



Federal Law Enforcement Training Center
Annual Report

FY 2003



**Homeland
Security**



“The FLETC has long embodied the concept of common purpose. This central organizing principle guided the FLETC for more than three decades as a bureau of the Department of the Treasury. It will continue to guide us as we work within our new department to further enhance the security of the United States.”

Connie L. Patrick

Director
Federal Law Enforcement Training Center

The emergence of the FLETC as a leader in our nation’s efforts to combat terrorism and meet other pressing law enforcement challenges at home and abroad fulfills the vision of the Administration and Congress – a vision fully shared by my leadership team and the FLETC’s 76 Partner Organizations.

This report chronicles many of the developments of the past year which testify to this fact.

On March 1, 2003, the FLETC officially transferred to the Department of Homeland Security, along with 21 other agencies possessing specialized assets and skills needed to support a national strategy to guard against terrorism. The move reflected the centrality of the FLETC’s mission in support of that strategy.

Working closely with our partners, the FLETC applied its unique skills to develop and implement several training programs specifically geared to meet the needs of law enforcement in the post-9/11 environment. Examples include a dedicated basic program for the newly created Bureau of Customs and Border Protection, and advanced programs in intelligence analysis and terrorist financing.

The FLETC also took great strides on the international training front. The formal establishment and

dedication of the International Law Enforcement Academy in Gaborone, Botswana, in March 2003, positioned the FLETC to further enhance our nation’s influence among important international partners throughout sub-Saharan Africa. Our International Programs Division also made significant contributions to the FLETC’s global reach by developing a trafficking in persons training program and conducting international banking and money laundering programs in Europe, Africa, and South America.

These and other key advances in training delivery and support, facilities expansion, and technology are outlined in this report.

As ever, our successes in 2003 are a credit to our people and the strength of our partnerships. As a consolidated training center, the FLETC has long embodied the concept of common purpose. This central organizing principle guided the FLETC for more than three decades as a bureau of the Department of the Treasury. It will continue to guide us as we work within our new department to further enhance the security of the United States.

Connie L. Patrick

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Cover: An aerial view of the International Law Enforcement Academy (ILEA) in Gaborone, Botswana.

Transition to DHS

Effective March 1, 2003, the Federal Law Enforcement Training Center (FLETC) was transferred to the Department of Homeland Security (DHS) from the Department of the Treasury. This move was part of the President's action to establish the new department in response to the terrorist attacks on our nation.

The FLETC's proud legacy of service and accomplishments under the Department of the Treasury is well documented, and the bureau looked forward to applying its expertise in the myriad areas of law enforcement training to meet the challenges of the global war on terrorism.

The transfer was a monumental task involving change and realignment of all the FLETC's core mission, business processes, and activities under DHS. This effort was made more complex than one might anticipate, because not only was the FLETC changing, it was coming under a new department with all new staff, policies, and procedures. Many of the policies and procedures were not in existence at the time of the transfer, so the FLETC staff worked very closely with the new DHS staff to ensure all of the necessary activities were accomplished.

Many FLETC organizational elements and staff were intimately involved with and critical to the transition project. Much of the "behind-the-scenes" effort fell on the Budget, Finance, Human Resources, Procurement, Property, and Strategic Planning and Analysis Divisions.

All financial, budget, personnel, payroll, procurement, property transfer, and policy development systems and processes were realigned to appropriately mesh with the departmental systems and processes. In many cases, the FLETC processes were re-engineered or modified to accommodate the new requirements. These divisions were supported by almost every other division and office at the FLETC, so it was truly an enterprise effort.

In addition to spurring changes in administrative functions, the move to DHS occasioned a refocusing of many of the FLETC's training programs, as many of the FLETC's partners were also transitioning into DHS and, in several cases, reorga-

nizing as well. Training programs, workload projections, facility utilization, and related plans and procedures were modified. In many cases, even the focus of specific training programs was changed or new programs implemented to meet emerging needs related to the war on terrorism.

FLETC training managers worked closely with DHS counterparts to forge new relationships, develop new law enforcement training philosophies, and ensure the uninterrupted flow of highly qualified graduates. In fact, the throughput of students during this period increased rapidly. Simultaneously, the FLETC established a new facility for firearms and driver training re-qualification in Cheltenham, Md.

As the transition activities continue, FLETC staff are making solid contributions to the new DHS organizational structure.

