

FEDERAL LAW ENFORCEMENT TRAINING CENTER

Strategic Plan



FY 2008 – 2013



Homeland Security

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B.Y.08*

December 18, 2007

ACTION

MEMORANDUM FOR:

Connie L. Patrick
Director

AP 3/24/08

THROUGH:

D. Kenneth Keene
Deputy Director

[Signature] 2/4/11

John C. Dooner
Senior Associate Director

[Signature] 12/27/08

Alan L. Titus
Assistant Director, Chief Financial Officer

[Signature] 12/19/07

Jannett D. Bradford, Ph.D.
Chief, Strategic Planning and Analysis Division

[Signature] 12/18/07

FROM:

for R. Lynn Avant
Program Manager, Strategic Planning

[Signature] 12/18/07

SUBJECT:

Approval of the FLETC Strategic Plan FY2008 - 2013

Purpose

The purpose of this memorandum is to obtain the Director's approval/signature of the attached FLETC Strategic Plan FY2008 - 2013.

Discussion

The proposed FLETC Strategic Plan FY2008-2013 is at Attachment 1. The plan incorporates changes submitted by the FLETC Executive Team. An Executive Team Approval Sheet is at Attachment 2. Once the Director approves the plan and signs the approval sheet, the sheet will be routed to the other executive Team members for their signatures. Once signed, the sheet will be included with the final document at page 18.

DIRECTOR'S REMARKS

In the United States today, no governmental function is more central to public safety and, at the same time, subject to more scrutiny than law enforcement. Many of the issues facing law enforcement are global in scope and, in concert with regional and local issues, form a complex tapestry of challenges for our law enforcement professionals. The people of the United States expect the government to protect our democratic institutions, ensure domestic security, and preserve law and order; and to do so lawfully, professionally, and with full respect for individual rights. To meet these expectations, we must ensure that the people we empower as law enforcement officers have been fully trained in the skills and knowledge necessary for effective and safe enforcement of the law and are prepared to do so in a just and ethical manner.

We at the Federal Law Enforcement Training Center (FLETC) take our responsibility to provide this training to the vast majority of Federal law enforcement personnel very seriously. Training is a keystone to any respected, highly efficient law enforcement agency. The FLETC is absolutely committed to providing the best training possible to all of the law enforcement organizations that we serve. In this context, we believe that a comprehensive strategic planning process is vital to our success. The FLETC Strategic Plan is a framework for the objectives we identified to achieve our goals.

TABLE of CONTENTS

Director's Remarks.....	3
Introduction.....	5
Background.....	5
Key Strategic Issues and Priorities.....	6
FLETC Strategic Focus.....	7
Changing Role of Law Enforcement.....	10
FLETC Vision Statement.....	10
FLETC Mission Statement.....	10
FLETC Values.....	11
FLETC Strategic Goals.....	11
FLETC Strategic Objectives and Strategies.....	12
FLETC Strategic Goals and Performance Goals Linkage.....	17
FLETC Executive Team Approval.....	19
Implementation Plan.....	20
Evaluation Plan.....	21
Communication Plan.....	22
Summary.....	22
Definitions.....	23
FLETC Partner Organizations.....	25

INTRODUCTION

The FLETC serves a leadership role as the Federal Government's principal provider of world-class, interagency training of Federal law enforcement personnel. The FLETC prepares new and experienced law enforcement professionals to fulfill their responsibilities in a safe manner and at the highest level of proficiency. Training consists of all phases of law enforcement instruction, from firearms and high-speed vehicle operations, to legal case instructions and defendant interview techniques. The FLETC delivers interagency training with optimal efficiency through the government-wide sharing of facilities, equipment and expertise which produces economies of scale available only from a consolidated law enforcement training organization. It is through consolidated training that the FLETC can respond quickly to emerging training needs, readily adapt to new requirements and focus exclusively on training, which is FLETC's only mission.

The FLETC currently provides law enforcement training to over 80 Partner Organizations. The FLETC also trains state, local, tribal, campus, and international law enforcement officers and agents. The number of agencies attending training, the number of students trained and the number of student-weeks delivered have steadily increased over the FLETC's 37-year history. FLETC's collaborative approach with its Partner Organizations uses research, training, and education in a shared mission of protecting our democratic institutions, ensuring public safety, and preserving law and order.

BACKGROUND

The FLETC was established by Treasury Order 217 on July 1, 1970, as a bureau within the Department of the Treasury. At the time, the quality of training received by Federal law enforcement officers varied greatly among Federal agencies. Standardized training was an unexplored concept, and inadequate facilities and redundancy were prevalent as each agency independently trained its own officers. Studies conducted in the late 1960s revealed an urgent need for high-quality, cost-effective training by a cadre of professional instructors using modern training facilities and standardized course content. The task force recommended the establishment of a consolidated training center to provide consistent, high quality training programs in state-of-the-art facilities for Federal law enforcement staff. The U.S. Congress responded by authorizing funds for planning and constructing the Consolidated Federal Law Enforcement Training Center (CFLETC), later named the FLETC. On March 1, 2003, the 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.

