



# Annual Report

FY 2005

*Federal Law Enforcement Training Center*



Homeland  
Security



**THE FEDERAL LAW ENFORCEMENT TRAINING CENTER**

# The Mission

We train those who protect our homeland

Glynco, Georgia • Artesia, New Mexico • Charleston, South Carolina • Cheltenham, Maryland • ILEA Gabarone • ILEA El Salvador

2005

## OVERVIEW

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# FY05 Annual Report



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# Foreword



**THIS ANNUAL REPORT** covers an exceptional year for the Federal Law Enforcement Training Center (FLETC). Working closely with our more than 80 Partner Organizations, we are creating an organization that is stronger and more responsive than ever before. We are fortunate to be building on a very solid foundation.

The mission we embarked on 35 years ago remains our mission today: “training those who protect our homeland.”

FLETC is not only our employees, but also the individuals and organizations we serve. Through the years, our partners have played a critical role in shaping this organization, and that role is becoming even more integral to our decision making as we go forward. To a great extent, their mission requirements served as a catalyst for the changes we made to FLETC in 2005.

The demands placed on law enforcement personnel are constantly expanding, both in scope and complexity. As we’ve seen, law enforcement plays a key role in combating terrorism and providing homeland security. Our nation’s law enforcement professionals succeed on these fronts because of the quality training they receive from day one and throughout their careers. The FLETC is able to develop and deliver quality training for tens of thousands of students every year because of the day-to-day cooperation and contributions of our agency partners. This truly world-class partnership ensures the FLETC remains a cornerstone of our nation’s law enforcement preparedness.

With an abundance of talent and diverse experience, we continue to provide the highest quality training in the most cost-effective manner.

We will continue to adapt to meet the changing needs of our students and partners. We will continue to stand up for what is right, and we will always place our enduring alliance with our partners at the center of everything we do. For more than 35 years, this model has served our nation well, and we will continue this practice into our future.

*Connie L. Patrick*

Connie L. Patrick  
Director

The Federal Law Enforcement Training Center (FLETC) continues to meet the ever changing challenges of our Nation's law enforcement officers by providing them the most current basic and advanced training through our "fast, flexible and focused" delivery techniques, course development, tactics and integration of technology.

**OVERVIEW**

Training Those Who Protect Our Homeland With Skills  
To Meet The Challenges Of The 21st Century

# Fast, Flexible, Focused



# Mission: Training

**FAST** — FLETC responds quickly to emerging training needs, such as Man-Portable Air Defense System (MANPADS) training, Vehicle-Borne Improvised Explosives Device (VBIED) training, Federal Flight Deck Officer (FFDO) Training, Federal Air Marshal (FAM) training, TSA screener train-the-trainer program, Visa Security Officer (VSO) training, and Flying Armed Training Program (FATP).

**FLEXIBLE** — FLETC readily adapts to new requirements, examples include: adopted six-day training week to meet post-9/11 training demand; rapidly relocated Border Patrol training from Charleston, SC to Artesia, NM at request of Customs and Border Protection (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 Training Facility for anti- and counter-terrorism training; acquired aircraft for FAM and FFDO training; and assisted military by providing training on urban policing tactics and Protective Service Operations prior to their overseas deployment.

**FOCUSED** — training is our 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, tribal and international officers and agents.

2005

## OVERVIEW



THE FLETC TRAINING MODEL is based on a true partnership — one that is borne of benefits and responsibilities on the part of all parties. We have Memorandums of Understanding (MOUs) with more than 80 federal law enforcement organizations, which are referred to as our Partner Organizations or POs. Working in concert with our POs, we develop and deliver basic training programs for their new hires. As much as possible, the various training programs are designed to address the mission requirements of multiple POs to permit consolidation and maximize efficiencies.

