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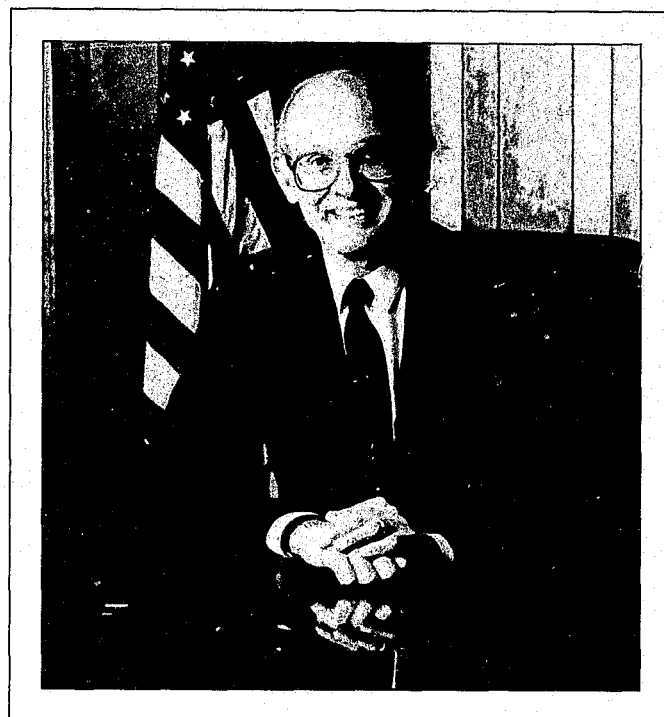
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# Federal Law Enforcement Training Center

## Department of the Treasury

### *1989 Annual Report* 89

Glynco, Georgia



#### DIRECTOR'S FOREWORD

A major highlight in 1989 for the Federal Law Enforcement Training Center (FLETC) was the June visit by President George Bush. We are very proud that the President chose the Center as the venue to deliver a tough anti-crime speech and sign a message to the Congress.

We were busy during the year getting our new satellite training center at Artesia, NM, ready for operations. On June 16, one day after the President's visit, a check for \$1.5 million was presented to the City of Artesia, finalizing the purchase of the former Christian College. When renovations and new construction are completed, Artesia will have the capacity to house and conduct advanced training for up to 150 students at any one time.

In June we also completed a 5-year Facilities Master Plan, which outlines the much needed expansion of the Center's facilities. Overall, the plan calls for \$86.1 million in expansions at Glynco, Artesia, and Marana. Of the total, \$82 million is planned for Glynco.

In April we dedicated and opened the new 228-student A.A. "Tex" Gunnels Residence Hall. This is the first housing expansion at Glynco since 1975. While this new residence hall will alleviate some of our student housing shortage, more will be needed to meet our present needs as well as the growth we anticipate in the coming years. 1989 was another year which presented the FLETC with challenges and opportunities. Our student population con-

tinued to increase; we developed and offered new training programs; and modified many existing programs in response to the dynamic needs of the law enforcement agencies we serve.

The success of our training operations is largely due to the cooperation of our participating organizations, the direction provided by our Interagency Board of Directors, and the continued support of the Treasury Department. Our participating organizations have supported the Center during heavy training periods by providing many short-term instructors, and have been very flexible in adjusting to peak training periods, during which more than 2,200 students per week were in training. This cooperation and support remains the basic foundation upon which the Center depends.

As the Federal Law Enforcement Training Center enters its third decade of operations, we look forward to building upon the traditions which have established the Center as a recognized leader in law enforcement training.

Charles F. Rinkevich

*Charles F. Rinkevich*

Director



## PRESIDENTIAL VISIT



President Bush's address at Glynco was attended by several cabinet level officers and State and local government officials, including Treasury Secretary Nicholas F. Brady (behind the President) and Congressman Lindsay Thomas (far right).

President George Bush visited the Federal Law Enforcement Training Center at Glynco on June 15, 1989 to outline his proposed \$1.2 billion anti-crime package.

