



Federal Law Enforcement Training Centers

# Impact Report

Fiscal Year 2013



Homeland  
Security



*Protective Service Operations Training at Danis City (DC) Complex, FLETC, Glynco*

*Cover Photograph: At Glynco, the FLETC transformed an indoor firing range into an environmentally-friendly virtual firing range (Lazer Range) that provides basic marksmanship training to 72 students at a time.*



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*Federal Law Enforcement Training Centers (FLETC) Headquarters, Glynn County, Georgia*

# Executive Summary

Fiscal Year (FY) 2013 marked another period of difficult budgetary circumstances for the public sector. The Federal Law Enforcement Training Centers (FLETC) was founded on the premise that collaboration in law enforcement training provides the most effective training environment, while offering tremendous cost savings to taxpayers. During FY 2013, the FLETC focused on leveraging partnerships to best serve the law enforcement community and to advance its mission even in the face of fiscal challenges.

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 2013, the FLETC's impact extended to not only the more than 70,000 law enforcement officers it trained, but also to the internal and external stakeholders with whom it effectively collaborated to develop training and exchange best practices.

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. These achievements 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.

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 2013 ranged from exchanging best practices with domestic and international law enforcement leaders, to collaborating on training initiatives with the law enforcement community worldwide, to sharing information with governmental entities about the FLETC mission.

A strong internal operational environment is critical to an organization's ability to successfully accomplish its objectives. During FY 2013, 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 2013. Confronting challenging fiscal times, the FLETC took numerous actions 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.

As we look ahead to FY 2014, the FLETC remains committed to growing its partnerships around the world to advance its law enforcement training mission. Collaboration will continue to be the key to serving an audience that continues to grow and to meeting training needs that become more and more complex.



*FLETC students practice proper warrant procedures in a “forced entry” scenario.*

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



# Homeland Security

## Section I Training Impacts



The Federal Law Enforcement Training Centers (FLETC) provides basic training to over 90 federal Partner Organizations, as well as advanced training to federal, state, local, tribal, and international law enforcement officers and agents. During FY 2013, the FLETC trained a total of 63,504 law enforcement officers and agents at the FLETC sites in Glynco, Georgia; Artesia, New Mexico; Charleston, South Carolina; and Cheltenham, Maryland; at export sites throughout the United States and overseas; and at the International Law Enforcement Academies (ILEA) in Bangkok, Thailand; San Salvador, El Salvador; Gaborone, Botswana; and Budapest, Hungary; and through a variety of distance learning programs. Figure 1 illustrates the training breakdown by audience for FY 2013:

## Students Trained FY 2013

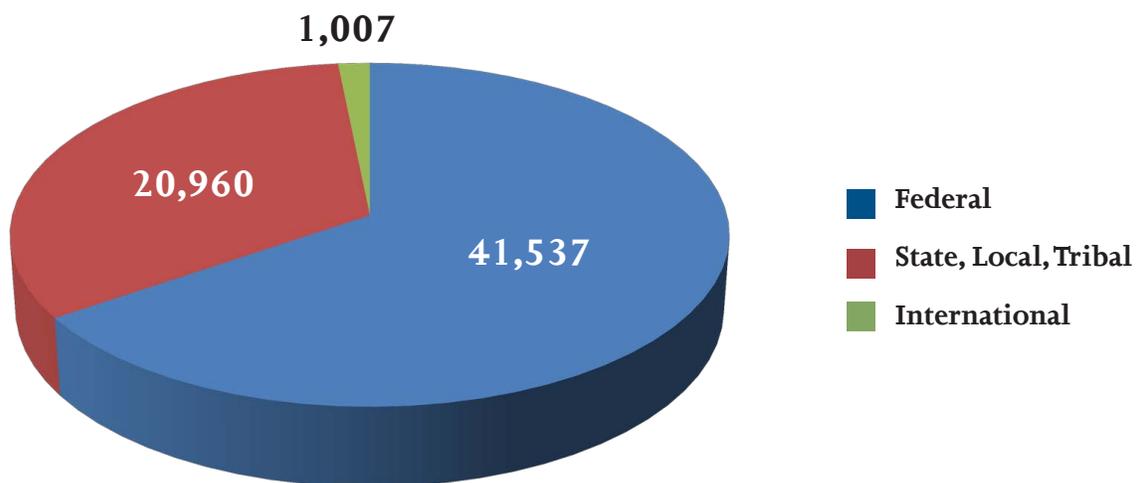


FIGURE 1

In addition, the FLETC trained thousands of additional law enforcement officers through innovative training modalities, such as podcasts and webinars. Reaching more than 70,000 law enforcement officer and agents this past year, the FLETC continues to expand its presence in the worldwide law enforcement community.

Each year, the FLETC surveys its Partner Organizations to determine how well it is performing from its customers' perspectives. In FY 2013, 100% of respondents indicated they were satisfied with the training FLETC provides. Summing up these positive results, one respondent wrote, "The FLETC always endeavors to be out in front of the latest training needs and trends, whether it [is] the highly dangerous aspects of handling active shooter situations, conducting international training in the age of rapidly expanding technology, [or] addressing leadership challenges for 21st century law enforcement."

# Training Impacts

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.

## 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 its 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 officers and agents who graduate from its programs. Specifically, the FLETC believes that accreditation of federal law enforcement training promotes excellence in law enforcement operations. During FY 2013, the FLETC achieved reaccreditation of the following six training programs:

- Boat Operators Anti-Terrorism Training Program
- Inland Boat Operator Training Program
- Law Enforcement Control Tactics Instructor Training Program
- Instructional System Design Training Program
- Law Enforcement Fitness Coordinator Training Program
- Criminal Investigator Training Program

## Training Development

Law enforcement training must continuously evolve to remain relevant to officers' and agents' dynamic work. Curriculum development and review are therefore an integral part of the FLETC's work each year. During FY 2013, the FLETC conducted three Curriculum Development Conferences (CDC), twenty-one Curriculum Review Conferences (CRC), five Needs Assessments, seventeen Working Groups, and twenty-six pilot programs. During these, 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. They also work together to develop new training to meet emerging needs. Tables 1 through 4 outline the training programs these events addressed in FY 2014.

**Table 1**  
**Curriculum Development Conferences**

Program	Date of Reaccreditation
International Pre-Deployment Training High-Risk Regions	July 2013
Rural Police Officer Training Program	October 2012
Wi-Fi Tools for Analysis and GEO-Locating Training Program	October 2012



**Table 2**  
**Curriculum Review Conferences**

Program/Topic	Date
Active Shooter Threat Instructor Training Program	May 2013
Active Shooter Threat Training Program	May 2013
Basic Corrections Officer Training Program	May 2013
Customs and Border Protection Air and Marine Basic Training Program	April 2013
Drug Law Enforcement Training Program	December 2012
Drug Law Enforcement Training Program – Modified <sup>1</sup>	December 2012
Domestic Violence in Indian Country Training Program	October 2012
Electronic Control Device Instructor Training Program	May 2013
Federal Air Marshals Training Program	August 2013
FLETC New Supervisor Training Program	August 2013
Intelligence Analyst Training Program	January 2013
Inland Boat Operator Training Program	November 2012
Immigration and Customs Enforcement Basic Immigration Enforcement Training Program	March 2013
Implementing Intelligence Led Policing Training Program	October 2012
MacIntosh™ Forensics Training Program	November 2012
Money Laundering & Asset Forfeiture Training Program	October 2012
Marine Law Enforcement Training Program	June 2013
Patrol Criminal Interdiction Training Program	December 2012
Patrol Criminal Interdiction Training Program-Modified	December 2012
Recovery of Video Evidence from Closed Circuit Television Recordings	December 2012
Wildland Fire Origin and Case Determination	February 2013

<sup>1</sup> This is a slightly shorter version of the Drug Law Enforcement Training Program designed specifically for newly assigned narcotics officers.