The International Law Enforcement Academy (ILEA) Latin America implementation was reinvigorated with the initiation of a Key Leaders Conference in Panama City, Panama; a curriculum conference in Glynco, Georgia to develop the core program; presentation of specialized training programs in Quito, Ecuador and San Salvador, El Salvador; the first six-week core program in El Salvador; and the signing of a bi-lateral agreement between the United States Government and the Government of El Salvador to establish an ILEA in that country. A

recent initiative is our training in Lima, Peru. Of course, we continue to train international students at our flagship ILEA in Gaborone, Botswana, Africa.

Through development and utilization of our four training sites (Glynco, GA; Artesia, NM; Charleston, SC; and Cheltenham, MD) the FLETC met all of the requirements requested by our Partnering Organizations, the State and Local Law Enforcement Community and the International Law Enforcement Community.

### ESSENTIAL BASIC TRAINING

During this fiscal year the FLETC refreshed our consolidated Basic Training Programs; the Land Management Training Program (LMTP), the Criminal Investigator Training Program (CITP), and the Mixed Basic Police Training Program (MBPTP) — now known as the Uniformed Police Officer Training Program (UPOTP) — the Federal Air Marshal Training Program (FAMTP) and the Bureau of Indian Affairs Police Training Program (BPOTP). Through the use of the Continuous Validation Process (CVP) and the Curriculum Review Process (CRC), where our POs and students

provide input on training decisions, the FLETC and our POs enriched the basic law enforcement training programs at FLETC by ensuring that the latest law enforcement techniques, intelligence and technology became a part of the basic curriculum.

### STRATEGIC ADVANCED TRAINING

The FLETC led the way in Advanced Training for Law Enforcement with the development of facilities — Practical Applications Counterterrorism Operations Training Facility (Glynco), Advanced Drivers Training Ranges (Cheltenham) — and training programs, such as the Officer Response Tactics (ORT), that provide the student with a blend of static, dynamic, physical and interactive training. All better prepare the students for situations they may encounter in “real-life” situations.

The Counterterrorism Division (CTD) developed and implemented the Vehicle Borne Improvised Explosive Device (VBIED) training to address concerns that terrorists might use such devices within the United States and assist those law enforcement agencies which may be deployed into

a hostile country. The course includes recognition, lethality, deployment techniques and proper law enforcement response.

The Artesia Training Division (ATR) developed and implemented the Backcountry Tactical Tracking Program (BCTTP) which provides “hands on” training for law enforcement officers who serve in a rural environment. This program provides the officers with the ability to provide search and rescue, track suspects and engage a suspect in a wilderness environment.

The FLETC also has developed and implemented the Covert Electronic Surveillance Program (CESP), which teaches electronic surveillance techniques, the Internet Protocol Camera Program (IPCP) that utilizes the Internet’s infrastructure for the placement of covert, overt, wired and wireless cameras for surveillance. The Advanced Forensics Techniques in Crime Scene Investigations Program provides law enforcement the specialized training required to properly process a Crime Scene, utilizing techniques/technology of the 21st Century.

The Office of State and Local (OSL) developed and implemented the Domestic Violence Indian Country Training Program. This program provides the fundamental understanding of the investigative skills

necessary to respond and investigate domestic violence cases within Indian country. The program is delivered to both Tribal and Bureau of Indian Affairs (BIA) police officers who service over 500 tribes throughout the United States.

The FLETC continues to develop the leaders of today and tomorrow through its Law Enforcement Leadership Institute (LELI), providing leadership training to Federal, State, tribal, local and International Law Enforcement Leaders. This training focuses on understanding yourself and others; fostering mutual respect; identifying developmental needs and providing the skills needed to “partner for performance.”

**FISCAL RESPONSIBILITY**

FLETC has become a center of excellence for financial management services and currently provides support for two Department level directorates, Intelligence Analysis (IA) and Operations (Ops). The potential also exists for FLETC to become a service provider for other Department level directorates.

