.



The generosity of FLETC and Partner Organization staff was evident by their donations of 18,723 pounds of food in the annual Feds Feed Families food drive in support of families in local communities.

In honor of National Volunteer Week in April, the FLETC-Glynco hosted its 6th Annual Volunteer

# Engagement With Stakeholders



FLETC marked National Black History Month with a luncheon themed “Black Women in American History and Culture”.

Community Service Fair. Twenty-three local nonprofit organizations participated, including several first-time groups such as Coastal Regional Area Agency on Aging, K-9 Services German Shepherd Rescue, Therapy Dogs International, and Wounded Warriors. The fair afforded FLETC staff an opportunity to learn about volunteer opportunities in the local area. In September, members of the FLETC-Charleston joined 8,500 volunteers from across the region in the annual Trident United Way “Day of Caring,” during which volunteers from government, the military, and private organizations conducted community service projects in support of the elderly, children, and others in need. FLETC staff specifically participated in clearing litter and debris from various parks and other public spaces. Also in support of the local community, two FLETC-Glynco staff members served on the Brunswick Glynn County Mayor’s

Disability Committee, which provides a forum to address issues of interest to disabled citizens and their families. In support of this Committee, four FLETC staff members served food at the 11th Annual Spring Fling, a community event that provides local disabled citizens and the general public with an afternoon of food, activities, live entertainment, and information on local disability-related services. Finally, 146 donors gave more than 127 pints of blood at blood drives sponsored by the American Red Cross at the FLETC-Glynco.

In addition to its extensive support for the local community, the FLETC celebrated our nation’s cultural history with various events and special exhibits. In February 2012, the FLETC marked National Black History Month with a luncheon themed “Black Women in American History and Culture”, which was attended by over 100 FLETC staff, Partner Organization representatives, and local community leaders. Furthermore, the FLETC’s Equal Employment Opportunity (EEO) Division created displays honoring various groups during particular months, such as an exhibit about “Women’s Education – Women’s Empowerment,” in March for National Women’s History Month, as well as others celebrating Asian American and Pacific Islander Heritage Month, National Hispanic Heritage Month, National Native American Heritage Month, and National Disability Awareness Month. In addition, FLETC staff created displays celebrating Earth Week, Police Week, and FLETC Preparedness Month.

In one of its most solemn events of the year, the FLETC observed its 27th Annual Peace Officers Memorial Ceremony, 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. Almost 300 FLETC and Partner Organization staff, community members, congressional staffers, students, and family members attended the morning ceremony, during which 11 names were engraved upon the FLETC Graduates Memorial, honoring the FLETC graduates who lost their lives in service this year. Director Patrick delivered opening remarks, and DHS OSLE Assistant Secretary Quijas provided a keynote address. Also in May, the FLETC and the BIA held the 21st Annual Indian



Country Law Enforcement Officers Memorial Ceremony, in remembrance of law enforcement officers and agents who have given their lives in the performance of duty in Indian Country. The FLETC Deputy Director provided remarks at the ceremony, during which three names were added to the memorial at the FLETC-Artesia.

In addition to FLETC staff's commitment to and compassion for fellow citizens and law enforcement officers and their families, during FY 2012 FLETC staff worked to achieve environmental benefits. For example, the FLETC awarded a 20-year, \$54 million Energy Savings Performance Contract which will finance infrastructure energy savings improvements at all four FLETC sites. This project is the largest award of this type within DHS and met over 80% of the FY 2012 DHS goal for projects of this nature. The cost of the investment is paid by annual energy savings realized from infrastructure upgrades and utilization of more efficient technologies – an innovative solution in the face of funding constraints for facility maintenance. In addition, this contract will ensure that the FLETC meets or exceeds Executive Order 13423's (Strengthening Federal Environmental, Energy, and Transportation Management) goals for gas and energy reductions and renewable energy requirements. Also in support of Executive Order 13423, during FY 2012 the FLETC introduced alternative fuel vehicles into the FLETC-Cheltenham for use in law enforcement training activities. Finally, during FY 2012 the FLETC implemented recycling at its Glynco Center by leveraging the presence of the janitorial contractor in FLETC buildings through the addition of recycling to the re-competition of the Janitorial Services Contract requirements. This cost avoidance measure utilizes janitorial staff to facilitate the recycling program and helps meet various environmental goals involving pollution and greenhouse gas prevention.



At the conclusion of the FLETC Peace Officer Memorial Day Ceremony, family members of FLETC graduates who made the ultimate sacrifice are escorted to the memorial site to view the inscribed names of their beloved “heroes”.



*A FLETC instructor describes proper warrant procedures in a “forced entry” scenario.*



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



# Homeland Security

## Section IV Internal Significant Activities and Achievements

# Internal Significant Activities and Achievements

The FLETC could not achieve its mission without a strong internal infrastructure. During FY 2012, the FLETC continued to modify its organizational structure in an effort to improve operations. Recognizing the significance of sustaining a high-performing workforce, the FLETC emphasized the importance of employee engagement and employee development during FY 2012. Finally, the FLETC celebrated numerous infrastructure and process improvements, as well as other significant internal accomplishments.