Information Technology Transition

In support of the move to DHS, the FLETC transitioned from legacy Department of the Treasury information technology (IT) services and infrastructure with no adverse impacts to mission operations.

The FLETC contracted with Sprint to provide managed Wide Area Network (WAN) services. The Sprint solution provides the Center with a robust and resilient voice, video, and data infrastructure; better security through the use of a Virtual Private Network, Public Key Infrastructure, and encrypted WAN communication links; and greater WAN telecommunication redundancy.

The FLETC established a new IT portfolio system that aligns to the DHS IT portfolio system. This alignment enabled the FLETC to closely coordinate with DHS for common enterprise solutions and achieve efficiency. The new IT portfolio system also provided FLETC management and stakeholders with better information to select, control, and evaluate IT investments that have the greatest impact upon mission performance.



Peace Officers Memorial

2002
 WILLIAM T. PARR, EPA
 KRIS EGGLE, NPS
 THOMAS P. O'HARA, NPS
 ROBERTO J. DURAN, USBP
 ELOY HERNANDEZ, USBP
 CATHERINE M. HILL, USBP
 MICHAEL I. STAPLES, USFS
 HAKIM A. EARTHING, USPP



The FLETC hosted its 18th Annual Peace Officers Memorial Day Ceremony at Glynco May 19, 2003. It was a day to honor the 133 former FLETC graduates and thousands of other Federal, state, and local law enforcement officers who have died in the line of duty over the years.



Each year the ceremony is conducted jointly by FLETC and Partner Organization staff, and state and local law enforcement agencies. It is often attended by families of slain officers. Keynote speaker for the 2003 ceremony was Richard S. Thompson, U.S. Attorney for the Southern District of Georgia.

This year, eight names were added to the FLETC Graduates Memorial.

Training Developments

New CBP Integrated Program

The FLETC's Training Management and Coordination Division (TMC) played an integral role in developing the new Customs and Border Protection Integrated Training Program (CBPI). In cooperation with members of the legacy U.S. Customs Service, Immigration and Naturalization Service, and the Animal, Plant and Health Inspection Service (APHIS), TMC facilitated program development through a Curriculum Development Conference (CDC).

Pre-conference meetings began in February 2003 and culminated with the CDC in June 2003. The result was a new integrated curriculum that addresses the needs of the legacy agencies. With the merger of these three agencies, the Customs and Border Protection Academy (CBPA) became the largest single FLETC Partner Organization.

The new CBPI training program was approved as a Center Integrated Basic Program and became effective October 1, 2003. The 72-day program is one of the longest basic training programs conducted at the FLETC. The 576-hour program utilizes more than 230 hours of FLETC divisional instruction and support services. The FLETC and the CBPA will conduct 76 iterations of the CBPI at Glynco during FY 2004, training a total of 3,648 new CBP officers.

Anti/Counter-Terrorism Training Programs

The FLETC's Security Specialties Division (SSD) made several advances in the war on terrorism in 2003. Two notable developments were

courses entitled Suicide/Homicide Bomber Awareness, and Introduction to MANPADS (Man Portable Air Defense System).

The Suicide/Homicide Bomber Awareness course provides students basic knowledge of suicide terrorism. Students learn the behavioral indicators and methodologies used in suicide attacks. They study the improvised explosive devices used in suicide bombings and ways to prevent such attacks. Students identify the methods and techniques to prevent, detect, respond to, and manage the aftermath of a bombing.

In support of this initiative, extensive liaison was made with the Israeli Security Agency, which hosted a visit by personnel from SSD to Israel in August 2003. Further development of this program is scheduled for the second quarter of FY 2004, in conjunction with the U.S. Secret Service and U.S. Capitol Police.

Introduction to MANPADS is now being taught to all basic students. MANPADS is the military term for shoulder-fired rockets, also known as the Stinger, SA7, or SA14. The course presents guidelines for law enforcement personnel responding to a MANPADS threat. The one-hour block covers various weapons systems, basic characteristics, components, capabilities, and deployment methods. Students are also instructed in safety procedures to protect life and property in the event these systems are encountered.

The FLETC received invaluable assistance from the U.S. Army, U.S. Air Force, Immigration and Customs Enforcement (ICE), Transportation Security Administration (TSA), U.S. Coast Guard, and others in developing this training.

Computer Forensics and Cyber-Investigations

In 2003, the FLETC's Financial Fraud Institute (FFI) developed and conducted several programs with direct application in the war on terrorism.