FLETC has taken the lead within the DHS on several key issues this fiscal year. FLETC was the first component to convert to FedTraveler, DHS’ e-travel system. FLETC worked closely with the contractor and the

department to identify and resolve numerous operational issues with the system. FLETC also conducted its first streamlined competitive sourcing study for the center’s garage mechanics. The function was retained in-house to be performed by the FLETC Most Efficient Organization (MEO). Finally, the CFO Directorate achieved and sustained “green” scores applicable to the President’s Management Agenda (PMA).

**COMMITMENT TO OUR TEAM**

In addition to working hard to train our students, we also work hard to provide the best working environment for our staff.

We provide an active Equal Employment Opportunity Program at the FLETC that fosters an excellent working environment which allows a diverse workforce to foster a positive, productive work place.

Through our Critical Incident Stress Management (CISM) program we provide the tools to our staff, students and co-workers to deal with the trials and tribulations that they may meet during any given day. The CISM program was recognized in the September 2004 FBI Bulletin as one of the current Best Practices with critical incidents.







# Environmental Stewardship

### PRESCRIBED BURNS

FLETC has re-instituted its prescribed burn program to reduce the thick underbrush and accumulation of pine straw, a prime habitat for ticks. This program also encourages the sprouting of hardwoods, sets the stage for Longleaf pine ecosystem restoration, and creates a greater diversity of wildlife habitat.





### **BIODIESEL FUEL**

The FLETC began a 30-60 day test on a biodiesel fuel initiative, using soybean oil to operate some of FLETC's diesel vehicles. By utilizing biodiesel fuel, FLETC is supporting the Federal objectives of giving American farmers the ability to produce fuel products; cutting the Nation's dependence on foreign oil; and providing economic benefits to the local economy. The biodiesel that FLETC uses was produced in Lyons, GA.



### **POLLUTION PREVENTION INITIATIVES**

As part of various pollution prevention initiatives, in-staff personnel performed an environmental cleanup of the Combined Skills Driving Range, saving approximately \$100,000. In an effort to be more environmentally friendly, FLETC purchased a waterless weapon cleaner to eliminate all solvent-based weapon cleaning, and recycled a semi-truck load of tires to use as portable barriers on the driving range at our Cheltenham, MD facility.



### **CLOSING THE CIRCLE AWARD**

In 2005, FLETC's Environmental and Safety Division completed a comprehensive lead contamination cleanup of four outdoor firing ranges. This project was completed a month ahead of schedule, and under budget. This was accomplished without generating any hazardous waste during the entire remediation project. FLETC also participated in the design of a state-of-the-art, fully-enclosed, tactical re-qualification shooting facility, which surpasses all environmental standards for contemporary firearms training. This facility received an honorable mention "Closing the Circle" award presented annually by the White House and the Department of Homeland Security.

# Community Support

## COMPUTERS FOR LEARNING

The FLETC donated over 980 pieces of computer related equipment to the local school systems where our Centers are located. The FLETC accomplishes this by active involvement in the Computers for Learning (CFL) Program.

The CFL Program specifically matches the computer needs of schools and educational nonprofit organizations with excess equipment from federal agencies. The FLETC donates excess computers and related peripheral equipment such as modems, scanners, and servers to schools and educational nonprofit organizations via the CFL Program.

## COMBINED FEDERAL CAMPAIGN

Another major contribution is our commitment to the Combined Federal Campaign (CFC). Approximately \$200,000 was raised for the many charities that this organization sponsors during the contribution period of October to December 2004. This was approximately 140 percent over our goal and the most donations ever collected during a CFC campaign for FLETC.

## COURT APPOINTED SPECIAL ADVOCATES

The FLETC and its Partner Organizations helped provide a Christmas for area children who are part of the Court Appointed Special Advocates (CASA) program. Employees purchased, and wrapped, hundreds of gifts worth approximately \$15,000 for the 113 children enrolled in the program. This was the ninth year for FLETC to participate in this event.







