

TESTIMONY OF

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## **Introduction**

Good morning Chairwoman Torres-Small, Ranking Member Crenshaw, and members of the Subcommittee. It is an honor to be here today with my colleagues from the Department of Homeland Security (DHS), Office of the Inspector General and the Texas Department of Public Safety. I am particularly gratified to appear before this Subcommittee during National Police Week, as law enforcement professionals converge on our Nation's Capital from around the country and the world to collectively honor those who have made the ultimate sacrifice for our nation and its people.

## **FLETC Overview**

In just one year, the Federal Law Enforcement Training Centers (FLETC) will reach the 50<sup>th</sup> anniversary of its establishment by Congress.

The FLETC of today is not the FLETC of 1970, yet throughout these five decades we have remained faithful to the two complementary strategic goals envisioned by our founders. First, Congress intended for FLETC to establish consistency and constancy in the content and delivery of federal law enforcement training. Second, our founders envisioned that FLETC would leverage the advantages of a centrally managed, universally accessible training infrastructure. Today, we are on a strategic path to our future as the Nation's enterprise resource for federal law enforcement training. I have been privileged to serve as the Director of this institution since October 2017.

I would like to acknowledge and thank Congress for its longstanding support of FLETC's mission. FLETC is a technical school that prepares federal law enforcement personnel to be effective in their operating environments. Since our establishment, we have developed an unsurpassed expertise in the art and science of developing law enforcement training. We deliver training in subjects integral to the performance of law enforcement functions across the Federal Government, such as firearms, driving, tactics, investigations, and legal training. We assist participating organizations from throughout the Federal Government in providing training unique to their missions at FLETC training sites.

Each day, tens of thousands of federal law enforcement personnel anticipate, prevent, and respond to events that threaten our nation's people, property, and institutions. Throughout the homeland and abroad, U.S. agents, officers, investigators, inspectors, and screeners assess, plan, patrol, inspect, examine, apprehend, investigate, interview, and perform thousands of other specialized tasks essential to fulfilling their agencies' missions. Much of the federal law enforcement community relies on FLETC to prepare their enforcement personnel for these responsibilities.

Headquartered in Glynco, Georgia, FLETC and its federal participating organizations annually train upwards of 70,000 students at four training delivery sites occupying 3,300 acres in New Mexico, South Carolina, Maryland, and Georgia.

A typical day will find FLETC and participating agency staff actively engaged in delivering, exercising, and evaluating the transfer of critical law enforcement knowledge and skills for 3,000 students, most of whom are in-residence at a FLETC training delivery point.

In addition to basic training, FLETC leverages the expertise of its training partners and stakeholders to offer the most comprehensive inventory of specialized and advanced training programs in law enforcement.

State, local, and tribal law enforcement personnel are an integral part of the homeland security community. As a resource to them, FLETC provides specialized and advanced training at its training sites and exports training programs to state, local, and tribal agencies throughout the country.

FLETC is also a resource for U.S. federal law enforcement agencies with an international mission. FLETC participates in the International Law Enforcement Academies' (ILEA) programs in Botswana, El Salvador, Thailand, Hungary, Ghana, and New Mexico. FLETC brings a unique value to the international missions of the U.S. law enforcement community through its support for the ILEA program. Through our participation, FLETC builds critical capacity of our fellow agencies' operational counterparts and strengthens law enforcement networks that help defeat criminal organizations before their enterprise reaches our shores. Additionally, we provide law enforcement training and support capacity-building activities overseas on a reimbursable basis with the U.S. Department of State, host individual international law enforcement personnel at FLETC's domestic training sites, and engage with international stakeholders in research and the exchange of best practices and subject matter expertise.

### **FLETC's Strategic Framework: Producer, Resource, Steward**

Last week, FLETC was proud to share with each member of the Subcommittee a copy of our 2018-2022 Strategic Plan, which establishes a foundation for our future. We refreshed our mission statement to read as follows: "*FLETC, through strategic partnerships, prepares the federal law enforcement community to safeguard the American people, our homeland, and our values.*"

We envision FLETC as a national resource for law enforcement training and commit to a course of continuous cooperation and collaboration with our clients, while balancing the equities of all stakeholders in administering FLETC's training programs.