The Internet Investigations Training Program equips investigators with the skills and techniques to deal with situations in which secure data may be compromised. Investigators are exposed to various chat clients and news groups potentially used by terrorists, hate groups, and pedophiles. Participants

receive instruction and hands-on training, establishing undercover identities allowing them to infiltrate and establish dialogue with potential targets. Instruction on steganography and encryption is also included (steganography hides the existence of a message inside a larger file, such as an MP3; encryption simply makes a message unreadable by unauthorized persons).

The Intelligence Analyst Training Program (IATP) is an entry level program for Federal, state and local law enforcement personnel. Courses include Sources of Information, Information Processing and Analysis, and Intelligence Sharing Protocol. The IATP will be further streamlined in 2004 to reduce program length from four to two weeks, with additional specialized follow-on modules to meet the individual needs and missions of Partner Organizations. Some of these modules will cover the intelligence process as it relates specifically to terrorism, financial crimes, technology, and management of the intelligence unit.

The FFI continues to develop an Internet Forensics Training Program that will take the investigator from the firewall out to the internet. This program will target methodologies and techniques for investigating attacks targeting the cyber components of our nation's critical infrastructure. Investigators will be trained on the technologies that aid in the detection of computer hacking and acts of cyber-terrorism.

Armed Pilot Training

The first Federal Flight Deck Officer (FFDO) training class to be conducted at the FLETC's Artesia facility graduated Sept. 13, 2003. In late FY 2003, after the initial class was held at Glynco, the training was transferred to Artesia. Artesia is an ideal facility to conduct this program due to the many features that were constructed during the Air Marshal training push. Three 727 aircraft provide the necessary realism for quality training. In addition, three live-fire shoot houses furnished as wide-body aircraft are also available. The Artesia facility, in conjunction with the TSA, prepared for other aspects of the training by purchasing cockpit seats to create a realistic confined environment for defensive tactics training. Several judgmental pistol shooting simulators were purchased and installed in dedicated FFDO training rooms. Two mat rooms equipped with cockpit seats and a classroom build-



Images from “Post Blast Scene” video

ing were moved in close proximity to the airplanes to provide a comprehensive closed environment for the training. The FLETC has received accolades from pilot unions and the TSA for ensuring the training is of the highest quality.

“Post Blast Scene” Video

The FLETC’s Media Support Division, in cooperation with the Security Specialties Division, produced a training video entitled “Post Blast Scene.” This video demonstrates the need for safety and increased awareness following the “initial blast” at a bomb site. It depicts step-by-step procedures to be followed after a vehicle bombing occurs. First-responders are taught to be aware of “secondary devices” that are sometimes planted to do even greater harm to property and life than the first device. The video won a first place “Gold Screen Award” in an evaluation of training productions from the National Association of Government Communicators.

First Responder Training

The events of 9/11 and other past incidents highlighted the need for first responder training for state and local agencies. The FLETC’s Office of State and Local Law Enforcement Training developed a three-day First Responder Training Program (FRTP) – based on a similar program offered by the FLETC to Federal, state, and local agencies for years – to meet this need. The tuition-free program was developed for export in FY 2003.

The FRTP highlights those areas that are of concern nationally within the law enforcement community. It begins with a lessons-learned segment from three major events of 9/11. The adjunct instructors used for this segment were on-scene commanders. They describe the evolution of the event from beginning to resolution. The after-action reports of the incident are reviewed and provided to the students.

The program flows into specific areas such as Weapons of Mass Destruction, Media Relations, Active Shooter in the School and Workplace, Critical Incident Response, and Incident Command Systems. The

program culminates with tabletop exercises, both individual and group, where the students apply the techniques and guidelines presented during training.

The FRTP was delivered to 469 students FY 2003.

ILEA Gaborone Dedication

The official opening of the International Law Enforcement Academy (ILEA) in Gaborone, Botswana, was held on March 15, 2003.

The President of the Republic of Botswana, Festus G. Mogae, presided over the ceremonies, accompanied by ministers and other officials. The U.S. Ambassador to Botswana, Joseph Huggins, and other high level U.S. officials co-hosted the event. FLETC Director Connie Patrick was the key speaker.

The ILEA is headed by a FLETC manager who is program director, a Bureau of Diplomatic Security manager who is deputy program director, both funded by the United States, and two Police Services of Botswana managers who serve as managing and deputy managing directors, funded by Botswana.

