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RE: Glyn - Co.

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1987 Annual Report

Federal Law Enforcement Training Center

Glynco, Georgia

Charles F. Rinkevich
Director

FOREWORD

One of the sustaining strengths of the Federal Law Enforcement Training Center (FLETC) is its interagency dimension. During 1987, that dimension was made even stronger by the addition of two more participating agencies and the revitalization of Glynco's cooperative spirit through a series of team building conferences.

In April 1987, the Department of Commerce, Office of Export Administration and the Railroad Retirement Board, Office of the Inspector General, were approved by the Center's Board of Directors as our 62nd and 63rd participating organizations. During December, 1986, the Center held an internal management conference followed in May, 1987 by a combined conference with senior representatives of the on-site agencies. These conferences, the first in a series, served to reinvigorate the enthusiasm and cooperative spirit among and between the senior staff charged with managing the Center and its various programs.

Without question, fiscal year 1987 was the busiest in the history of the Federal Law Enforcement Training Center. More programs were offered, more projects were intitiated and completed, and more students were graduated than at any other time in our seventeen year history. Because of this, the last year has been both a time of challenge and growth.

Significant progress was made in the implementation of our Training Management System (TMS). The TMS automates the class scheduling, student registration, records management, student testing and feedback systems, and provides a centralized data base for the more efficient management of the Center's activities. It will be fully operational in FY 88.

The continuing challenges and commitment to maintain and improve the quality of the FLETC's training programs received much attention in FY 87. To this end, a number of curricula conferences were conducted at Glynco and Marana to evaluate the appropriateness of selected programs; and an important prototype evaluation project to assess the validity of the Eight Week Police Training Program was brought to the final stages of completion.

Additionally, the evolution of Glynco's Computer and Economic Crime Division into a full-fledged Financial Crime Investigations Institute was intensified. That Institute will provide program development, training, and a forum for networking and the exchange of current information on the investigation of complex financial and computer crimes.

1987 also saw the groundbreaking for a 228-person dormitory — the first major addition to Glynco since the completion of the initial construction project in 1981.

These and other accomplishments are detailed in the pages that follow. And while they reflect continued progress, the year ahead poses additional challenges. I am confident that we will meet those challenges because of the strength and professionalism of the Center and participating agencies' staff, the leadership of our Board of Directors, the guidance of the Treasury Department, and the support of the Congress and our agencies. Together these ingredients have made the FLETC truly a Center of Excellence.

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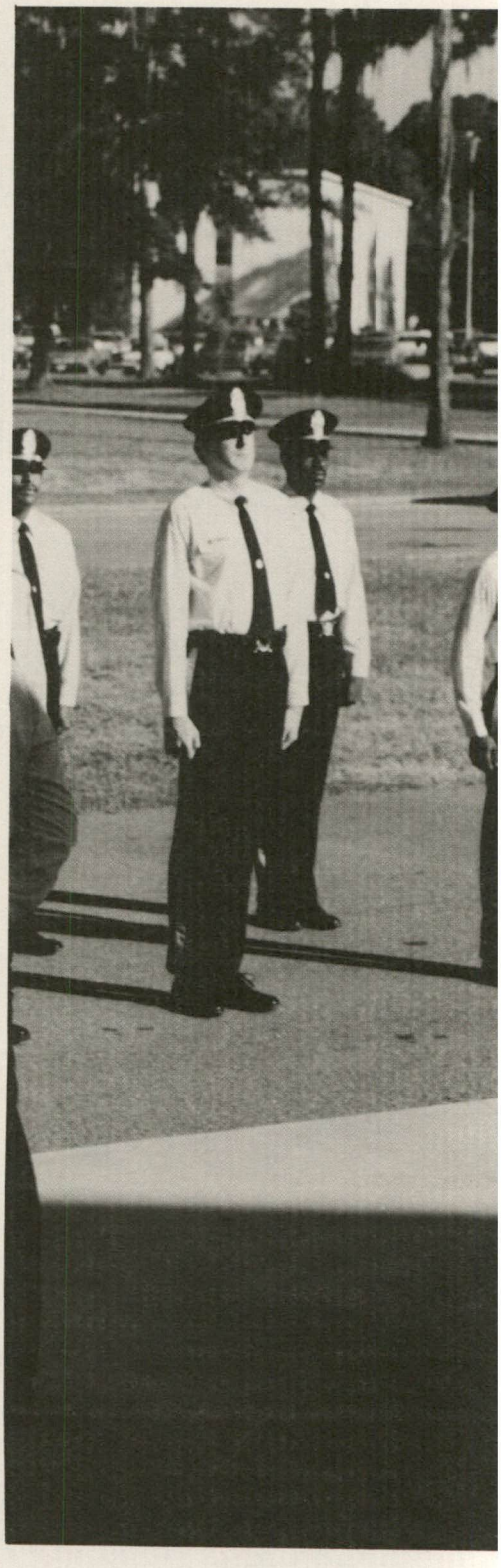


The FLETC is an interagency facility, providing common training for officers and investigators from 63 Federal organizations. Even so, the agencies' individual needs are met, and they still maintain their own identity and esprit de corps, as evidenced by this group of U.S. Park Police students who stand at attention one last time after their graduation.

1987 HIGHLIGHTS

Fiscal Year 1987 was another busy one for the Federal Law Enforcement Training Center. A significant milestone included presenting approximately 250 programs for nearly 18,000 graduates. Throughout the year, the Center's energy is spent teaching students, developing and evaluating courses and programs, maintaining the physical facilities, and a myriad of other activities involved in operating Glynco and Marana. From the multitude of these efforts, this annual report summarizes only the highlights.

Improvements in Student and Program Evaluation

Computerization of Student Testing

Maintaining test items in an exam bank, producing and scoring examinations, and tracking test item performance have proven to be very labor intensive activities. The project to computerize the Student Testing System, which involves two phases, was undertaken to reduce the labor intensiveness of the process and to improve the quality of examinations.

Phase I of the project involved automation of four modules: Examination Bank Storage, Examination Production, Examination Scoring, and Examination Item Tracking. The first three of these modules have been completed and are in use. This computerized system has expedited the production and storing of examinations while greatly reducing the labor intensiveness of the process and improving the quality of examinations. System features which produce random sets of content-valid examination items and analyze and report student performance on the items have greatly enhanced the quality control of examinations. The final module of Phase I is Automated Examination Item Tracking. This module will enable the Center to examine the history of test questions and improve their clarity and validity. This feature of the system should be fully operational during FY 88.

One feature of the automated testing system is the production of examinations and the creation of the examination scoring keys. This reduces the time spent preparing and scoring student examinations. Training Technician Freida Tawney scores an examination using the optical scanner, a component of the automated testing system.

Phase II of the project is currently under development and is designed to eliminate paper and pencil testing of students. When this phase is completed, students will take examinations through computer terminals. This will allow for much greater flexibility in the presentation of examination items to students. It will also provide immediate feedback on the results and will further reduce the time and costs associated with the paper and pencil method of testing students.

A recent addition to the Center's word processing capability is a personal computer (pc) scanner/optical reader. The pc scanner reads typed text and formats it for conversion into any word processor system. Since the pc scanner can read either originals or good quality copies of typed pages, both Center and agency staff have used it to enter student manuals, lesson plans, and other lengthy documents. This feature expedites updating and revising material, and is particularly valuable for those documents which were not previously electronically available. Information Systems Secretary Ana Capps is pictured converting a page from a manual.

Program Validation Project

Another effort to improve program quality is the Program Validation Project. The Eight-Week Police Training Program (8PT) was selected to be validated in this pilot effort. The primary purpose of this project is to collect valid information about how well graduates are trained to perform the tasks taught in 8PT and whether or not they are actually performing the tasks for which they are trained. This information will permit the Center to ensure that this training program is relevant, efficient, and effective.

The primary data was collected via a questionnaire mailed to graduates on the job and their field supervisors. This data collection method was supplemented by conducting personal interviews with a limited sample of graduates and supervisors. The data is presently being analyzed and a report of the findings will be completed during the second quarter of FY 88. This project is a prototype and it should serve as a model for validation of other Center programs.

Student Feedback System Project

Significant progress has been made on a project to redesign the Center's system for obtaining student opinion about the quality of instruction, training programs, and administrative services. The purpose of the project is to improve the timeliness, accuracy, and utility of student feedback. When fully implemented, the system will make maximum use of automatic data processing techniques including: collection of data on optically readable forms, computer processing and analysis of data, and computer generation and transmission of reports. This system is part of the Center's Training Management System (TMS), and it will provide instructors, supervisors, program managers, and other officials with valuable student feedback.

Training Management System

The efficient scheduling of resources, staff and facilities is essential for quality training management and delivery. This is true because the scheduling process drives, either directly or indirectly, a variety of functions including planning, support services, and budget preparation.

Of all the management systems at Glynco, automation of the manual scheduling system has been identified as the one having the potential to yield the greatest return for effort expended. The manual system currently used to allocate resources, including both facilities and instructors, has become increasingly difficult to maintain because of dramatic increases in student population and absence of a reliable, consolidated source of information needed to prioritize demands on resources.

The Training Management System was developed to replace the manual scheduling process. A Beta (test) version of the scheduling module of TMS was installed in January 1988 to run parallel with the existing manual system. It is projected that validation will be completed and the certified module will be on-line by the end of FY 88.

In scheduling training programs, TMS maximizes the use of available classrooms, special purpose facilities and instructors, and readily identifies scheduling conflicts and alternatives for resolution. The registration management module of TMS coordi-

nates the assignment of students to dormitory rooms, ensuring optimal usage of available housing. Other modules of TMS will generate information descriptive of the student population and reports and standardized correspondence relative to student performance, including transcripts, will be automatically generated. The evaluation management module will provide valuable feedback on the quality of programs and instruction.

TMS will be the foundation for all future administrative systems at the Center, providing a broad range of management information both to the Center's administration and to participating agencies. The system will not only serve as a tool for more efficient management of existing resources but will also provide timely information for effective planning and budgeting.

Anti-Terrorism Training

In September 1986, the Center developed and began implementing a plan to expand and incorporate new Anti-Terrorism Training Programs at FLETC. Course and program development continued in four areas: (1) Basic Courses; (2) Anti-Terrorism Management for Supervisors; (3) Terrorist Incident Containment for First Responder Agencies; and (4) Physical Security for Managers.

In February and March 1987, the pilot presentations were conducted for the newly developed basic anti-terrorism courses. These courses were approved and incorporated into all Center basic programs. The new curriculum contains a maximum of thirty hours, depending upon the program participants' specific needs.

Glynco, in cooperation with the U.S. Customs Service and the Immigration and Naturalization Service, completed a videotape production entitled "The First Line of Defense." The videotape is designed for in-service training use. A study-guide was also completed to accompany the videotape.

Additional instructors with anti-terrorism and physical security backgrounds were recruited to Glynco, and development continued on the three remaining programs. The pilot presentations for these programs are scheduled for early 1988.

As part of this effort, construction was started on a new Anti-Terrorism/ Physical Security Complex. The complex, a secure training area that will include state of the art intrusion detection equipment, is scheduled for completion in November 1988.

Up to 30 hours of Anti-Terrorism courses are incorporated into all of the Center's basic programs. Realistic practical exercises reinforce the student's understanding of surviving hostage situations and coping with the resulting trauma of being taken hostage.

Scheduling Coordinator Shirley Cason posts another program request on the boards. The automation of this manual system of scheduling instructors and facilities has been a major project for Glynco, especially in light of the requests for programs which have increased so dramatically.

Continual Course Revision

While overall programs are reviewed on a periodic basis to ensure they reflect the needs of the participants, individual courses are constantly revised to reflect the latest information and technology. Throughout the fiscal year, changes were made in several courses.

The Physical Techniques Division developed and implemented a new baton training program that has been incorporated into the majority of the uniformed police programs. This system is based on the striking of specific nerve areas of the body. These strikes produce an immediate but temporary immobility of the muscles without inflicting permanent injury to the suspect minimizing the injury possible by striking bone and joint areas.

Firearms instruction historically has subscribed to the uncovered open kneeling position in teaching combat shooting to students. During FY 87, the Firearms Training Division incorporated a covered kneeling position into the FLETC firearms training course. This initiative was taken to underscore with students the concept of cover, concealment and support in preparation for field confrontations.

Students attending basic training at the Federal Law Enforcement Training Center regularly receive training in how to present effective courtroom testimony. Mock Trials, based upon supervised practical exercises, offer a realistic opportunity to undergo direct examination by prosecution and cross examination by defense attorneys. Critiques by the "judge" and attorneys offer insight into each student's performance. This year, the Center began videotaping all Mock Trial testimony, offering each student the opportunity to view and evaluate their own courtroom performance.

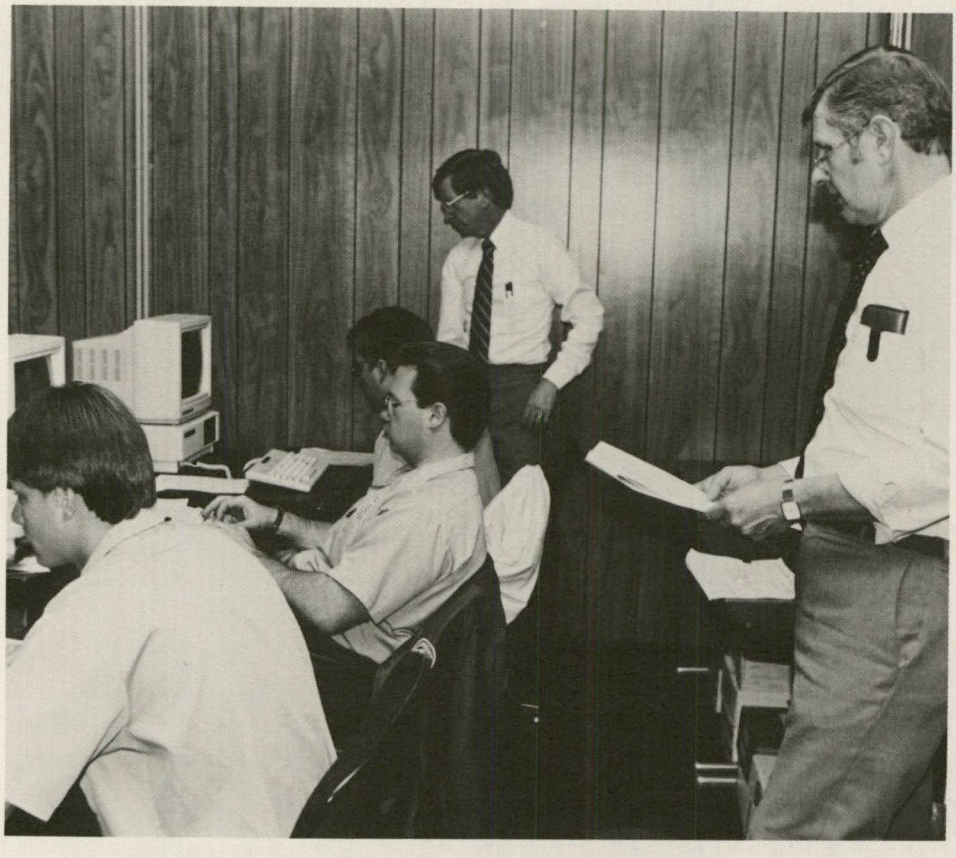
During FY 87, the Firearms Division staff developed a Training Key publication for the International Association of Chiefs of Police entitled, "The Law Enforcement Shotgun." In addition, this article has been integrated into the Firearms Training Program student text. It is a comprehensive treatment of the shotgun in law enforcement and discusses safety, maintenance, application and training.