Addressing an audience of about 10,000, which included cabinet officials, law enforcement agency heads, Center staff, students and local citizens, the President explained the main points of his proposed legislation: doubling the mandatory sentence for the use of semi-automatic weapons in crimes involving violence or drugs from 5 to 10 years; eliminating plea bargaining for Federal firearms offenses;

and expanding the death penalty to include terrorists and killers of Federal officers.

Prior to his address, Mr. Bush laid a wreath at Glynco's Peace Officers Memorial dedicated to the 39 Center graduates who have been killed in the line of duty. He then repeated a warning he made earlier at the funeral of slain DEA agent Everett Hatcher in New York: "Better that you had never been born that to attack one of America's finest."

"In a country where criminals threaten to erode the very liberties that we hold so dear, you here at Glynco are domestic freedom fighters in the war on crime. And for this reason, you have a friend

in the majestic Oval Office, and you have the gratitude and support of the American people."

The President also participated in a forum with Attorney General Richard Thornburgh; Secretary of the Treasury Nicholas F. Brady; and Center Director Charles F. Rinkevich. Others in the forum included FLETC instructors, students in training, and representatives from the agencies whose personnel train at the Center.



Ron Bright, U.S. Border Patrol (right) and Peggy Moore-Swann, U.S. Customs Service, were among the 66 agency representatives who served in the honor cordon as President Bush placed a wreath at the FLETC Graduates Memorial.



During his visit to Glynco, President Bush participated in a forum with attorney General Thornburgh, FLETC Director Rinkevich, Treasury Secretary Brady, FLETC instructors, students in training and representatives of the Center's participating agencies.



# PROGRAM INITIATIVES

## USBP Training at Ft. McClellan

Due to critical mission requirements, the U.S. Border Patrol expressed a need to conduct entry level training for 1,400 new agents during 1989. To meet their requirements, all of the training for these personnel had to begin not later than January, 1989. Because the Center could not accommodate the numbers of students that would be in residence without impacting upon the training conducted for its other participating organizations, an agreement was reached between the Center, the Border Patrol and U.S. Army officials to conduct the training at Ft. McClellan, Alabama.



A new Border Patrol agent receives his badge from Chief Patrol Agent Hugh Rushton, of Marfa, Texas, during a graduation ceremony held at Ft. McClellan, Alabama, where training for 363 Border Patrol agents was conducted early in FY 1989.

To ensure that the training provided was essentially the same as that at Glynco, the Center assigned a program manager and several instructors to coordinate and, along with the Border Patrol, to conduct the training program at Ft. McClellan. The original intent was to train 800 students at Ft. McClellan and the remaining 600 at Glynco. However, an INS budget shortfall resulted in this project being terminated after the first class of 363 agents graduated on February 2, 1989.

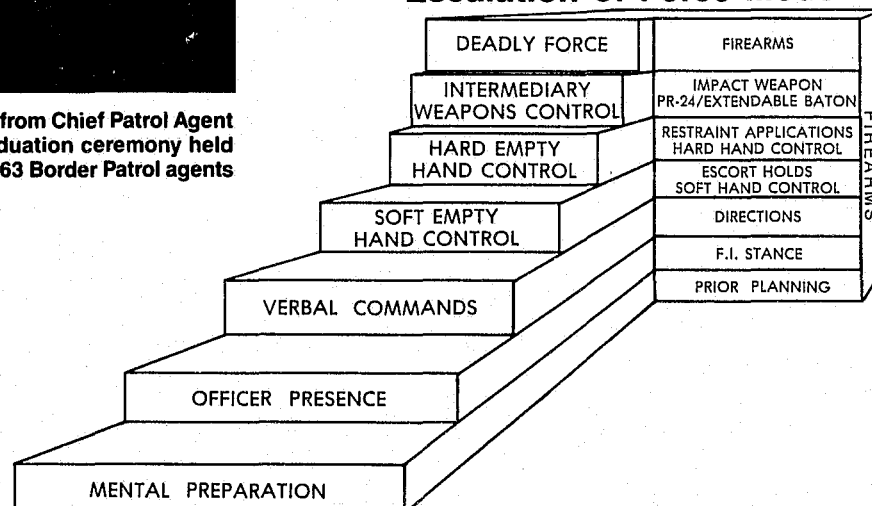
## Non-Lethal Control Techniques

The Physical Techniques Division restructured and integrated its Defensive Tactics and Arrest Techniques teaching modules into a single course entitled Non-Lethal Control Techniques. The course focus is on officer safety and survival, and supports the Center's Escalation of Force model for law enforcement personnel.