# Training Impacts

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

Program/Topic	Date
Active Shooter Threat Instructor Training Program	March 2013
Active Shooter Threat Instructor Training Program	April 2013
Active Shooter Threat Training Program	March 2013
Active Shooter Threat Training Program	April 2013
Basic Tactical Medicine Training Program	May 2013
Basic Telecommunications Training Program	April 2013
Basic Telecommunications Training Program	May 2013
FLETC New Supervisor Training Program	February 2013
FLETC New Supervisor Training Program	June 2013
Immigration and Customs Enforcement Deportation and Removal Basic	November 2012
International Pre-Deployment Training High-Risk Regions	February 2013
International Pre-Deployment Training High-Risk Regions	June 2013
Law Enforcement First Responder Training Program	May 2013
Leadership in a Crisis Training Program	May 2013
Marine Law Enforcement Training Program	October 2012
Mass Atrocities	January 2013
Online Instructor Training Program	July 2013

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

Program	Date
Active Shooter Threat Instructor Training Program	July 2013
Active Shooter Threat Training Program	July 2013
Basic Telecommunications Training Program	July 2013
Customs and Border Protection Air and Marine Basic Training Program	July 2013
Criminal Investigator Training Program	January 2013
Case Organization and Presentation Training Program	April 2013
Electronic Crimes Investigation and Analysis	May 2013
Intelligence Analyst Training Program	July 2013



Program	Date
Introduction to Criminal Investigations Training Program	June 2013
Instructional Systems Design Training Program	September 2013 and November 2013
Introduction to Drug Endangered Children Training Program	August 2013
Internet Investigations Training Program	April 2013
Instructional Systems Design Training Program	September 2013
Law Enforcement Fitness Coordinator Training Program	April 2013
Law Enforcement First Responder Training Program	August 2013
Law Enforcement Instructor Training Program	November 2012 and December 2012
Land Management Police Training Program	August 2013
MacIntosh™ Forensics Training Program	May 2013
Marine Law Enforcement Training Program	October 2012
National Nuclear Security Agency Basic Training	May 2013
Recovery of Video Evidence from Closed Circuit Television Recordings	June 2013
Rural Police Officer Training Program	April 2013
Seaport Security Antiterrorism Training Program	January 2013
Wi-Fi Tools for Analysis and GEO-Locating Training Program	June 2013

Among the many curriculum development activities in which the FLETC engaged during FY 2013, one of the most significant was review of the FLETC Active Shooter Threat Training Program (ASTTP) and Active Shooter Threat Instructor Training Program. The Vice President’s task force on reducing gun violence generated numerous recommendations in January 2013, one of which is to provide effective training for active shooter situations for law enforcement officers, first responders, and school officials. The FLETC’s 2014 budget pass-back includes funding for expanded delivery of active shooter training.

To ensure the FLETC’s training in this topic remains on the cutting-edge, the FLETC held a CRC for the ASTTP in May. In line with the task force’s desire to build consistency in protocols for responding to active shooter situations, private entities that deliver active shooter training nationwide under federal grants from the Department of Homeland Security (DHS) and the Department of Justice (DOJ) participated in the CRC, and FLETC staff audited other entities’ training. Substantive changes made to the program include incorporation of tactical medicine, discussion of blue-on-blue violence, and reinforcement of target discrimination. All of these changes ensure the ASTTP addresses the needs of law enforcement at all levels.

Also of note during FY 2013, the FLETC established a comprehensive DHS pre-deployment training package for DHS personnel deploying overseas. This past year, the FLETC and several of its partners conducted a working group and CDC to develop the International Pre-Deployment Training Program, Phase III, which includes topics such as surveillance detection, counterterrorism driving, improvised

# Training Impacts



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

explosives recognition, weapons familiarization, emergency medical workshop, weapons of mass destruction, coping with stress, security briefings, and life at post.

In addition to traditional curriculum development activities in FY 2013, the FLETC advanced its commitment to building a distance learning capability for new generations of students. 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 2013 the FLETC increased the number of offerings available through its online campus to 162. In July, the FLETC conducted a formal Needs Assessment Working Group for the proposed Online Instructor Training Program to define job tasks related to online instruction, identify existing skill gaps, and determine if the need exists to develop an online instructor training program. The FLETC will conduct a CDC for this program in FY 2014. During FY 2013, the FLETC began partnering with the Homeland Security Information Network to facilitate online training delivery and established a training division dedicated to online training.

## **Implementation of New Training Technologies**

As criminal and terrorist threats evolve, law enforcement trainers must remain at the forefront of research to ensure programs remain on the cutting edge. A major outcome of the FLETC's research initiatives is the implementation of new technologies that improve and enhance training. Over the past several years, the FLETC has worked with the Naval Air Warfare Center Training Systems Division to leverage existing Department of Defense technology to address the need for instructors to quickly assess recorded visual and audible information from training scenarios. This past year, the FLETC completed



installation of the After Action Review system in FLETC counter-terrorism and tactical training facilities. Consisting of over 630 cameras and microphones and a customizable instructor interface station, this state-of-the-art system offers the capability of video playback from any classroom location on the training network, allowing instructors to provide students with visual debriefs on individual and team performance and students to self-review and evaluate their actions in conjunction with instructor feedback.

Also during FY 2013, the FLETC developed the first-ever comprehensive enforcement 3D Weapons Virtual Trainer (VTT). Yielding a cost avoidance of \$445,000, VTT helps students understand fundamentals of a small arms weapon and assists in the development skills in the operation and maintenance of weapons. Specifically, allows students identify weapon parts by mouse rollover or by selecting from a list parts. It also contains narrated animations demonstrating operation modes, cleaning procedures, and reassembly. The FLETC developed this application to address training challenges previously identified, such as weapon part nomenclature, identification of proper operations, and cleaning procedures.



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

Based on a FLETC staff member's innovative suggestion, this past year the FLETC replaced its non-lethal training ammunition with Generation II Airsoft weapons. These replicate the look and feel of actual issued weapons and meet all training objectives, yet are more environmentally friendly, require less protective equipment, exhibit fewer malfunctions, and result in annual savings of \$283,000.

## New Training Venues

The FLETC opened several new training venues during FY 2013, achieving new efficiencies and unprecedented realism in training. In search of a creative and economical solution to an identified training need, the FLETC-Charleston converted an unused construction trailer into a realistic mock aircraft to conduct aircraft countermeasures training. At Glynco, the FLETC transformed an indoor firing range that previously supported only 24 students learning live fire basic marksmanship into three environmentally-friendly virtual firing ranges that provide basic marksmanship training to 72 students at a time. This project will save \$1.3 million over the next five years, increase the quality of instruction provided to students, and reduce lead exposure for instructors. In Artesia, the FLETC initiated a \$1.2

# Training Impacts

million project to add realistic fencing and check stations to enhance border patrol training venues.

The FLETC-Glynco began scheduling training in the newly opened “Danis City”, a 35-acre urban/suburban training site which features replicas of commercial and residential environments, including a café, pawn shop, police station, tavern, storage facility, mobile home park, apartments, medical facilities, and government offices, providing trainees access to venues that mimic those they will confront in the field. FLETC staff participated in a contest to name the new tactical training facility. The winning entry honors Anthony L.

Danis, commanding officer of the first airship squadron stationed at the Glynco Naval Air Station in 1943.



Danis City is a 35-acre urban/suburban training site which features replicas of commercial and residential environments providing trainees access to venues that mimic those they will confront in the field.

Finally, in May 2013 the FLETC commenced training operations in the newly constructed Forensic Science Training Complex in Glynco. This 40,000 square foot facility comprises nine specialized classrooms, three forensic laboratories, a four-bay garage, fourteen crime scene modules, and a forensic library. It includes mock crime scenes with simulated crime victims, blood spatter, burglary marks, and criminal evidence such as guns, knives, and damaged locks.



In 2013, FLETC commenced training operations in the new Forensic Science Training Complex in Glynco.



*Students engage in advanced training at the Counterterrorism Operations Training Facility at FLETC-Glynco.*

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



# Homeland Security

*Section II*  
**Significant Initiatives and Engagement  
with Stakeholders**



During the past fiscal year, the FLETC drew on its expansive inventory of internal expertise in the training discipline and in various law enforcement subject areas and other lines of business to advance a wide array of national and Departmental initiatives and priorities. In both the training and non-training lines of business, the FLETC accomplished this through a collaborative approach.