Our mission assigns three enterprise-level law enforcement training activities to FLETC – producer, resource, and steward. We produce training and associated expertise to meet the operational needs of our federal participating organizations; we are a resource for the state, local, tribal, private, and international law enforcement communities; and we are the Federal Government's steward for federal basic training resources. This threefold framework provides us with clear parameters regarding our purpose.

## **FLETC as a Producer**

FLETC produces what we have come to refer to as “*STRIPES*”: law enforcement training systems, trainings, research, infrastructure, products, expertise, and services. Together, these elements contribute to developing the essential competencies our students need to be effective in their agencies’ operating environments. The value of what we produce is measured by how well our students perform in those environments as assessed by our participating organizations.

We use a Systems Approach to Training (SAT). This is a six-phase methodology for developing and revising training that includes analysis, design, development, implementation, evaluation, and revision / review. Within this framework, we follow an Instructional Systems Design (ISD) process that allows flexibility and movement back and forth between the defined phases of the SAT. After 50 years of evolution, FLETC is expert at the ISD process, and our clients can be assured that the training they receive at FLETC has been subject to rigorous development processes.

These processes provide the thoroughness and exactitude we need to adhere to the principles of formal accreditation of our training through the Federal Law Enforcement Training Accreditation Board (FLETA). FLETA is an organization independent from FLETC that guides federal law enforcement organizations in building effective, academically rigorous, defensible, responsive, cost-controlled, federal law enforcement training. The 17-year old institution created and maintains a set of standards for academy and program accreditation that ensure agencies establish effective processes for academy and training program administration, academy/training staff, training development, training delivery, and the distance learning processes.

As long as I am Director, I will champion FLETC’s participation in formal accreditation, and I will encourage agency training components to participate as well. Formal accreditation assigns rigor to our training processes, ensures we are good stewards of the resources entrusted to us, and safeguards the use of analysis rather than opinion in training review and development. FLETC adheres to accreditation principles not because they are a requirement, but because it is the right thing to do and results in the best product for our clients. The practitioners we serve work in a world where bullets fly, arrests are made, and lives can change quickly. The formal processes we at FLETC have dedicated ourselves to as we write, review, and modify training curriculum ensure that the training we produce reflects the quality this profession requires.

## **FLETC as a Resource**

FLETC produces the full range of training and training services for the federal law enforcement community. To the extent we are able, we provide access to what we produce to the state, local, tribal, private, and international law enforcement communities.

FLETC is a powerful resource for the hundreds of thousands of state, local, and tribal law enforcement officers who patrol and serve our communities. Because we cannot possibly deliver the training we produce to all of our brothers and sisters at the state and local levels, we take an approach that allows us to have the most impact in the most pressing topics of the day. Law enforcement’s response to mass shootings is an example.

Our nation has witnessed horrific mass shootings over the past decade in places our children and neighbors should feel safe. FLETC collaborates with its law enforcement partners on developing training for law enforcement professionals responding to those events. Since 2014, FLETC has trained more than 14,000 state, local, and tribal law enforcement personnel in active threat and tactical medical response, including more than 5,000 trainers who in turn bring the training they received to those in their departments and communities. We focus our energies and resources on a force-multiplying approach: we prioritize training law enforcement trainers to train other law enforcement trainers. This approach has the potential for quickly and effectively sharing the law enforcement knowledge, skills, techniques, and tactics that have proven effective in managing emerging threats.