Escalation of Force teaches a systems approach to an arrest situation, as opposed to a specific technique. The result is that the student is provided with a set of escalating responses which instills confidence in their ability to effectively respond with the minimum level of control and force necessary in any given situation.

Students are encouraged to rely on prior planning and team arrest concepts to ensure maximum safety at all times and to ensure that adequate personnel are available before attempting an arrest. Role players are used in all practical exercises to create an atmosphere of reality during suspect confrontations.

### Escalation of Force Model





## Seaport Security-Antiterrorism Training Program

Recently, the Center conducted a survey of potential users to determine the need for and feasibility of training in Seaport Security/Antiterrorism. The response to the survey was positive and the Seaport Security/Antiterrorism Training Program was developed.

This program is oriented toward security and antiterrorism in the seaport setting and is designed for the mid-level manager with port security and contingency planning responsibilities. The program is eight days in length and is offered both at Glynco and at selected domestic seaports. Instruction modules include threat awareness and tactics, dynamics of terrorism, seaport and maritime operations, port surveys and inspections, hazardous materials, bombs and explosives, patrol methods, crisis management and emergency planning, and an intensive practical exercise.

## First Response Training Program

The First Response Training Program was developed for the journeyman law enforcement officer or investigator who is a certified training officer within their agency or department. The program is designed to train agency personnel to respond to terrorist incidents, including hostage/barricade situations.

The First Response Training Program is five days in length and employs a train-the-trainer concept. The program was developed in conjunction with the Federal Bureau of Investigation, and with the endorsement and assistance of the International Association of Chiefs of Police Terrorism Committee. Instruction modules include prefrontation/preparation considerations, contingency planning, first responder actions, initial response negotiations concepts, first line supervisor duties, debriefing checklist, tactical perimeters, command/control/communications, command post organization and operation, and site surveys.

## Advanced Interviewing Program

The Advanced Interviewing Training Program was piloted in May 1989 with representatives of 20 different Federal organizations participating. The program is designed to provide criminal investigators with the skills and tools necessary to conduct interviews using the most modern and proven techniques, with the students participating in three practical exercises to perfect the techniques.

## New Firearms Training Courses

Two new courses were developed and integrated into several Center and agency advanced firearms programs. The "Downed Disabled Officer Course" is designed to sharpen shooting skills and instill the confidence necessary for a wounded officer to return fire and survive a shooting confrontation. The "Body Bunker Defense Course" is designed for those agencies which employ the use of body bunker equipment on raids. Many agencies are finding that because of the lack of available cover, they must provide their own during dangerous law enforcement operations. This course teaches students how to maintain cover behind this device and still shoot accurately.



In January, a FLETC Employee Memorial was dedicated in memory of seven Center employees who died while in the service of the Center. The memorial plaque is permanently mounted in the Center's administration building.



## FACILITY ENHANCEMENTS

In addition to a new student residence hall and the renovation of several other facilities at Glynco, major improvements were completed at the Artesia training center, and the Center's overall Facilities Master Plan was published.

### Facilities Master Plan

Due to the tremendous increase in training in the past few years, and given indications that future training requirements will remain at or above current levels, the Center commissioned a comprehensive study to determine how best to meet the future training demands of its participating organizations.

Working closely with the participating organizations, which provided projected training requirements and guidance, a Facilities Master Plan was developed and outlines a five year program of expansion at Glynco and its satellite Centers. The plan was submitted to the Center's Interagency Board of Directors, the Department of the Treasury, the President's Office of Management and Budget, and the Congress in June. The Master Plan recommends the required physical facilities and resources to enable the Center to continue providing high quality training for its participating organizations.