## Organizational Changes / Restructuring

As an organization charged with serving the dynamic law enforcement profession, it is integral that the FLETC adapt to changing times, not only through continuous review and refinement of its curriculum, but also through organizational modifications to ensure optimal capability to deliver the finest training to those who protect the homeland. During FY 2012, the FLETC continued implementation of its Bottom-Up Review (BUR), which was a two-year long comprehensive examination of the FLETC operations, accomplished through analysis and assessment of more than 100 interviews with FLETC and Partner Organization staff, over 1,000 pages of FLETC documents and existing reports on the FLETC, and input from external subject matter experts in the areas of strategy, workforce planning, business process improvement, and information technology. Specifically, the FLETC enacted organizational changes related to training management and communications, which are already creating improved operations.

Perhaps the most impactful organizational change in FY 2012 was the full implementation of the Centralized Training Management Directorate (CTMD), a widespread effort to consolidate processes and procedures associated with law enforcement training management into one enterprise-focused directorate. During its initial year of existence, the CTMD has led to more efficient and effective management of training programs, characterized by a uniform approach to accreditation of law enforcement training programs, fewer operational inefficiencies, and better communication with partner organizations. This has involved close collaboration with the training directorates to ensure enterprise-wide planning, coordination, and execution of training management services, resulting in a high-quality and consistent training experience at every FLETC training delivery point. For example, during its inaugural year, the CTMD worked transparently with cross-directorate working groups to identify, revise, and shepherd through the review process 10 key directives that incorporate centralized training and enterprise training program management concepts. During FY 2012, the CTMD also created a highly effective beginning-to-end process for customers that begins with a Request for Training and concludes with an End of Class Report. The development of the Training Request Notification System has provided a snapshot of all training requests received and processed by all training delivery points for the first time, enabling easy determination of which sites have the resources and instructors to support particular training requests. The FY 2012 Partner Organization Satisfaction Survey showed an increase of 12.1% in satisfaction with the FLETC's training request and approval process (rising from 78.1% to 90.2%), an indication that Partner Organizations are already experiencing better customer service based on CTMD's new processes.<sup>6</sup> In addition, the CTMD has executed a framework and approach for curriculum development and evaluation that enables the FLETC to achieve its mission transparently and effectively.

<sup>6</sup> Data extracted from the FY 2012 Partner Organization Satisfaction Survey Report, prepared in September 2012 by the Strategic Planning and Analysis Division at the FLETC.

Another major priority that emerged from the BUR was to centralize communications through establishment of a Communications Office. To consolidate all organizational resources responsible for communicating internally and externally and to ensure consistent messaging, the FLETC formally established a Protocol and Communications Office (PCO) in June by realigning existing resources. Not only will this office continue to implement the critical public affairs function and centralize external communication processes, but it will improve communications-related activities in areas where gaps currently exist, such as the FLETC's formal messaging to internal staff, government stakeholders, and external customers. The PCO will proactively convey the FLETC's many successes through the right channels, ensuring it does not miss opportunities to tell the FLETC's story. In addition, the FLETC identified an opportunity to ensure that all FLETC-sponsored meetings and events follow proper protocols, and therefore has integrated this concept into the new office. This is especially critical as the FLETC continues to expand its footprint into the vast international law enforcement community.

In addition to realignments related to training management and communications, during FY 2012 the FLETC realigned training functions in order to further organizational consistency and increase efficiencies. The former Office of State and Local Training and Rural Policing Institute were consolidated into the Office of State, Local, Rural, Tribal, and Territorial Training, creating a single unit dedicated to training this important component of the FLETC customer base. The State and Local Training Management Division was realigned to the CTMD to integrate training management for state and local customers into the FLETC's enterprise-wide training management framework. Furthermore, the former Law Enforcement



*State and local law enforcement officers receive tactical training.*

# Internal Significant Activities and Achievements



During a Town Hall, Director Patrick shared with staff the results of the 2011 FLETC Employee Satisfaction Survey.

Leadership Institute was realigned and integrated into the FLETC's international training efforts through the establishment of the Leadership and International Capacity Building Division, creating a healthy merger of training expertise and law enforcement leadership competency, which includes instructor development, strengthening the FLETC's capacity to engage in international training activities and to maintain a world-class instructor cadre.

Finally, during FY 2012 the FLETC reenergized its commitment to employee engagement and well-being, through the formal establishment of an organizational unit dedicated to these issues. Specifically, the FLETC initiated a process to assess our professional standards, values, and resilience, and to consolidate resources dedicated to these issues under common leadership for the purpose of developing and implementing systemic solutions. Accordingly, the FLETC has aligned existing programs dedicated to these issues under an umbrella entity called the Office of Organizational Health (OOH), which includes the EEO Division, the Critical Incident Stress Management (CISM) Division, the Wellness Program, and the Ombudsman Program. The OOH now serves as a single focal point to analyze the wealth of information the FLETC holds about employee and student satisfaction and

engagement, identifying best practices and providing enterprise-wide solutions. This effort will formalize the FLETC's commitment to ensuring a healthy workforce that is well-equipped to carry out its critical mission, recognizing the essential connection between operational effectiveness and a healthy, diverse, engaged, and principled workforce.