## VICE PRESIDENT DICK CHENEY VISITS FLETC

The FLETC was honored to host Vice President Dick Cheney, Georgia Senator Saxby Chambliss and Department of Homeland Security Secretary Michael Chertoff during their visit to the Federal Law Enforcement Training Center in Glynco May 2, 2005.

FLETC Director Connie Patrick briefed the guests on FLETC’s operations during their one day visit. The gentlemen also were given a tour of the individual training divisions, such as Firearms, Driver Marine, and Counterterrorism.

Vice President Cheney spoke to an audience of approximately 3,000 FLETC students and staff during the visit.

“This training center has been critical to the improvements we’ve made in law enforcement and national security since the attacks of September 11th,” said Vice President Cheney. “Before long, those of you now in training will join other graduates in assignments throughout the government. Wherever that assignment might be, you can leave here knowing that you’ve been drilled and tested – and found to be worthy. And when the big challenges come along in your day-to-day work, you’ll be ready to face them squarely and decisively.”





# Other Highlights

For the FLETC in 2005 it was a year marked by the visits of Vice President Dick Cheney and newly appointed Homeland Security Secretary Michael Chertoff. It was a year meant to celebrate the 35th anniversary of the FLETC, but was overshadowed by the natural disaster of Hurricane Katrina. It prompted FLETC and its Partner Organizations to quickly respond to the humanitarian needs of Gulf Coast citizens with Operation Open Arms.



**DHS SECRETARY MICHAEL CHERTOFF SPEAKS TO STUDENTS AT ARTESIA CAMPUS**

Department of Homeland Security Secretary Michael Chertoff visited FLETC’s Artesia, NM campus on Nov. 2 to talk to current students about the Secure the Border Initiative (SBI) and to thank students and staff for their service.

The secretary told the group that by accepting work as border agents, they would be accepting high risk, long hours, and great personal sacrifice. He thanked them for their decision and gave them his personal commitment that they would have the best possible training, tools, and resources to do their jobs.

As part of the SBI, the secretary said the department would be increasing the number of Border Patrol agents by 1,500, deploying more technology such as unmanned aerial vehicles, and expanding the bed capacity of the department’s detention facilities to end the “catch and release” practice in dealing with illegal immigrants caught at the border with Mexico.





### HELPING THROUGH HURRICANE KATRINA

In late summer of 2005, massive and powerful Hurricane Katrina slammed into the Gulf coast area near New Orleans with a devastating fury of historic magnitude. People in Florida, Alabama, Mississippi, Louisiana, and Texas experienced catastrophic destruction to homes, personal belongings, and businesses.

In the most severe situations families were separated and even lost friends and family to Katrina's, and later Hurricane Rita's, assault. Many people were displaced and dependent upon the response of other citizens, charitable organizations, and the Federal government for assistance.

The Federal Law Enforcement Training Center (FLETC) responded in a wonderful way to this national tragedy. Thirty-five employees from across the FLETC sites volunteered for training at the Federal Emergency Management Agency's training center in Orlando, Florida, prior to being deployed to the disaster areas. These volunteers worked twelve-hour shifts six days a week in those areas for 30 to 60 days providing relief, assistance, and care to the victims of the hurricanes' devastation.

Because of the volunteers' humanitarian spirit, sacrifice, and service, these people were able to find some comfort in the midst of their tragedy. The FLETC volunteers made a

significant difference in the lives of these people.