## Leadership on Departmental and National Priorities and Engagement with DHS

### Liaisons to DHS

To ensure the FLETC's training expertise is shared during the development and implementation of critical Departmental programs and initiatives, during FY 2013 the FLETC detailed two liaisons to DHS Headquarters, specifically in the Office of the Secretary and the Office for State and Local Law Enforcement (OSLLE).



FLETC has played a key role in supporting the DHS Blue Campaign to combat human trafficking.

The FLETC liaison detailed to the Office of the Secretary played a key role in supporting the Blue Campaign to combat human trafficking. Through this liaison's efforts, by the end of the fiscal year the six Anti-Trafficking Coordination Teams (ACTeams), which consist of prosecutors and agents from multiple federal enforcement agencies, received training that combines expertise from the Departments of Labor, Justice, and Homeland Security. In addition, with support from the DHS office of Civil Rights and Civil Liberties, the FLETC led development of two roll-call videos for state and local law enforcement about immigration relief for foreign victims of human trafficking. Moreover, the FLETC facilitated leveraging funds from several DHS components to produce a new web-based training course and 11 new law enforcement training videos in further support of the Blue Campaign.

The FLETC also participated in the DHS Unaccompanied Alien Children Working Group, which helps ensure children in DHS custody (i.e., alien children apprehended at the border or within our borders) are properly fed, housed, have their medical needs addressed, and are screened to determine whether they are victims of human trafficking or have a "credible" fear of returning home to their country of origin. As part of this Working Group, the FLETC assisted in developing a three-day training program for Field Office Juvenile Coordinators and facilitated production of a training video.

The FLETC liaison detailed to the DHS OSLLE served as staff support to the Assistant Secretary for State and Local Law Enforcement. In this capacity, the FLETC contributed to Departmental initiatives such

# Significant Initiatives and Engagement with Stakeholders

as the Campus Order Focus groups, which resulted in a best practices guide to active events in campus settings, and facilitation of a Memorandum of Agreement (MOA) between the Transportation Security Administration (TSA) and major law enforcement associations for inclusion of board members in a Pilot TSA Pre ✓™ program.

## Cybersecurity-Related Initiatives

As cyber threats continue to evolve, the significance of the Department's role in safeguarding and securing cyberspace is growing. In FY 2013, the Office of Management and Budget (OMB) directed the FLETC, Federal Bureau of Investigation (FBI), and United States Secret Service (USSS) to work together to create a standardized list of core basic computer crime investigator skills for state and local law enforcement officers. Utilizing their collective expertise, the three agencies developed core skills and training standards across three categories of cybercrime investigation, including knowledge, skills, and abilities needed to respond to and investigate the fundamental elements of cybercrime; to respond to and investigate network intrusions; and to extract, preserve, and analyze digital and multimedia evidence.

During FY 2013, the FLETC actively supported the cyber-security goals of the DHS Deputy Secretary, Chief Information Officer (CIO), and Chief Information Security Officer. Specifically, the FLETC placed its internal systems behind authorized Trusted Internet Connections, thereby ensuring the protection of sensitive government information. In addition, the FLETC led the Department in identifying and resolving significant technical challenges as it deployed HSPD-12 PIV2 cards to all staff. Finally, FLETC staff participated in several DHS Cyber-Security Tiger Teams, the DHS Cyber Workforce Coordination Council, and the DHS Identity Credential and Access Management Executive Steering Committee.



In honor of National Cyber Security Awareness Month, the FLETC CIO chaired and participated in the DHS Cyber Security Awareness Panel titled "Budget Cuts and Increased Missions: A Discussion of How Greater Collaboration Can Help Us Do It All." Hosted by Women in Homeland Security, the panel highlighted how safeguarding and securing cyberspace is one of the Department's most important missions, and participants discussed methods to more effectively recruit women into cyber-related professions.



## Collaboration with DHS Partner Organizations, Lines of Business, and Other Components

The FLETC worked closely with its DHS Partner Organizations during FY 2013 to leverage the consolidated training model in meeting their missions. For example, in July Director Connie Patrick met with Director Eric Patterson of the Federal Protective Service to discuss opportunities for collaborating on security and protection training for DHS components and other partner agencies or stakeholders, furthering the concept of a Center of Excellence for consolidation of this training. At the end of FY 2013, the U.S. Coast Guard moved the location of its Non-Compliant Vessel Pursuit course from its Special Missions Training Center (SMTC) in Camp Lejeune, North Carolina, to the FLETC's Charleston site. This move ensures alignment with Coast Guard use-of-force policy training, increases on-water Coast Guard boat training time by using FLETC assets, and increases instructor and resource availability for SMTC to meet the increased demand for tactical boat training.



*The purpose of the Non-Compliant Vessel Pursuit Training is to teach Coast Guard personnel how to effectively apply non-compliant vessel boat tactics, techniques and procedures in order to safely stop a vessel that has refused to stop after being giving warnings to do so in accordance with U.S. and international law.*

With a continuous eye toward maximizing the consolidated training model, the FLETC hosted numerous DHS leaders during FY 2013 to share

potential opportunities for collaboration. In April, USSS representatives visited Glynco to receive a briefing and overview of the Technical Operations Training Facility. Leaders from TSA visited Glynco in September in conjunction with the TSA Essentials of Supervising Screening Operations course graduation to receive a tour and overview of the FLETC. During its second year at the FLETC, the TSA Training Academy increased TSA student throughput by 14%.

During FY 2013, the FLETC continued to provide services to the Department in other lines of business. For example, in FY 2013, the FLETC provided a briefing to the DHS Chief Human Capital Officer (CHCO) on the cost savings and operational effectiveness of the continued co-location of the DHS CHCO Human Resources Management and Services organization with FLETC human resources staff at Glynco. Additionally, FLETC procurement staff negotiated and obligated over \$88 million in funds and administered over \$206 million in contracts for the DHS Science and Technology Directorate (S&T).

# Significant Initiatives and Engagement with Stakeholders

The FLETC provided meeting space and other conferencing services for several Departmental entities this year, saving agencies costs associated with holding training and meetings in traditional conference locations. For example, in July the FLETC hosted the System Assessment and Validation for Emergency Responders Program, an initiative of the DHS S&T that conducts objective assessments and validations of commercial equipment and systems for the emergency response community. At the July meeting, participants came from throughout the United States to perform a comparative assessment of magnifying patrol rifle scopes. Also last summer, the FLETC hosted Federal Emergency Management Agency (FEMA) employees taking the FEMA Qualification System (FQS) course. The FQS is a performance-based system for qualifying and credentialing personnel who work in incident management and support positions.

## **Engagement with Other Partner Organizations and other Federal Agencies**

During FY 2013, the FLETC continued to foster collaboration with its more than 90 Partner Organizations. FLETC leadership met individually with more than twenty Training Academy directors and PO representatives at all four domestic training delivery points to enhance communications and learn more about their training needs. In addition to ongoing collaboration on training curriculum and operations, Director Patrick hosted monthly luncheons with Partner Organizations to facilitate open dialogue on topics such as training needs and opportunities to further leverage the consolidated training model. In addition, the FLETC hosted leaders from various Partner Organizations, such as the U.S. Air Force Office of Special Investigations, the U.S. Fish and Wildlife Service, the National Security Agency, the Pentagon Force Protection Agency, and the National Nuclear Security Administration, who visited in conjunction with advanced agency training or to discuss collaborative opportunities with FLETC leaders.

At the direction of OMB, the FLETC expended significant effort in FY 2013 to explore the viability and capacity of using FLETC facilities to consolidate the Department of State's Bureau of Diplomatic Security (DS) training in one location. The FLETC successfully completed a facility cost estimate and proposal that would enable the government to realize a cost avoidance of approximately \$678 million when compared to the proposed DS facility at Fort Pickett, Virginia. The FLETC looks forward to continued collaboration with DS with a goal of realizing cost savings and qualitative benefits of the consolidated training model.