## Employee Development

Recognizing the significance of professional development in maintaining employee morale and continuing to improve operational capabilities, the FLETC engaged in numerous activities aimed at developing employees in FY 2012. Three senior managers participated in the DHS Senior Executive Service (SES) Candidate Development Program, which provides high-performing individuals with opportunities to develop their Executive Core Qualifications (ECQs); strengthen competencies necessary for effective leadership in executive positions within the Department; enhance familiarity with homeland security at the executive level; and broaden individuals' understanding of the Department's programs, mission, and challenges through cross-department exposure and developmental activities. Also during FY 2012, a FLETC manager graduated from the DHS Fellows Program, which provides senior federal employees with a unique opportunity to strengthen leadership skills through a combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and assessments,



and Department-wide networking. Other leadership development programs in which the FLETC sponsored staff attendance in FY 2012 include the Federal Executive Institute Program, the Treasury Executive Institute, and the DHS Cornerstone Mentoring Program. In addition, the FLETC sponsored on-site training for managers in situational leadership and DISC (Dominance, Inducement, Submission, Compliance) Behavioral Styles.

To enhance consistency among personnel responsible for the development and maintenance of training curriculum, the FLETC's CTMD delivered Program Specialist In-Service Training, during which 44 staff members across directorates were trained in topical areas including the FLETC Student Administration and Scheduling System (SASS), the instructional system design process, CDC and CRC standardization, FLETA accreditation, facilitation skills, the Centralized Training Management Information Site (CTMIS), and the new Center Advanced Training Request Workflow process. This training has contributed to the successful implementation of the new CTMD, specifically advancing an enterprise-wide commitment to consistent training development and management processes.

The FLETC also provided career development opportunities for young people who will soon start their careers, by hosting 52 high school and college students during the 6th iteration of the Summer Hire Program in FY 2012. This experience offers a chance to learn about careers in public service and law enforcement, and includes career-building workshops in topics such as resume- writing and interviewing.

Finally, employees FLETC-wide experienced a much more streamlined process for staff training in FY 2012. Specifically, full implementation of the FLETC Learning Management System (LMS) was accomplished through successful collaboration of stakeholders from throughout the organization in transitioning the process for assigning and tracking staff training from a laborious manual method to an efficient electronic one. Employees can now log into the LMS to view pending training, to complete mandatory online training, and to engage in training in a wide variety of business competencies from software usage to project management.

## Employee Engagement

Particularly during difficult economic times, it becomes paramount for organizations to ensure employee morale is maintained. During FY 2012, the FLETC spearheaded numerous activities relevant to employee engagement, including executive communication through Town Hall meetings, analysis and action items related to employee satisfaction data, continued commitment to recruiting a diverse workforce, and implementation of programs in support of employee wellness.



During a Town Hall meeting, FLETC leadership discussed organizational realignments.

# Internal Significant Activities and Achievements



To advance transparent communication, senior executives conducted several Town Hall meetings to update staff on FLETC news and to share staff accomplishments. For example, at one Town Hall, Director Patrick shared with staff the results of the 2011 FLETC Employee Satisfaction Survey, and during another, described the FLETC's enterprise-wide renewed focus on innovation in conjunction with upcoming organizational realignments.

Employee engagement was also an important focus for DHS during FY 2012, and the FLETC echoed that emphasis through a variety of activities. For example, Director Patrick requested detailed analysis of employee survey data, and convened focus groups led by senior executives to address emerging areas of concern. These topics were covered in depth during a special training day for managers and supervisors, which primarily focused on improving communications between leaders and staff.

Also in support of improving employee engagement in FY 2012, the FLETC reestablished its Ombudsman program, creating an avenue for employees, managers, detailees, students, Partner Organizations, stakeholders, and customers to receive assistance resolving problems through the services of an impartial, confidential, and neutral resource. In addition to providing services to individual employees, the Ombudsman program seeks to effect positive overall organizational change by providing feedback to FLETC leadership about systemic concerns.

Austere fiscal times have made it difficult for the FLETC to recognize employees with traditional monetary awards. Consequently, this past year the FLETC established an enterprise-wide system that will use non-monetary means to recognize exemplary employees' contributions. In the spirit of inclusion, 5 employee working groups were conducted with 40 employees from across the organization to recommend a framework for this new system.

To maintain an engaged and productive workforce that brings a healthy variety of perspectives and experiences to the workplace, the FLETC recognizes the value of diversity. During FY 2012, FLETC human capital staff demonstrated great effort in continuing to recruit employees from a variety of backgrounds and experiences. For example, this year the FLETC exceeded the DHS Chief Human Capital Officer's Veteran New Hire goals by achieving a rate of 33% for veteran new hires and 15.5% for disabled veteran new hires. Furthermore, the FLETC worked collaboratively with the Wounded Warrior Program, facilitating the training and development of 38 active duty participants.

In addition to its efforts to employ veterans, the FLETC engaged in a variety of other activities in support of recruiting a diverse workforce in FY 2012. The FLETC Recruitment Council provided recruiters and information booths at various events sponsored by national law enforcement organizations, including the Hispanic American Police Command Officers Association, the National Organization of Black Law Enforcement Executives, Women in Federal Law Enforcement, NNALEA, the National Asian Peace Officers

Association, and the International Law Enforcement Educators and Trainers Association (ILEETA). The FLETC Recruitment Council also participated in five job fairs, including the Gallaudet University Internship College Fair, the Bethune Cookman University Job Fair, the St. Thomas University Job Fair, the Navy Tri/Base Job Fair, and the Congressional Black Caucus Foundation's 42nd Annual Legislative Conference. To continue the FLETC's efforts to promote a diverse and inclusive workplace, in FY 2012 the EEO Division wrote the first FLETC Diversity and Inclusion Strategic Plan. This document provides a framework that serves as a dynamic roadmap to guide the FLETC from FY 2012 through FY 2015 in creating and sustaining a high-performing workforce and serving as a premier employer for anyone committed to serving and protecting our nation.