Always striving to incorporate officer survival into its training, Glynco is teaching a covered kneeling position to ensure officers instinctively take cover and conceal themselves should they come under fire.

New Programs

Inspector General Basic Training Program

Since the passage of the Inspectors General Act in 1978, and with the proliferation of computer and economic crime, the Inspectors General have recognized a need for their agents to enhance their specialized investigative skills. In March 1987, the Center conducted the pilot of a new two week Inspector General Basic Training Program. The training includes techniques required to conduct investigations of sophisticated crimes involving government programs. The training program development was supported by various Inspectors General and instruction is a blend of the FLETC's senior instructors and subject matter experts from various agencies within the Inspector General community.



The two-week Inspector General (IG) Follow-on Basic Training Program is designed for newly appointed IG Investigators who have completed the Center's eight-week basic Criminal Investigator Training Program. At right, Special Agent John Zacharias, Environmental Protection Agency (OIG), monitors the instructional portion of an exercise that demonstrates the ways in which a microcomputer is used in the complex types of IG Investigations to which the students will be assigned in the field. Assisting is Computer and Economic Crime Instructor Dick Young.

Police Investigator Training

In January and February 1987, the Center conducted the pilot offering of the Police Investigator Training Program (PITP) for 29 students representing five Land Management organizations. This new training program is for newly designated criminal investigators who have recently completed a Center basic police program. The PITP provides these students with knowledge and skills from the Criminal Investigator Training Program (CITP) which were not offered in their previously completed basic police training. Since the PITP is five weeks in length and eliminates the need for basic police program graduates to attend the eight week Criminal Investigator Program, the PITP has the added feature of reducing unnecessary duplicate and expensive training for this category of students.

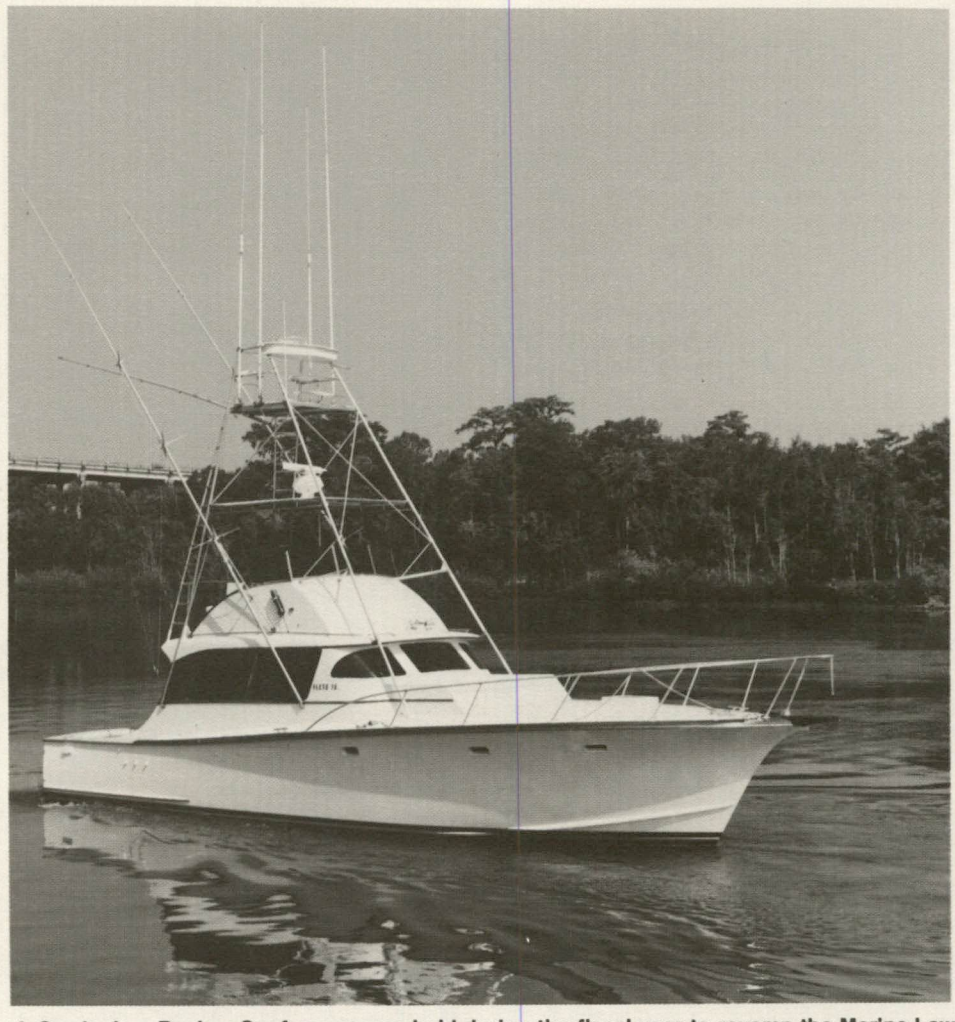
Curriculum Review Conferences

A curriculum review conference is a formal meeting between representatives of one or more participating organizations and the FLETC program personnel. Issues relating to course content, sequencing of courses, instructional methodology, and other related topics of mutual interest are discussed in open forum. The conference provides an opportunity to review training and ensure that it is current with operational needs.

Introduction to Criminal Investigations

In September 1987, the Center conducted a Curriculum Review Conference for the Introduction to Criminal Investigations Training Program (ICITP). Representatives from twelve organizations participated in the conference and recommended several program modifications.

The ICITP serves a common training need in several Federal agencies for their non-criminal investigative personnel such as regulatory inspectors, para-legals, auditors, technical personnel, and others. The program includes introductory courses in procedures, techniques, concerns, and problems associated with a criminal investigation. The program is designed to prepare non-investigative personnel to assist in a criminal investigation, and to provide more meaningful testimony in criminal matters. It also helps them to identify matters they should refer to an investigative agency.



A Curriculum Review Conference was held during the fiscal year to revamp the Marine Law Enforcement Training Program to include training in the operation of larger platform vessels, pursuit vessels, and advanced marine electronic navigation equipment.

Marine Law Enforcement

A Curriculum conference was conducted in November 1986 for the Marine Law Enforcement Training Program (MLETP). As with other such conferences, program curriculum was reviewed and changes recommended to maintain or improve the quality of training and meet the agencies' needs. While only minor curriculum changes were recommended for existing courses, the participating agencies recommended that other courses be added, including training in the operation of larger platform vessels, pursuit vessels, and advanced marine electronic navigation equipment. The latter would include state of the art collision avoidance radars, satellite navigation systems and other sophisticated navigational equipment. This training could only be accomplished by expanding the four week MLETP to five weeks in length.

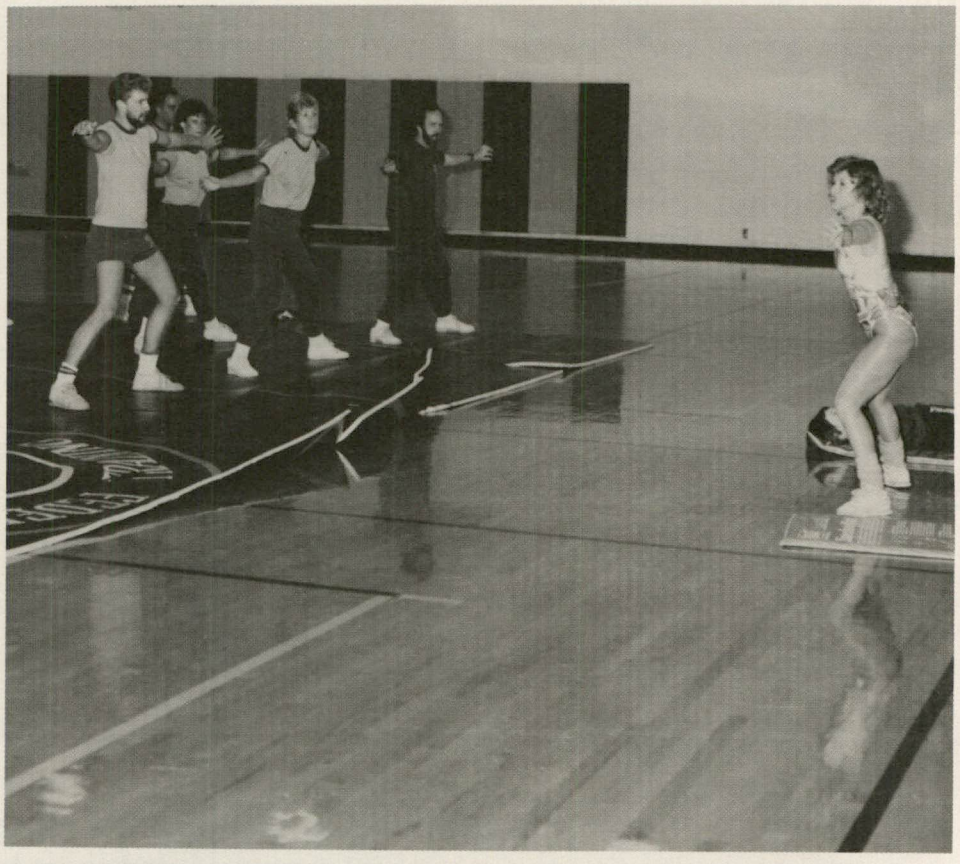
In August 1987, prior to the implementation of the revised five week MLETP, the U.S. Customs Service requested the development of a separate Advanced MLETP, to include the curriculum intended for the earlier recommended five week MLETP. Other participating agencies were in concurrence, and development efforts were redirected and an Advanced MLETP (AMLETP) is now under development, with implementation scheduled in early 1988.

Student Fitness Enhancements

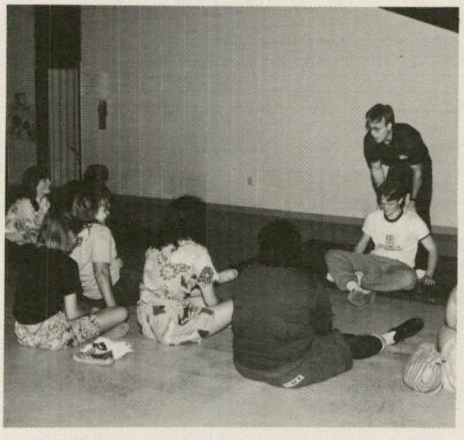
As a residential facility, the Center has responsibility for its students 24-hours a day, seven days a week. The location of the Center at Glynco, Georgia, is somewhat isolated from urban areas, and offers no local public transportation. In addition, because the majority of the students (64%) do not have automobiles, it is essential that Glynco provide students with healthy opportunities for off-duty activities. Many of these activities are oriented to physical fitness. The popularity of the organized and self-directed programs was evidenced by the fact that each of the Center's almost 18,000 graduates participated in an average of four recreational activities during their stay at the Center.

To encourage participation and awareness, the Student Recreation Program has implemented a new health and nutrition display center, a 2.1 mile exercise fitness course, and an on-going aerobics program. Combined, these programs realized an increase in participation by approximately 900 students per week.

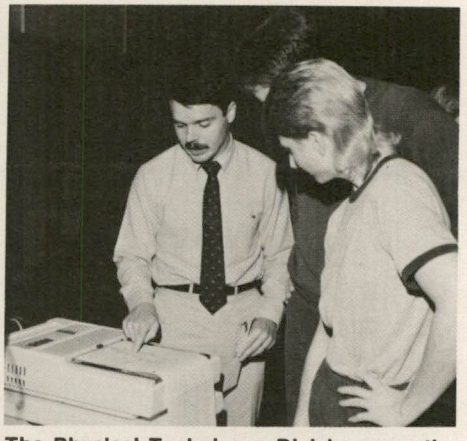
Other traditional programs which have proven to be highly successful are quarterly road races which average 95 students per race, and golf tournaments averaging 64 participants per tournament. Softball, Basketball, and Volleyball have always generated the most interest among students. In FY 87 these tournaments averaged 17 classes per tournament, with approximately 416 students and staff participating.



A popular after-hours activity for students is an aerobics class, which is offered three times a week and attended by almost 100 students per session in FY 87.



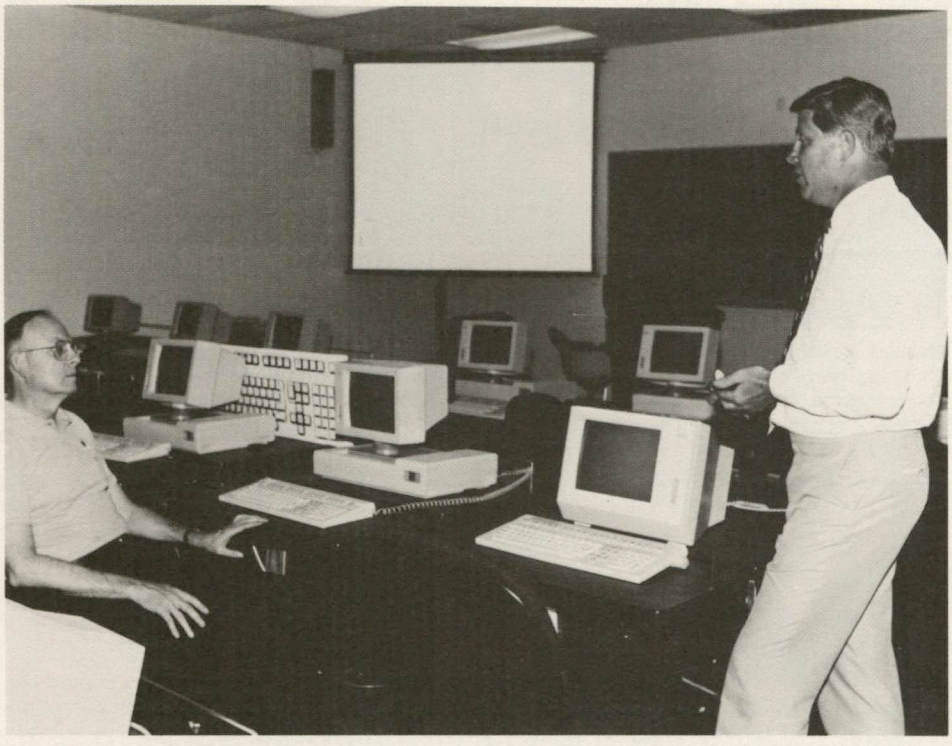
Instructor Ed McGuire from the Physical Techniques Division provides a demonstration in defensive tactics at an enrichment conference for emotionally and physically handicapped children. Glynco joined a number of organizations from the Glynn County community, including the U.S. Coast Guard, which participated in the day's activities. The FLETC staff are mindful of their civic responsibilities and are involved in a wide range of community activities.



The Physical Techniques Division recently added an Exercise Physiologist to its staff. Dr. Bill Norris has assumed a variety of duties that includes physical fitness program development and instruction, testing validation, and related research.