## **Engagement with the State, Local, and Tribal 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. In order to most effectively serve the state and local law enforcement community, the FLETC actively engages with professional associations that serve this audience. During FY 2013, the FLETC entered into a Memorandum of Understanding/Agreement with the National Sheriffs' Association to establish a one-year pilot to expand opportunities for state and local law enforcement officers to access the FLETC's secure online law enforcement training.

Director Patrick spoke about FLETC training opportunities available to state and local law enforcement at the 2013 FBI-Law Enforcement Executive Development Association's 2013 Annual Executive Training Conference in Louisville, Kentucky. She delivered the keynote address at the National Native American



Law Enforcement Association's (NNALEA) 21st Annual Training Event in Las Vegas, Nevada. Building on the conference's theme of "Collaborative Partnerships: A 360 Degree Approach," Director Patrick spoke about the FLETC and NNALEA's longstanding partnership and the importance of communication, trust, and listening the training needs of tribal law enforcement. Also at the NNALEA conference, FLETC staff provided training in topics including leadership, tactical medicine, human trafficking, and federal domestic violence legislation.



FLETC Director Connie L. Patrick spoke at the National Native American Law Enforcement Association's (NNALEA) 21st Annual Training Event in Las Vegas, Nevada.

## Engagement with the International Law Enforcement Community

### Collaboration with INTERPOL

During FY 2013, the FLETC proactively participated in the Department's integrated and coordinated approach to international affairs. As the Nation's primary federal law enforcement trainer, the FLETC has formed a critical partnership with INTERPOL, the world's largest international police organization dedicated to preventing and fighting crime through enhanced international police cooperation. This past



year, Director Patrick continued her two-year term as Chair of the INTERPOL International Group of Experts on Police Training (IGEPT). This group consists of members from 13 countries who advise INTERPOL on the execution of its training mandate and promote INTERPOL's training activities to stakeholders globally. One of the key benefits for countries participating in the IGEPT is the opportunity to learn about innovations in training occurring throughout the world. For example, during the October meeting in Wiesbaden, Germany, representatives from Canada gave a presentation on the Investigative Skills and Education Program that is delivered in Alberta, Vancouver, and online throughout Canada. Attendees also heard about law enforcement executive development programs developed and delivered jointly by Hong Kong

# Significant Initiatives and Engagement with Stakeholders

and Canada and also by Australia and New Zealand. The FLETC shared the results of its international research on police ethics, and attendees discussed INTERPOL's initiative for certification of INTERPOL officers. During this meeting of representatives from various cultures, a diversity of ideas emerged, creating synergies that would not be possible if law enforcement organizations looked only in their own backyards.

The FLETC participated in other INTERPOL activities during FY 2013. In November, FLETC senior leaders served as members of the official United States Delegation to the 81st INTERPOL General Assembly in Rome, Italy. The General Assembly is INTERPOL's principal governing body and is comprised of delegates appointed from each of its 190 member countries. It convenes annually to consider and vote on significant resolutions related to guiding principles, policy, resources, working methods, and finances and activities. Also in November, FLETC staff served as guest instructors for INTERPOL's Capacity Building Program on Organized Crime for the Americas in Guatemala City, Guatemala, where they trained law enforcement officers from a dozen countries.

## Training Leadership and Collaboration

One of the FLETC's international priorities this past year was delivering the Women in Law Enforcement Leadership Training Program (WLETP) throughout the world. This career development program covers leadership principles from the female law enforcement professional's perspective, facilitating candid discussions and exercises to identify and develop approaches to common issues and challenges. In FY 2013, the FLETC delivered this program in Budapest, Hungary; Bangkok, Thailand; Gaborone, Botswana; San Salvador, El Salvador; and Lima, Peru, reaching 170 women from more than two dozen countries. When the FLETC delivered the WLETP in Botswana this year, the FLETC coordinated an opportunity for participants to meet with young girls from local high schools to discuss topics such as careers, education, life choices, and the future of females in law enforcement. One of the young girls stated, "Through this interaction with these law enforcement women, I will now consider a career in law enforcement. This has changed my life!"

During FY 2013, the FLETC engaged in several initiatives to exchange training information with foreign law enforcement officers. Sponsored by the International Association of Chiefs of Police (IACP) and facilitated by DHS-OSLLE, 10 senior officers from the Kurdish police visited the FLETC-Glynco in the fall. They toured the FLETC, met with training officials from several Partner Organizations, and received IACP-provided training in leadership and crime scene processing. The visit was part of a police education program that provides Iraqi police officers and judicial investigators with professional development and opportunities to visit federal, state, and local law enforcement agencies in the United States.



Sponsored by the International Association of Chiefs of Police (IACP) and facilitated by DHS Office for State and Local Law Enforcement, 10 senior officers from the Kurdish police visited the FLETC-Glynco.



In October, the FLETC signed an MOA with the German Ministry of Interior for Sports and Infrastructure to extend and formalize a faculty exchange and training partnership. Prior to the formal MOA, the FLETC and the German State Police had already exchanged subject matter expertise in the areas of driver training and active shooter / tactical training. Under the MOA in FY 2013, police personnel from the Rheinland-Pfalz served as guest instructors in the Law Enforcement Supervisors Leadership Training Program, delivering a course titled “The Universal Language of Leadership.” In April, two officers from the Rheinland-Palatinate Police visited Glynco, sharing and observing training delivery methodologies and approaches, instructional technologies, training materials and equipment in the areas of firearms, tactics, driving pursuit intervention techniques, and vehicle driving and safety training.

### **Other Visits from Foreign Delegations**



*A delegation from the Afghanistan Ministry of the Interior visited the FLETC-Glynco.*

Additionally, the FLETC hosted numerous foreign delegations from throughout the world. Representatives from the Turkish National Police, the Royal Thai Police, the Singapore Police Force, the Qatar Academy and Embassy, the Chief of Public Security (National Police) for the Bahrain Ministry of the Interior, the Colombia Attorney General Academy, the Abu Dhabi Customs Academy in the United Arab Emirates, the Deputy Attorney General for Mexico, and the Afghanistan Ministry of the Interior – Federal Police visited FLETC sites to learn about training academy management and administration, to discuss best practices

in training in specific subject areas and in curriculum development, and to explore future collaborative opportunities and emerging training technologies.

### **Exchange of Best Practices**

During FY 2013, the FLETC initiated, led, and participated in numerous collaborative efforts to exchange best practices and share training expertise with external stakeholders and subject matter experts in the mutually beneficial pursuit of innovative ways to train law enforcement officers.

### **FLETC-Hosted Efforts**

The FLETC organized and hosted several events this year to foster the exchange of best practices and to advance dialogue on issues of contemporary significance. For example, during FY 2013, the FLETC facilitated research presentations on Threat Pattern Recognition in a Deadly Force Encounter among the FLETC leadership, instructional staff, and Partner Organizations. The presentations were the first formal step in the FLETC’s effort toward establishing a cooperative partnership to execute a joint research project that could lead to the integration of training that will increase officers’ survivability by improving the ability

# Significant Initiatives and Engagement with Stakeholders

to recognize and react to deadly force encounters. Representatives from the National Counterterrorism Center (NCTC) visited the FLETC-Glynco and provided presentations and facilitated discussion with FLETC and Partner Organization staff about the Terrorist Identities Datamart Environment, an electronic library of known and suspected terrorists. The FLETC has worked with the NCTC over the past several years, incorporating information gleaned through this collaboration into the FLETC's anti-terrorism lesson plans.

Once again this year, the FLETC Lessons Learned / Lessons Anticipated Working Group hosted events to engage FLETC staff and subject matter experts in discussion about topics of contemporary interest. At the Lessons Learned / Lessons Anticipated Instructor Forum, an educational psychology professor from Troy University and two FLETC instructors participated in a panel discussion titled "Gender Differences and the Effect on Learning." At the Lessons Learned / Lessons Anticipated Blue on Blue Colloquy, representatives from the International Association of Directors of Law Enforcement Standards and Training, the Drug Enforcement Administration, FLETC Partner Organizations, and FLETC instructional staff, gathered to identify ways to reduce police-on-police shootings due to mistaken identity. Subsequently, the FLETC incorporated outcomes from this initiative into several training programs.