Employee engagement also involves ensuring the mental and physical well-being of FLETC and Partner Organization staff. Accordingly, the CISM Division provided a wide range of assistance to employees in support of improved mental health and stress management during FY 2012. For example, CISM procured an Employee Assistance Provider (EAP), ComPsych Corporation, which is now offering a wide range of EAP services to FLETC employees, including counseling and information on work/life topics. In addition, CISM coordinated with Savannah State University and Georgia Southern University to offer an eight month internship for a master's level clinical social worker to serve as another counseling resource for FLETC and Partner Organization staff. During FY 2012, CISM staff reported 1,177 contacts with individuals, including FLETC and Partner Organization staff, students, students' family members, and state and local emergency response workers. Of those, 289 utilized CISM services for the first time and 888 were follow-up contacts. Individuals sought assistance from CISM for a variety of reasons, as depicted in Figure 1 below.

## CISM Services Provided in FY 2012

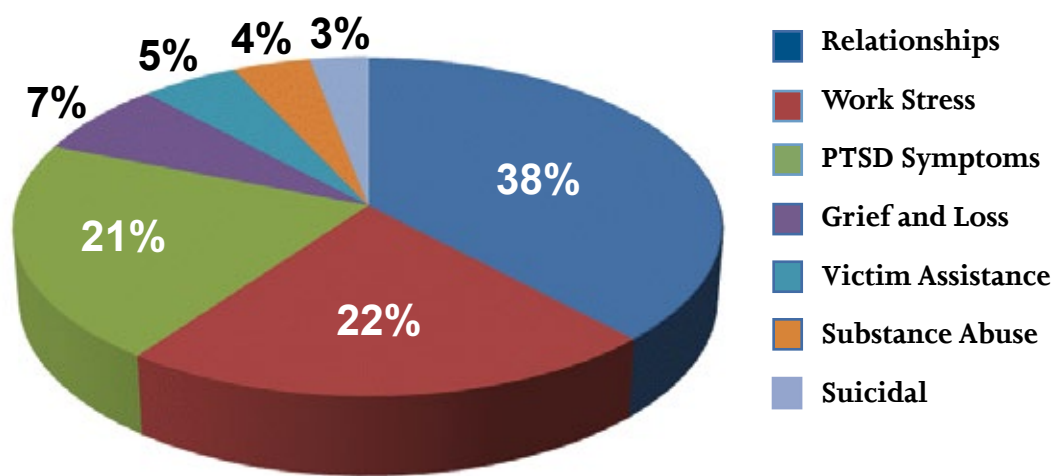


FIGURE 1

# Internal Significant Activities and Achievements

The CISM Division plays an important role in assisting FLETC staff and students, Partner Organizations, and the broader law enforcement community through crisis intervention services. During FY 2012, CISM provided Crisis Management Briefings to almost 700 people at the request of Partner Organizations, local law enforcement agencies, and FLETC management. Briefings were provided in response to incidents such as the line-of-duty deaths of federal law enforcement officers and a shooting in a nearby community. During FY 2012, the FLETC also provided training programs to staff and students in crisis intervention and stress management services, such as group crisis intervention, holiday stress, and post-traumatic stress. Of particular significance during FY 2012, the CISM worked closely with the CTMD to develop curriculum for the Peer Support Crisis Intervention Program, which it piloted in August for 66 students.

Finally, the CISM's Wellness Program continued to serve as an important avenue for supporting employee physical health. During FY 2012, participation increased by over 10%, with over 500 employees currently registered for the On-Duty Fitness Program. In support of employee physical health, the Wellness Program partnered with Southeast Georgia Health System to provide health screenings at FLETC-Glynco, including mammograms, pulmonary function tests, blood pressure checks, diabetes screenings, and cholesterol screenings. Finally, the Wellness Program coordinated the provision of a Weight Watchers program at the FLETC-Glynco. During the program's 43 weeks, 35 participants lost a total of 405 pounds and gained healthier eating habits in support of long-term health.

## **Infrastructure Enhancements, Process Improvements, and Other Internal Accomplishments**

The FLETC carried out numerous projects related to improving its physical infrastructure during FY 2012. The FLETC-Glynco saw the renovation of the CBP Building 70, and the continuation of renovation and construction of Classroom Building 262, ICE Building 63, Human Capital Division Building 99, and the Counterterrorism Operational Training Facility Urban/Suburban Complex. Also in Glynco, designs were completed for the planned renovation of other buildings including Glynco Building 680, Glynco Range E, and Glynco Building 64. In Artesia, design was completed and a contract awarded for the construction of the Artesia Auditorium. Finally, the FLETC-Cheltenham saw the renovation of Building 1.