Originally located in Washington, DC, the FLETC headquarters was relocated to Glynco, Georgia in 1975. Located on the southeast Georgia coast, the Glynco training center serves more law enforcement officer and agent students than any other law enforcement training facility in the United States. It occupies over 1,500 acres with classroom buildings, dining and residence halls, and state-of-the-art facilities for firearms, physical techniques, driver, marine, and computer training activities.

In 1989, the FLETC expanded its operations to Artesia, New Mexico with the purchase of a 2,200-acre site to support the Bureau of Indian Affairs and other advanced training needs. In FY 1991, the Border Patrol established a temporary training site in Charleston, South Carolina. The FLETC supported the Border Patrol operation at the temporary training site until recent decisions consolidated U.S. Border Patrol basic training in Artesia. Charleston became a permanent training facility under Public Law 108-7 enacted by the U.S. Congress in February 2003. In May 2001, the former Naval Communications Detachment facility in Cheltenham, Maryland, a 247-acre facility, was transferred to the FLETC for conversion into a firearms and vehicle training facility that is used principally for in-service and re-qualification for Federal law enforcement officers and agents in the metropolitan Washington, DC area.

In September 2001, in cooperation with the Department of State, the FLETC opened an International Law Enforcement Academy (ILEA) in Gaborone, Botswana. ILEA Gaborone provides training for middle managers in criminal justice fields from countries in the Sub-Saharan African Region. Also, the FLETC supported the concept of an ILEA for Central America, South America, and the Caribbean Basin and conducted training for the ILEA Latin America from 1997 to 1998. In order to move the ILEA Latin America initiative forward, the FLETC conducted a Training Needs Assessment Conference in 2003 and a Key Leaders Conference in 2004. In November 2005, an agreement was ratified to establish an ILEA in El Salvador. Scheduled training has been conducted on an on-going basis at ILEA San Salvador since that time. Participating countries have included Colombia, Brazil, Costa Rica, El Salvador and Ecuador. Additionally, the FLETC provides training and technical assistance at locations worldwide in collaboration with and support of the US Embassies located within country.

In March 2006 the FLETC completed the academy accreditation process and became a fully accredited academy. The accreditation of a Federal law enforcement academy provides assurance that the academy has voluntarily submitted to a process of self-regulation and has successfully achieved compliance with a set of standards collectively established by peers within the professional community that demonstrate adherence to quality, effectiveness and integrity.

KEY STRATEGIC ISSUES AND PRIORITIES

The FLETC's Executive Team and Senior Manager's Advisory Committee used SWOT (Strength, Weakness, Opportunity and Threat) analysis to develop a comprehensive list of strategic issues facing the FLETC.

The key strategic issues and priorities of the FLETC for the next five years will focus on increasing capacity, emerging state-of-the-art training technology and expanding training programs through partnerships in the most cost-effective manner using the consolidated law enforcement concept of training, and providing accredited law enforcement training for all law enforcement personnel. The law enforcement officers trained at the FLETC are the primary resources used to fight the war on terrorism and to make the homeland more secure. In particular, during FY 2008 through FY 2012 at the FLETC, we will concentrate our efforts on:

Enhancing law enforcement training capacity: The FLETC evaluates facilities requirements based on Partner Organization training requests and the facilities needed to provide the training. The FLETC has recently modified its Strategic Master Plan for Facilities to provide for capacity associated with the long term training increase of the Secure Border Initiative (SBI). The FLETC continues to explore and apply training alternatives such as the use of technology-based solutions, including computer modeling and simulation, Web-based training and computer based training in order to provide the most up-to-date and cost effective consolidated training.

Ensuring state of the art technology: The FLETC continues the partnership with Naval Air Warfare to integrate modeling and simulation technology to support driver and firearms training. This technology can improve the training curriculum and provide more comprehensive training in environments that cannot be replicated on the traditional driver and firearms ranges. The simulation technology emulates highly dangerous law enforcement scenarios while enabling student learning in a safe and controlled environment.

Partnering with state and local law enforcement entities: The FLETC continues to revise and develop training programs for export delivery to state, local, tribal and campus law enforcement agencies. This partnership fosters cooperation, provides technology, improves response coordination and maximizes recovery between these agencies and Federal law enforcement agencies in emergency-related situations in the United States. Emerging programs for this area of training include domestic violence training and anti-terrorism intelligence training. Special emphasis is placed on training law enforcement officers from small town and rural agencies, which comprise 95% of the state, local, tribal and campus law enforcement population.

FLETC STRATEGIC FOCUS

Simulation Technology

The challenge for law enforcement trainers is the safe conduct of training while creating a realistic experience. This challenge is present in law enforcement driver training which necessitates emergency response driving in a police vehicle while ensuring the safety of the students. Current methods in use permit the actual driving at real-speeds, allowing the student to understand principles of vehicle dynamics and driver controls within established time limits. However, the important cognitive dimension of the responsibilities of emergency response driving is neither taught to nor tested of students in actual driving. This dimension becomes critical when one considers the decisions officers must make when driving with lights and siren during emergency responses at high speeds through urban areas, school zones, downtown city streets, blind intersections, heavy traffic, etc. Since driving in this realistic environment is not possible due to the inability to safely replicate actual environments and conditions, we rely on simulation technology.