Following the horrifying shooting at the Century movie theater in Aurora, Colorado, in August 2012, and in recognition of increasing public alarm over multiple casualty violence in the United States, the FLETC began partnering with DOJ's Office of Community Oriented Policing Services and the Johns Hopkins University to host two national summits on preventing multiple casualty violence. In contrast to the many efforts focused on law enforcement's response to active threats, these summits focused on what communities can do to prevent incidents from reaching the point of violence. Taking an interdisciplinary approach, the summits brought together subject matter experts from a wide range of fields, including law enforcement, mental health, law, social sciences, private security, education, and academia to advance the national dialogue on improving information-sharing related to prevention and developing community-based approaches to prevention. As this effort continues, the FLETC is exploring potential law enforcement training needs in furtherance of prevention efforts.



*FLETC began partnering with DOJ's Office of Community Oriented Policing Services and the Johns Hopkins University to host two national summits on preventing multiple casualty violence.*

## **FLETC-Hosted Visits**

During FY 2013, numerous groups visited the FLETC for the purpose of learning about potential future collaboration. For example, representatives from the Southeast Georgia Health System Center for Educational Development visited Glynco to explore potential collaboration in training development and to discuss strategies to possibly further advance future training for first responders. The National Training Director for the Department of Labor/Employee Benefits Security Administration toured Glynco to assess



the FLETC's ability to support its training needs. Similarly, the Navy Installation Command's Director for Antiterrorism visited Glynco with several of his staff to learn more about the FLETC's training for uniformed police. The Acting Director of the Domestic Nuclear Detection Office (DNDO) toured Glynco and received a briefing on how the FLETC incorporates DNDO guiding principles into training, and to discuss other potential training opportunities.

Other groups visited the FLETC to exchange best practices about training administration and operations. For example, the FLETC Office of Cheltenham Operations hosted the President of the College of DuPage. Located in Glen Ellyn, Illinois, the College is in the planning stages of building a Midwest Regional Training Center for first responders in the Chicago, Illinois, area. In February, Director of Training and Education from the United States Army Military Police School at Fort Leonard Wood, Missouri, toured the FLETC-Glynco and received briefings on FLETC training programs.

## Participation in External Efforts

FLETC staff participated in numerous external events in FY 2013 during which they shared expertise and learned from subject matter experts. In June, in collaboration with the University of North Florida and the FBI, the FLETC hosted the annual meeting of the Homicide Research Working Group, which is an internationally recognized interdisciplinary organization consisting of researchers, academics, and practitioners who work together to forge links between research, epidemiology, and practical programs to reduce levels of mortality from violence and foster collaborative, interdisciplinary research on lethal and non-lethal violence. This year's theme was "Working Together: Partnerships to Investigate, Prevent, and Respond to Homicide and Violence." In December, FLETC senior leaders participated in a panel of experts regarding leveraging military modeling and simulations technology for use in law enforcement training during the Inter-service/Industry Training, Simulation and Education Conference in Orlando, Florida. In July, FLETC Director Patrick participated in a panel discussion on preventing multiple casualty violence at the FBI National Academy Association Annual Conference in Orlando.

## Engagement with Other External Stakeholders

### Information-Sharing with Congressional Members and Staffs

During FY 2013, the FLETC hosted and met with a variety of congressional officials and staffers, providing tours and information about the FLETC mission. House Appropriations Subcommittee on Homeland Security staffers visited FLETC-Glynco and FLETC-Charleston in October, where they familiarized themselves with FLETC and Partner Organization training operations. Senator Tom Udall (D-NM) visited FLETC-Artesia in March to discuss training projections with FLETC, U.S. Border Patrol



Staff from Senator Saxby Chambliss's (R-GA) office visited FLETC-Glynco.

# Significant Initiatives and Engagement with Stakeholders

Academy, and Indian Police Academy leaders. House Committee on Homeland Security members and staff, including Congressman Michael McCaul (R-TX), Congressman Jeff Duncan (R-SC), and Congressman Donald Payne (D-NJ) visited FLETC-Cheltenham in May. In June, FLETC leadership briefed Congressman John L. Mica (R-FL) on the FLETC's use of simulation technology in training. Finally, staff from Senator Saxby Chambliss's (R-GA) office visited Glynco in August to learn about the FLETC mission and specifically to hear about how the FLETC is using simulations in law enforcement training.

## Private Sector Engagement

Recognizing the importance of public-private partnerships, the FLETC conducted outreach and participated in numerous initiatives with the private sector in FY 2013. The FLETC-Charleston hosted "DHS for a Day" in October, which brought 27 representatives from the private sector and academia to the campus as part of DHS's commitment to collaborate with the private sector to share best practices in an effort to keep communities, key resources, and businesses safe. The FLETC provided tours and information sessions for business leaders participating in Leadership New Mexico, Leadership Roswell, and Leadership Georgia.

## Collaboration with Local Academia

In February, FLETC Director Patrick and then-President of the College of Coastal Georgia (CCGA), Valerie Hepburn, signed an agreement that will enable FLETC students to obtain college credit hours for three FLETC basic training programs. Students completing the Criminal Investigator, Uniformed Police, or Land Management Training Programs within the last three years and in the future can earn up to 12 hours of college credits that can be applied toward degree programs at CCGA or potentially transferred to another college or university.



FLETC Director Connie L. Patrick and then-President of the College of Coastal Georgia (CCGA), Valerie Hepburn, signed an agreement that will enable FLETC students to obtain college credit hours for three FLETC basic training programs.

## Engagement with Surrounding Communities

The FLETC continued to play an active role in the Glynco, Charleston, Artesia, and Cheltenham communities in FY 2013. In June, the FLETC-Glynco hosted over 200 members of the Brunswick-Golden Isles Chamber of Commerce for its annual membership luncheon. In September, a FLETC senior instructor spoke about crimes against children at an Exchange Club of Brunswick meeting. The FLETC also welcomed local military groups on center for tours and to learn about the FLETC mission, including the Kings Bay Military Officers Association of America and the Navy League's Savannah Council. Lieutenant Colonel Rose Deck, commanding officer of the U.S. Army, Fort Stewart Warrior Transition Battalion, visited FLETC-Glynco to meet with soldiers participating in the Operation Warfighter Program and to thank FLETC leaders serving as mentors to program participants. The FLETC-Charleston hosted 20 senior cadets from the Citadel who toured the center and learned about FLETC and Partner Organization training.



In recognition of the September 11th National Day of Service and Remembrance, the FLETC held its Sixth Annual Volunteer Community Service Fair in Glynco, providing employees opportunities to learn about volunteer opportunities at more than 20 local nonprofit organizations. FLETC-Charleston staff participated in the Annual Trident-United Way Day of Caring, providing landscaping enhancements to an elementary school in West Ashley, South Carolina. In FY 2013, FLETC employees donated more than 19,000 pounds of food during the Feds Feed Families food drive. For the 10th year, the FLETC-Glynco hosted the Annual Two-Way Sport Fishing Club's Special Olympics Fishing Rodeo, during which more than 200 Special Olympians participated in various recreational activities with FLETC staff volunteers.

The FLETC's community-mindedness extends to the youngest members of its communities at home and abroad. The Director of the ILEA-Botswana, who is also a FLETC staff member, presented merit badges to seven members of the Ramotswa, Botswana scout troop at the main kgotla (traditional gathering place) in the village of Ramotswa as part of its World AIDS Day ceremony and wellness celebration. More than 150 children participated enterprise-wide in the annual Take Our Daughters and Sons to Work Day. FLETC staff provided training demonstrations and presentations on topics such as bullying to colleagues' children. In May, the FLETC-Cheltenham had the unique honor of hosting Concerns of Police Survivors (COPS), a national organization that provides grief counseling and peer support to survivors of law enforcement officers killed in the line of duty. Children of deceased law enforcement officers spent the day at Cheltenham, where they participated in COPS-organized counseling sessions and received a tour and training demonstration.