The Glynco expansion has been divided into three parts covering the five year period. The initial phase, costing an estimated \$27,700,000, involves major expansions of the Physical Techniques complex, both Indoor and Outdoor Firing Ranges, Driver Training Ranges, the Dining Hall, a new residence hall and Student Center, and other associated improvements.

Phase II projects, costing \$23,200,000, include two new classroom buildings, a second new residence hall, a computer complex, and renovations to several existing buildings. The final phase, costing \$31,100,000, entails a third residence hall, a classroom building, a new library/learning resources center, a practical exercise training facility, a new student registration facility and a visitor's center at the main gate, as well as other renovations.



The correct use of the "Body Bunker" in firearms training provides students with maximum protection during the execution of raids when available cover is not readily present.

### Curricula Review Conferences

To ensure that the Center's training programs are both current and relevant to the participants' needs, periodic Curricula Review Conferences are conducted. Every 2-3 years, representatives of the agencies participating in a particular training program meet to discuss course content and make recommendations to either add, delete or modify them.

In March 1989, Curricula Review Conferences were conducted for the 8-Week Police Training Program (8PT) and the 8-Week Criminal Investigator Training Program (8CI). The 8PT program is attended by uniformed police officers from more than 16 Federal organizations and the 8CI program is attended by criminal investigators from 50 Federal organizations. As a result of these review conferences, several new courses were added to the existing programs and others modified to reflect training requirements as desired by the participating organizations.



In January, the Center initiated a new Employee Spouse's Orientation Program. This program is designed to give the Center's new employee and their spouse an introduction to the Center's operations and facilities and provide them with information about the local community.

## **Gunnels Residence Hall**

The Gunnels Residence Hall is named in honor of A.A. "Tex" Gunnels, a professional staff member of the Treasury, Postal Service, and General Government Subcommittee of the House of Representatives.

The \$6 million structure, which houses 228 students, is the first addition to student housing at Glynco since 1975. The complex consists of three buildings — the residence hall, a student recreation building, and a central mechanical plant.

The April dedication ceremony for the Gunnels Residence Hall was attended by many Federal, State and local law enforcement officials including the keynote speaker, Assistant Secretary of the Treasury for Enforcement, Salvatore Martoche and Representatives Lindsay Thomas of Georgia; Edward R. Roybal of California; and Joe Skeen of New Mexico.

## **New Training Facilities**

A Behavioral Science Laboratory was established in Glynco's Practical Exercise Complex in March. It is used

to develop student skills in conflict management, proper verbal and non-verbal communications, advanced interviewing, and crisis intervention techniques. The lab utilizes role players and is an intensive experience, with students responding to a number of real-life law enforcement situations under close supervision of a subject matter expert.

The Law Enforcement Spanish Training Program was moved from temporary shared facilities to a dedicated building in Glynco's Practical Exercise Area. The new complex is virtually self-contained, allowing the students to speak and listen exclusively to the Spanish language during the two-week program.

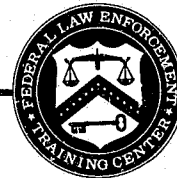
## **NEW INITIATIVES**

### **Financial Fraud Institute**

In April 1989, the Center's Board of Directors formally created the Financial Fraud Institute (FFI), a training division located within the Office of Special Training. This action took place as a result of recommendations from an interagency Task Force composed of 35 senior officials representing 16 Federal agencies.

The FFI will take a pro-active role in training the law enforcement community with the most advanced equipment, investigative techniques, and specialty skills available to ensure the development of solid prosecution cases. State-of-the-art technology, such as computer based training, interactive videos, and artificial intelligence, will be fully utilized.

Long range FFI direction will be guided by a high-level consultant group made up of law enforcement bureau executives, informed prosecutors, private industry, the commercial banking industry, and representatives from Federal and private professional organizations.



The role of the consultant group will be to identify interest areas in computer and financial fraud which should be addressed in training. The FFI will then convene a Horizon Colloquy composed of nationally recognized experts to design, develop, and provide training in the best and newest investigative techniques to cover the interest area.

The FFI is also in the process of establishing a repository of research methods, lesson plans, case studies, law enforcement application software, computer-based training courseware, practical exercises, videotape training aids, and other resources which can be either electronically exported or exchanged with computer-supported field offices.