In addition, the FLETC implemented improvement and maintenance of the services provided to students in FY 2012, through activities such as updating furniture and appliances in student dormitories, reviewing and rewriting role-player services requirements for FLETC-Glynco, and improving communications regarding recreational services through the implementation of After Action Reports.

Beyond physical renovations and construction of new buildings, as well as improvements to services available to students, the FLETC accomplished enhancements to its technological infrastructure and capabilities during FY 2012. For example, this past year the FLETC executed enterprise-wide implementation of SASS Releases 1.1 and 1.2, with all training delivery points now scheduling classes through the automated scheduling tool, thereby enhancing the speed, accuracy, and effectiveness of scheduling resources. SASS also now accepts Partner Organization planning and forecasting information and student registration. These successes enabled the disposal of the formerly used Student Information



System (SIS). Also in furtherance of SASS implementation, during FY 2012 the FLETC developed and executed a funding strategy for the relocation of SASS to the DHS Data Centers. Furthermore, the FLETC developed the business strategy and funding plan to migrate the FLETC email system to the DHS Data Centers. The migration of enterprise systems and services to DHS Data Centers is mandated by OMB and expected to result in holistic savings for the Department.

Improvements to IT infrastructure in FY 2012 extended to cyber-security. For example, this past year the FLETC renovated, equipped, and operationalized Building 146 in Glynco to provide a Cyber-Security Operations Center and secure training space to support the law enforcement training mission. This facility provides capabilities to process classified information and secure communications in support of the FLETC and the DHS Focused Operations and Cyber Threat Analysis Program. Also during FY 2012, the FLETC successfully established continuous monitoring capabilities consistent with the FLETC's Continuous Monitoring Implementation Plan in support of Cyber-Security Continuous Monitoring. The FLETC's implementation of a security tool provides the DHS Security Operations Center with real-time access to the FLETC general support system and application system security logs to identify, analyze, and mitigate security vulnerabilities to the Federal Government in response to advanced persistent threats.

During FY 2012, FLETC IT staff performed significant activities in direct support of the training mission. For example, FLETC staff established capabilities for the receipt and control of Classified National Security Information (CNSI), which supports the FLETC's law enforcement training programs



The Counterterrorism Operational Training Facility Urban/Suburban Complex at FLETC-Glynco

# Internal Significant Activities and Achievements

requiring access to and use of classified information. In addition, capabilities were expanded to support Partner Organization law enforcement training requirements necessitating access to and use of CNSI. Furthermore, IT staff completed the build-out of wireless network capabilities at all training delivery points, providing the critical infrastructure necessary to further modernize the delivery of FLETC training content and collaboration between instructors and students.

Finally, in support of continued efforts to ensure network security, the FLETC planned and piloted Logical Access Control to FLETC IT networks and systems utilizing Homeland Security Presidential Directive 12 (HSPD-12) Personal Identification Verification (PIV) cards as a second factor for authentication. In addition, IT staff supported the deployment of Physical Access Control System (PACS) devices which utilize the HSPD-12 PIV cards.

Beyond improvements to its physical and IT infrastructure and enhancements in facilities and services available to students, during FY 2012 the FLETC enacted a wide variety of internal process improvements. Upon identifying a need to centrally locate information critical to training development and modification, the CTMD developed the CTMIS, which now serves as an innovative collaboration site for subject matter experts to exchange information about lesson plans, program syllabi, curriculum development and review, program evaluations, and accreditation. This collaborative tool is enabling the FLETC to meet its customers' needs in new ways. For example, the new Lesson Plan Template provides a user-friendly means for instructors to create and revise lesson plans, allowing them to focus on content rather than document formatting. The lesson plan development process, which previously took instructors months to complete, can now be accomplished within a few weeks. The End of Class Report template includes a tracking process that enables consistent documentation and increased accountability. The Consolidated Programs Register is a living document that is updated immediately when programs are added to the schedule or archived. Instructor staff can now easily access evaluative reports and after action reports. Finally, the Instructional Systems Design Launch Pad located on the CTMIS offers a step-by-step guide for curriculum development and review conferences, assisting staff in consistently executing these events.

The FLETC's commitment to responsible stewardship of public funds extends to its acquisition activities, as FLETC procurement staff successfully worked toward its vision to exercise collaborative leadership in support of law enforcement training through innovative ideas and streamlined procurement and contracting processes. During FY 2012, the FLETC obligated more than \$165 million in contract actions for FLETC and Partner Organizations while exceeding all competition, small business, and high risk contract reduction goals in the procurement of resources. Specifically, FLETC staff exceeded the annual competition goal of 80% and achieved an impressive 85.4% competition rate for FLETC contract awards. This increased private sector opportunities and competition for federal contracts. In addition, procurement staff exceeded the OMB reduction target of 10% for new noncompetitive contracts versus the FY 2008 baseline of 12.3% by achieving a noteworthy 8.6% for these contracts. Furthermore, the FLETC significantly reduced the number of one-bid contracts from the 2008 baseline of 31.7% by achieving an impressive 1.6% for these contracts. These achievements have decreased dependency upon sole source contracting and have increased private sector opportunities.

The FLETC realized significant achievements in the area of small business performance contracts during FY 2012, increasing small business opportunities and competition for federal contracts. Table 8 demonstrates results in various categories.