ILEA Gaborone provides training for middle

managers in criminal justice fields from countries in the Southern African Development Community, including Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, The Republic of South Africa, Swaziland, Tanzania, and Zambia.

As ILEA Gaborone develops, participants from other sub-Saharan countries will be invited to participate. A training needs assessment was conducted in May 2003 to determine specialized training requirements for five African countries – Djibouti, Ethiopia, Kenya, Seychelles, and Uganda – that are expected to begin participating in the ILEA in 2004.

Current ILEA programs include a six-week core curriculum offered approximately four times per year, special courses, and senior management conferences designed to deliver vital crime control information to participants at the policy-making levels of government.

The core curriculum of ILEA Gaborone follows the successful model developed at ILEAs in Budapest and Bangkok. Courses include: counter-terrorism, forensics, case management, organized crime, supervisory police training, police strategy, narcotics identification, evidence handling, customs interdiction, illegal immigration, public corruption, and more.

President Mogae of Botswana cuts the ribbon officially dedicating the International Law Enforcement Academy in that country.

FLETC Director Patrick speaks at the ILEA Gaborone dedication ceremony.



Banking and Money Laundering

In April 2003, the FLETC, in conjunction with ILEA Gaborone and the United States Agency for International Development, sponsored and moderated the first Southern African Banking, Money Laundering, Public Corruption, and Financial Crimes Symposium. Held in Gaborone, Botswana, the symposium was attended by finance ministers, senior bank regulators, and private bankers representing 10 of the 12 countries comprising the Southern African Developing Community.

The symposium provided a forum where participants who are committed to stimulating economic growth carefully and deliberately examined the effects of financial crimes that are crippling their economies.

Throughout the event, participants collectively proposed and discussed practical policies, processes, and procedures to detect financial crimes and aid in the identification and prosecution of perpetrators of these crimes. The conference had a number of significant outcomes, notably a recommendation by the Secretary

of the Eastern and Southern African Anti-Money Laundering Group that a working group be formed to develop a Regional Money Laundering Strategic Plan.

In 2003, the FLETC's International Programs Division also presented bilateral banking and money laundering training in several different countries, including Argentina and Botswana.

The training program approached the topic from three perspectives: legal, regulatory, and investigative. The motto of the program was "Follow the Money." The program was well received in every instance.

Trafficking in Persons

During 2003, the FLETC's International Programs Division, in conjunction with other FLETC training divisions and the Department of State, initiated development plans for a Trafficking in Persons Training Program. The program will provide international law enforcement professionals with investigative and prosecutorial training to aid in addressing this global criminal phenomenon.

EEO Events & Accomplishments

The FLETC celebrated Black History Month on February 25, 2003, with a special luncheon program, which featured keynote remarks by Ambassador Francis X. Taylor, Assistant Secretary of State for Diplomatic Security, Director of the Office for Foreign Missions, U.S. Department of State. The theme for the observance was "The Color Line Revisited." The program included special music by the Men's Ensemble from Happy Home Baptist Church in Savannah, Ga. Over 200 guests attended, including many community leaders, representatives from Partner Organizations, and FLETC staff.

Other Equal Employment Opportunity events and accomplishments during the year included an Asian/Pacific American Heritage Month staff function in May. Also, the FLETC was honored as the "Employer of the Year" by the Brunswick, Ga., Mayor's Committee for Services for the Disabled.



Innovations in Training Delivery

Legal Exam Website

In an effort to reinforce retention of vital legal subjects, the FLETC's Legal Division developed a website dedicated solely to practice legal exams. Instructors created new practice test questions targeted at various legal subjects, tailored to the day-to-day law enforcement duties of different agencies.

During its first year, the website averaged more than 500 "hits" per month. The number of students actually benefiting from the website may actually be higher, since, in many classes, one student will visit the site and print off paper copies of the test for the other students. A significant improvement in the overall scores of students taking FLETC legal exams has been noted since the site was launched.

Practical Applications Branch

In an effort to promote consistency in the delivery and evaluation of training, the FLETC established a Practical Applications Branch (PAB) in 2003. The PAB is comprised of senior instructors on detail from the various FLETC training divisions. Their job is to gain a global perspective on FLETC training and apply that perspective in the conduct of labs and practical exercises.