Simulation technology emulates highly dangerous law enforcement driving scenarios while enabling student learning in a safe and controlled environment. A system consisting of simulators is connected to a main instructor station where the instructor controls all scenarios to include the environment (rural/urban/city and border terrain), vehicle/pedestrian conflicts, time

of day and weather. This training can measure the student's knowledge for point of possible perception, point of actual perception, reaction time, reaction decision and point of no avoidance for each particular set of conflicts. The implementation of simulation technology will allow the FLETC trainer to add the cognitive dimension to the training environment without risk to the student. The use of simulated cognitive decision-making training for the law enforcement driver will increase proficiency in rapid decision-making during critical law enforcement activities such as those required of the law enforcement first-responder. Complex intersections, pedestrians, urban and downtown areas, school zones, and numerous weather and light conditions can be introduced, rehearsed and evaluated. This enhanced training capability will augment existing vehicle handling skills, allowing the student to face the consequences of his/her decision and allowing for immediate instructor feedback, thus producing a better trained and better prepared law enforcement driver.

The Survival Scores Research Project data indicated that a deterioration of the decision-making process occurs during high stress scenarios. The inability of law enforcement officers to maintain control of their focus and concentration places them at risk due to ineffective decisions. Simulator technology provides a platform for researching task-based decisions and testing the effects of stress inoculation training in a safe controlled environment.

Practical Application/Counter Terrorism Operations Training Facility (PA/CTOTF)

The missions and priorities of Federal, state and local law enforcement have been redefined to respond to the post-9/11 realities. In order to prepare our law enforcement agents and officers, we must do what is necessary to train the men and women in the field to meet the dramatically enhanced worldwide counterterrorism effort. The future operating environment of the Department of Homeland Security will include ongoing and increasingly sophisticated terrorist threats to our nation. The FLETC has begun a process to vigorously review its training programs and develop or revise them as appropriate to better prepare agents and officers in executing their duties in the global war on terrorism. The proposed facilities will consist of five sites: urban, suburban, rural, inter-modal/transportation, and international training environments. The facility design has been based on stated needs of the FLETC's Partner Organizations, as well as the combined expertise on anti/counter terrorism operations and related training requirements to defeat terrorism. Thirteen of FLETC's 80 - plus Partner Organizations now deploy graduates to hostile and contentious environments overseas (e.g., Afghanistan, Kuwait, Pakistan, Turkey, Iraq, and Yemen).

Constructing this facility and implementing the expanded curricula will better prepare our officers and agents to perform their duties in the global war on terrorism. Currently, many of our Partner Organizations seek recurring training from private vendors, costing the government millions of dollars annually, which results in stove piped training. Many of our Partner Organizations are serving on Counter Terrorism Task Forces, and are working jointly with other Federal, state, local, and military organizations. However, they are conducting their training independently. This leads to tactical and/or procedural differences that may adversely affect operations and agent and officer survivability. The PA/CTOTF will institutionalize consolidated anti-/counter terrorism training, thus better preparing law enforcement officers in the fight against terrorism.

Intelligence Analyst Training

The challenges of integrating homeland security and law enforcement, especially as those challenges involve redefinition of the law enforcement officer or agent role, need to encompass more effective surveillance and intelligence functions. Homeland security is defined as "a concerted national effort to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage and recover from attacks that do occur" (President Bush, 2003). A key part of this definition is "concerted national effort" which means that it is not solely a Federal effort, but based on the principle of partnership between governments, the private sector, and the American people. Law enforcement personnel have always served as first responders. Since 9/11 however, law enforcement personnel have become first responders to threats from an enemy traditionally faced only by military forces. Because this new enemy uses nontraditional methods, the role of law enforcement in domestic security and the balance of civil liberties must be reexamined.

To integrate homeland security with law enforcement, training beyond state and local anti-terrorism training is needed. Law enforcement officers and agents have a need to learn to collect and analyze intelligence, to improve their profiling skills and learn how to monitor their communities for sudden shifts and expansions in anti-American rhetoric and to become multi-lingual. Law enforcement officers and agents will have to improve their ability in computer forensics, because terrorists often are fairly sophisticated at encryption and computer use. They will have to become sensitive to trends and indicators in community tension, especially as these tensions are tied to international tensions. The task of integrating homeland security and law enforcement is dependent upon proper training. Officers and agents must learn to collect and analyze intelligence. More linguists must be recruited. An electronic dissemination system must be created to send highly classified reports to field units who need them. Because terrorist organizations actively use the Internet as a tool of recruitment, propaganda, and method of finance, officers and agents must receive training in computer forensics and cyber counterterrorism.

The FLETC has four divisions and an office that are actively involved in training courses or programs that deal directly with Intelligence Analyst training. They are the Computer and Financial Investigations Division (CFI), Counter Terrorism Division (CTD), Behavioral Science Division (BSD), Forensics and Investigative Technologies Division (FIT), and the Office of State and Local Training (OSL). The primary customers are Federal, state and local, tribal, and campus law enforcement officers and these programs will improve the capacity of law enforcement agencies to prevent, deter, and respond to acts of domestic terrorism. The training is exportable to remote locations that have computers with the appropriate specifications and Internet access. These training programs focus on intelligence methodology, analytical skills, research techniques and processes necessary to support effective collection, analysis and sharing of intelligence data. The training program is open to all Federal, state and local law enforcement personnel who are assigned to an intelligence or analysis role within their respective agencies, or who have a need for intelligence training.