Computer-Related Activities

Financial Crime Investigations Institute Planned



During his June visit to the Center, Commissioner of Internal Revenue Lawrence B. Gibbs (at left) was briefed on the FLETC's plans for a Financial Crime Investigations Institute (FCII) by Computer and Economic Crime Division Chief Jim Meyers. The FCII is consistent with the interagency concept at the FLETC wherein the needs of a variety of agencies is met. In this instance, those involved in financial investigations are offered appropriate training including instruction in the use of the micro-computer as an investigative tool.

The Financial Crime Investigations Institute (FCII) is a newly proposed concept that will meet the special training needs and develop expertise for those agencies tasked with various aspects of financial investigations. The Treasury Department and the FLETC have a vital interest in strengthening the nation's law enforcement capability to respond to the growing problem of major financial crime. Glynco has, therefore, committed resources to an FCII initiative.

The FCII is intended to serve as a focal point for future training program development with special emphasis in the investigative areas of insurance fraud, money laundering, telecommunications fraud, computer-related crime, contract and procurement fraud, and other related financial (white collar) schemes. Additionally, the institute is envisioned as becoming a clearing house for training resources literature and investigative equipment, all made available to the law enforcement community through an elaborate and securely designed computer network.

Computers will be an important part of the FCII. The Center currently has six fully equipped computer classrooms which will serve as the FCII foundation in this evolving area of training. Besides conducting extensive training in the use of computers as investigative tools, the FCII will provide for the development of computer based training (CBT) courses and will make available to all Center students a micro-computer laboratory which will be continually available for self-paced training, remediation and training support.

Computer Supported Classroom

The Internal Revenue Service, the Naval Investigative Service, the U.S. Customs Service, and the Department of State Bureau of Diplomatic Security have provided computer equipment for classrooms at Glynco. These classrooms are equipped with both individual micro-computer work stations and networked terminals served by state of the art virtual storage (VS) mini-computers. The Immigration and Naturalization Service is also planning for the establishment of additional ADP training facilities. While the need for the computer equipment is driven by specific agency needs, the resulting systems are coordinated so that they become available for use in other Center training programs.

All basic criminal investigator trainees are instructed on the capabilities of the micro-computer as an investigative tool. Students spend time in laboratory sessions, where they actually manage or analyze simulated evidence via a micro-computer. The FLETC's first generation of CBT courseware is also used in these classrooms. After brief instruction on operation of the computer, students teach themselves at their own pace such things as management of informant information on data base management software or the analysis of financial search warrant results by way of powerful electronic worksheets.

FBI Academy Director James Greenleaf (center) is briefed by Computer and Economic Crime Division Chief James Meyers (right) on the FLETC's plans to develop computer based training "courseware." Because both Glynco and the FBI Academy are developing this type of software, the coordination of Glynco and Quantico's developmental efforts was discussed, and the groundwork was laid for the sharing of future courseware.

Computerization of Glynco's operation has not only involved teaching students to use the computer as an investigative tool, and how to investigate crimes committed on the computer, but also has involved wide spread administrative use by staff. Pictured is Ray Rice, Assistant Director, Office of General Training.

Marana Operations

New Programs

Basic training for the Bureau of Indian Affairs and tribal police is conducted at the FLETC's Marana facility. Located near Tucson, this site is also used for various advanced programs for the participating organizations, especially those with concentrations of western-based personnel. Concurrent with the growth at Glynco, Marana has seen an increase this fiscal year in its activities, students, staff, and facilities.

The U.S. Customs Service (USCS) began selected advanced training at Marana during January 1987. From January through September, 21 classes with 569 students and 11,258 student days of training were conducted. Office space was renovated to accommodate an on-site staff of nine and two 30-person classrooms were created.

The Department of State began training at Marana during March 1987. Eight classes with 182 students and 2,252 student days were conducted from March through September. Programs in Anti-Terrorism Assistance for international students and Protective Security for Diplomatic Security Agents were presented.

The Marana staff and the Federal Aviation Administration conducted one 7-week class for new Air Marshals and five in-service classes for journeyman Air Marshals during August and September.

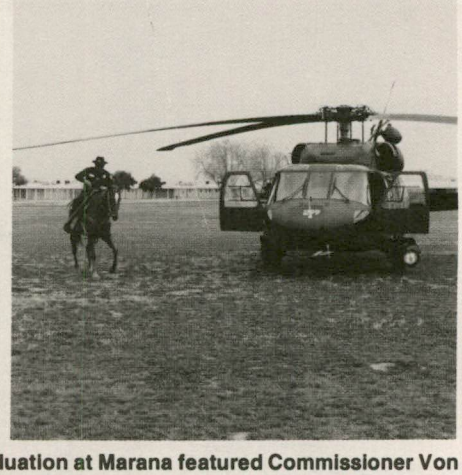
Arizona Senator Dennis DeConcini (at podium) visited the FLETC's Marana Facility during February, 1987. He took the opportunity to address all classes in session as well as guests from the Federal, State, and local law enforcement community.

A powwow preceded the graduation of Bureau of Indian Affairs basic class 54. Featured were tribal foods, tribal craft displays, and native dancers and singers.

Bureau of Indian Affairs

Most states do not allow Indian Police to arrest non-Indians, even on Indian reservations, unless they are certified to do so. To provide certification for graduates of the FLETC's basic 11-week Indian Police Training Program (11PT), the Marana staff developed and offered an 80-hour program which fulfills State of Arizona peace officer certification requirements. The Bureau of Indian Affairs and tribal participants received instruction primarily in Arizona law, a course not offered in the 11 PT Program. The Arizona Law Enforcement Officer Advisory Committee (ALEOAC) formally approved the program thereby certifying its graduates as Arizona peace officers.

Center and BIA staff also produced a 30-minute video on Indian Country Law and Jurisdiction. The primary purpose of the video is to inform law enforcement officers and officials about the complex jurisdictional issues of the Indian Police. The tape will be used in Center and State academy training programs.



The first U.S. Customs Special Agent class graduation at Marana featured Commissioner Von Raab, numerous USCS management officials, and State and local law enforcement officials. The event was marked with a demonstration by Customs horse patrol officers as well as a display of a pursuit helicopter.

Saudi Arabian Customs Training

The Marana staff, in cooperation with the U.S. Customs Service's Office of Saudi Arabian Programs developed and presented an intensive 17-week pilot program for 10 selected Saudi Arabian Customs officers. These officers will form the cadre of a special mobile, technical enforcement team and will be stationed throughout the Kingdom with the mission of providing technical assistance for an in-depth Customs inspection capability in all ports of entry. The course content consisted of providing the officers with a working knowledge of general law enforcement, photographic techniques, video operations, basic firearms, electronic inspection equipment, driving, preventive automobile maintenance, explosive ordnance identification, cargo security methods, and locksmith techniques.

State and Local Training

Operation Alliance Support

Operation Alliance is a coordinated multi-agency effort to halt the flow of illegal drugs, firearms and other contraband across the United States-Mexico border. Federal participants include U.S. Customs; U.S. Border Patrol; the Bureau of Alcohol, Tobacco, and Firearms; the Internal Revenue Service; the Federal Bureau of Investigation; the U.S. Coast Guard; the Drug Enforcement Administration and State and local agencies.

In support of this major drug interdiction effort, the Office of State and Local Training was tasked to provide training support to Federal, State, and local law enforcement agencies in California, New Mexico, Arizona, and Texas. The primary focus of the effort is the development of videotape training modules oriented toward specific Operation Alliance techniques and procedures. The video training modules include asset seizure and forfeiture, cross-designation of jurisdictional authorities, and drug concealment methods on the Mexican border. Other tapes will be produced once additional topics are confirmed by the joint command staff of Operation Alliance. The first tape in the series — an introductory tape on Operation Alliance — is completed and being disseminated.

Glynco's Media Production crews went to various points on the Southwest border to film material for inclusion in a videotape on Operation Alliance, a multi-agency effort to stem the flow of illegal drugs, firearms, and other contraband across the U.S.-Mexico border. The FLETC's support to this effort is primarily in the development of videotape training modules oriented toward specific interdiction techniques.

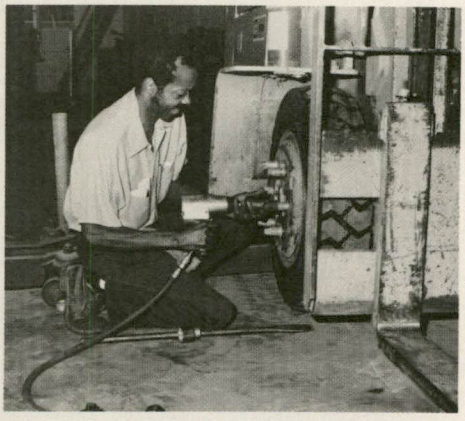
Hazardous Waste Investigations Training Program

Two programs which exemplify the Center's mission to provide training to State and local agencies that are not readily available elsewhere are the Hazardous Waste Investigations and the various juvenile justice programs.

Hazardous waste disposal incidents in the past few years have threatened the environment and public health, resulting in efforts to strictly control the disposition of such materials. Implementation of tight standards and legislation by Federal, State, and local governments have promoted the creation of safe and appropriate disposal methods. Because these methods require additional overhead expenditure, a variety of illegal and dangerous schemes for disposal have surfaced.

This training program brings together criminal investigator and regulatory personnel to study the nature of organized crime involvement in illegal disposal. It is also designed to demonstrate the type of polluting substances involved in these crimes, and to highlight assistance offered by the U.S. Environmental Protection Agency to State and local agencies. Students participate in intensive practical exercises acquainting them with all investigative phases from creating a "paper trail" for a particular offense through preparation for trial.

Part of the realistic training provided to State and local police is an elaborate practical exercise on investigating illegal hazardous waste disposal.



Joe West is among the Center's 5 mechanics who routinely repair and provide preventative maintenance on a large fleet of training vehicles.

Juvenile Justice Related Programs

Reports of child abuse and exploitation are rising at alarming rates. Because of the significant increase in reported abuse cases, many State and local agencies do not have sufficient numbers of trained investigators to respond to the need. That demand has kept the Child Abuse and Exploitation Investigative Techniques Training Program (CAE) the most requested offering.

The demand for the management related juvenile justice programs, Police Operations Leading to Improved Children and Youth Services (POLICY I and POLICY II) is also high.

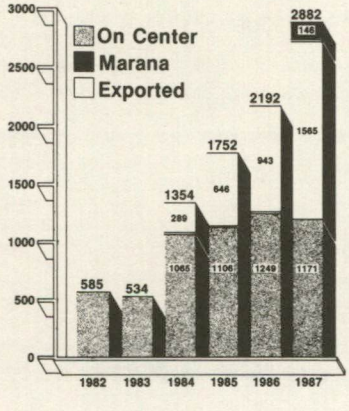
To answer these requests, technical assistance efforts have increased significantly. Under the technical assistance component of Glynco's Interagency Agreement with the Justice Department's Office of Juvenile Justice and Delinquency Prevention, the juvenile justice training programs, individual instructional modules, or other forms of assistance are offered to law enforcement or other community agencies providing child protective services.

The common element linking all the juvenile justice training programs is the need for close cooperation and information sharing among the providers of juvenile related services. This cooperative approach in solving juvenile problems has been strongly emphasized in the newest juvenile justice offering.

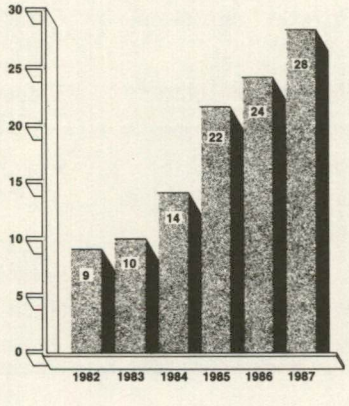
The School Administrators for Effective Police, Prosecution, and Probation Operations Leading to Improved Children and Youth Services (SAFE POLICY) incorporates the involvement of four person community teams comprised of the school superintendent of the cognizant school district; the policy chief or sheriff; the chief prosecutor and the chief juvenile probation officer. Through the development of cooperative and coordinated community efforts the SAFE POLICY Program promotes greater community safety, enhanced offender treatment and control, and more effective delinquency prevention.

State and Local Statistics

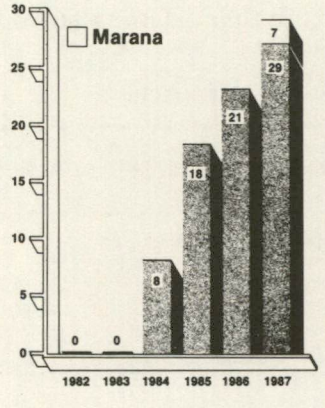
Number of Students Trained



Number of Programs



Number of Classes Exported



Agencies Providing Assistance to Office of State and Local Training

AGENCY	AGENCY ASSISTANCE	TRAINING PROGRAM
Alcohol, Tobacco, and Firearms	Develop & Deliver	Advanced Arson for Profit Investigative (AAPITP)
		Armed Criminal Investigation (ACITP)
		Advanced Explosives Investigative Techniques (AEITTP)
		Arson for Profit for State Prosecutors (APSP)
		Contraband Cigarette Investigative Techniques (CCITTP)
		Undercover Investigative Techniques (UITTP)
U.S. Marshals Service	Develop & Deliver	Court Security Seminar (CSS)
		Fugitive Investigators Course (FIC)
U.S. Secret Service	Develop & Deliver	Protective Operations Briefing (POB)
		Questioned Document Course (QDC)
	Provide Instructors	Fraud & Financial Investigations (FFITP)
Bureau of Prisons	Provide Instructors	Prison/Jail Crisis Response Planning (PCRPTP)
Internal Revenue Service	Provide Instructors	Fraud and Financial Investigations (FFITP)
Defense Criminal Investigative Service	Provide Instructors	Fraud and Financial Investigations (FFITP)
U.S. Postal Inspector	Provide Instructors	Fraud and Financial Investigations (FFITP)
Environmental Protection Agency	Provide Instructors and HWITP Seminar	Hazardous Waste Investigations (HWITP)
Department of Justice	Provide Instructors	Hazardous Waste Investigations (HWITP)
	Provide U.S. Attorney Instructors	Hazardous Waste Program

AIDS and the Law Enforcement Officer

As recent events have demonstrated, Acquired Immune Deficiency Syndrome (AIDS) is a serious medical condition, characterized by a defect in a person's natural immunity against disease, causing the AIDS victim to be at greater risk of developing opportunistic infections or diseases. The increasing incidences of AIDS has a significant impact on the performance of duties and the well being of law enforcement officers.

Because of this, a task force was established at Glynco to address two questions. First, what can be done to ensure that Center facilities and operations do not contribute to the spread of AIDS; and, secondly, what can and should be added to the training program content to insure that students learn how to properly protect themselves in law enforcement situations where the AIDS virus may be present.

Even though there is no evidence of AIDS being transmitted through casual contact, the Center has taken reasonable precautions to improve protection against the spread of AIDS including the utilization of liquid soap dispensers instead of bar soap, increased strengths of bleach in laundering, and more potent solutions for Cardiopulmonary Resuscitation (CPR) mannequin cleaning in the Physical Techniques complex; the improved cleaning of masks used in gas training; and the issuance of airways and rubber gloves for use by the Center's Security Police.