PAB instructors monitor other divisions' courses and undergo extensive formal cross-divisional training. This equips them to fully integrate critical training concepts throughout the evaluation process.

PAB instructors conduct labs and practical exercises for the Criminal Investigator Training Program, Mixed Basic Police Training Program, Natural Resources Police Training Program, National Park Ranger Integrated, and U.S. Park Police Integrated.

PAB instructors are thoroughly familiar with the objectives of each scenario. They use integrated labs to reinforce concepts, apply skills in context, and help make the student a "thinking officer/agent."

Previously, the FLETC only critiqued application and the demonstration of skills. Under the PAB, the "whole officer/agent" is evaluated, not only how they use skills, but also how they process information to pick which skills to use.

Digital Photography

The FLETC's Enforcement Techniques Division introduced digital photography into the Criminal Investigator Training Program.

Students learn to incorporate digital photography to store evidence and maintain an investigative file inventory. Investigators are increasingly discovering the advantages of digital imaging, especially during the crime scene and evidence collection process.

Advances in digital technology have virtually eliminated prior arguments that evidence could be altered or tampered with during the investigation. The FLETC and its Partner Organizations are developing standard protocols for the integrity of the chain of custody for digital evidence.

Radio Multi-Channel Trunking

During FY 2003, FLETC Glynco modernized its mission support communications by upgrading from a simplex radio system to a multi-channel trunking system.

The addition of the trunking system to the training environment gives the students the opportunity to train with upcoming technology, as Federal communications across the nation migrate to these systems. It also gives the FLETC the ability to monitor radio usage and increases the number of radios and talkgroups, greatly expanding call capacity.

It also gives the FLETC a system to build on. In the next few years, the FLETC's Artesia, Charleston, and Cheltenham facilities are expected to be tied into the system.

Honor Graduate

The FLETC Honor Graduate of the Year Award for 2002 went to Special Agent Andrew B. Clapp of the Coast Guard Investigative Service. This award is presented annually to the FLETC basic training graduate who achieves the highest academic average. Candidates for this award must also excel on firearms qualifications and physical fitness.

Special Agent Clapp graduated from the FLETC's Criminal Investigator Training Program in July 2002 with a 98.75% academic average, out scoring nearly 4,500 other basic training graduates that year.



At a luncheon in his honor at Glynco Aug. 13, 2003, Special Agent Clapp received an engraved Smith & Wesson 9mm semiautomatic pistol and an award certificate signed by the FLETC Director. His name was also added to a walnut plaque prominently displayed in the entrance of one of the FLETC's main academic buildings at Glynco.

Pictured above are: Special Agent Clapp (center right); James A. Gunnels (center left) representing his father, Aubrey A. "Tex" Gunnels, longtime FLETC ally and benefactor of the award; FLETC Director Connie L. Patrick (far left); and Rear Admiral Stephen W. Rochon, Assistant Commandant for Intelligence, United States Coast Guard (far right).

Telecast/Video Training

The FLETC's Office of State and Local Law Enforcement Training, in partnership with the Multi-jurisdictional Counterdrug Task Force Training and the National Guard Bureau, produced six telecasts in 2003 on drug enforcement topics. The telecasts all focused on officer safety. Topics included:

- Risk Management & Mitigation
- Managing Confidential Informants
- Approach Procedures & Interview Techniques
- Concealed Weapons: The Hidden Danger
- Clandestine Laboratories: First Response
- Narcotic Investigative Survival Techniques

Each telecast reached 221 downlink sites and 6 public access stations. More than 1,300 free videos were provided to agencies nationwide. Each telecast reached over 1.2 million law enforcement officers for a total of 7.2 million viewers.

Facilities Expansion

Glynco

Mock Port of Entry - In March 2003, construction finished on a Mock Port of Entry complex for use by FLETC Partner Organizations, including CBP, ICE, and APHIS. The 22,600-square foot facility has state-of-the-art computer systems, practical exercise areas, and mock entry stations with primary and secondary inspection points for pedestrian and vehicular traffic with license plate readers and radiation monitors.

Dorm Renovation - During FY 2003, two dormitories received major renovation, and construction was completed on a new 5,000-square foot student recreation and laundry facility. The dorms had originally been constructed in 1970. The renovation involved a complete demolition of the interior, roof,

stairs, and mechanical spaces, resulting in significantly modernized structures. Another building, a former U.S. Navy barracks, was renovated into 25,000 square feet of modern office space for Partner Organizations.