**Table 8**  
**FLETC FY 2012 Small Business Contracts**

Category	Goal	FY 2012 Achievement
Small Business	50.0%	86.2%
Disadvantaged Small Business	18.0%	67.5%
8(a) Small Business	9.0%	35.9%
Disabled Veteran Small Business	3.0%	8.6%
Women-Owned Small Business	7.5%	18.7%
HUBZone Small Business	5.0%	16.2%

In addition, the FLETC exceeded its goal to ensure at least 50% of all service contracts are performance-based by 28.5%, providing the organization with an even greater ability to reap the benefits of private sector innovation. The FLETC also exceeded the OMB 15% reduction goal for obligations on management support contracts with an 18% reduction, and exceeded OMB's goal to reduce Total High Risk contracts for all categories.

Finally, in FY 2012 FLETC staff worked to improve processes related to ensuring the safety and health of our staff. Specifically, implementation of the new Environmental Data Integration System (EDIS) has improved the ability to track and analyze data related to mishap incidents for staff and students. By enabling the FLETC to capture data and create reports across different categories, the EDIS allows staff to better identify trends, risks, and/or hazards related to mishaps at the FLETC and consequently take appropriate action when data reveals problematic areas. In addition, the EDIS has streamlined formal inspection procedures by incorporating checklists for evaluation, inspection, tracking, and monitoring of all aspects of safety-related activities and programs. This has minimized staff hours spent on administrative activities and reduced paper consumption. Finally, during FY 2012 the FLETC achieved a reduction of 22% in its total case rate from FY 2011.





*The FLETC hosted the FLETA Board's Annual Meeting at the FLETC-Glynco.*



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# Homeland Security

## Section V Efficiency Initiatives

# Efficiency Initiatives

As government agencies confront challenging fiscal times, it has become essential to find innovative ways of doing business. The FLETC took numerous actions during FY 2012 in an effort not only to ensure its own operations are as efficient as possible, but also to assist our DHS and other governmental partners in achieving mission excellence despite budgetary constraints.

This year, the FLETC identified an opportunity to capitalize on its internal infrastructure, including dormitories and cafeteria services, to provide conferencing and event management services to other federal entities at lower costs than available in the private marketplace. During FY 2012, the FLETC's PCO managed three large conferences at the FLETC-Glynco for ICE, the USSS, and FEMA, providing cost avoidance of over \$1.2 million for DHS. In addition, the FLETC hosted the FLETA Board's Annual Meeting at the FLETC-Glynco, saving the government over \$30,000. Finally, during this past fiscal year, the FLETC hosted two DHS Office of General Counsel Homeland Security Law Conferences at the Glynco and Charleston Centers, saving the Department over \$18,000 by housing participants in FLETC dormitories in lieu of traditional hotels.

In addition to providing a cost effective option for governmental partners to hold various events, the FLETC achieved internal efficiencies by utilizing meeting or training space provided by state, local, rural, tribal, or territorial law enforcement agencies throughout the United States at no cost to the FLETC to conduct export training. By doing so, the FLETC realized over \$100,000 in cost avoidance during FY2012.

Identifying more efficient ways to operate requires an innovative spirit. The FLETC is currently revising its vision statement to emphasize the need for enterprise-wide innovation. During FY 2012, the FLETC engaged in continued development of innovations that are making its training more efficient. For example, the FLETC piloted the use of electronic tablets in lieu of traditional paper-based textbooks, not only creating a savings in printing costs but also freeing up classroom space that previously was needed to store such materials. In addition, the construction of a virtual firearms range at the FLETC-Charleston will result in significant ammunition cost savings. Finally, through implementation of the CTMD, the FLETC established a single point of entry for agencies interested in developing and conducting training at the FLETC. This "One-Stop-Shop" initiative reduces the possibility of duplication of training development and delivery, enables the organization to examine law enforcement trends in order to rapidly respond to emerging issues, and effectively leverages the FLETC's collective resources at geographically dispersed training delivery points to efficiently and transparently respond to customer demands.

The FLETC's focus on innovation and efficiency extends to all corners of the organization. During FY 2012, the FLETC coordinated the transfer and receipt of 78 late model, low mileage, excess CBP vehicles to replace FLETC vehicles that had exceeded their life expectancies. This action is anticipated to save the FLETC approximately \$3,000,000 in vehicle procurement costs over the next few years. During FY 2012, the FLETC transferred 9,379 items of excess personal property with a total acquisition value of \$580,354 to other federal agencies and received 219 items of excess personal property with a total acquisition value of \$955,301 via property transfers from other federal agencies. Cost avoidances such as these are critical to ensuring the FLETC continues to be a responsible steward of public resources.

The benefits of consolidated training are realized not only in monetary cost savings, but also in qualitative improvements to training that can be gained when agencies work together. For example, during FY 2012, the United States Capitol Police (USCP), a FLETC Partner Organization, donated six armored Chevrolet Suburbans, which were previously used in the field for dignitary protection details, to the FLETC's fleet of training vehicles for use in various training programs. Beyond the cost avoidance the FLETC achieved by receiving these vehicles from a Partner Organization in lieu of purchasing new ones, numerous agencies will benefit through training with these specialty vehicles, which add an element of realism to training.