The review of training program content for AIDS considerations has already resulted in the CPR program being modified to teach the Red Cross Course B (one-person method) rather than Course A (two-person method), and it is anticipated that changes will occur during FY 88 to such programs as Search Techniques, Arrest Techniques, Transportation of Prisoners, Rape Investigation, Collection and Preservation of Evidence, Crowd Control, Vehicle Search, and Officer Safety and Survival.

One of the many activities contracted out at Glynco is the cleaning of the cardiopulmonary resuscitation mannequins. After every class, the face and airway passages are sterilized and the plastic lungs are replaced.

Facility Improvements

Coordination and design of a new $6 million dormitory complex was the major project developed by the Facilities Management Division. Construction of the facility began in July 1987 and is projected for completion in January 1989.

The complex is a three story "L" shaped dormitory with 228 rooms. Each room provides living space with a lavatory for one student and each pair of rooms share a semi-private bathroom. A recreation building is located on the corner of a "U" shaped

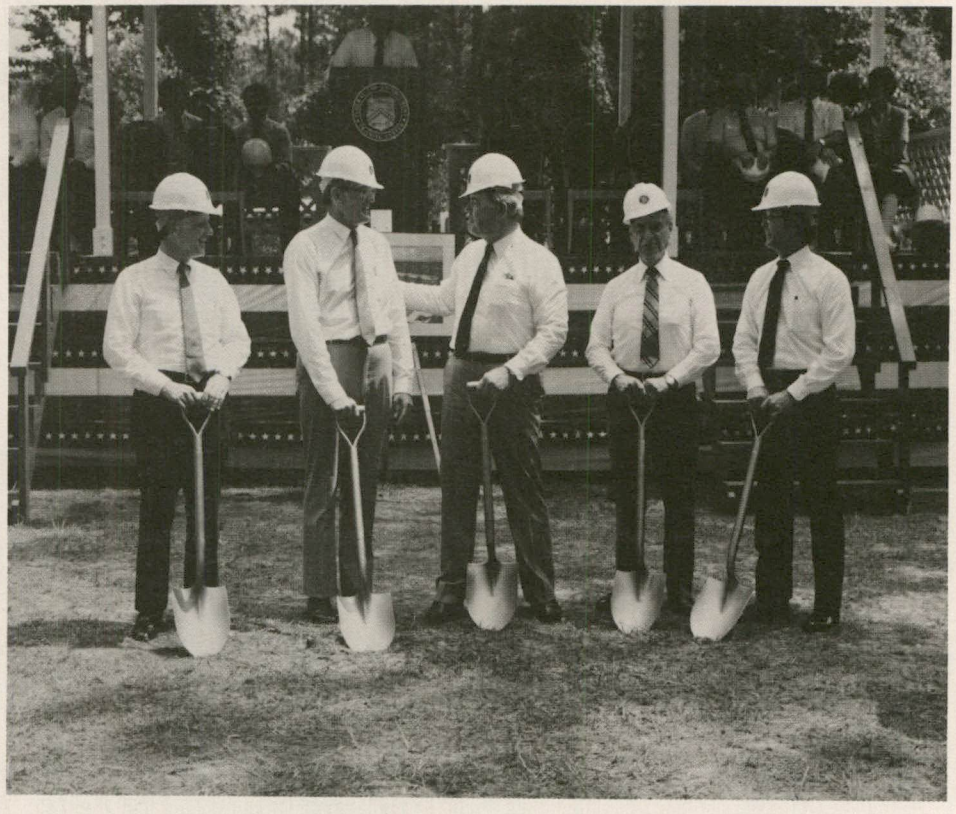
driveway with a covered walkway connected to the dormitory. Additionally, a new central mechanical plant will provide heating and cooling for the new dorm. The plant will also serve as a backup to an existing cooling plant and provide additional cooling capacity for the Center.

To enhance Glynco's security, a new central alarm system was installed which features the latest technology in signal transmission and receipt. The system consists of a micro-processor providing rapid identification of the intruded area, which will enable faster response time, more reliable signal transmission during severe weather conditions and is interfaced with nearby police agencies for rapid assistance if needed. It has a duress feature for emergencies such as an officer down and provides enhanced security for sensitive storage areas containing weapons and controlled substances used in training activities.

Several training, dormitory, and administrative buildings were upgraded with new roofs, and interior and exterior renovations. Additional classrooms and office space were also created to accommodate increased training.

Improvements to several dormitories were made during the year as a part of the Center's continuing effort to provide comfortable student housing. Two dormitories, which house a total of more than 400 students, were reroofed, repainted, and received extensive interior renovations. The hallways and baths in a third dorm were also completely renovated. All Townhouse dormitories were carpeted, and the exterior renovation of the Townhouse units which was begun in FY 86 was continued.

Five classrooms in a large training building were modified to increase their capacity from 36 to 48 students. Six new 48 student classrooms were also created from former administrative support and registration areas.



In July, Glynco held a Groundbreaking ceremony to begin the construction of a 228-bed dormitory. Participating in the ceremony were, left to right, Frank Keating, Assistant Secretary (Enforcement), Department of the Treasury; FLETC Director Charles Rinkevich; Congressmen Joe Skeen (NM), Ranking Minority Member; Edward Roybal (CA), Chairman, Subcommittee on Treasury, Postal Service, and General Government, U.S. House of Representatives; and Lindsay Thomas, First District (GA). The new dormitory marks the largest addition to Glynco's physical plant since the initial construction program was completed in 1981.

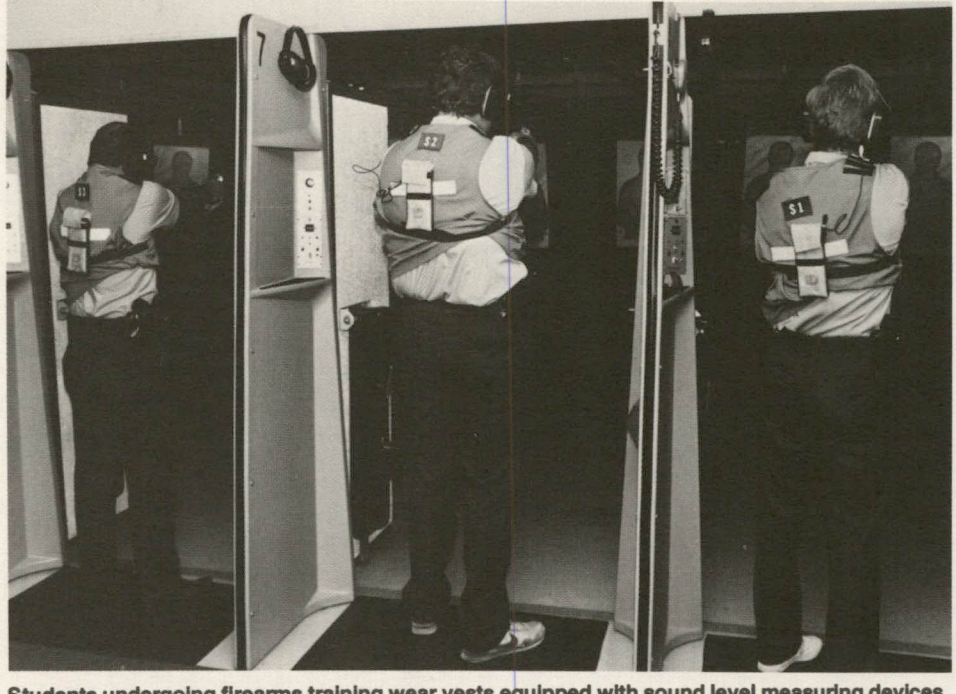
Safety and Health Activities

Safety Committee

The dramatic increase in training also increased the number of high risk activities such as practical exercises and training at firearms, driver/marine, and physical techniques. Because of this, the Center's Safety and Occuptional Health Committee intensified its work during the year to review and evaluate the effectiveness of the Center's safety and health programs.

The committee consists of thirteen members and several technical advisors, representing the Center's various organizational units and participating organizations. Committee members assist Glynco's Safety staff in identifying hazards in work places, reviewing employee safety and health suggestions as well as reports of hazardous conditions, and recommending corrections when necessary. In addition, they review injury reports to identify hazardous facilities or practices and recommend corrective action. The committee made a number of practical recommendations which resulted in:

- use of reflective tape on the shoes of joggers during periods of darkness;
- a design change to the exhaust systems in the latent print training laboratories to protect the instructors and students from an occupational health hazard;
- training of role players to reduce injuries from handcuffing during practical exercises;
- recommendations to reduce the potential for injuries during Anti-Terrorism training;
- improved reporting of injuries by staff and students; and
- design changes to the gas training building to reduce the instructor's time spent within the gas chamber with students.



Students undergoing firearms training wear vests equipped with sound level measuring devices. Undertaken by the FLETC's Safety and Security Staff, a study was conducted in March and April to evaluate hearing protection devices currently used during weapons firing. The results of the study provided essential data for the development of a Center Hearing Conservation Program which will provide maximum protection for staff and students exposed to high frequency noise generated during firearms training.

In May, a delegation of senior officials from the Ministry of Public Security, People's Republic of China, visited the Center as a part of their tour of law enforcement agencies throughout the country. Here Driver and Marine Division Chief Jim Lanier explains evasive maneuvering techniques taught in protective driving programs.

Safety Projects

The Safety staff designed a computer program which will improve record keeping in the areas of staff and student injuries, hearing conservation, sight conservation, occupational lead, fire loss prevention, hazard communication, employee safety and health training, inspections of facilities and personal protective equipment. Other projects included development and implementation of a revised smoking policy which resulted in designated smoking areas being identified. Also the Presidential Executive Order on the Use of Seat Belts by Federal employees was implemented, as was the "Hazard Communications" programs which identified hazardous materials as they were received so employees could use preventive measures when the products were used.

Position Staffing Study Conducted

During FY 87, a faculty project committee was established to conduct a position staffing study for the Office of Special Training. The committee focused on issues, concerns, and options with the goal of improving the office's organizational structure, productivity, and morale. The result was a series of recommendations to implement specific organizational and position changes modeled after a similar studies conducted for the Office of General Training. The final outcome of the project was establishment of three separate categories of instructors — Senior Instructor; Lead Instructor; and Instructor; and the establishment of additional Assistant Chief positions and Senior Instructor positions in the topical areas of Firearms, Driver/Marine, and Physical Techniques. Using the criteria developed and approved, position descriptions will be developed and the staffing plan will be implemented during FY 88.

Secretary Baker Participates in Awards Ceremony

In November 1986, Secretary of the Treasury James A. Baker, III, was the keynote speaker for the Seventh Annual Staff Awards Ceremony honoring 59 employees. The performance of these employees had either exceeded normal job requirements sustained over a significant period of time or they had performed a special act or service. Length of service awards were also granted to 31 individuals.

The keynote speaker for the Annual Staff Awards Ceremony was Secretary of the Treasury James A. Baker, III, who presented awards to 59 employees. Also participating in the ceremony was Georgia Congressman Lindsay Thomas.

Instructor Assignments Increased

During this fiscal year, contacts were made and agreements approved to increase the number of instructors assigned from the Center's participating organizations. It is critical that instructional staff at the FLETC be representative of the multiple agencies trained and that the Center recruit personnel who bring with them knowledge of current law enforcement problems, issues and tactics. New organizations providing instructors were: Central Intelligence Agency; Department of Commerce; National Marine Fisheries Service; Department of Health and Human Services, Inspector General; Department of Justice, Office of Legal Education; and National Security Agency.

Graduations are an important conclusion to any basic training program at the FLETC. Mr. Steve Garmon, Deputy Director, U.S. Secret Service, was one of many speakers who were invited to present the keynote remarks at such events. Pictured left to right are Murray Ryals, Chief, Enforcement Operations Division; Joe Miller, FLETC Deputy Director; Mr. Garmon, and a graduating criminal investigator student.

Intern Program Continues

During FY 87, the Center again provided learning opportunities to 19 college interns and 21 student volunteers from regional colleges and universities, local high schools and a nearby job corps center. The college interns were in their senior year and were provided the opportunity to satisfy academic requirements while working and learning under the professional guidance of the Center's faculty and administrative staff. These students were preparing for careers in criminal justice, sports medicine, secretarial science, graphics, television production, and public information. The student volunteers were provided skills in office procedures and exposed to the everyday working environment.

During the summer of 1986, the Center's Marana Operations instituted a program with four Criminal Justice college majors interning for 10 weeks. The interns observed classes, participated in training exercises, assisted instructors, and performed special projects related to the Federal Law Enforcement Training Center's mission.

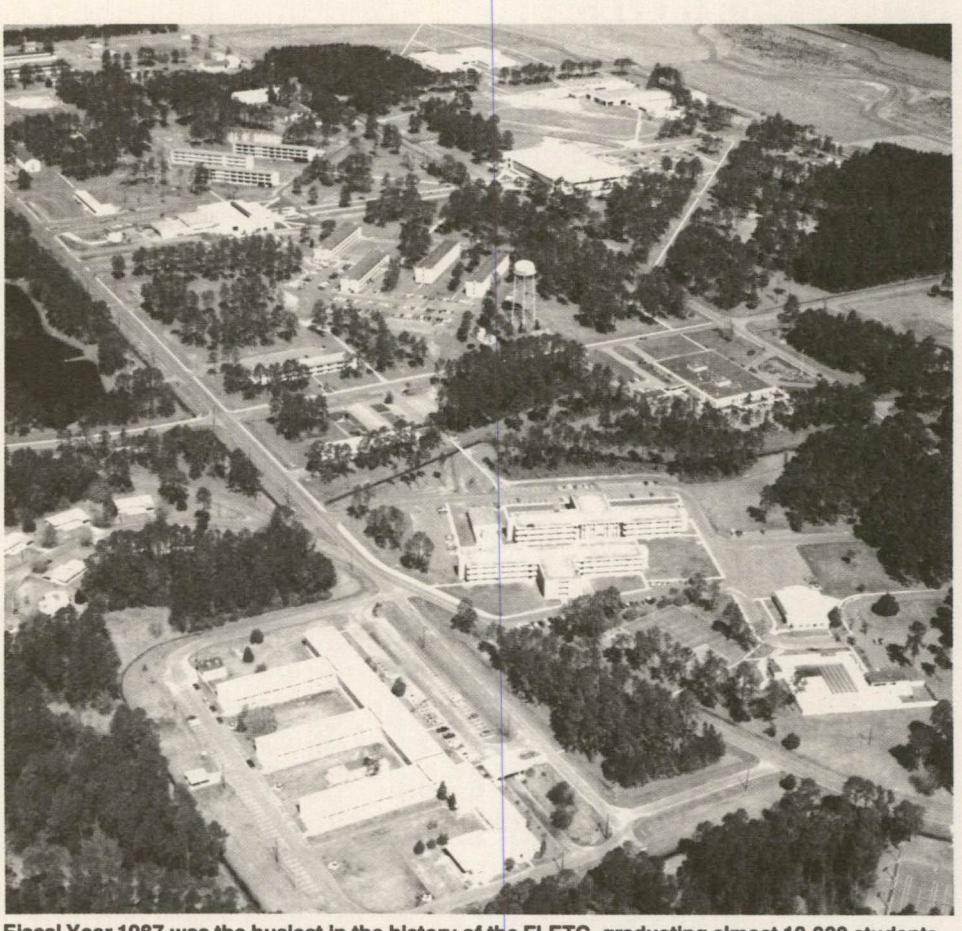
The FLETC sponsors a Law Enforcement Explorer Scout Post which is comprised of young men and women, ages 14-21, who get a firsthand look at a career in law enforcement. Pictured here, Instructor Archie Pheasant talks with the Explorers about firearms safety prior to their shooting on the range. Law Enforcement Exploring, the young-adult division of the Boy Scouts of America, has over 40,000 participants and meet biannually in a National Law Enforcement Explorer Conference to be chaired in 1988 by FLETC Director Charles Rinkevich. The Conference will be held at Boston University and will offer a number of seminars, demonstrations, competitions, and entertaining events to the 2,500 participants.