New Build-Lease Dorm - Construction was completed on a second leased dormitory near Glynco. The dorm houses 300 students in private suites with kitchenette and bath. It also includes laundry facilities, an exercise room, and meeting rooms for group study sessions. The landscaped site includes outdoor pool and parking for all occupants.

Firearms Multi-Activity Center - In January 2003, construction began on a 2-story, 35,000-square foot building which will become the new Firearms Division headquarters. This complex will include office space for 65 instructors, a multi-media theatre, classrooms, judgment pistol shooting laboratories, weapons vault, scheduling office, weapons display library, conference room, and other operational support space.

The state-of-the-art fully enclosed vault contains sophisticated security cameras and detection devices. It

will provide the Firearms Division with modern vertical weapons carousels capable of securing, storing, documenting, and dispensing training weapons efficiently.

The theatre will have the latest equipment, including a 60-inch plasma screen, and will be able to be used for distance learning at other FLETC sites.

New Indoor Range - In January 2003, construction began on a 50-yard, 26-point, fully enclosed tactical firing range. This 33,000-square foot, \$4.5 million multi-purpose range combines all of the tactical requirements to meet and exceed client firearms training requirements. The range has a multi-functional target system, running-man, and bullet trap which incorporates the latest environmental standards in bullet recovery. The range has a state-of-the art Bose public address system which includes wireless mobile applications. This range can accommodate vehicle entry for advanced tactical firearms applications. The lighting system is equipped for day or night applications using dimmer and strobe features. Because this range is fully enclosed, a sophisticated HVAC system was employed to ensure superior air flow.



Firearms Multi-Activity Center, Glynco



Administration Building, Artesia



Indoor Firearms Range Complex, Cheltenham

Indoor Range Renovation - In December 2003, a total renovation of the existing indoor firearms range complex at Glynco was completed. The two-year, \$5.5 million project involved total lead mitigation, complete HVAC replacement, upgraded targetry, and replacement of all bullet traps and swirl chambers. In addition, restrooms were upgraded and all of the offices, classrooms, and weapons cleaning rooms were repainted.

Additional Property and Buildings - In June 2003, the FLETC acquired a 19.95 acre tract of property. This included a primary tract with three buildings providing 134,569 square feet of warehouse and office space. Included in the purchase were 10 acres of land for future use. The property is adjacent to Glynco enabling expansion of the campus boundary.

Artesia

Administration Building - Construction of the 47,360-square foot administration building to house all FLETC and Partner Organization staff was completed in early 2003. Prior to this, staff were scattered in aging modular buildings all over the 220 acre campus. The building houses 169 offices, conference rooms, storage rooms, and mail/copy rooms. Having all staff offices in one building has improved communications.

Cafeteria - Completion of a 20,000-square foot cafeteria increased seating capacity from 325 to 600 per meal, enabling the Center to meet the food service needs of the far greater number of students now training at Artesia. The state-of-the-art facility allows customers access to four different serving lines: salad bar, cold sandwiches, grille, and entrees. The design allows customers to break into the four different areas, eliminating bottlenecks. The preparation area is equipped with many conveniences and tools, shortening preparation time and improving food quality.

Cheltenham

The FLETC's Office of Cheltenham Operations (OCH) continued its aggressive construction schedule and renovations projects throughout FY 2003. Although not considered officially "open" until the early part of FY 2004, the OCH hosted agency-

specific training for Federal, state, and local agencies totaling 5,093 student weeks. The OCH welcomed its first group of firearms instructors on June 30 and continued filling instructor positions through the end of FY 2003.

Construction milestones include:

Firearms Range Complex - The OCH broke ground for a new firearms range complex on July 15, 2002. This 151,605-square foot, \$21 million dollar facility contains 108 firing points on seven indoor ranges (four 25-yard, two 50-yard, and one 100-yard). Construction of this complex continued aggressively through FY 2003 with the contractors working six days a week.

Along with construction of the firearms ranges, a nearby existing building received a complete renovation. The building was also projected to be complete before the end of the calendar year. It will house the firearms support and instructor staff.

Driver Training Complex - The groundbreaking for construction of the 1.3-mile driver training ranges occurred in mid-May 2003. This series of driver training ranges is being built using the natural contours of the terrain to present officers and agents with real world driving challenges. The design includes a non-emergency vehicle operations range, a skid control range, a highway response range, and a grid range that simulates driving in an urban environment.