CHANGING ROLE OF LAW ENFORCEMENT

Faced with real problems affecting the very fabric of society, the United States is relying on law enforcement solutions. For example, the dramatic increase in the number of law enforcement officers mandated by Congress, the enhanced funding for the war on drugs, and significantly increased spending for counter terrorist activities exemplify the expectation on the part of policy makers that law enforcement efforts will ameliorate societal problems. In other contexts, law enforcement officers are increasingly being called on to act as problem solvers, taking on roles quite different from those associated with traditional enforcement.

While being called on to address a widening array of social problems, law enforcement agencies are also being held to heightened levels of scrutiny and accountability. In today's world an officer must ensure that his or her actions pass not only the test of legality, but they must also pass the more subjective tests of appropriateness and propriety. The citizenry expects law enforcement personnel to act with professionalism and the FLETC instills a sense of professionalism in the law enforcement officers and agents that we train.

FLETC VISION STATEMENT

We must provide fast, flexible, and focused training to secure and protect America.

Fast — FLETC responds quickly to emerging training needs (examples: Man-Portable Air Defense System (MANPADS) training; Vehicle-Borne Improvised Explosives Device (VBIED) training; TSA screener train-the-trainer program; Visa Security Officer (VSO) training, etc.).

Flexible — FLETC readily adapts to new requirements (examples: rapidly relocated Border Patrol training from Charleston, SC to Artesia, NM at the request of CBP; quickly repurposed Charleston facility to train Coast Guard and US Courts Probation and Pre-Trial Services Officers; designed and began to construct Practical Applications/Counter Terrorism Operations Training Facility for anti- and counter-terrorism training; assisted the military by providing training on urban policing tactics prior to their overseas deployment; adopted a 6-day training week to support unprecedented increases in training requests, etc.)

Focused — training is FLETC's only mission; there is no operational law enforcement mission to divert resources and attention from providing the best possible law enforcement training to Federal, state, local, and foreign officers and agents.

FLETC MISSION STATEMENT

We train those who protect our homeland.

The FLETC currently provides law enforcement training to over 80 Partner Organizations. The FLETC also trains state, local, tribal, campus, and international law enforcement officers and agents.

FLETC VALUES

Our values are the defining principles that embody the philosophy of law enforcement training and guide its operation. These values are enduring beliefs about what is right, good, and desirable. The FLETC is committed to its values.

Respect: We are committed to treat each other and those we serve with fairness, dignity, and compassion. We value differences in people and ideas. We are committed to the well-being of our employees and to providing opportunities for individual growth and development.

Integrity: We are committed to adhere to the highest standards of ethical behavior. We are committed to exhibit behavior that merits trust and confidence.

Service: We are committed to seek to provide the highest levels of service. We are effective and responsible stewards of the taxpayers' dollars.

Excellence: We are committed to excellence in all we do. We are committed to continuous improvement.

FLETC STRATEGIC GOALS

1. Provide training that enables our partners to accomplish their missions.
2. Foster a high-performing workforce.
3. Provide mission-responsive infrastructure.
4. Optimize business practices.

We are committed to a role at the forefront of Federal law enforcement training. This strategic plan outlines how we intend to honor that commitment. Feedback from our Partner Organizations, Stakeholders, and other interested parties that can help us adjust our direction and priorities is welcome. We recognize the dynamic nature of planning and management processes and will make adjustments, as needed, to provide world-class law enforcement training to those organizations that use our facilities and services. With these issues in mind, and to align with the DHS Strategic Plan, we will strive to achieve our four strategic goals and associated objectives and strategies over the next five years.

FLETC STRATEGIC OBJECTIVES AND STRATEGIES

The objectives and strategies that the FLETC plans to employ in order to achieve its strategic goals are outlined in the following discussion.

Strategic Goal 1: Provide training that enables our partners to accomplish their missions.

Strategic Objective 1.1: Optimize availability and access to training resources.

Strategy 1.1.1: Explore ways to maximize resource and facility efficiencies in response to customer demand.

Strategy 1.1.2: Increase training opportunities to support an integrated homeland security culture.

Strategy 1.1.3: Field exportable training to meet emerging requirements.

Strategic Objective 1.2: Strengthen partner relationships.

Strategy 1.2.1: Examine law enforcement trends and emerging issues to meet customer demand.

Strategy 1.2.2: Strengthen the FLETC's role as the law enforcement trainer of choice.

Strategy 1.2.3: Explore partnerships beyond traditional law enforcement agencies.

Strategy 1.2.4: Promote inter-agency interoperability.

Strategic Objective 1.3: Optimize FLETC training operations.

Strategy 1.3.1: Conduct applied law enforcement training research relevant to the FLETC mission.

Strategy 1.3.2: Improve the training research processes relevant to instructor development.

Strategy 1.3.3: Improve evaluation of training to better ensure the achievement of desired outcomes.

Strategic Objective 1.4: Train to prevent and respond effectively to criminal and terrorist events.