## Computer Based Training

The FFI has initiated a program to use computer-based training (CBT) methodologies to improve the quality and effectiveness of training while reducing total training time

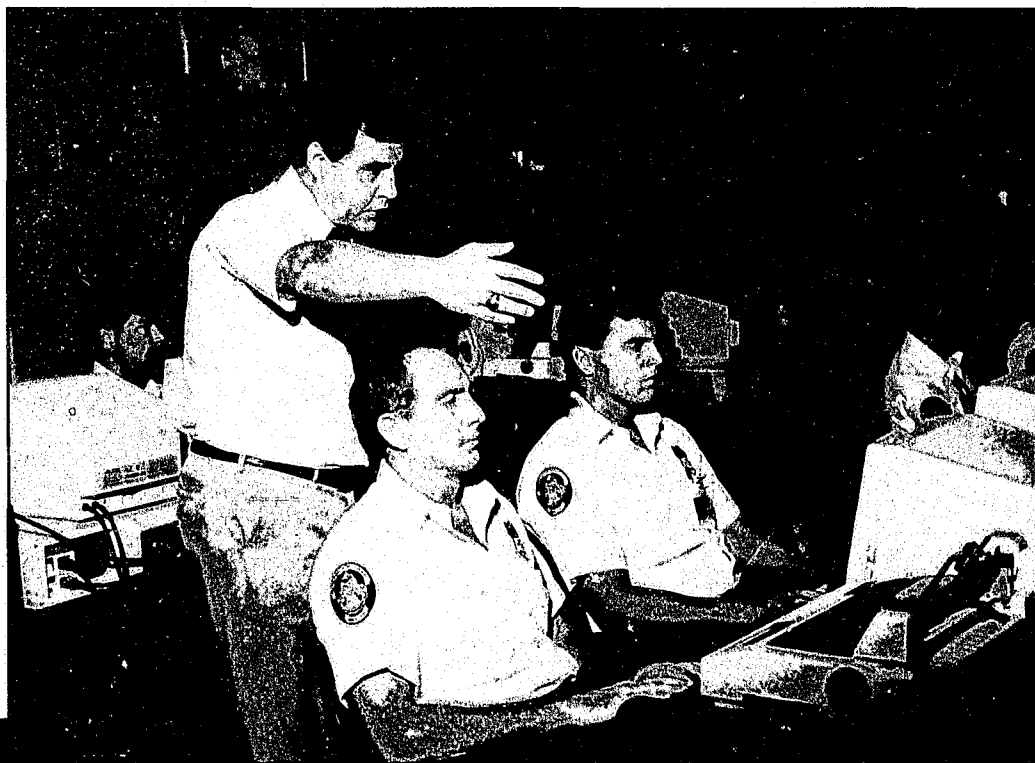
and related costs. The Center exchanges courseware with the Federal Bureau of Investigation and other Federal, State and local law enforcement agencies; and promotes the use of a common authoring system to generate generic and specialized computer-based training software.

This strategy is designed to build a general understanding of and commitment to computer-based training among the Center's instructors and managers and its participating organizations. The Center's CBT initiatives will also experiment with new software and hardware for authoring computer-based training, and creating graphics and animation, with the purpose of exporting computer-based training on floppy disk or via electronic bulletin board to save agency costs for travel, per diem, and time away from duties.

## FLETC Management Conference

An Internal Management Conference was conducted on May 2-5. Participants at the conference included the Director and Deputy Director, all Assistant Directors, all Division Chiefs, and several key Center administrative personnel. This was the latest in a series of such conferences which began in 1986.

The conference objectives were to facilitate team building to identify, discuss and resolve organizational issues and problems. Topics covered during the conference ranged from training issues, employee drug testing, facilities management, and the future of the Center.



The Center now has eight classrooms completely equipped with computers which enables the Fraud and Financial Institute to provide the students with instruction on the types of computers their agency uses.





During 1989, the FLETc Post was very involved with many Explorer and community activities. Members attended classes in the Police Training Program, assisted local law enforcement agencies in a child identification program, and conducted a clean up program on the highway in front of the Center.