In September, the FLETC Employees Recreation Association sponsored an annual staff and student barbeque. The Association is a non-profit corporation which assists in providing for student needs in conjunction with the FLETC's Recreation Office. Among the activities sponsored are road races and various tournaments in basketball, volleyball, and softball, and musical entertainment at student functions.

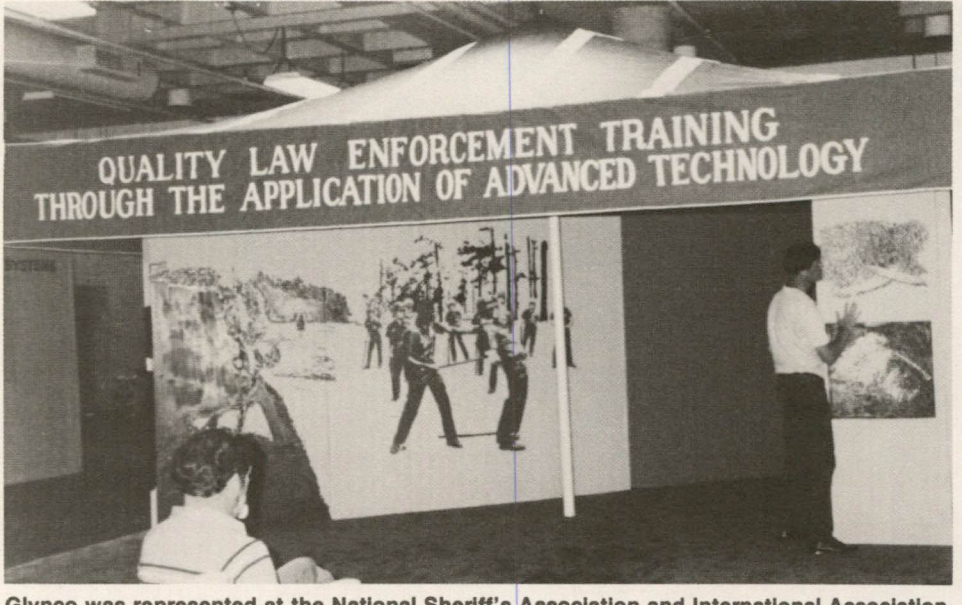
MISSION

The Center's mission is to serve as the focal point for the Federal Government's law enforcement training. Specifically the Center's responsibilities are to:

- Provide the facilities, equipment, and supportive services necessary for law enforcement training;
- Conduct common recruit and advanced training for the participating law enforcement organization's personnel;
- Provide facilities and student support services necessary for participating organizations to conduct their own advanced or specialized training;
- Conduct research in law enforcement training methods and curriculum content in order to improve Center training programs;
- Conduct specialized programs for State and local law enforcement personnel; and
- Upon request, advise and assist participating organizations concerning their law enforcement training needs.



Fiscal Year 1987 was the busiest in the history of the FLETC, graduating almost 18,000 students. The 1500-acre facility, pictured in this aerial photo, was the site for training more students than at any other time in its 17-year history.



Glynco was represented at the National Sheriff's Association and International Association of Chiefs of Police annual conferences during the fiscal year with an exhibit produced by the office of State and Local Training and the Center's Media Support Division. Pictured is Visual Information Specialist Bruce Maston (right), who designed the exhibit.

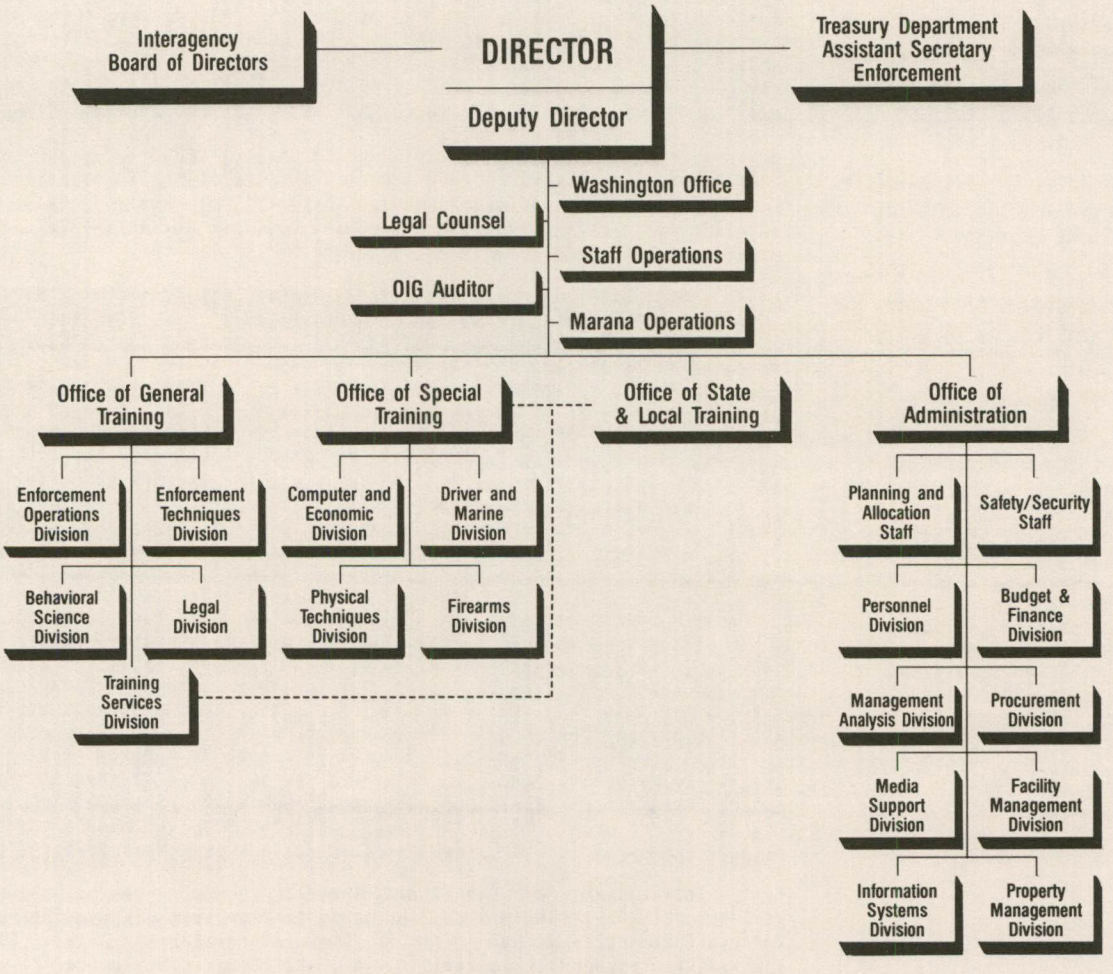
ORGANIZATION

The Center's parent agency, the Department of the Treasury, supervises its administrative and financial activities. Training policy, programs, and standards are established by an interagency Board of Directors, comprised of eight members. They occupy positions at the Assistant Secretary or equivalent level, and represent the major agencies which have organizations participating in the activities at Glynco. Five directors are voting members — one each from the Departments of Interior, Justice, and Treasury; one from the General Services Administration, and one two-year rotational seat (currently held by the President's Council on Integrity and Efficiency) representing those participating organizations with less than 500 law enforcement officers. Three directors are nonvoting members — one each from the Office of Management and Budget, Office of Personnel Management, and the U.S. Capitol Police Board.

The Director of the Center serves under the authority of the Assistant Secretary of the Treasury for Enforcement and is the Executive Secretary for the Board of Directors. The Director is assisted in the management of the Center by a Deputy Director and six Assistant Directors who, along with the Legal Counsel and Chief of Staff Operations, comprise the Executive Staff.

Federal Law Enforcement Training Center

Glynco, Georgia



BOARD OF DIRECTORS

Mr. Francis A. Keating, II
Assistant Secretary (Enforcement)
Department of Treasury

Mr. Stephen S. Trott
Associate Attorney General
Department of Justice

Ms. Becky Norton Dunlop
Deputy Chief Operating Officer
Department of the Interior

Mr. John C. Martin
Inspector General
Environmental Protection Agency

Mr. William R. Barton
Inspector General
General Services Administration

*Ms. Carol T. Crawford
Associate Director for Economics
and Government
Office of Management and Budget

*Mr. Henry K. Giugni
Chairman, U.S. Capitol Police Board
Sergeant at Arms
United States Senate

*Ms. Frances A. Sclafani
Associate Director for Training
and Investigations
Office of Personnel Management

* Non-Voting Members

The Center Interagency Advisory Committee (CIAC) is comprised of senior representatives of the Center's on-site participating organizations. Monthly meetings with the FLETC Director and Deputy Director provide a forum for exchange of information and imput into the operation of the Center.

During the April meeting of the Board of Directors held at Glynco, Chairman Frank Keating led a discussion on new training programs that were to be implemented in FY 87. Other Board Members at the table are (left to right) John Martin, Frances Sclafani, and William Barton.

During the fiscal year, Glynco hosted two management seminars, one in December 1986 for Center managers, the other in May, 1987 for senior agency representatives and Center managers. A number of issues were discussed. During and after the conference significant progress was made in addressing these issues. Follow up included establishing a committee to monitor the quality of student life at Glynco, and developing a formal process to identify, solve, and monitor significant operational problems at the Center.

ADVISORY COMMITTEE FOR THE NATIONAL CENTER FOR STATE AND LOCAL LAW ENFORCEMENT TRAINING

The Advisory Committee for the National Center for State and Local Law Enforcement Training assists the FLETC with the identification of State and local law enforcement training needs. The Committee consists of 17 members appointed by the Departments of Treasury and Justice. Six are ex-officio members and the remaining members represent a cross-section of police and community interests: a Federal agency other than Treasury or Justice, six major police membership organizations, the university system, State law enforcement, local law enforcement, and the private sector. The Committee meets twice each year to review progress and to give advice on future actions.

STATE AND LOCAL ADVISORY COMMITTEE

CO-CHAIRMEN

Mr. B. Boykin Rose
Associate Deputy Attorney General
Office of the Deputy Attorney General
U.S. Department of Justice

Mr. Gerald L. Hilsher
Deputy Assistant Secretary
(Law Enforcement)
Department of Treasury

MEMBERS

Mr. Richard B. Abell
Assistant Attorney General
Office of Justice Programs
U.S. Department of Justice

Mr. Albert A. Apa
Executive Director
Illinois Local Governmental Law Enforcement Officers Training Board

Mr. James P. Damos
Chief of Police
University City Police Department
University City, Missouri

Dr. J. Price Foster
Dean, College of Urban and Public Affairs
University of Louisville

Mr. James W. Greenleaf
Assistant Director
Training Division
Federal Bureau of Investigation

Sheriff Johnny Mack Brown
Greenville County Sheriff's Department
National Sheriff's Association

Mr. Gary E. Mead
Associate Director for Administration
U.S. Marshals Service

Captain W.A. James
Area Director
American Airlines
Raleigh, North Carolina

Mr. Phillip C. McGuire
Deputy Director
Bureau of Alcohol, Tobacco and Firearms

Mr. William Rosenblatt
Assistant Commissioner
Office of Enforcement
U.S. Customs Service

Dr. Elsie Scott
Executive Director
National Organization of Black Law Enforcement Executives

Mr. Jerald R. Vaughn
Executive Director
International Association of Chiefs of Police

Mr. Darrell W. Stephens
Executive Director
Police Executive Research Forum

Mr. Bryce A. Stuart
City Manager
Winston-Salem, North Carolina

Colonel R.L. Suthard
Superintendent
Virginia Department of State Police

CENTER INTERAGENCY ADVISORY COMMITTEE

Glynco's interagency dimension is reinforced through the Center Interagency Advisory Committee (CIAC), comprised of the senior onsite participating organization representatives and the FLETC Director and Deputy. In their monthly meetings, CIAC members discuss and exchange ideas about a variety of training and administrative issues. Having the representatives so accessible is to the Center's advantage because of their ability to provide critical input on alternatives and immediate answers to questions regarding matters which affect their agencies. This forum enhances communication and cooperation which is so vital to the smooth sharing of resources and programs.

During May, senior Center and agency representatives participated in a management development conference to discuss a range of issues. Its "Partners in Training" theme generated a very constructive atmosphere, and committees were formed to follow up on selected issues and strengthen existing relationships.

SENIOR AGENCY REPRESENTATIVES AT THE FLETC

GLYNCO

Department of Agriculture
Ms. Mary Sue Blackhurst

Alcohol, Tobacco and Firearms
Mr. Robert H. McCaughey

Department of Justice
Mr. William E. Hall

Bureau of Prisons
Dr. Kathleen M. Hawk

Immigration and Naturalization Service
Mr. Thomas P. Fischer

Border Patrol Academy
Mr. L. Gene Corder

Immigration Officer Academy
Mr. James F. Murphy

U.S. Marshals Service
Mr. G. Wayne Smith

Department of State
Mr. George W. Goodrich

Fish and Wildlife Service
Mr. John J. Doggett

Internal Revenue Service Criminal Investigation Division
Mr. F. Keith Rodgers

Internal Revenue Service Internal Security Division
Mr. David J. Hariton

National Park Service
Mr. David R. Montalbano

National Security Agency
Sgt. Linda L. Murrell

Naval Investigative Service
Mr. C. Darryl Toler

Office of Real Property Management and Safety Law Enforcement Division
Mr. Charles W. Robinson

U.S. Capitol Police
Lt. James A. Cook

U.S. Customs Service
Mr. John M. Utz

U.S. Forest Service
Mr. Wayne W. Wilson

U.S. Park Police
Capt. John L. Sipe, Jr.

U.S. Secret Service
Mr. Dennis M. Fabel

MARANA

Bureau of Indian Affairs (BIA)
Mr. Donaldson R. Armstrong

U.S. Customs Service
Mr. David J. Hayes

FEDERAL LAW ENFORCEMENT TRAINING CENTER STAFF

OFFICE OF THE DIRECTOR

Director Charles F. Rinkevich
Deputy Director R.J. Miller
Legal Counsel Stephen M. Bodolay
Chief of Staff Operations Gregory F. Kuntz
Senior Public Affairs Specialist Peggy D. Hayward
Office of Inspector General/Auditor Stephen J. McNichol

WASHINGTON OFFICE
Assistant Director John C. Dooher

MARANA OPERATIONS
Assistant Director David W. McKinley

OFFICE OF STATE AND LOCAL TRAINING
Assistant Director Howard N. Goetsch

OFFICE OF GENERAL TRAINING
Assistant Director Ray M. Rice

Legal Division
Chief John J. O'Sullivan

Behavioral Science Division
Chief Edward J. Kehoe

Enforcement Operations Division
Chief Murray A. Ryals

Enforcement Techniques Division
Chief Donald R. Parkhurst

Training Services Division
Chief Richard H. Rogers

OFFICE OF SPECIAL TRAINING
Assistant Director Kenneth A. Hall

Computer and Economic Crime Division
Chief James D. Meyers

Driver and Marine Division
Chief James D. Lanier

Physical Techniques Division
Chief Vacant

Firearms Division
Chief G. Neal Crane

OFFICE OF ADMINISTRATION
Assistant Director William M. Kelso
Deputy Assistant Director William M. Allen, Jr.