The design of these ranges includes hazards encountered daily that can cause loss of traction and control of a motor vehicle, such as changes in pavement texture, wet pavement areas, and bridge expansion joints. Other hazards were also deliberately designed, such as blind intersections, "suicide" lanes, and operating traffic control signals.

Expected completion date is July 2004.

Charleston

In FY 2003, the Secretary of the Navy transferred administrative jurisdiction of the law enforcement training facility in Charleston, S.C., to DHS. Consistent with the transfer, the Charleston Training Facility was established as a permanent training facility, and the FLETC was directed to assess the requirements for assumption of administrative control of the facility.

President's Management Agenda

The FLETC continued to make strides in all five areas of the President's Management Agenda:

Human Capital Management

Accomplishments include the purchase of an automated staffing system to facilitate one-stop recruitment. The FLETC, along with the Office of Personnel Management, developed criteria to use categorical ranking to expedite hiring. The FLETC also developed an automated training needs survey and workforce information data system. The FLETC continues to conduct workforce skills gap analyses and successfully recruits to fill critical positions.

Improved Financial Performance

The FLETC consistently met the monthly "3-Day Close," as well as the accelerated year-end close financial reporting requirements. The core financial management software was converted to a web-based architecture that improved the system response and enhanced multi-tasking. The FLETC's integrated core financial system enabled it to promptly report accurate asset and liability valuations to DHS and to respond to data calls. Conversion of accounting records to the new DHS appropriation was completed with no impact to the training mission. The FLETC fully supported the DHS FY 2003 year end financial audit and expeditiously provided records and data.

Competitive Sourcing

The 2003 Federal Activities Inventory Reform Act Inventory was submitted on time and released by DHS and the Office of Management and Budget without change. The FLETC has identified resource and training requirements to enable a robust program and continues to move forward.

Expanded E-Government

The FLETC worked to align e-Government initiatives with the emphasis and direction of DHS.

The FLETC refined processes to ensure that IT spending is focused on high priority modernization initiatives aligned to strategic goals and objectives. A rigorous IT investment portfolio system was developed to better track IT budgeting and expenditures. A refined Capital Planning and Investment Control (CPIC) process, aligned with the DHS CPIC process, was implemented to better select, control, and evaluate FLETC IT investments.

The FLETC submitted a comprehensive FY 2005 business case for a Student Administration and Scheduling System application to OMB. The FLETC also coordinated with DHS in the submission of a consolidated 2005 IT infrastructure investment to provide for necessary IT modernization at the FLETC. The FLETC continues its partnership with the OPM through the use of *www.GoLearn.gov* in support of the FLETC's Distance Learning Program.

The FLETC began the process of developing improved cost, schedule, and performance objectives for all major IT investments. Improved goals for our financial system - focused on business outcomes rather than system outputs - are under development.

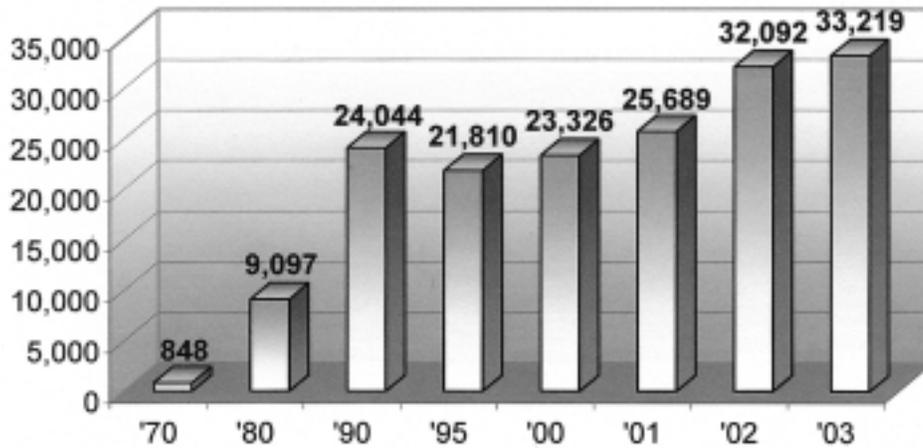
During 2003, the FLETC hired a full time IT Security Officer. The refined IT processes have significantly increased our overall IT security posture. The FLETC is conducting certification and accreditation activities for all major IT infrastructure investments, and will continue to work closely with the DHS Chief Information Security Officer to ensure alignment.