### OPERATION OPEN ARMS

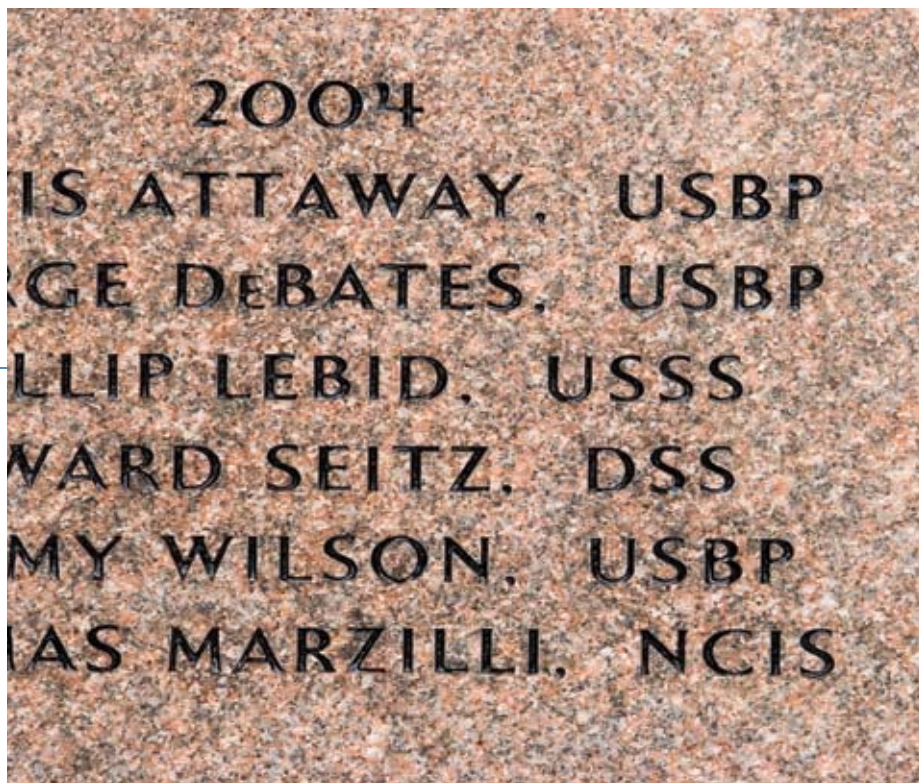
The Federal Law Enforcement Training Center and its Partner Organizations responded to assist the displaced families of Federal employees affected by Hurricanes Katrina and Rita. Dubbed Operations Open Arms, the Glynco, GA and Charleston, SC sites were available for these families.

The FLETC operated a 24-hour Command Center to temporarily house families in on-site dormitories, provided the families with meals at the dining facilities, and worked with community charitable organizations to ensure the welfare of our federal displaced families.

FLETC/CISM Peer Support Team volunteers were assigned to individuals or their families for daily peer support and/or crisis intervention efforts. At the request of the local Red Cross, CISM/Peer Support debriefings were provided to Red Cross volunteers. Follow-up services continue for evacuees as well as for our own FLETC staff who were deployed to the affected areas who returned with issues to discuss.

Team members not only donated their time, but also thousands of dollars through several fundraisers at the Center.





### PEACE OFFICERS MEMORIAL

The FLETC hosted its 20th Annual Peace Officers Memorial Day Ceremony at Glynco May 18, 2005. It was a day to honor the 141 former FLETC basic training graduates and thousands of other Federal, tribal, state, and local law enforcement officers who have died in the line of duty over the years.

Each year the ceremony is conducted jointly with Partner Organization staff and area state and local law enforcement agencies. It is

often attended by families of slain officers. Keynote speaker for the 2005 ceremony was Joe Morton, Acting Assistant Secretary of State, Bureau of Diplomatic Security.

Sadly, this year six names were added to the FLETC Graduates' Memorial: Travis W. Attaway, George B. DeBates, and Jeremy M. Wilson, U.S. Border Patrol; Phillip C. Lebid, U.S. Secret Service; Edward J. Seitz, Diplomatic Security Service; and Thomas P. Marzilli, Navy Criminal Investigative Service.