Strategy 1.4.1: Expand anti- and counter-terrorism training programs.

Strategy 1.4.2: Enhance law enforcement intelligence and intelligence-led investigative training programs.

Strategy 1.4.3: Provide critical infrastructure protection training to homeland security officers and agents.

Strategy 1.4.4: Expand first responder training to officers/officials arriving first on the scene of major events.

Strategic Objective 1.5: Explore validation processes to confirm training projections.

Strategy 1.5.1: Enhance the training projection process to maximize resource and facility efficiencies.

Strategy 1.5.2: Collaborate with Partner Organization (PO) staff to improve training projections.

Strategic Objective 1.6: Enhance training management processes.

Strategy 1.6.1: Implement the Student Administration and Scheduling System (SASS).

Strategy 1.6.2: Implement automated documentation for training management.

Strategy 1.6.3: Benchmark training management processes to identify best practices.

Strategy 1.6.4: Improve training assignment process to maximize resource and facility efficiencies enterprise-wide.

Strategic Goal 2: Foster a High Performing Workforce

Strategic Objective 2.1: Hire the right people to accomplish the mission.

Strategy 2.1.1: Identify skills and competencies to meet current and future mission requirements.

Strategy 2.1.2: Enhance recruitment using government and private sector sources.

Strategy 2.1.3: Employ enhanced recruitment incentives.

Strategy 2.1.4: Enhance the methodology to fill shorter-term needs and positions with uncertain funding.

Strategic Objective 2.2: Develop and invest in people.

Strategy 2.2.1: Identify the training and development needs of the organization.

Strategy 2.2.2: Assess skills and competencies against defined standards.

Strategy 2.2.3: Identify career development paths.

Strategy 2.2.4: Develop career-long training and development programs.

Strategy 2.2.5: Implement a leadership development program for current and future leaders.

Strategic Objective 2.3: Treat people right.

Strategy 2.3.1: Implement a performance management system with goals and expectations that are linked to the organization's mission.

Strategy 2.3.2: Recognize contributions to the organization through a fair and funded awards system.

Strategy 2.3.3: Use quality of life options to become an employer of choice.

Strategic Objective 2.4: Assess workforce process and system effectiveness.

Strategy 2.4.1: Increase trust in workforce processes and systems through transparency.

Strategy 2.4.2: Assess the effectiveness and consistency of people programs.

Strategy 2.4.3: Analyze trends to respond to systemic factors that impact program effectiveness and employee satisfaction.

Strategy 2.4.4: Map workforce processes to identify and resolve inefficiencies and performance gaps.

Strategic Objective 2.5: Improve communication enterprise-wide.

Strategy 2.5.1: Improve the transparency of information.

Strategy 2.5.2: Improve communications with our customers.

Strategy 2.5.3: Promote intra-FLETC interoperability.

Strategy 2.5.4: Promote "One FLETC" concepts and practices.

Strategic Goal 3: Provide mission-responsive infrastructure.

Strategic Objective 3.1: Foster an integrated infrastructure that supports Partner Organizations' training objectives.

Strategy 3.1.1: Use the FLETC Investment Management System to define infrastructure requirements for inclusion in the Strategic Master Plan for Facilities.

Strategy 3.1.2: Implement a facilities maintenance plan.

Strategy 3.1.3: Implement the IT Strategic Plan.

Strategy 3.1.4: Develop a comprehensive and integrated security improvement plan.

Strategy 3.1.5: Develop a comprehensive and integrated emergency management plan.

Strategic Objective 3.2: Integrate innovative training delivery methods into the infrastructure planning process.

Strategy 3.2.1: Develop strategic partnerships and Cooperative Research and Development Agreements (CRADAs) with business, academia and other government agencies to leverage all available resources.

Strategy 3.2.2: Expand modeling and simulation to augment existing training methods and enhance the training experience.

Strategy 3.2.3: Optimize the potential for e-learning capabilities.

Strategy 3.2.4: Assess the effectiveness of new or innovative training delivery methods.

Strategic Objective 3.3: Maximize efficiencies associated with consolidated training.

Strategy 3.3.1: Develop and implement an enterprise-wide resources management plan.

Strategic Goal 4: Optimize Business Practices

Strategic Objective 4.1: Ensure that all FLETC training programs meet accreditation standards.

Strategy 4.1.1: Train program managers and specialists on instructional systems design principles and accreditation standards.

Strategic Objective 4.2: Institutionalize a FLETC governance process.

Strategy 4.2.1: Institutionalize a FLETC Strategic Management system.

Strategy 4.2.2: Commission the Senior Managers' Advisory Committee with operational ownership for FLETC strategic policy.

Strategy 4.2.3: Develop an alternative futures approach to planning.

Strategy 4.2.4: Develop directorate operational and divisional business plans.

Strategy 4.2.5: Implement the FLETC Investment Management System.

Strategy 4.2.6: Implement the FLETC Environmental, Energy and Transportation Management Plan in accordance with Executive Order 13423, January 26, 2007.

FLETC STRATEGIC GOALS AND PERFORMANCE GOALS LINKAGE

The table that follows depicts the linkage of the four FLETC strategic goals to both the DHS Future Years Homeland Security Program (FYHSP) program performance goals and internal performance goals.