Procurement Division
Chief John T. Richardson, Jr.

Property Management Division
Chief Louis T. Hardin

Financial Operations Division
Chief Helen M. Emmerton

Personnel Division
Personnel Officer Ruth C. Kent

Media Support Division
Chief John P. Osborne

Facilities Management Division
Chief Daniel L. White

Management Analysis Division
Chief Elizabeth R. Stevens

Information Systems Division
Chief Douglas C. Zwank

FEDERAL LAW ENFORCEMENT TRAINING CENTER
MEMBER AGENCIES AND PARTICIPATING ORGANIZATIONS

EXECUTIVE BRANCH

AGRICULTURAL	Forest Service
COMMERCE	National Bureau of Standards National Marine Fisheries Services Office of Security U.S. Export Administration
HEALTH AND HUMAN SERVICES	National Institutes of Health Social Security Administration
INTERIOR	Bureau of Indian Affairs Bureau of Land Management Bureau of Reclamation National Park Service (includes U.S. Park Police) Office of Surface Mining, Reclamation and Enforcement U.S. Fish and Wildlife Service
JUSTICE	Bureau of Prisons Drug Enforcement Administration Immigration & Naturalization Service U.S. Marshals Service
STATE	Bureau of Diplomatic Security
TRANSPORTATION	Federal Aviation Administration U.S. Coast Guard
TREASURY	Bureau of Alcohol, Tobacco & Firearms Bureau of Engraving and Printing Internal Revenue Service U.S. Customs Service U.S. Mint U.S. Secret Service
— —	Defense Protective Service Naval Investigative Service National Security Agency
PRESIDENT'S COUNCIL ON INTEGRITY AND EFFICIENCY	

Statutory Inspector's General Offices:

Agency for International Development
Agriculture
Commerce
Defense
Education
Energy
Environmental Protection Agency
General Services Administration
Health and Human Services
Housing and Urban Development
Interior
Labor
National Aeronautics & Space Administration
Railroad Retirement Board
Small Business Administration
State
Transportation
Veterans Administration

LEGISLATIVE BRANCH

Congress	Government Printing Office Library of Congress Police U.S. Capitol Police

JUDICIAL BRANCH

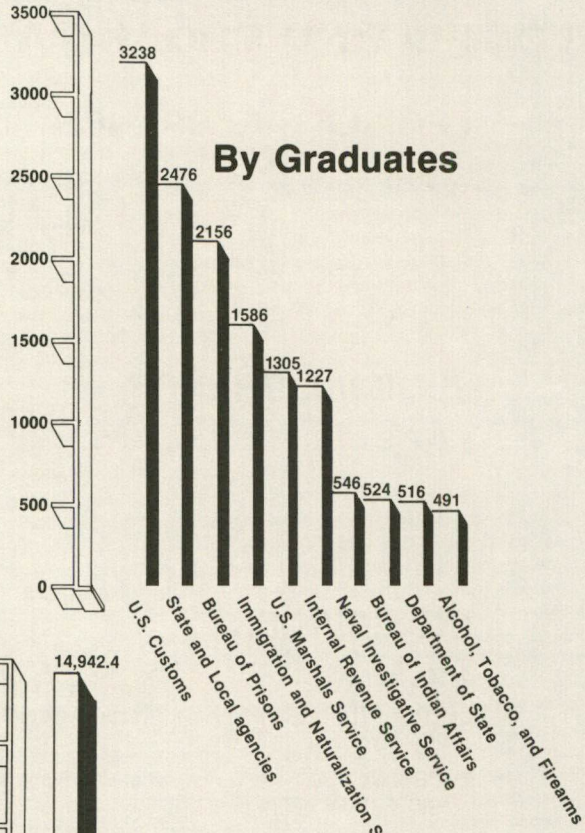
SUPREME COURT	Federal Judicial Center Supreme Court Police

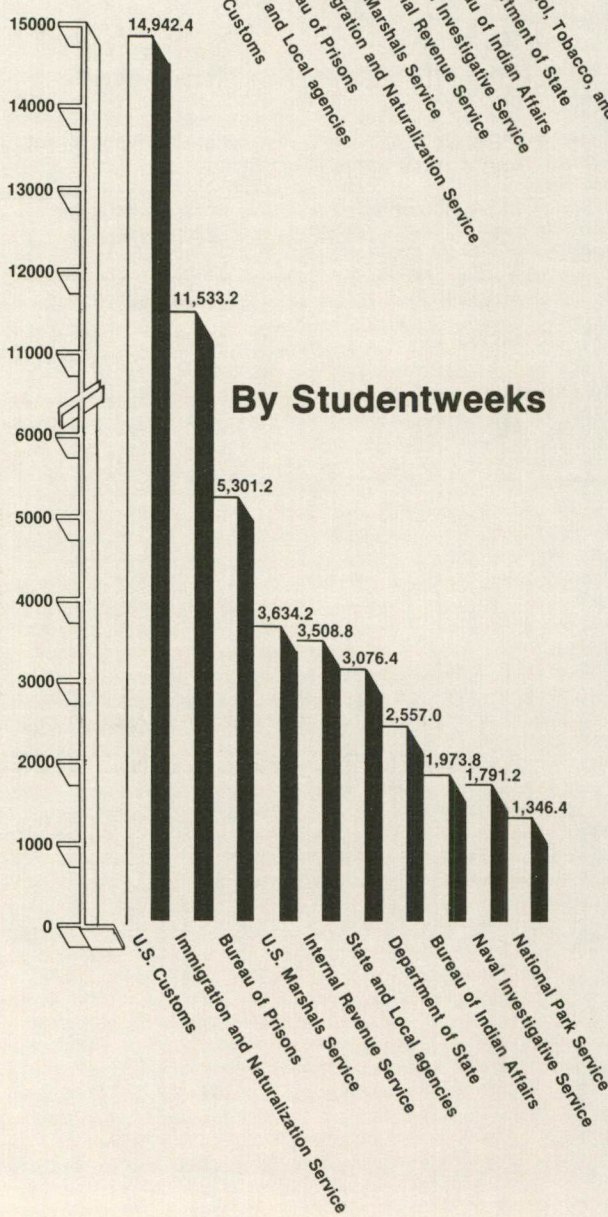
INDEPENDENT

AMTRAK	Northeast Corridor Police
CENTRAL INTELLIGENCE AGENCY	Office of Security
ENVIRONMENTAL PROTECTION AGENCY	Criminal Enforcement Division
FEDERAL EMERGENCY MANAGEMENT AGENCY	Office of the Inspector General Security Division
GENERAL SERVICES ADMINISTRATION	Office of Real Property Management and Safety
SMITHSONIAN	National Zoological Park Office of Protection Services
TENNESSEE VALLEY AUTHORITY	Land Between the Lakes Patrol Office of the Inspector General Public Safety Service

TOTALS: 18 MEMBER AGENCIES
63 PARTICIPATING ORGANIZATIONS

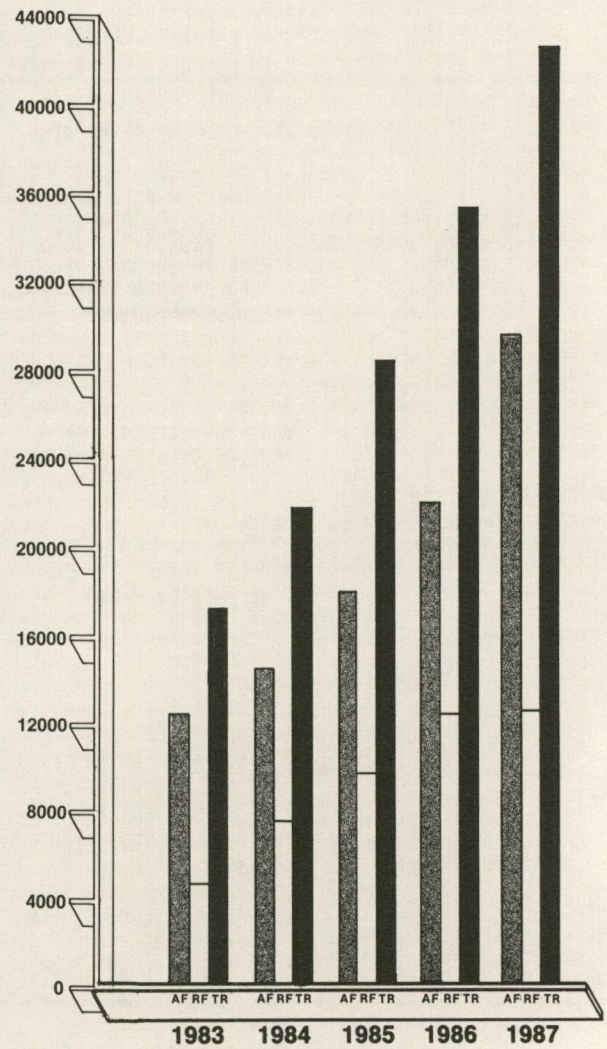
THE TEN ORGANIZATIONS PROVIDING THE MOST STUDENTS





Funding History of the F.L.E.T.C.

(Dollars in Thousands)

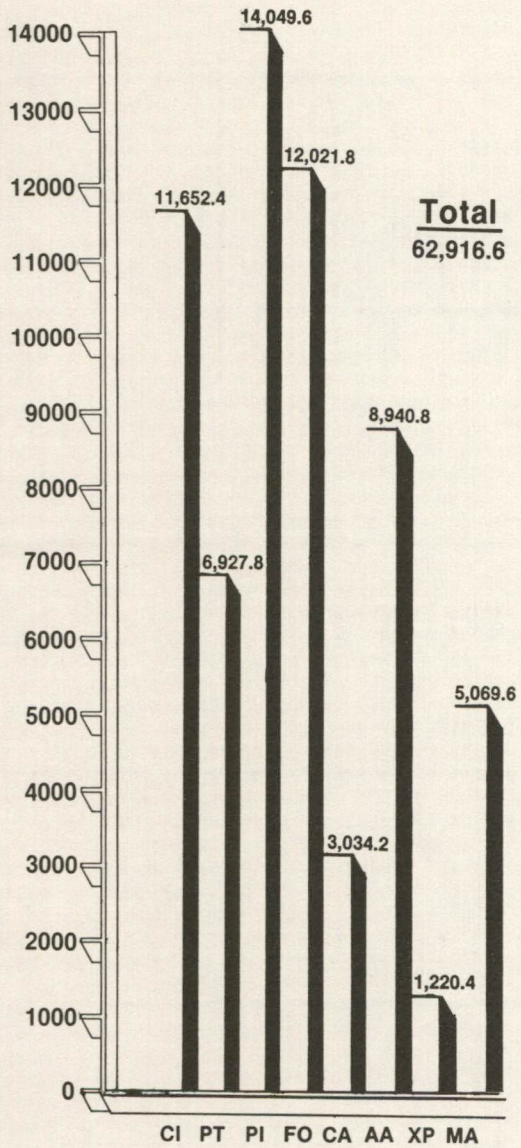


RF Reimbursable Funds AF Appropriated Funds

TR Total Resourses

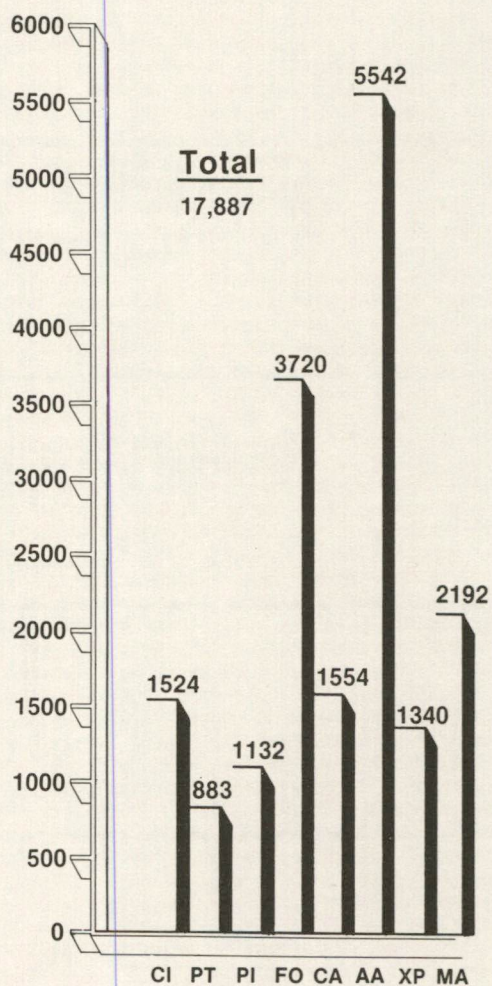
STUDENTS GRADUATED BY TRAINING PROGRAM

By Studentweeks



CI Criminal Investigator Training
PT Police Training
PI Police Integrated Training
FO Follow-on Basic Training
CA Center Advanced Training
AA Agency Advanced Training
XP Export Training
MA Training at Marana