## FLETc Explorer Post Activities

Glynco's Law Enforcement Explorer Scout Post was very active in 1989. In March, they represented the Center at a Scouting Fair and members of the Post assisted at the FLETc Peace Officers Memorial Day Ceremony and attended President's Bush's visit to the Center in June.

The Post received the 1989 Top Citizenship Award from the Okefenokee Explorer Council for community activities such as working with local law enforcement agencies in fingerprinting and photographing children for identification purposes in the event they are ever reported missing or abducted. The Post is also involved in an ongoing program of cleaning a section of the highway in front of the Center.

The Post members recently completed their law enforcement training in uniformed police activities and will be starting their criminal investigator training early next year.

## ARTESIA OPERATIONS

On October 29, 1988, the National Colors, as well as the Center and New Mexico state flags, were raised at the former Christian College in Artesia, NM. In so doing, the Federal Law Enforcement Training Center began the process of formally acquiring a government-owned satellite training center for the FLETc. With extraordinary support from many quarters including the Artesia community, the property was acquired by the Federal Government on June 16, 1989.

During the interim, under a right of entry granted by the City of Artesia, renovations to the facility were begun with \$7 million appropriated in FY89 to acquire and renovate the property.

All buildings have new roofs, and asbestos removal has been accomplished in the dormitory and training



An aerial view of the Artesia, New Mexico training center. At bottom right is the newly renovated residence halls; left center are classrooms and administrative offices; and top left is the main classroom building.

buildings. The Center also has been completely enclosed with security fencing. The former cafeteria was remodeled to create a modern Student Center which includes a 285-seat dining hall, convenience store, post office, study areas, and a student lounge.

The residence hall is under renovation and will have 100 single-occupancy rooms when completed in early 1990. Renovated classrooms are now available with state-of-the-art audiovisual equipment. Plans for the main classroom building include computer classrooms and

offices, and a 175-seat auditorium.

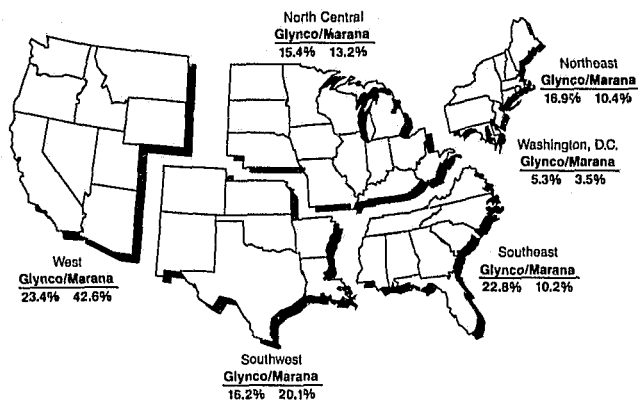
Future construction under the Facilities Master Plan includes a physical training complex, and firearms and driving ranges similar to but smaller than Glynco's facilities. Initially, these special training activities will be conducted in interim facilities.

Although Artesia will be available to all participating organizations, the Immigration and Naturalization Service will be one of the principal users.