Strategic Goals	Performance Goals
1. Provide training that enables our partners to accomplish their missions. <i>(Trainer of Choice)</i>	a. Percent of Partner Organizations that respond "agree" or "strongly agree" that FLETC training programs address the right skills for their officers/agents to perform their law enforcement duties. FY 2008 Target 75% FY 2009 Target 77% FY 2010 Target 79% FY 2011 Target 79% FY 2012 Target 80% FY 2013 Target 80%
	b. Percent of Partner Organizations that respond "agree" or "strongly agree" on the Partner Organization Satisfaction Survey to their overall satisfaction with the training provided by the FLETC. FY 2008 Target 93% FY 2009 Target 94% FY 2010 Target 95% FY 2011 Target 96% FY 2012 Target 97% FY 2013 Target 97%
	c. Percent of students that express "excellent" or "outstanding" on the Student Feedback-Program Survey to the overall quality of training provided by the FLETC. FY 2008 Target 68% FY 2009 Target 69% FY 2010 Target 70% FY 2011 Target 71% FY 2012 Target 72% FY 2013 Target 73%
2. Foster a high-performing workforce. <i>(Employer of Choice)</i>	a. Annually, at least 70% of employees express satisfied or very satisfied on the Employee Satisfaction Survey.
	b. Implement the FLETC Human Capital Strategic Plan.
3. Provide mission-responsive infrastructure. <i>(Investment of Choice)</i>	a. Annually, at least 98% of requested training classes are conducted.
	b. Annually, at least 80% of training classes projected are conducted.
	c. Annually, achieve the most efficient cost-per student-week of training.
	d. Implement the FLETC Information Technology Strategic Plan.
4. Optimize business practices. <i>(Investment of Choice)</i>	a. Percent of Partner Organizations that indicate satisfaction with the training and services provided by the FLETC on the Partner Organization Satisfaction Survey. FY 2008 Target 81% FY 2009 Target 81% FY 2010 Target 82% FY 2011 Target 82% FY 2012 Target 83% FY 2013 Target 83%

FLETC EXECUTIVE TEAM APPROVAL

Connie Patrick
Director

Connie Patrick 3/24/08

D. Kenneth Keene
Deputy Director

D. Kenneth Keene

John C. Doohar
Senior Associate Director
Washington Office

John C. Doohar

Cynthia Atwood
Assistant Director
Field Training Directorate

Cynthia Atwood

Marie Bauer
(Acting) Assistant Director
Training Directorate

Marie Bauer

Michael Hanneld
Assistant Director
Training Innovation and Management Directorate

Michael Hanneld

Marcus Hill
Assistant Director
Administration Directorate

Marcus Hill

Sandy Peavy
Assistant Director
Chief Information Officer Directorate

Sandy Peavy

Alan Titus
Assistant Director
Chief Financial Officer Directorate

Alan Titus

David Brunjes
(Acting) Chief Counsel

David Brunjes

Jane Titus
Chief of Staff

Jane Titus

IMPLEMENTATION PLAN

The success of any plan lies in its implementation. Our Strategic Plan is a road map to guide our travel and a template to help structure our decisions. Our Strategic Plan identifies management objectives that will be integrated with our budget priorities and provide accountability through a series of annual performance plans. Central to the plan is effective management of the FLETC's limited resources to best deliver law enforcement training. Within this framework, we intend to remain flexible and open to new opportunities and change. Accordingly, this strategic plan is intended to be a dynamic, working document that will evolve in response to changes not only in our mission area, but also in the many mission areas we support.

Our implementation priorities are:

Develop specific customer-driven, results-oriented goals

We will analyze the progress toward achieving our goals and report the accomplishments. We will align our programs in the budget to specific objectives supporting the goals. We will establish performance measures for each program to measure our success in achieving the program outcome. We will measure the law enforcement training delivered to our Partner Organizations and the outcomes of those efforts to determine the extent to which objectives are being achieved.

Use performance information in allocating resources

We have formatted our budget submission to serve as both a budget request and as the Government Performance and Results Act (GPRA) Performance Plan. The performance goals included in the budget submission drive program decision-making and serve to justify the resource request. We derive the performance goals and targets presented in the budget justification from the strategic goals presented in the Strategic Plan. We will link program results and budget activities to fulfill GPRA requirements. We have two budget activities, which represent the major activities that support our mission, that link functions to the FLETC's current performance measures and our strategic goals.

Establish a results-oriented organizational culture

We will develop and execute action plans to achieve organizational goals. We will investigate current and emerging trends and issues in law enforcement in order to meet our partners' needs. We will maintain a work environment for continuous learning and improvement, where accountability and sound decisions are integrated in the day-to-day operations. We will leverage resources (dollars, time, human capital, etc.) to maximize efficiency and produce high-quality law enforcement training. We will recognize and reward our employees and Partners for supporting the accomplishment of our objectives.