FLETC staff engaged in numerous activities to assist area children and other residents during the holiday season in FY 2013. FLETC-Glynco staff purchased Christmas gifts for 134 children enrolled in the Court Appointed Advocates (CASA) program, marking the 16th year the FLETC organized this event. At FLETC-Charleston, staff provided gifts for 25 abused and neglected children in the Charleston County area through the Charleston County Department of Social Services' Helping and Lending Outreach Support Holiday Tree program. For the fourth year, FLETC and Partner Organization staff gave generously to the Santa for Seniors program, providing gifts to elderly and disabled adults who are alone during the holiday season.

The FLETC also takes an active role in helping area youth understand the possibilities of careers in public service and law enforcement. In December, the FLETC-Glynco hosted a tour for the Youth Leadership Glynn, which is a Chamber of Commerce-sponsored program that trains and encourages high school students to become community leaders. During



FLETC-Glynco staff purchased Christmas gifts for 134 children enrolled in the Court Appointed Advocates (CASA) program, marking the 16th year the FLETC organized this event.

# Significant Initiatives and Engagement with Stakeholders



FLETC observed its 28th Annual Peace Officers Memorial Ceremony on May 29, a joint observance with other area law enforcement agencies in southeast Georgia.

FY 2013, the FLETC facilitated three iterations of the FLETC Student Intern Program, bringing in 23 college students from throughout the United States interested in careers in law enforcement or other public service.

In one of its most solemn events of the year, the FLETC observed its 28th Annual Peace Officers Memorial Ceremony on May 29, 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. Seven names were engraved upon the FLETC Graduates Memorial, honoring the FLETC graduates who lost their lives in service this year, bringing the total to 196 since the FLETC was established in 1970. FLETC Deputy Director D. Kenneth Keene provided opening remarks and introduced the keynote speaker, Jeffrey Fuller, Executive Director of the Office of Training and Development for the U.S. Customs and Border Protection. Mr. Fuller stated, "While we will never be able to completely eradicate the dangers and perils that our law enforcement officers face each day, we can honor the service and sacrifices by committing to do whatever it takes – to keep safe – those who proudly wear the uniform."

Earlier in May, the FLETC-Artesia hosted the 22nd Annual Indian Country Law Enforcement Officers Memorial Ceremony, an annual observance that honors law enforcement officers and agents from Indian Country who have made the ultimate sacrifice. Director Michael Black of the Bureau of Indian Affairs provided remarks during the ceremony, during which two names were added to the memorial.



FLETC-Artesia hosted the 22nd Annual Indian Country Law Enforcement Officers Memorial Ceremony, an annual observance that honors law enforcement officers and agents from Indian Country.

# FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION



*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.*

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



# Homeland Security

*Section III*  
**Internal Significant Activities and  
Achievements**



Parallel to the dynamic profession it serves, the FLETC continues to evolve and improve in its internal structure and processes. During FY 2013, the FLETC accomplished several organizational changes aimed at improving operations. In addition, the FLETC continued its emphasis on the importance of employee engagement and development in sustaining a high-performing workforce. Finally, the FLETC celebrated numerous infrastructure and process improvements, and realized many other significant internal accomplishments.

## **Organizational Changes and Maturation**

In a major reorganization at the beginning of FY 2013, the FLETC realigned the former elements of the Training Innovation and Management Directorate (TIM) to sustain its functions and better align them with the current organization. Beginning on October 1, former TIM elements moved to various appropriate directorates, including the Student Services Division's placement in the Administration Directorate and the Training Resources Coordination Division's assignment to the Centralized Training Management Directorate (CTMD). In addition, the CIO Directorate was renamed the Innovation and Technology Directorate (ITD) to more accurately convey its full mission. In line with a major recommendation of the Bottom-Up Review that began in 2010, the FLETC created a Program Management Office within the ITD to consolidate enterprise-wide project management activities.

Toward the end of FY 2013, the FLETC renamed the Field Training Directorate the Regional and International Training Directorate (RITD). The new name encompasses the operations of the training delivery points in Artesia, Charleston, and Cheltenham; state, local, and tribal training operations; and organizational elements that support international training and capacity building, to include the ILEAs, leadership and management training, instructor development programs, and a focused emphasis on instructional delivery and e-Learning. The new name highlights the law enforcement training provided through the FLETC's field sites, recognizes the training the FLETC provides to its international partners, and reflects the FLETC's broad presence across the regions of the United States through its state and local law enforcement training. It also recognizes the FLETC's formal partnerships with key stakeholders and organizations across the U.S. and emphasizes its commitment to instructor development and broad-based instructional delivery systems, including a more robust e-Learning platform for the FLETC's Online Campus.

## **Communication Expansion**

During FY 2013, the FLETC continued its efforts to expand communication with internal and external stakeholders. In a major initiative, the FLETC began using social media to provide timely information to staff, students, partners, and interested members of the public. Through Facebook and Twitter, the FLETC now instantly connects with 3,200 stakeholders for a variety of purposes, including providing critical information to staff and students such as training developments and traffic issues; publicizing FLETC training opportunities and events for state, local, and tribal law enforcement; and educating the public about the FLETC's history and mission. The FLETC also serves as a force multiplier for the Department by sharing and re-tweeting DHS posts and tweets through its social media accounts.

# Internal Significant Activities and Achievements

The FLETC also continued to reach its external audience through traditional media relations, sending 30 news releases in FY 2013 and providing written responses to the media on a variety of news issues. Moreover, the FLETC continued sharing expertise about law enforcement training through law enforcement publications. Specifically, FLETC staff published two issues of the FLETC Journal, a magazine designed to highlight law enforcement training efforts. In addition, the National Sheriffs' Association published an article about the FLETC's Law Enforcement Spanish Immersion Training Program in its Deputy and Court Officer magazine in the fall of 2012. Additional articles about FLETC training appeared in Sheriff Magazine, Police Chief Magazine, INTERPOL's International Police Training Journal, and the International Directors of Law Enforcement Standards and Training, TSA, and Team Orlando newsletters. This year the FLETC also began sending "good news stories" to the FBI National Academy's magazine and the Coast Guard Tactical Law Enforcement Association's newsletter.



Internally, the FLETC continued to proactively update students, staff, and partners through its internal and external websites. In FY 2013, the FLETC Protocol and Communications Office posted 875 internal news articles and 210 feature articles, many of which the Department published on its internal website for all DHS staff.

## Workforce Engagement

### 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 2013. Two senior managers began participating in the DHS Senior Executive Service Candidate Development Program, which provides high-performing individuals with opportunities to develop their Executive Core Qualifications; strengthen competencies necessary for effective leadership in executive positions within the Department; enhance familiarity with homeland security at the executive level; and broaden their understanding of the Department's programs, mission, and challenges through cross-department exposure and developmental activities. At the FLETC-Glynco, more than 20% of instructors were cross-trained across topical areas to increase the versatility of training resources and to support the execution of newly developed training programs.

In FY 2013, the FLETC established an Administrative Support Council (ASC) to serve as an advisory body for FLETC and Partner Organization administrative support staff. Chartered by Director Patrick and operated by FLETC administrative support staff, the ASC provides a structured forum for staff to share information and best practices and to participate in professional development activities. During FY 2013, the ASC facilitated training sessions on topics such as government purchase card processes, government



vehicle usage, leave and premium pay regulations, database management, and office procedures. Providing common training experiences to administrative support staff enterprise-wide has increased efficiency and improved consistency in processes across the FLETC. In addition, the ASC has provided administrative support staff with tours of FLETC training facilities, offering an inside look at the training environment they work to support. Participation in the ASC increased by 70% during FY 2013, with 95 staff members actively engaged by year's end.

Finally, during FY 2013, the FLETC held a full-day training session for all supervisors and managers focused on topics that have emerged from the Office of Organizational Health's ongoing analysis of employee satisfaction and enterprise-wide trends. More than 150 FLETC managers and supervisors from all four sites participated in sessions covering diversity, unconscious bias, and performance management.