## HONOR GRADUATE

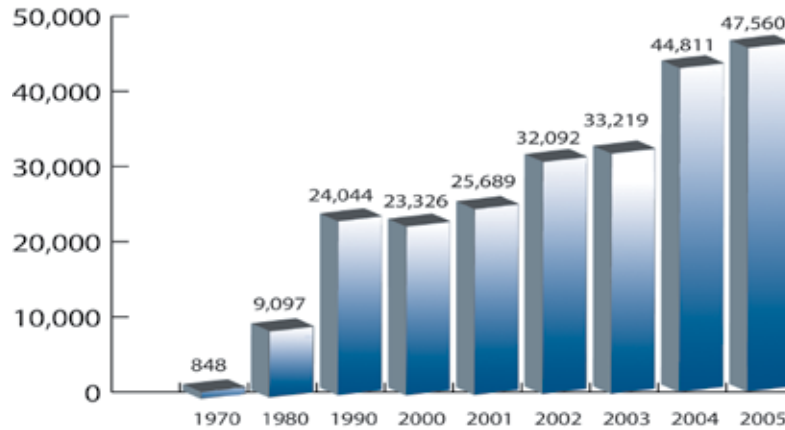
The FLETC's Honor Graduate of the Year Award for 2004 went to Customs and Border Protection Officer Daniel S. Rothman. This award is presented annually to the FLETC basic training honor graduate having the highest academic average. Officer Rothman graduated from the FLETC's Customs and Border Protection Officer Training program on May 6, 2004, achieving a 98.5 percent academic average, outscoring some 4,957 other eligible basic training graduates during the year. Officer Rothman also excelled at firearms

qualification and physical fitness.

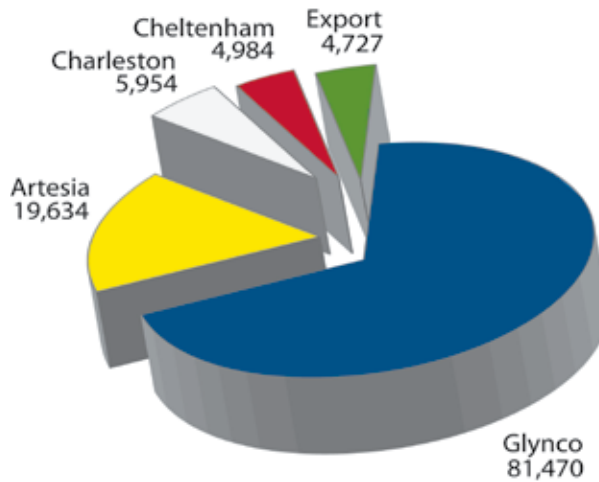
At a luncheon in his honor at Glynco Nov. 9, 2005, Officer Rothman received a Smith and Wesson revolver. The award is made possible by a generous gift by Aubrey A. "Tex" Gunnels, formerly Clerk to the Treasury, Postal Service, and General Government Subcommittee, House Committee on Appropriations. Mr. Gunnels was instrumental in the establishment of the FLETC in 1970. He remains involved with the FLETC through the Honor Graduate of the Year program.

# Training Statistics

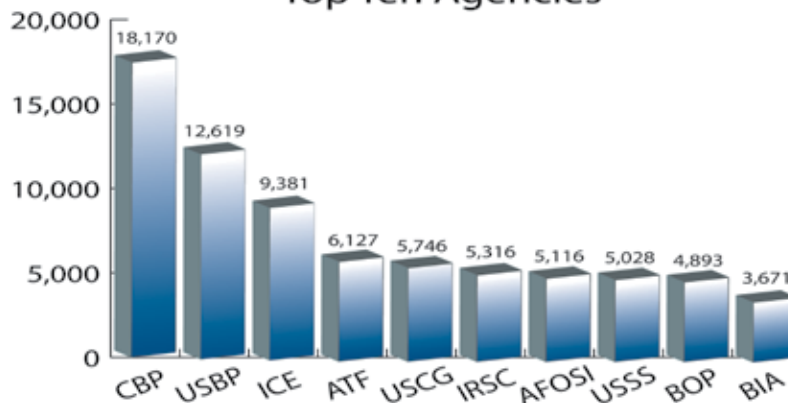
## Students Graduated Fiscal Years 1970-2005