EVALUATION PLAN

The GPRA requires Federal agencies to evaluate performance in terms of program results and to associate costs with results. All Federal agencies are expected to have begun program evaluation to determine how well they are meeting their Strategic and Annual Performance Plan goals and what impact they are having on the outcome. Program evaluations validate performance measures, determine the effectiveness of programs, and determine whether operating policies are followed. Ongoing attention to evaluations provides us with ways to determine how effectively we are communicating and the extent to which we are successful in working toward our Strategic Plan's outcomes. These evaluations provide guidance for developing preplanning strategies, monitoring the planning process, and judging whether the Plan's strategies are successful in fulfilling the organization's goals.

Our approach is to:

Assess performance, evaluate results and report progress

We continue to improve how we integrate performance information into our budget decisions. We will use Office of Management and Budget's Program Assessment Rating Tool (PART) and other tools such as the President's Management Agenda to judge program performance and management. We continue to work toward providing a systematic means to review performance information during all stages of the budget process. We will systematically evaluate programs and integrate the results of these evaluations into the budget decision-making process. As part of this integration, we will work to set budget priorities based on our strategic goals and program performance data. This ongoing attention to evaluations gives us a way to determine how effectively we are meeting our Partner Organizations' law enforcement training needs and to what extent we are successful in working toward our Strategic Plan's outcomes.

Evaluate Law Enforcement Training

All training is evaluated continually via the FLETC's state-of-the-art automated testing and evaluation systems. Formal summary evaluations are conducted during Curriculum Review Conferences (CRCs) and Curriculum Development Conferences (CDCs), wherein reviews are conducted course by course and program by program. The results are published as documents that FLETC management uses to drive training improvements and formulate training doctrine. Program evaluations are a basis for decision making and a way of conducting business as a professional training institution. We will continue to collaborate with our Partner Organizations to assess, validate, and improve each program as the programs are constantly evolving and being refined in response to emerging issues such as changes in applicable laws, mission emphasis, the Partner Organizations' requirements, etc.

Assess Partner Organization Satisfaction

We will also continue to supplement these law enforcement training evaluations and studies with our ongoing collection using the Partner Organization Satisfaction Survey data and informal feedback gathered through continuing contact with our Partner Organizations.

COMMUNICATION PLAN

As a living document, this Plan frames internal and external communications and clarifies the FLETC's priorities, target audiences, resources and staff assignments. We are committed to actively elicit feedback from our Partner Organizations and will use an inclusive approach to communication and feedback. We will communicate this Plan to our Partner Organizations and our employees using a variety of contemporary methods its planning goals. We have an obligation to keep the public informed about the progress toward. We will make this plan available on the Internet.

SUMMARY

We are committed to a role at the forefront of Federal law enforcement training. This strategic plan outlines how we intend to honor that commitment. Feedback from our Partner Organizations, Stakeholders, and other interested parties that can help us adjust our direction and priorities is welcome. We recognize the dynamic nature of the planning and management processes and will make adjustments, as needed, to provide world-class law enforcement training to those organizations that use our facilities and services. With these issues in mind, and to align with the Department of Homeland Security (DHS) strategic plan, we will strive to achieve our four strategic goals and associated objectives and strategies over the next five years.

DEFINITIONS

Action Planning: Planning at the day-to-day operational level; also referred to as tactical planning. Action Plans range from a day to a year in length, and generally this type of planning should not exceed one year in duration. They may be time constrained by operational factors or by a combined planning-budgetary process that runs from fiscal-to-fiscal year.

Alternative Futures. An alternative futures planning approach provides a compelling framework for visualizing possible future landscapes, leading to more effective planning and better-informed decision-making. In this sense, an alternative futures planning approach is something like looking into a crystal ball that describes a range of possible future conditions based on the specific issues that concern an area. It is an environmental assessment approach for helping senior leaders make decisions about law enforcement training. It helps senior leaders articulate and understand their different viewpoints, priorities, and goals. The analysis involves three basic components or steps: (1) characterizing the current and historical landscape and the trajectory of change to date, (2) developing two or more alternative “visions” or scenarios for the future landscape that reflect varying assumptions about law enforcement training and the stakeholder viewpoints, and (3) evaluating the likely effects of these landscape changes and alternative futures.

Directorate (Division) Operational Plans. Plans that are tactical in nature, support the FLETC Strategic Plan and set specific, measurable objectives and milestones that are achieved within the functional areas of responsibility of the directorate (division).

Governance Process. The process through which organizations make strategic decisions, determine whom they involve and demonstrate accountability for the results of their actions. The process of governance relies on a system or framework - to include Federal statutes, directives, policies or guidelines, steering committees or groups, and performance measures - to define how the process is supposed to function in a particular setting. Cultural traditions, accepted practices and codes of conduct are also instrumental in influencing the governance process. Ideally, the governance process achieves agreement between differing interests to reach a broad consensus on what is in the best interest of the enterprise.

Strategic Management. The art and science of planning, formulating, implementing, and evaluating cross-functional decisions that will enable an organization to achieve its objectives. It is the process of specifying the organization’s objectives, developing policies and plans to achieve these objectives, and allocating resources to implement the policies and plans to achieve the organization’s objectives. Strategic management, therefore, combines the activities of the various functional areas of a business to achieve organizational objectives. It is the highest level of managerial activity, usually formulated and performed by the organization’s Chief Executive Officer (CEO) and Executive Team.