## **Diversity and Recruitment**

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 2013, the FLETC demonstrated great effort in continuing to recruit employees from a variety of backgrounds and experiences. During FY 2013, the FLETC exceeded the CHCO Veteran New Hire goals for FY 2013, achieving a rate of 51.5% compared to the goal of 40%. The FLETC also exceeded the Disabled Veteran New Hire goal, achieving 17%, compared to the goal of 8.5%. In collaboration with the Veterans Administration and the Fort Stewart Warrior Transition Battalion, the FLETC provided developmental opportunities to 21 active duty Operation Warfighter Warrior Program participants and hired three Operation Warfighter Program Warriors onto the FLETC staff.

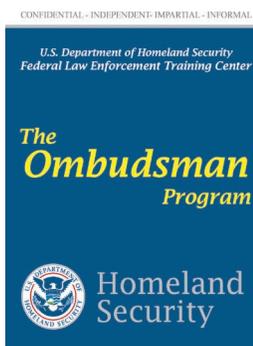
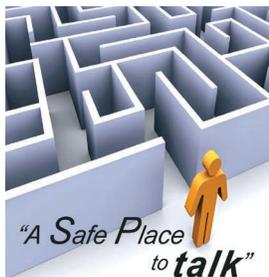
In addition to its efforts to employ veterans, the FLETC engaged in a variety of other activities in support of recruiting a diverse workforce in FY 2013. The FLETC Recruitment Council staffed information booths at various events sponsored by national law enforcement organizations, including the Hispanic American Police Command Officers Association National Training Conference/Job Fair in Long Beach, California; the Navy Tri-Base Job Fairs in Jacksonville, Florida; and the Southeast Georgia Business Expo and Career Fair at the Savannah Technical College in Savannah, Georgia. Moreover, to help meet prescribed workforce representation goals and benchmarks, the FLETC developed a Diversity and Inclusion Council charter.

## **Office of Organizational Health Maturation**

Following the establishment of the Office of Organizational Health (OOH) in FY 2012, the FLETC published a concept of operations document during FY 2013 to guide the maturation of the newly established office. Encompassing the Wellness Program, Critical Incident Stress Management Division (CISM), the Ombudsman Program, and the Equal Employment Opportunity Division (EEO), the OOH engaged in numerous activities this past fiscal year to help foster a high-performing and engaged workforce.

During its second full year of implementation, the Ombudsman Program continued to address employee concerns, demonstrating the value of facilitating open communication between employees and supervisors

# Internal Significant Activities and Achievements



and mitigating the need to utilize formal grievance procedures. The EEO facilitated celebration of our nation's cultural diversity through various articles and exhibits recognizing African American History Month, Women's History Month, Asian Pacific American Heritage Month, National Hispanic Heritage Month, National Native American Heritage Month, and National Disability Awareness Month.

The FLETC Wellness Program continued to provide staff with a valuable resource for physical and mental well-being through awareness activities and special emphasis programs. More than 420 employees currently participate in the Employee On-Duty Fitness Program, through which they receive individual fitness plans and wellness screenings. In celebration of National Physical Fitness Month in May, the Wellness Program sponsored "Wellness Wednesday" sessions, featuring workshops on various topics such as weight management and healthy eating. Director Patrick hosted a walk around the Glynco campus to close out the month. In FY 2013, the Wellness Program held 745 counseling sessions via email, telephone, and walk-in services and conducted 195 health and fitness assessments. Finally, the Wellness Program coordinated blood drives in collaboration with the American Red Cross, collecting a

total of 149 pints of blood.

Also in support of enterprise-wide well-being, CISM continued to provide support services to the FLETC community. Specifically, CISM provided counseling for issues such as family problems, work stress, grief, drug abuse, traumatic stress, financial loss, and suicidal ideation, as well as a contracted work-life assistance program. The FLETC Peer Support Program, recognized by DHS/Office of Health Affairs as a best practice, assisted FLETC staff with issues including work, family, and academic stress, grief, loss, etc. Also this past fiscal year, CISM trained more than 230 law enforcement personnel through the Basic Peer Support Crisis Intervention Training Program and the Peer Support Coordinator Training Program.



Director Connie L. Patrick hosted a walk around the Glynco campus to encourage staff to participate in the Wellness Program.

## Innovation Council

During FY 2013, the FLETC took an active approach to engaging employees in finding better and more efficient ways to conduct business. The Director created a council consisting of deputy assistant directors and site directors charged with managing innovation for the FLETC. Employees from across the organization can submit proposals describing innovative ideas to improve any aspect of the FLETC. The council members evaluate ideas, decide which ones should be implemented, and provide guidance to employees regarding decisions to adopt ideas. With the Chief of Staff serving as its Executive Sponsor, the benefits of the council include tapping into creativity found across the organization, providing employees with opportunities to communicate directly with senior leaders about ideas they have to improve the



organization, and ultimately making the FLETC more effective and efficient through the implementation of innovative ideas. During its first year of implementation in FY 2013, the council reviewed more than two dozen submissions from staff, engaged in open dialogue regarding the viability of these ideas, and approved funding in support of innovative projects. For example, in July Director Patrick and Deputy Director Keene provided award certificates to six FLETC staff members who collectively identified a modification to the FLETC's use of non-lethal ammunition in training that is more reliable and cost-effective.

## Employee Recognition

In addition to enterprise-wide efforts, individual directorates engaged in numerous activities for the purpose of improving employee morale and actively engaging employees. For example, one directorate piloted an innovative employee recognition system that uses non-monetary means to recognize exemplary employee contributions. Another instituted "brown bag" lunch forums, providing employees with informal communication opportunities with senior directorate leaders. Finally, one directorate led a strategic planning summit, during which approximately 50 staff developed a new vision statement for the directorate.

FLETC staff received several awards in FY 2013 in recognition of training and other public service achievements. The FLETC was the first agency to receive the FLETA Agency Recognition Award, which Director Patrick accepted in recognition of the FLETC's continued and invaluable support for the FLETA



Director Connie L. Patrick accepted the FLETA Agency Recognition Award in recognition of the FLETC's continued and invaluable support for the FLETA vision and mission.

Board of Commissioners presented Certificates of Commendation to the Glynn County Police Investigative Team, which includes two FLETC staff members. The Board recognized this team for its valuable contributions leading to arrests in the murder of a 13-month old in Brunswick, Georgia, in March 2013.

vision and mission since its founding. Two FLETC employees received the U.S. Army Achievement Medals for Civilian Service for their outstanding contributions to the establishment of the Operation Warfighter Program, a Department of Defense federal internship program that places wounded warriors in positions at federal agencies while they are completing their medical boards. The DHS Office of General Counsel (OGC) recognized four members of the Office of Chief Counsel with the "One OGC Award" for their work in coordinating and piloting the Homeland Security Law Conferences in 2011 and 2012. In April, the Glynn County (Georgia)

# Internal Significant Activities and Achievements

## **Process Improvements**

### ***Training Management Process Improvements***

During FY 2013, the FLETC continued to refine processes associated with the utilization of training facilities and resources. For example, the FLETC developed a tool to provide real-time waiting list information to all training delivery points to more effectively match training opportunities with wait-listed students. The FLETC estimates that this practice resulted in the delivery of an additional 40 to 50 training programs enterprise-wide. The FLETC also implemented six key directives incorporating the centralized management of all Center Advanced training programs and providing heightened accountability and transparency in the management and development of training programs.

### ***IT-Related Process Improvements***

The FLETC implemented several significant IT-related projects during FY 2013. For example, it initiated migration of the Student Administration and Scheduling System (SASS) to the DHS Data Center, becoming the first DHS Component to use DHS's Infrastructure-as-a-Service offering. To ensure continued improvement, the FLETC coordinated numerous end-user focus groups to assess strengths and weaknesses of SASS and established a SASS Configuration Control Board, consisting of the deputy assistant directors, to prioritize critical issues. These activities have enabled significant improvements in many critical areas of SASS including scheduling, billing, housing, reporting, mobility, and usability. In addition, the FLETC initiated a project to migrate the FLETC's legacy email system to the DHS enterprise E-mail-as-a-Service offering, which is expected to occur early in FY 2014.