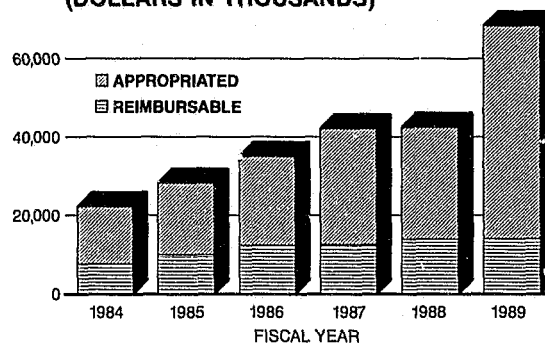




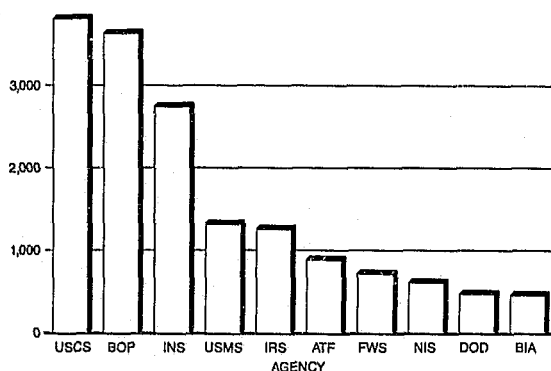
## GEOGRAPHIC ORIGIN OF STUDENTS



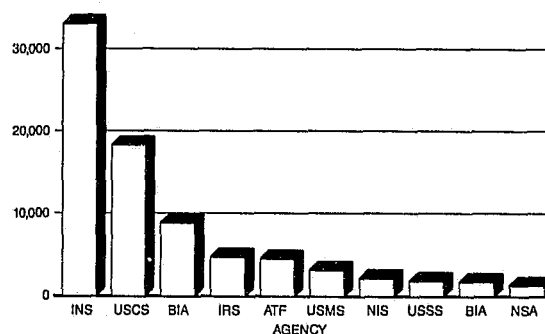
## FUNDING HISTORY (DOLLARS IN THOUSANDS)



## ORGANIZATIONS PROVIDING THE MOST STUDENTS BY GRADUATES

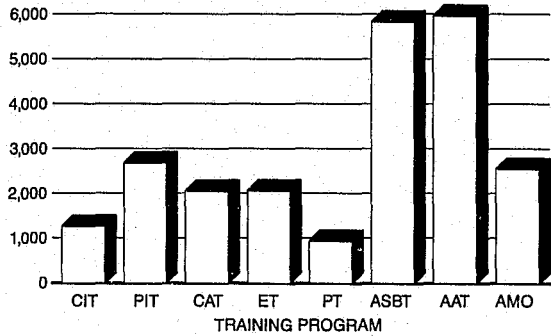


## ORGANIZATIONS PROVIDING THE MOST STUDENTS BY STUDENTWEEKS





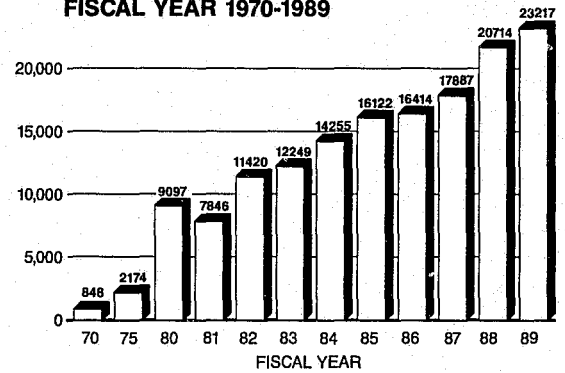
### STUDENTS GRADUATED BY TRAINING PROGRAM



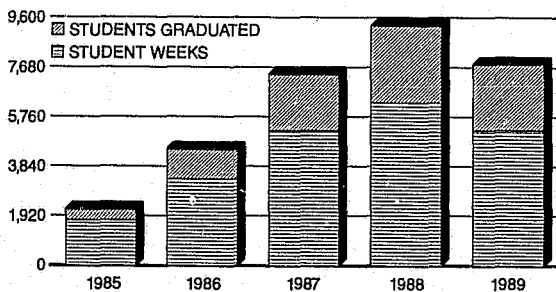
CIT - CRIMINAL INVESTIGATOR TRAINING  
PIT - POLICE INTEGRATED TRAINING  
CAT - CENTER ADVANCED TRAINING  
ET - EXPORT TRAINING

PT - POLICE TRAINING  
ASBT - AGENCY SPECIFIC BASIC TRAINING  
AAT - AGENCY ADVANCED TRAINING  
AMO - ARTESIA & MARANA OPERATIONS

### STUDENT GRADUATED FISCAL YEAR 1970-1989



### MARANA OPERATIONS HISTORY OF OPERATIONS WORKLOAD



TOTAL NUMBER OF CLASSES CONDUCTED	16	45	82	116	101
AVERAGE RESIDENT STUDENT POPULATION	34	64	101	121	101

### MARANA OPERATIONS WORKLOAD BY AGENCY