Strategic Planning. The formal process for producing plans that document the results identified by our strategic thinking. It is a process by which an organization formulates and implements important decisions across different levels and functions of the organization. Organizations

conduct strategic planning to formulate long-range goals and then to select activities to achieve each of those goals, ensuring that the organization is successful. As a strategic process, it provides the necessary organizational linkages necessary to control and support other processes including strategic planning training, operations management, strategic marketing, strategic human resource planning, and performance measurement. Strategic planning as a process includes development of strategic plans, long-range plans, and action/tactical plans. A strategic plan, in a general sense, would include both the strategic plan and any long-range plans, but would not include any action/tactical plans (which are a part of operations management). Strategic plans cover a period that typically extends from 5-10 years at a minimum, and long-range plans typically cover the 1-5 year period.

Strategic Thinking. The way in which people in an organization think about, assess, view, and create the future for themselves and their associates. It is more than responding to day-to-day as well as long-term problems, opportunities, and new realities; it is creating tomorrow. It is not reactive, but proactive. Strategic thinking focuses on how to create a better future by being proactive and adding value to society—through the accomplishment of high payoff results.

Strategies. The specific methods, processes, or steps used to accomplish goals and objectives. Strategies impact resources (inputs) in some positive or negative way and they are executed in a tactical manner so as to link goals and objectives to day-to-day operations. They link "upward" to goals and objectives and also link directly to output/efficiency measures but may also be linked to outcomes/effectiveness measures. Action Plans (tactical planning) should be developed from strategies to support operations management.

FLETC PARTNER ORGANIZATIONS

85 Partner Organizations
58 Executive Branch
4 Legislative Branch
2 Judicial Branch
21 Other Agencies

Executive Branch Partner Organizations

Department of Agriculture

Office of Inspector General
U.S. Forest Service

Department of Commerce

Bureau of Industry and Security, Office of Export Enforcement
National Institute of Standards and Technology
National Marine Fisheries Service
Office of Security
Office of the Inspector General

Department of Defense

Defense Criminal Investigative Service, Office of Inspector General
Defense Logistics Agency
National Security Agency
Naval Criminal Investigative Service
Pentagon Force Protection Agency
U.S. Air Force, Office of Special Investigations
Conservation Law Enforcement Consortium

Department of Education

Office of Inspector General

Department of Energy

Office of Inspector General
Office of Health, Safety and Security

Department of Health and Human Services

Food and Drug Administration
National Institutes of Health
Office of Inspector General

Department of Homeland Security

Citizenship and Immigration Services
Federal Air Marshals Service
Federal Emergency Management Agency, Office of Security

Federal Protective Service
Office of Inspector General
Transportation Security Administration
U.S. Border Patrol
U.S. Coast Guard
U.S. Customs and Border Protection
U.S. Immigration and Customs Enforcement
U.S. Secret Service

Department of Housing and Urban Development

Office of the Inspector General
Protective Services Division

Department of the Interior

Bureau of Indian Affairs
Bureau of Land Management
Bureau of Reclamation
National Park Service
Office of Inspector General
Office of Surface Mining Reclamation and Enforcement
U.S. Fish and Wildlife Service
U.S. Park Police

Department of Justice

Bureau of Alcohol, Tobacco, Firearms and Explosives
Federal Bureau of Investigation Police
Federal Bureau of Prisons
Office of Inspector General
U.S. Marshals Service

Department of Labor

Office of Inspector General

Department of State

Diplomatic Security Service
Office of Inspector General

Department of Transportation

Office of the Inspector General
Federal Aviation Administration

Department of the Treasury

Bureau of Engraving and Printing
Financial Crimes Enforcement Network
Internal Revenue Service, Criminal Investigation Division
Office of Inspector General

Treasury Inspector General for Tax Administration
U.S. Mint Police

Department of Veterans Affairs
Office of Inspector General

Legislative Branch Partner Organizations

Government Printing Office
Office of Inspector General
Security Services

Library of Congress
Office of Security and Emergency Preparedness

U.S. Capitol Police

Judicial Branch Partner Organizations

Administrative Office of the U.S. Courts, Office of Probation and Pretrial Services

Supreme Court Police

Independent Agencies, Government Corporation and Commissions

Amtrak Police
National Railroad Passenger Corporation

Central Intelligence Agency
Office of Inspector General
Office of Security

Corporation for National and Community Service
Office of Inspector General

Environmental Protection Agency
Criminal Investigation Division
Office of Inspector General

Federal Deposit Insurance Corporation
Office of Inspector General

General Services Administration
Office of Inspector General

National Aeronautics and Space Administration

Office of Inspector General

Nuclear Regulatory Commission

Office of Inspector General

Office of Personnel Management

Office of Inspector General

Railroad Retirement Board

Office of Inspector General

Small Business Administration

Office of Inspector General

Social Security Administration

Office of Inspector General

Tennessee Valley Authority

Office of Inspector General

Tennessee Valley Authority Police

U.S. Agency for International Development

Office of Inspector General

U.S. Postal Service

Office of Inspector General

Other Official Agencies

Federal Reserve System

Smithsonian Institution

National Zoological Park Police

Office of Protection Services