The active threat and tactical medical training we have delivered throughout the Nation has made a difference, as told to us by graduates who have shared their testimonials of using their training to save lives in incidents ranging from vehicular accidents to mass shootings. For example:

*On November 20, 2014, a lone gunman opened fire at the Florida State University (FSU) library in Tallahassee, Florida, which was packed with 300 to 400 students studying for final exams. Three students were wounded, but responding officers quickly engaged the gunman and stopped the threat. An FSU police officer who attended an export session of FLETC's Active Shooter Threat Instructor Training Program at the University of Central Florida later provided active shooter training to FSU and local police, one of whom shot the library gunman and prevented any further violence. The FLETC graduate contacted his FLETC instructor and credited the training he received and subsequently taught to other officers with saving lives during the event. He also stated that FLETC's sharing of the DHS-produced "Run, Hide, Fight" video prevented further casualties. He had used the video to train all students and staff at FSU prior to the shooting incident. Students in the library remembered this training and fortified their positions, denying the attacker access to target-rich environments.*

FLETC is an impactful resource for our state, local, and tribal law enforcement partners in preparing them to join the fight against human trafficking. FLETC has worked closely with the U.S. Department of Homeland Security's (DHS) *Blue Campaign* efforts since its inception in 2010, partnering with operational components to create courses and videos to train law enforcement on how to recognize the horrific crimes of human trafficking. Today, FLETC's basic law enforcement training programs include human trafficking awareness training, and every FLETC basic student views a human trafficking awareness training video developed in collaboration with the Blue Campaign. Since 2012, FLETC has joined with the Department's Office of Legislative Affairs to provide human trafficking awareness education to Members of Congress and their staffs, including participating in a number of field awareness events and roundtables to help spread awareness about this important topic.

Next week at FLETC's Charleston location, we will pilot the FLETC Human Trafficking Awareness Training Program, a two-day program that will provide federal, state, local, and tribal law enforcement agencies with an in-depth understanding of indicators of human trafficking that

law enforcement officers may encounter while conducting their agencies' missions. The law enforcement professionals participating in the program will return to their communities, prepared to share what they have learned with their own officers, their law enforcement partners, and other key community stakeholders.

### **FLETC as a Steward**

Since 1970, Congress has appropriated funds for FLETC's operations, and further codified our authorized activities and responsibilities in 2016. Our new Strategic Plan honors this nearly 50-year-old charge for FLETC to be a responsible steward of the resources entrusted to us and enables us to responsibly align resources in accordance with the missions and priorities of the law enforcement community.

FLETC is the U.S. Government's executive agent for the federal resources allocated for the basic training of the law enforcement personnel of FLETC's federal participating organizations. Our stakeholders rely on us to provide quality, cost-controlled training products in every variation of the federal budget environment. FLETC works collaboratively with our participating organizations to formulate annual hiring requirements and to adjust the execution of those plans every quarter of the fiscal year.

FLETC's formulation and execution of training relies upon a triangle of interrelated factors - time, quality, and resources. In this triangle, our staff and the participating organization agree that the nature of law enforcement allows for no reduction in the quality of training FLETC produces and delivers. The remaining two elements, time and resources, are inversely proportional to one another. We can deliver training in a shorter time period if given more resources. Conversely, we can deliver the same training with fewer resources if given a longer period of time to do so. Responsible stewardship requires careful consideration of this triangle as we aim to optimize our training capacity to accommodate the hiring needs of our participating organizations. Our implementation of required training is scalable, depending on trainee throughput and timeline decisions.

FLETC will not sacrifice the quality of the training new officers and agents receive. The development of any training program required to meet training needs will be based upon best practices in education and training, grounded in learning theory, research-based, built on experiential learning principles, and proven before deployment. As a steward, we uphold the quality of the training we produce, and balance the competing interests of time and resources to produce what our participating organizations need to meet the requirements of their operating environments. As our participating organizations hire new law enforcement officers and agents, we will be prepared to train them.

### **Closing**

FLETC is an institution with tremendous potential. We are grateful for the trust the Congress has placed in us, and I invite the members of this Subcommittee and their staffs to visit any of our sites to see firsthand what we do each day. FLETC's staff, many of whom are or were members of the organizations they train, identify profoundly with the outcome of their work. No one is

more committed than they to preparing those entrusted to their care for the demanding and often dangerous challenges of the operating environment. With a strategy to give direction to the energy, focus, and imagination of our staff, this Nation can be certain FLETC and its partners will continue to work hard to train those who protect our homeland.

Thank you. I would be pleased to answer any questions at this time.