Another example of administrative efficiencies identified and realized during FY 2012 was the development of an agency-wide Vehicle Allocation Methodology, which incorporates a measurable allocation methodology per motor vehicle management regulations set forth in 41 CFR Part 102-34.50(b). Achievement of this goal has increased the effectiveness with which the FLETC manages vehicle resources, specifically achieving a net reduction of 45 vehicles across the FLETC's enterprise-wide fleet. Another administrative innovation during FY 2012 was the introduction of tablet hand-held devices to conduct in-house facility inspections. The FLETC anticipates that this new process will save more than \$500,000 over the next few years in costs associated with contract inspections.

Other creative ideas during FY 2012 led to both cost and energy savings, as the FLETC continues to carefully protect environmental resources. For example, during FY 2012 the FLETC installed LED lighting technology in the auditorium and stage area of Building 90 in Glynco, which is resulting in significant cost avoidance in energy and maintenance. Faced with the need to replace underground steam lines, creative FLETC staff replaced an antiquated steam distribution system with individual, smaller, and more energy efficient natural gas-fired boilers. This created a cost savings of over \$800,000 and resulted in reduced fuel oil consumption of 75% and reduced natural gas consumption in the summer months of approximately 50%. Moreover, condensate loss to the steam system has been eliminated through this project, resulting in a savings of approximately one million gallons of water per year. An added benefit was much less extensive operational disruptions than would have occurred with traditional replacement of the old system. Moreover, during FY 2012 the FLETC installed a water treatment system for the chilled water plant cooling tower that has reduced water consumption at the plant by over one million gallons per year.

Furthermore, FLETC procurement staff realized acquisition savings of over \$920,000 below government estimates using reverse auctions on 176 commodity procurements. In addition, the FLETC joined the contract award for a new DHS enterprise Blanket Purchase Agreement for McAfee anti-virus software, which resulted in an annual savings of \$13,000. Finally, during FY 2012 the FLETC deployed Microsoft Office Communicator to more than 110 FLETC staff to support increased collaboration and reduced travel expenses.





*A FLETC instructor closely monitors students practicing close quarter defensive tactics.*

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# Homeland Security

## Section VI Awards

# Awards

The FLETC's success in training more than 69,000 law enforcement officers, leadership in advancing Departmental and national law enforcement initiatives, support for DHS objectives, active engagement with internal and external stakeholders, and significant internal accomplishments manifested itself in FLETC staff receiving numerous awards not only for training, but also for public and community service in FY 2012.

## Training Awards

FLETC staff received several awards in FY 2012 in recognition of training achievements. During the opening ceremony of the ILEETA Conference and Expo in Wheeling, Illinois, a FLETC staff member was presented with the 2012 Trainer of the Year award for commitment to service and tireless efforts in training law enforcement officers throughout the United States. The Women in Federal Law Enforcement, Inc., presented a FLETC senior executive with its 2012 Public Service Award during the organization's 2012 Annual Leadership Training Conference in June, for showing exceptional courage, outstanding accomplishments, and significant contributions that have advanced the recruitment, retention and promotion of women in federal law enforcement. In recognition of the FLETC's ongoing commitment to providing high-quality training to tribal law enforcement, the NNALEA presented Director Patrick with the Excellence in Training Award at its 2012 Conference. As another testament to the FLETC's influence in the worldwide law enforcement community, the International Association of Airport and Seaport Police selected Director Patrick to receive the 2012 International Police and Public Safety 9/11 Medal, in recognition of the FLETC's work in training law enforcement officers to fight terrorism and transnational crime.

## Other Public Service Awards

In addition to recognition for the high quality training it provided to law enforcement officers worldwide in FY 2012, FLETC staff was recognized for achievements in public service and non-training lines of business.

The General Services Administration (GSA) honored the FLETC with the GSA 2012 Gold Star Award for Excellence in Implementing Federal Computers for Learning (CFL) Programs. Through this award, the FLETC Assets and Logistics Management (ALM) team was recognized for donating a total of 1,743 pieces of computers and other IT equipment with an original acquisition cost of \$1,527,186.16. The CFL Program evolved as a guide for implementing Executive Order 12999, Educational Technology: Ensuring Opportunity for all Children in the Next Century, which encourages agencies, to the extent permitted by law, to transfer computers and related excess equipment to schools and educational nonprofit organizations. It also supports Executive Order 13101, Greening the Government through Waste Preventions, Recycling, and Federal Acquisition.

During FY 2012, the FLETC was recognized for its efforts in protecting the environment. As a result of actions such as the tightening of environmental requirements for fleet procurements, which resulted in the acquisition of 54 new flex-fuel vehicles and the creation of a target 97% hybrid or alternative fuel fleet by 2016, the FLETC won the 2012 DHS Sustainable Practices Award Program under the "Lean, Clean,





The FLETC won the 2012 DHS Sustainable Practices Award Program under the “Lean, Clean, and Green” category.

and Green” category. In addition, the FLETC’s Fleet Management Office won the White House Council on Environmental Quality’s 2012 GreenGov Presidential Award, which honors federal agency teams that are taking innovative approaches to curbing waste, reducing energy use, and saving taxpayer money in federal agency operations.