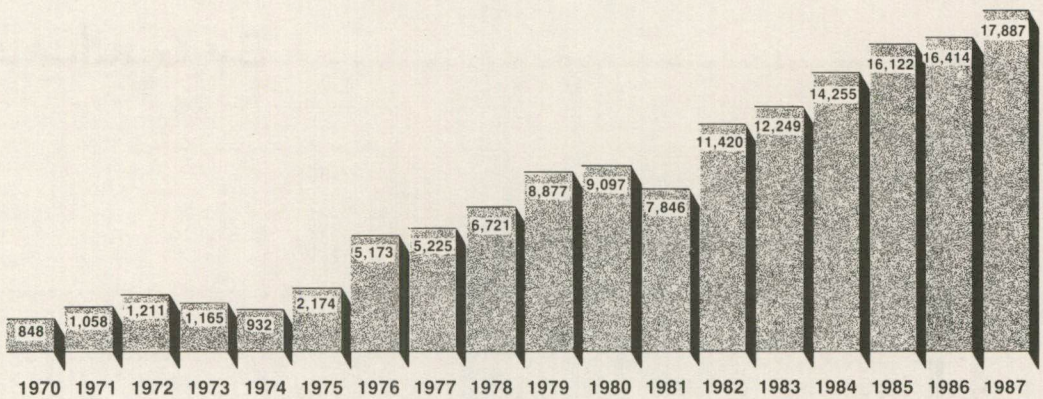
By Graduates



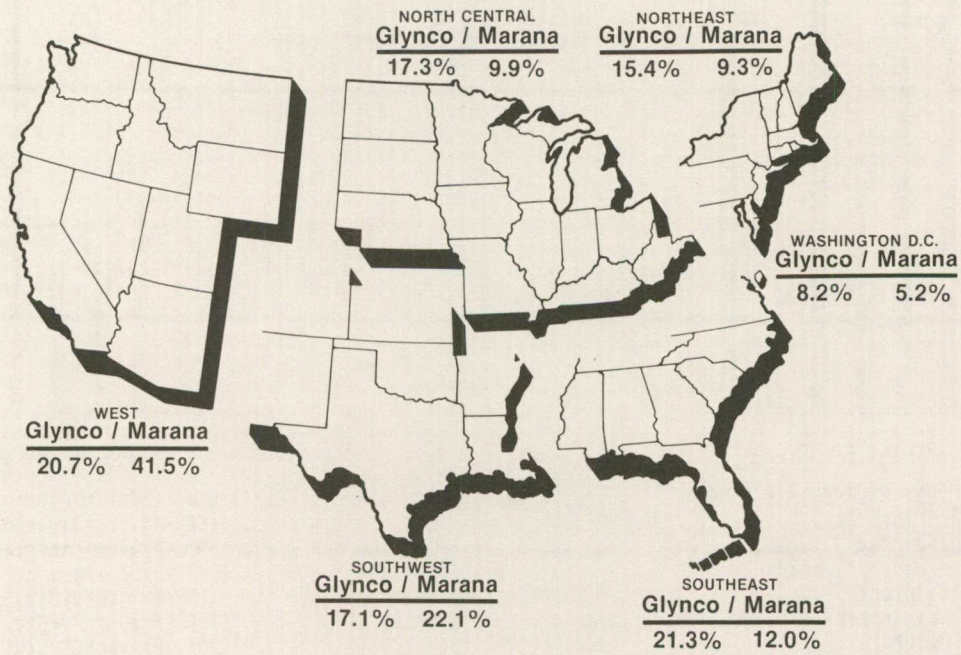
CI Criminal Investigator Training
PT Police Training
PI Police Integrated Training
FO Follow-on Basic Training
CA Center Advanced Training
AA Agency Advanced Training
XP Export Training
MA Training at Marana

STUDENTS GRADUATED

Fiscal Year 1970-1987
Total 138,674 Students



GEOGRAPHIC ORIGIN OF STUDENTS



SUMMARY OF OPERATIONS AND PROGRAMS

FEDERAL LAW ENFORCEMENT TRAINING CENTER
GLYNCO, GEORGIA

INTRODUCTION

The Federal Law Enforcement Training Center (FLETC) is an interagency training facility which was established in 1970 to serve the training needs of the Federal enforcement community. This bureau within the Department of the Treasury provides training for police officers and criminal investigators from over 60 Federal organizations. In 1982, another facet of training was added; the FLETC began training personnel from State and local enforcement agencies in advanced and specialized programs geared toward specific concerns of those agencies.

OPERATIONS

The Department of the Treasury was selected as the Center's lead agency because at the time it had the largest number of personnel to be trained and had been conducting training in its own enforcement school. Thus, the nucleus of the new training center was formed, and training operations began in temporary facilities in the Washington, D.C. area in 1970. When the site for the permanent training facility, to be built in Beltsville, Maryland, had to be changed, an alternate location was found. The former Glynco Naval Air Station near Brunswick, Georgia, was selected and the Center relocated to Glynco during the summer of 1975, and resumed training in September of that year.

Although primarily designed for residential training operations, the Center conducts limited export training at other locations. This option is exercised when the programs being conducted do not require any specialized facilities and when regional-geographical concentrations of personnel can be identified.

Marana Facility

In 1984, the Bureau of Indian Affairs (BIA) requested FLETC to assume responsibility for operating an FLETC Indian Police Academy at the Pinal Air Park, about 30 miles northwest of Tucson, Arizona. Basic training for BIA and tribal police personnel is conducted there as a satellite operation of FLETC's Glynco headquarters. The Marana facility is also used by FLETC and participating agencies as a site for short-term advanced training of personnel located in the western United States.

PROGRAMS

Basic Training

The majority of the Center's student weeks of training is devoted to basic programs for criminal investigators and police officers who have the authority to make arrests and carry firearms. These programs provide students with a combination of classroom instruction and "hands-on" practical exercises. These exercises often involve hired role players who act as victims, witnesses, and suspects. The students apply their classroom knowledge in these exercises which include a scenario and simulate typical situations encountered on the job.

The criminal investigator students are from such agencies as the Bureau of Alcohol, Tobacco, and Firearms; Customs Service; Internal Revenue Service; Marshals Service; Secret Service; and the various staffs of the Federal Government's Inspectors General. The course length is eight weeks.

Included among the uniformed police personnel trained are officers of the Border Patrol, Capitol

Police, Customs Service, Federal Protection and Safety, National Park Service, Park Police, and Secret Service Uniformed Division. Basic courses range in length from five to eighteen weeks, depending on the agency's responsibility, jurisdiction, and other training needs.

Advanced Training

The Center provides the facilities, equipment, and support services to conduct advanced and specialized training for both uniformed police officers and criminal investigators. This training may be conducted entirely by Center personnel, participating agency personnel, or a combination of Center and agency personnel. The courses vary in length depending on the subjects being taught. Examples of advanced training programs conducted by the Center are Advanced Law Enforcement Photography, Firearms Instructor Training, White Collar Crime, Marine Law Enforcement, Archeological Resources Theft Protection, and Computer Fraud and Data Processing Investigations.

Examples of agency-conducted advanced programs are the Immigration and Naturalization Service offerings in anti-smuggling to their criminal investigators and anti-smuggling officers, and the Internal Revenue Service offerings to their investigators in tax fraud investigative training.

Glynco is also a participant in a three-phase program, in conjunction with the Department of State, to provide assistance in the area of counter-terrorism to friendly, foreign countries. The first phase involves familiarization with this country's training centers; the second, an in-country visit to determine their specific needs; and the third phase involves actual training.

Topics of Study

Following is a description of the eight major instructional areas for officers and investigators participating in Center programs.

Legal: Learning the rules and principles of law, especially as they relate to investigation, detention, arrest, and search and seizure, provides working guidelines for police officers and criminal investigators. Frequent changes in the law make it particularly important for officers to be well informed in order to arrest suspects properly, gather admissable evidence, and give proper respect to the rights of individuals.

Enforcement Techniques: Students learn and apply such techniques as fingerprinting, description and identification, law enforcement photography, and collection and preservation of evidence. In the laboratory sessions, such skills as lifting and rolling fingerprints and identifying narcotics are practiced.

Behavioral Science: Officers and investigators are taught awareness of individual, group, social, and cultural motivators and their effect on human behavior. They become conscious of the sources of potential human relations problems and examine alternative means of preventing and resolving conflicts. They also learn to recognize the various sources of stress and to employ appropriate coping mechanisms in dealing with stress. The students must defuse crisis and non-crisis situations in a safe and humane manner.

Hired role-players are used in these exercises, as well as for interviewing techniques. Videotape equipment is used extensively in practical exercises on interviewing a witness, for example, where students can play back the tape made of their interview prior to the instructor's critique.

Enforcement Operations: Students acquire a basic working knowledge of the various operational procedures specific to their job functions as either criminal investigators or uniformed police officers. The former receive instruction in using techniques such as working with informants, conducting a surveillance, executing search warrants, and working undercover operations. The latter receive instruction in radio communications, notetaking, report writing, and various operational skills and patrol procedures.

Specialty training is provided in the areas of computers, firearms, physical techniques, and driver

specialties for officers and investigators in the basic and advanced programs.

Computer/Economic Crime: Just as the development of advanced computer technology has proven to be beneficial and cost effective for large and small businesses throughout the United States, it has also been adopted by the criminal element in this country for the same reasons. In order for our investigators to detect and combat computer crimes, and crimes where the computer has been used by the criminals to maintain illegal business records, FLETC has and will continue to develop programs to teach computer skills to investigators of the various law enforcement organizations. The Computer/Economic Crime Division provides instruction in the investigation of white collar crime, and the understanding and employment of computers as investigative tools. The Division personnel teach courses in the following basic and advanced programs: White Collar Crime, Computer Fraud and Data Processing Investigation, Procurement and Contract Fraud, and a series of microcomputer programs for investigators and auditors.

Firearms: The students are introduced to the safe and accurate operation of a weapon. Fundamental training is done on silhouette-shaped targets designed to teach area of aim. Once students learn how to shoot, the remainder of the courses provide realistic training in judgment shooting. The majority of the training is with .38 caliber revolvers, but familiarization with shoulder weapons is also provided.

Physical Techniques: This program provides training in the physical activities often involved with law enforcement. Motivation to proper physical conditioning, arrest techniques, and self-defense are taught in addition to emergency medical procedures and water survival.

Driver and Marine: The Center's basic driver training program consists of three phases designed to teach vehicle limitations, sharpen skills in recognition of traffic hazards, and improve reflexes and decision-making ability. One phase is concerned with defensive driving which consists of negotiating a series of obstacles at slow speeds. The second phase is skid control taught on a water slick skid pan. The third phase of the course is highway response driving. Training in the operation of four-wheel drive vehicles is also provided for officers of such agencies as National Park Service, Border Patrol, and Customs Service, since they are required to use these vehicles in the performance of their duties.

Also a part of this division is the Marine aspect which provides advanced-level instruction in the Center's Marine Law Enforcement Training Program. A variety of subjects is included in the program geared toward teaching the handling of small boats in the law enforcement environment; among the topics are navigation, the rules of the road, mechanical troubleshooting, pursuit, board and search, and firing from aboard a boat.

State and Local Training

In response to recommendations of the Attorney General's Task Force on Violent Crime in 1982, Glynco participated in a pilot project to determine the feasibility of establishing programs to meet some advanced and specialized training needs of state and local law enforcement personnel. The result was the establishment of a national center for state and local training.

The program offerings are in topic areas not generally available from State police academies or colleges and universities. This is a cooperative effort utilizing course developers and instructors from numerous Federal agencies and from State and local law enforcement agencies. Emphasis is placed on practical application and hands-on exercises that reinforce the classroom and technical materials. Examples of programs include Fraud and Financial Operations, Cargo Theft, Advanced Arson for Profit, and Undercover Investigative Techniques. Also included are seminars on juvenile justice law enforcement matters including Police Operations Leading to Improved Children and Youth Services (POLICY) programs I and II and a program on Child Abuse and Exploitation Investigation Techniques.

STAFF

The training staff of the Center is made up of experienced instructors who have a minimum of five years of law enforcement experience. A portion of the instructors are Federal officers and investigators on detailed assignment to the Center from their parent agencies. This mix of permanent and detailed instructors creates a balance of experience and fresh insight from the field.

FACILITIES

Many facilities that were used by the Navy have been adapted by the Center. These include classrooms, dormitories, recreation facilities, dining hall, and administrative and logistical support facilities. To supplement these, a construction program, which was formally begun in November 1977, has been completed. It included:

- a new classroom building
- a new 96-point indoor firing range
- a new driver training course
- additional physical specialties facilities
- an addition to the existing dining hall.

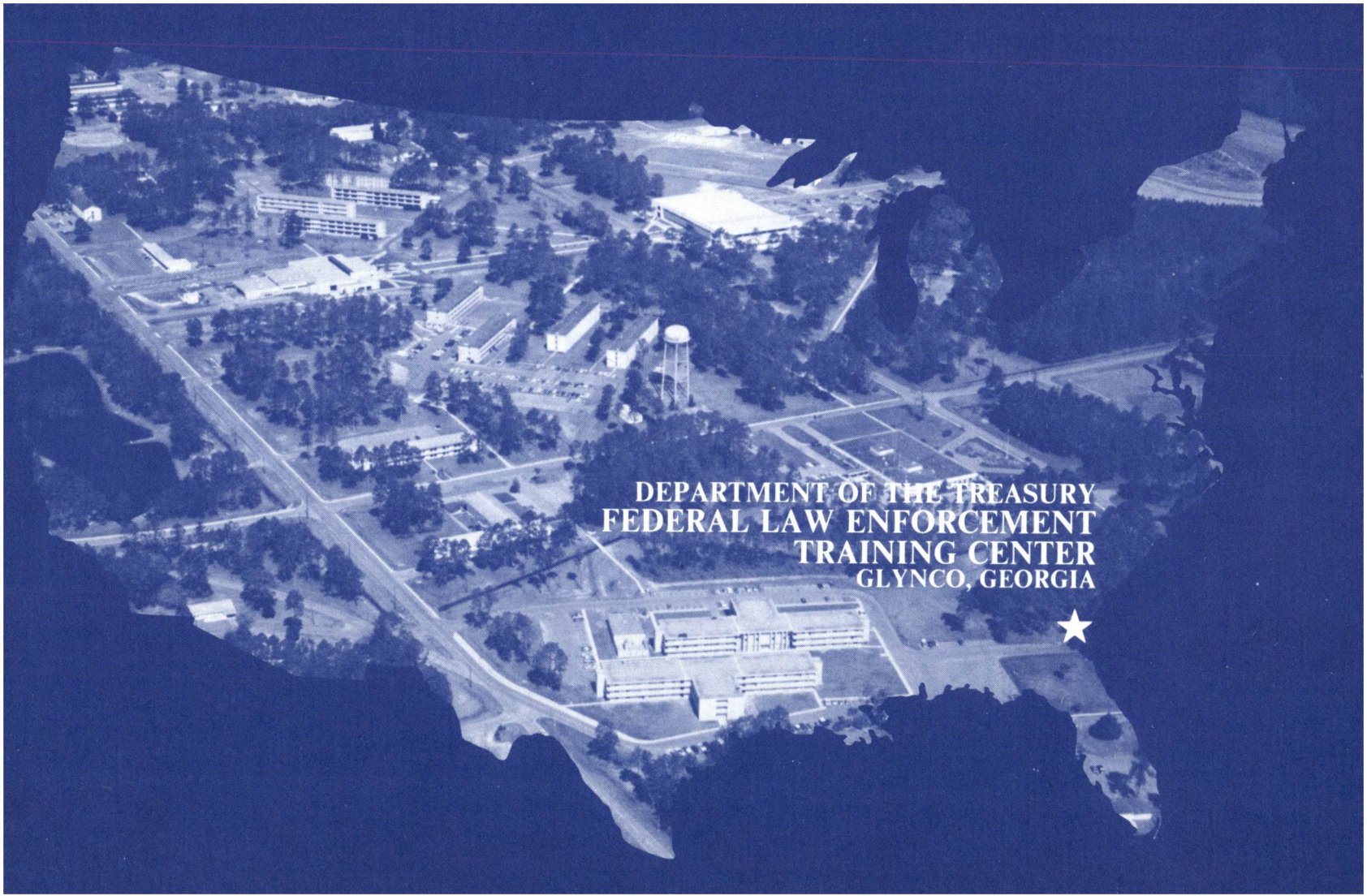
The new classroom building also houses various special purpose areas - the library, language laboratory, an interviewing techniques complex, and various criminalistics teaching laboratories for rolling and lifting fingerprints and testing narcotics. The indoor firing range provides eight separate ranges of 12 firing points each. Classrooms and weapons cleaning areas are also conveniently located in the range building. The new driver training complex provides the ability to create more realistic situations for training in defensive driving, skid control, and highway driving. The physical specialties complex is a combination of existing and new buildings which provide space for the many activities conducted there. The existing dining hall has been remodeled and greatly expanded to double the seating capacity.