## FY 2005 Student Weeks Trained Per Facility



## FY 2005 Student Weeks Trained Top Ten Agencies



## **DOMESTIC EXPORT PROGRAMS**

- Anti -Terrorism Intelligence Awareness Training Program
- Back Country Tactics Training Program
- Domestic Violence in Indian Country Training Program
- Indian Country Clandestine Lab Awareness Training Program
- Seaport Security Anti-Terrorism Training
- Law Enforcement Instructor Training Program
- Law Enforcement Adjunct Instructor Training Program
- Black Market Peso Exchange Training Program
- Advanced Money Laundering Training Program
- Money Laundering and Asset Forfeiture Training Program
- Advanced Asset Forfeiture Training Program
- Financial Forensics Techniques Training Program
- Seized Computer Evidence Recovery Specialist
- Intelligence Analyst Training Program
- Active Shooter Tactics Training Program
- Critical Infrastructure Protection Training Program
- Land Transportation Antiterrorism Training Program
- Seaport Security Antiterrorism Training Program
- Weapons of Mass Destruction Training Program

# Significant Export Programs and External Conferences

## **INTERNATIONAL EXPORT PROGRAMS AND TECHNICAL ASSISTANCE**

- Law Enforcement Training Needs Assessment, February 17 -25, 2005, Bishkek, Kyrgyzstan
- Officer Safety and Survival Training Program, May 16 – 20, 2005, Chisinau, Moldova
- Officer Safety and Survival Train-the-Trainer Program, July 18 – 22, 2005, Cherkassy, Ukraine
- Advance Money Laundering and Financial Investigative Techniques Training Program, September 12 – 15, 2005, Moscow, Russia
- Law Enforcement Management Development Program Curriculum Development Conference for the International Law Enforcement Academy (ILEA) San Salvador, April 2005
- How to Conduct Training Needs Assessments Training, June 6-9, 2005, National Police Academy, Tirana, Albania
- Law Enforcement Management Development Program, July 25 – September 2, 2005, El Salvador
- Financial Crimes Investigations Training Program, September 13 – 23, 2005, Astana, Kazakhstan
- Training Needs Assessment Training Program, June 6 – June 9, 2005, Tirana, Albania
- Criminal Investigations in an Automated Environment Training Program, November 22 –December 10, 2005, Selangor, Malaysia
- Money Laundering & Asset Forfeiture Training Program, September 9-16, 2005, Moscow, Russia
- Money Laundering & Asset Forfeiture Training Program, March 28 – April 1, 2005, Macedonia - 3/28 - 4/1/2005
- International Law Enforcement Academy, June 10-14, 2005, Budapest
- Digital Evidence Acquisition Specialist Training Program, November 14 - December 2, 2005, Malaysia
- Criminal Investigations in Automated Environment Training Program, November 14 - December 2, 2005, Malaysia
- Computer Evidence Acquisitions Training Program, August 29 - September 2, 2005, Germany
- International Money Laundering Training, Moscow, Budapest, Macedonia
- Weapons of Mass Destruction Training Program, Ramstein, Germany

## **EXTERNAL DOMESTIC CONFERENCES**

- "Maritime Security: A Report on Training Needs" at the Maritime Security Conference, U.S. Merchant Marine Academy in Kings Point, NY in December 2004
- "Survival Scores Research Project" at the U. S. Coast Guard Human Technology Performance Workshop in Williamsburg, VA in September 2005
- "Errors in Shooting Judgment and Performance By Law Enforcement Personnel During A Stressful Training Scenario" at the 24th Army Science Conference held in Orlando, FL in November 2004
- Society for Applied Learning Technologies Conference held in Orlando, FL, February 7-10, 2005
- The Future of Law Enforcement Safety Training, January 2005
- Developing an In-Service Training Program International Law Enforcement Educators and Trainers Association, March 28-April 3, 2005



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