For its efforts in the management of the enterprise Mail Management Program, the FLETC ALM team was awarded the 2012 DHS Mail Managers Choice Award. The ALM’s achievements during FY 2012 included processing 493,793 pieces of mail with zero loss. These same pieces were all

screened with no suspicious packages making it through without recognition and clearance. In addition, the ALM shipped over 100,000 pounds of freight with zero damage, shipped hundreds of weapons without incident, and received over 417 weapons without incident. Finally, through careful planning with customers, the ALM reduced costs for all shipping services by 28% for the FY 2012 reporting period compared with the baseline FY 2010.

During FY 2012, the DHS Chief Procurement Officer (CPO) recognized the FLETC in the category “Promoting and Achieving Competition by an Activity” for its efforts in promoting and increasing competition with the successful implementation and use of reverse auctioning, as well as for exceeding all small business contracting goals, activities that have saved DHS and taxpayers millions of dollars. Moreover, 10 staff members from the Procurement Division were individually recognized for demonstrating excellence under specific initiatives of the DHS CPO Strategic Plan. Finally, procurement staff received recognition from the DHS Office of Small and Disadvantaged Business Utilization for meeting or exceeding all small business goals.

In other lines of business, the FLETC received a 92% on the DHS Federal Information Security Management Act (FISMA) Scorecard, the third highest score in the Department. In January 2012, DHS General Counsel presented a FLETC staff member with the Exceptional Administrative / Professional Support Award for excellence in customer service and dedication to public service.

## Community Service Awards

FLETC staff was also recognized for dedication to community service during FY 2012. The FLETC-Cheltenham received the CFC President’s Award in acknowledgment of staff volunteerism through the CFC National Capital Area and for having a participation rate above 75%. Also for tremendous support for the CFC, the FLETC-Charleston received the Gold Award from the CFC for its success in surpassing the previous year’s donations by 10%, marking the sixth time in the last seven years the FLETC-Charleston received this award. In May, a FLETC staff member was honored at the Golden Isles YMCA’s Tribute to Women Leaders Luncheon for service to community and outstanding leadership.



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

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# Homeland Security

**Section VII**  
**Looking Ahead to FY 2013**



# Looking Ahead to FY 2013

FY 2012 was a successful year for the FLETC, as we continued to seek mission excellence through our commitment to the highest standards of law enforcement training. Through our promotion of Departmental and national initiatives, as well as ongoing engagement with internal and external stakeholders worldwide, the FLETC continued to exercise leadership not only in the law enforcement training community, but also in the broader public sector. As we look ahead to FY 2013, the FLETC is transitioning its vision to account for the transformation in the law enforcement training landscape from meeting the immediate needs following 9/11 to one in which innovation and creativity from throughout the organization are essential to ensuring continued readiness for those who protect the homeland, especially during a period of fiscal austerity.

Our challenges drive our priorities. During FY 2013, the FLETC will focus on three major areas: implementing improved governance processes that will enable the FLETC to innovatively support Departmental priorities; improving employee engagement through maturation of the new Office of Organizational Health; and promoting resource sharing to strengthen Departmental interoperability and to gain efficiencies.

As we grapple with conservative budgets for the foreseeable future, innovation, creativity, and risk management are the keys to ensuring continued readiness for those who protect the homeland. To meet the challenge of doing more with less, in FY 2013 we will continue to integrate innovation and risk management into the fabric of the FLETC through creation of a Council consisting of Deputy Assistant Directors and Site Directors charged with implementing a deliberate, disciplined approach to innovation. Employees from throughout the organization will use this as a forum to submit innovative proposals aimed at improving how the FLETC does business and / or enhancing our mission capabilities. In addition, we are establishing a Program Management Office, which formalizes our organizational commitment to sound business processes and responsible and effective project management. The anticipated outcome of these new organizational structures is creative solutions that will be risk-assessed, measurable, repeatable, and linked to both our mission and performance metrics.

Capitalizing on the creative potential of FLETC employees enterprise-wide requires an organizational commitment to employee engagement. During FY 2013, the FLETC will fully mature its new Office of Organizational Health, beginning to analyze trends related to professional standards, values, and resilience, and identifying and initiating systemic solutions aimed at ensuring the FLETC workforce has the tools necessary to effectively achieve its mission.

In addition to inculcating an internal culture of innovation and engagement in order to steel itself against difficult budgetary times, the FLETC remains committed to collaborating with the larger DHS community to facilitate Department-wide mission accomplishment. During FY 2013, the FLETC will expand its provision of shared services and opportunities for resource sharing for other DHS Components. We will continue to provide subject-matter expertise to Departmental partners in law enforcement, management, and administrative areas. The FLETC's growing role as the devolution partner for several DHS Management lines of business and our service as a host site for conferences will continue to offer the potential for large cost-avoidances for other DHS Components.

As we move into FY 2013, our law enforcement training mission remains critical to the security of our homeland and beyond. While our mission becomes increasingly complex as we expand our reach across the national and international law enforcement landscapes, we must aggressively seek out opportunities to do more with less. To sustain our success as the premier law enforcement training organization and to meet new challenges, our vision and ingenuity must keep pace with the circumstances in which we find ourselves. During FY 2013, our priority is to foster a culture where all employees are inspired, challenged, and encouraged to recommend positive changes; presented with opportunities to invent solutions; and provided with an environment in which imaginative thinking is recognized and valued.



## We Train Those Who Protect Our Homeland





Federal Law Enforcement Peace Officers Memorial  
Federal Law Enforcement Training Center, Glynco, Georgia

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