Budget-Performance Integration

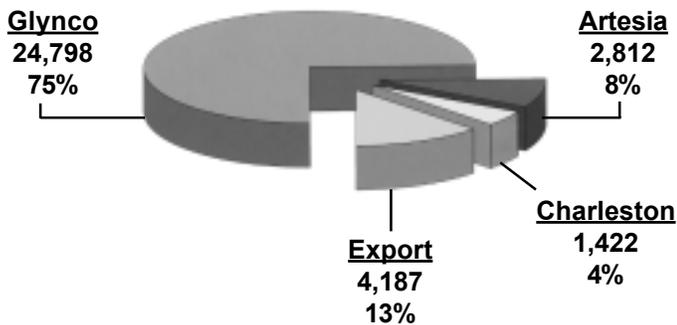
The FLETC revised its budget activities and performance measures to better present the training mission and align to the DHS performance goals. The FY 2005 budget submission provided a five-year budget and plan as required in the Homeland Security Act. The FLETC submitted a revised Strategic Plan at the end of the fiscal year, successfully aligning the plan with the revised programs and performance measures.

Training Statistics

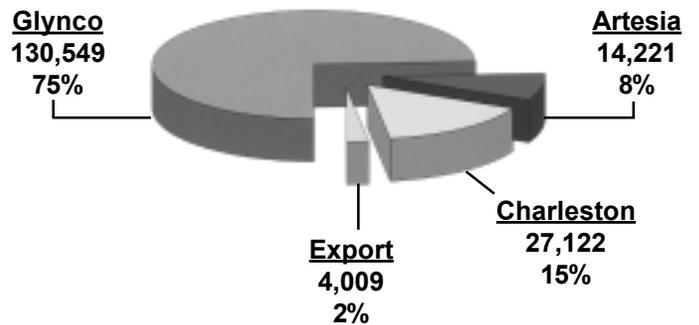
Students Graduated - Fiscal Years 1970-2003



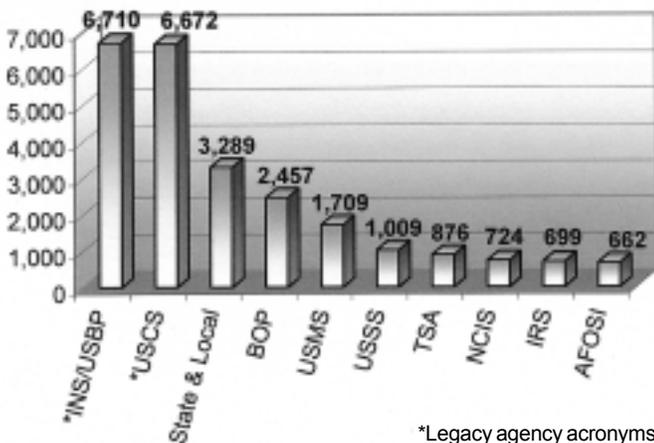
FY 2003 Students Graduated Per Facility



FY 2003 Student Weeks Trained Per Facility

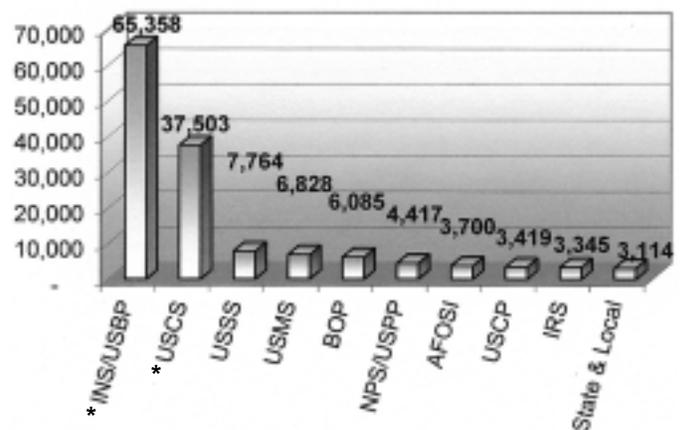


FY 2003 Students Graduated Top Ten Agencies



*Legacy agency acronyms

FY 2003 Student Weeks Trained Top Ten Agencies



Public Affairs Office
Federal Law Enforcement Training Center
Glynco, GA 31524
(912) 267-2447
www.fletc.gov