The FLETC implemented several technology-based process improvements during FY 2013 which are enhancing staff efficiency. For example, the FLETC increased usage of digital tools for providing employee pay and benefits information, scanning hazardous waste manifest documents to provide a searchable history, purchasing mobile devices and implementing web-enabled software that allows maintenance mechanics to perform data entry from field locations, implementing an automated online employee check-out process, and launching an automated system for processing and tracking personnel actions. Finally, the FLETC began implementing the Sunflower Asset Management System, which has automated the inventory process.

## **Mission Support Achievements**

In other internal accomplishments, 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 2013, the FLETC negotiated and obligated more than \$144 million in contract actions for the 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 89.0% competition rate for FLETC contract awards, significantly increasing private sector opportunities and competition for federal contracts. Table 5 demonstrates the FLETC's success in achieving small business performance goals for FY 2013:



**Table 5**  
**FLETC FY 2013 Small Business Contracts**

Category	Goal	FY 2013 Achievement
Small Business	50.0%	76.9%
Disadvantaged Small Business	18.0%	61.5%
8(a) Small Business	9.0%	35.2%
Disabled Veteran Small Business	3.0%	5.7%
Women-Owned Small Business	7.5%	18.3%
HUBZone Small Business	5.0%	17.9%

In other procurement achievements, the FLETC significantly reduced the number of one-bid contracts from the 2008 baseline of 31.7% to 3.8%. In addition, the FLETC awarded zero cost reimbursement contracts and zero time/materials and labor hour contracts, exceeding the OMB high risk contracting reduction targets of 0.9% and 1.0% respectively for these kinds of contracts, thereby reducing cost risks to the FLETC. Furthermore, the FLETC increased its ability to reap the benefits of private sector innovation with 85.0% of its service contracts being performance-based, well exceeding the goal of 50% in this area. Finally, the FLETC exceeded the OMB reduction goal of 15% for obligations on management support contracts, achieving a 17% reduction from FY 2010 levels.

Also during FY 2013, the FLETC exceeded performance targets on the FY 2013 Chief Readiness Support Officer (CRSO) Scorecards for DHS CRSO program areas of Energy Management, Environmental Planning and Historic Preservation, Real Property Management, and Personal Property Management.

### **Efficiency Initiatives**

As government agencies confront challenging fiscal times, it has become essential to find innovative ways of doing business. The FLETC took numerous actions during FY 2013 in an effort not only to ensure its own operations are as efficient as possible, but also to assist its DHS and other governmental partners in achieving mission excellence despite budgetary constraints.

The FLETC continued to support OMB Memorandum 11-35, “Eliminating Excess Conference Spending and Promoting Efficiency in Government,” by providing a location for DHS components and other government agencies to hold conferences, producing cost savings for the government. During FY 2013, the FLETC hosted 13 conferences for primarily DHS components. This year, the FLETC experienced an increase in requests from non-law enforcement entities to use training facilities at all four FLETC training delivery points. Many of these requests were a result of the efficiency mandate to use government facilities and find cost effective solutions. Also in support of reducing space costs, the FLETC participated on the DHS Facilities Working Group, which developed and published a comprehensive Department-wide database inclusive of all DHS training facilities to reduce the rental costs associated with classroom and conference space.

# Internal Significant Activities and Achievements

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 \$62,000 in cost avoidance during FY2013.

The FLETC's focus on innovation and efficiency extends to all corners of the organization. During FY 2013, the FLETC coordinated the transfer and receipt of three Safe Boats from the United States Coast Guard to the FLETC. By transferring these assets rather than purchasing new ones, the FLETC realized a cost avoidance of \$507,000. During FY 2013, the FLETC acquired 145 items of excess personal property with a total acquisition value of \$1,678,375 from other federal agencies and facilitated the transfer of 1,026 items of excess personal property with a total acquisition value of \$459,114 to other federal agencies. Cost avoidances such as these are critical to ensuring the FLETC continues to be a responsible steward of public resources.

## **Environmental Stewardship**

During FY 2013, the FLETC continued to carefully protect environmental resources. The construction phase began for the Energy Savings Performance Contract, a 20-year project that finances infrastructure energy savings improvements at all four FLETC training sites. During this phase, the FLETC will implement hundreds of energy conservation measures, including replacement of existing light fixtures with more energy efficient ones, replacement of toilets and urinals with more efficient types that use less water, and installation of system controls to provide better management of energy use for heating and cooling, as well as many other upgrades. The FLETC has already realized nearly \$300,000 in energy cost savings through these efforts.

The FLETC continued to set an example within DHS for maximizing the use of alternative fuels. This past year, the overall FLETC average for E-85 fuel consumption was 41.1%, a 6.7% increase over FY 2012. Also in FY 2013, the FLETC successfully completed remediation of a pond site between two firing ranges at the FLETC-Glynco. Moreover, the FLETC successfully remediated lead contamination in an area adjacent to a Glynco building, and removed the last underground fuel tank known to exist at the FLETC. Continuing to target a fleet that is 97% hybrid or alternative fuel by 2016, the FLETC obtained 71 new flex-fuel vehicles, tightened environmental requirements for fleet procurements, and improved the infrastructure for alternative fuel and electric vehicles. Moreover, the FLETC completed the process of working with U.S. Customs and Border Protection to obtain 78 newer model excess vehicles to replace aging FLETC assets. Together, these procurement programs realized a reduction from 15.6% to 9.6% replacement eligible vehicles. It also reduced the average age of the fleet from 5.6 years to 4.4 years and increased the overall percentage of alternative fuel vehicles from 49.1% to 52.9%.



In the Marine Law Enforcement Training Program, FLETC utilizes simulators as one platform to provide basic marine law enforcement training for officers and agents involved in the specialized areas of marine regulation, protection, and law enforcement responsibilities.

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



# Homeland Security

*Section IV*  
Looking Ahead to FY 2014

# Looking Ahead to FY 2014

FY 2013 was a successful year for the FLETC, as it continued to seek mission excellence through its commitment to the highest standards of law enforcement training. Firmly rooted in the guiding principles of the consolidated training model, the FLETC continued to further its collaborative partnerships with the worldwide law enforcement community. Through promotion of Departmental and national initiatives and 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 move into FY 2014, the FLETC will continue to foster partnerships that enable it to exercise leadership in law enforcement training. It remains steadfastly committed to proactively seeking training solutions to meet the needs of its partners.



*The Active Shooter / Threat Response Training Program covers a variety of tactical subject matters including individual and team movement and operational formation, focusing on the roles and responsibilities of responding officers in active threat situations.*

classroom training. Through the Online Campus, the FLETC aspires to reduce or minimize travel costs, increase consistency and effectiveness of training, develop consistency in interagency operability, and provide training at the point of need.

As has been the case since its founding more than 40 years ago, the FLETC's successes are born from partnerships. In FY 2014, the FLETC will sustain the collaborative relationships that have enabled past accomplishments, and will continuously seek new partnerships in pursuit of training excellence for the federal, state, local, and international law enforcement communities.

A significant priority in FY 2014 will be expansion of active threat training in support of the Vice President's task force on preventing gun violence. In FY 2014, the FLETC plans to deliver more than 80 of these programs primarily to state and local law enforcement officers. The FLETC takes seriously its responsibility to exercise training leadership in collaboration with its partners in critical areas of national importance such as this.

Another major focus next year will be maturing the FLETC's Online Campus. Through this initiative, the FLETC looks forward to providing a virtual and interactive learning environment that seamlessly complements, enhances, and extends FLETC



# GLOBAL IMPACT OF FLETC MISSION



BUDAPEST, HUNGARY



GABORONE, BOTSWANA



BANGKOK, THAILAND



LIMA, PERU



SAN SALVADOR, EL SALVADOR

## Training Excellence Through Partnerships

The Federal Law Enforcement Training Centers (FLETC) serves as an interagency law enforcement training organization for more than 90 federal agencies and state, local, rural, tribal, territorial, and international law enforcement agencies.



Forensic Science Training Complex (FSTC) Crime Scene Module  
Federal Law Enforcement Training Centers, Glynco, Georgia

**We Train Those Who Protect Our Homeland**

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