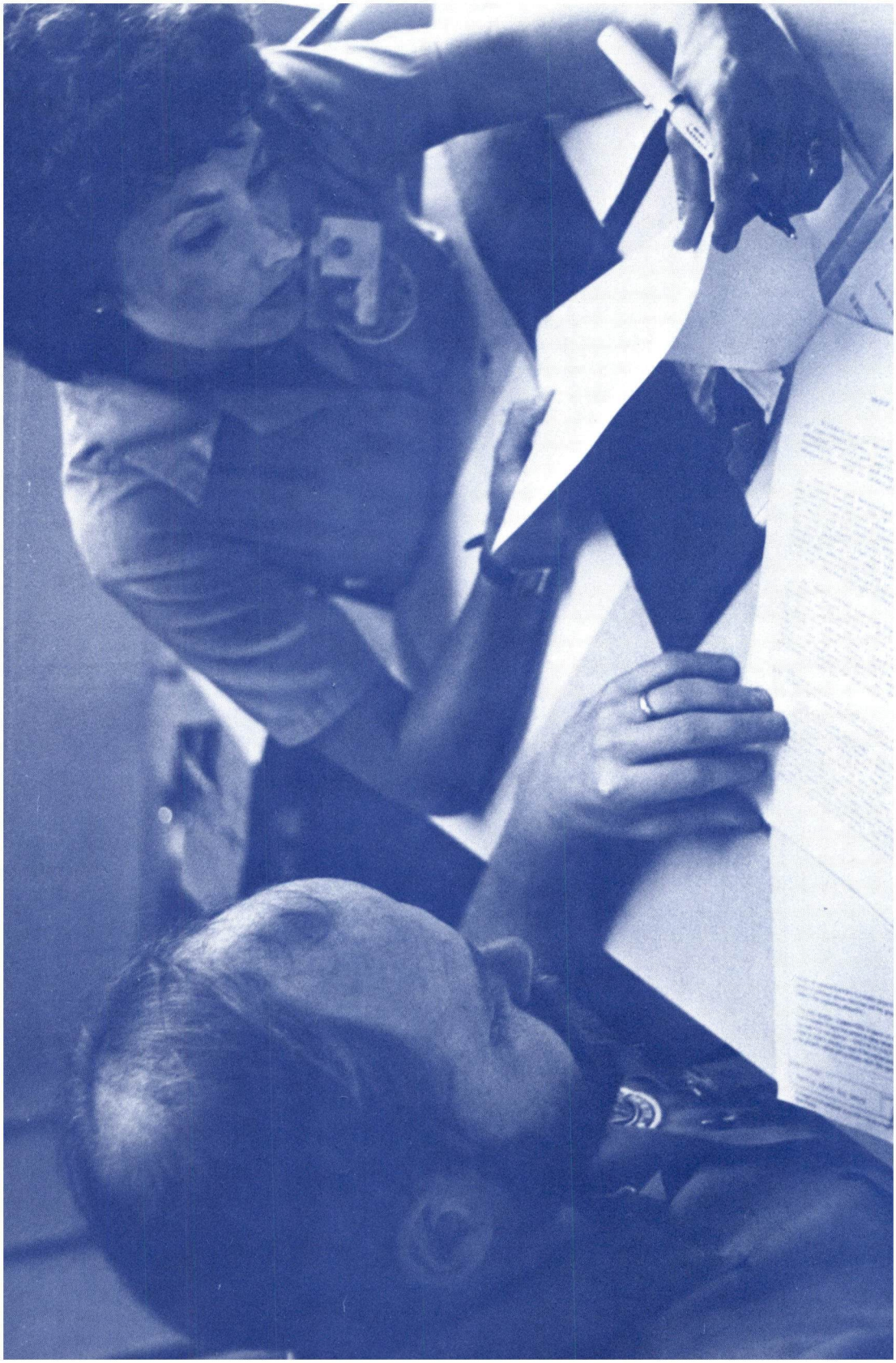
During 1985, Glynco reaffirmed its commitment to exploit the latest technologies by applying automated data processing and computer technology to law enforcement training and increasing administrative applications. A long range plan was developed and approved which has established a method and timetable for designing, staffing, and implementing several new computer systems. The initial thrust will be the installation of an administrative system to control scheduling students, classes, facilities, instructors, and other training resources. The expanded system will also interface various student tracking procedures to build and maintain student records including long-term transcripts. In coordination with the development of the administrative system, the Center is reviewing its immediate and long-term communications needs as they relate to data exchange. A computer network will be established to accomplish this purpose.

The new facilities and systems have greatly enhanced the Center's goal of providing high quality, cost-effective training for the men and women who enforce our Federal laws.

Prepared by the
Public Affairs Office
Federal Law Enforcement Training Center
Glynco, Georgia 31524

July 1988


DEPARTMENT OF THE TREASURY
FEDERAL LAW ENFORCEMENT
TRAINING CENTER
GLYNCO, GEORGIA

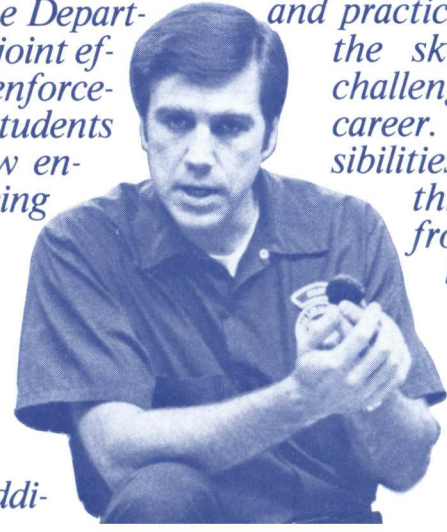


INTRODUCTION

Federal officers protect people and property, enforce numerous Federal laws, and investigate Federal crimes. You can find them at work in Colorado mountains, on Minnesota lakes, in West Virginia hollows, at New York City airports, at the border near Tijuana, in a Federal courtroom in Georgia, or in a Presidential motorcade in Chicago.

To meet this variety of responsibilities, extensive training is essential. This training is provided by the Federal Law Enforcement Training Center (Center) at Glynco, Georgia—an interagency facility established in the Department of the Treasury through the joint efforts of numerous Federal law enforcement organizations. All of the students have been hired by one of the law enforcement organizations before being sent to the Center for training.

The Center provides basic police and criminal investigator training for officers and agents of the participating Federal organizations, as well as advanced training that is common to two or more organizations. In addition, the Center provides administrative and logistical support to the participating organizations so that they may conduct their own advanced training at Glynco. Advanced programs are also available for the personnel from State and local law enforcement agencies through the Center's State and Local Law Enforcement Training Program.



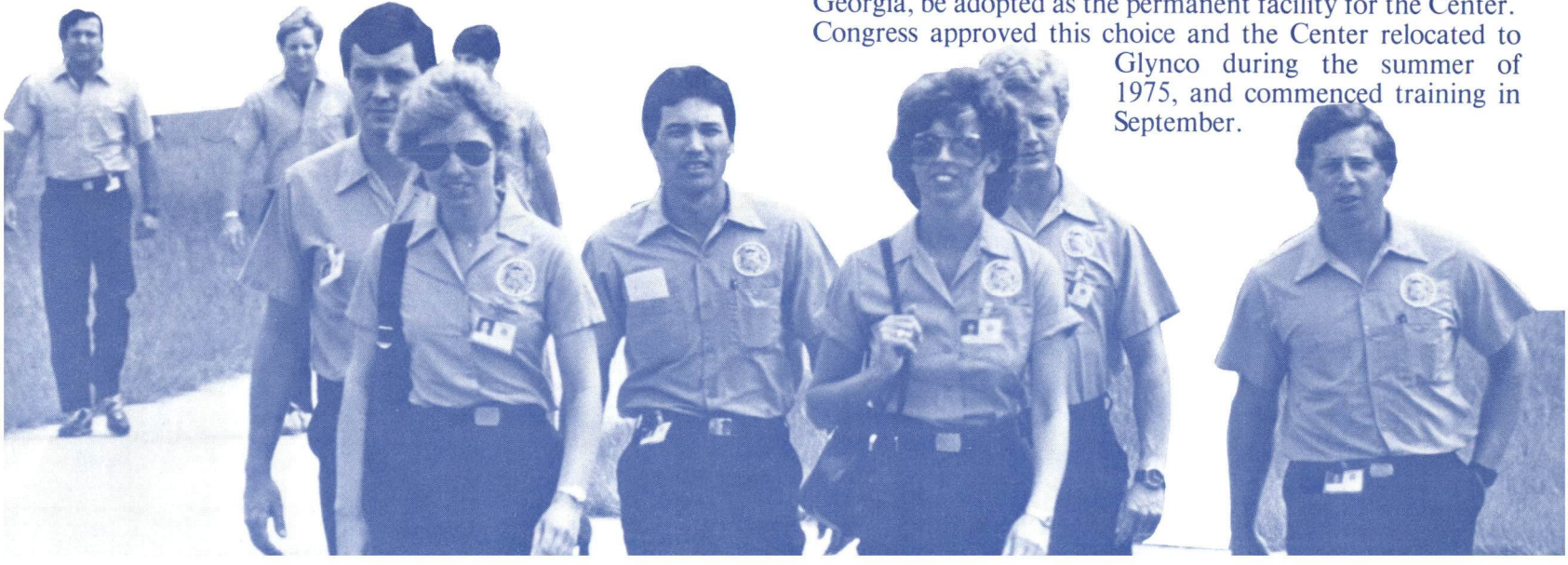
Consolidation of law enforcement training into a single organization allows the Federal Goverment to emphasize training excellence and cost effectiveness. Professional instruction and practical application provide students with the skills and knowledge to meet the challenge of a Federal law enforcement career. They not only learn the responsibilities of a law enforcement officer, but through commingling with students from a multitude of agencies, they also become acquainted with the role, mission, and duties of their colleagues. This interaction produces a more cooperative Federal law enforcement effort. Since 1970, the Center has established a proud tradition of excellence in training.

History

The need for consolidated training for Federal law enforcement officers became apparent as a direct result of two studies. The first was made in 1967 by the Bureau of the Budget. This study concluded that comprehensive training for law enforcement officers was essential, but not available to most Federal officers because of inadequate training facilities.

The second analysis was made by an interagency task force representing ten Executive departments and independent agencies. That study identified specifically the type of facility that was needed. The recruit training requirements for both criminal investigators and police officers were also specified, as well as advanced training requirements for law enforcement officers of all the participating organizations. A prospectus based on the results of the two studies was submitted to Congress in 1969, and in May of that year, Congress appropriated funds for planning and building the facilities.

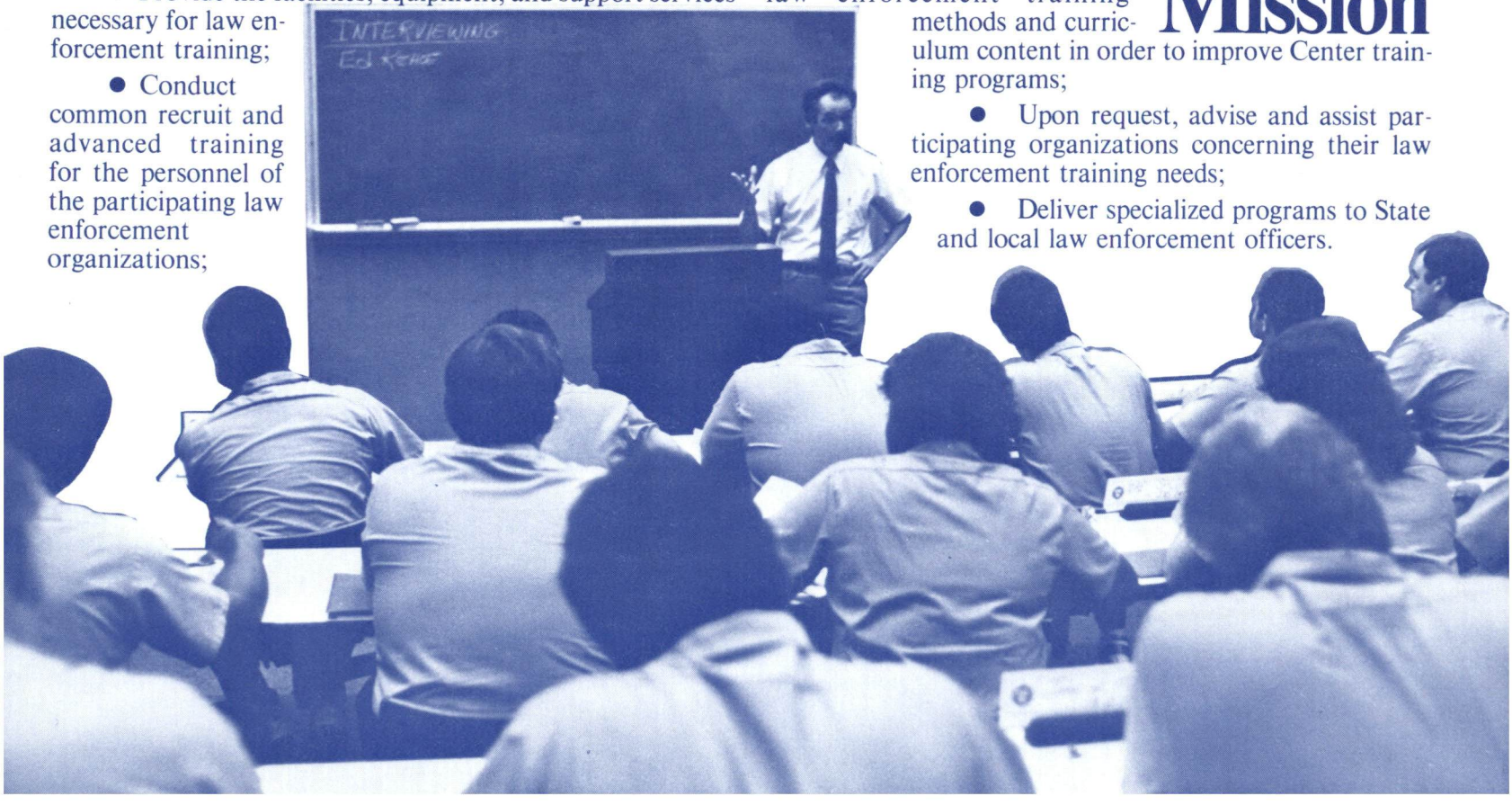
Shortly thereafter, in 1970, the Center was established as a bureau of the Department of the Treasury, and began training operations at temporary facilities in the Washington, D.C. area. At the request of Congress, available surplus Federal installations were surveyed to determine if one could be used as the permanent site for the Center. In May of 1975, the Secretary of the Treasury recommended to Congress that the former Glynco Naval Air Station near Brunswick, Georgia, be adopted as the permanent facility for the Center. Congress approved this choice and the Center relocated to Glynco during the summer of 1975, and commenced training in September.



Mission

The mission of the Federal Law Enforcement Training Center is to serve as the focal point for all of the U. S. Government's law enforcement training except for the FBI. Specific responsibilities of the Center are to:

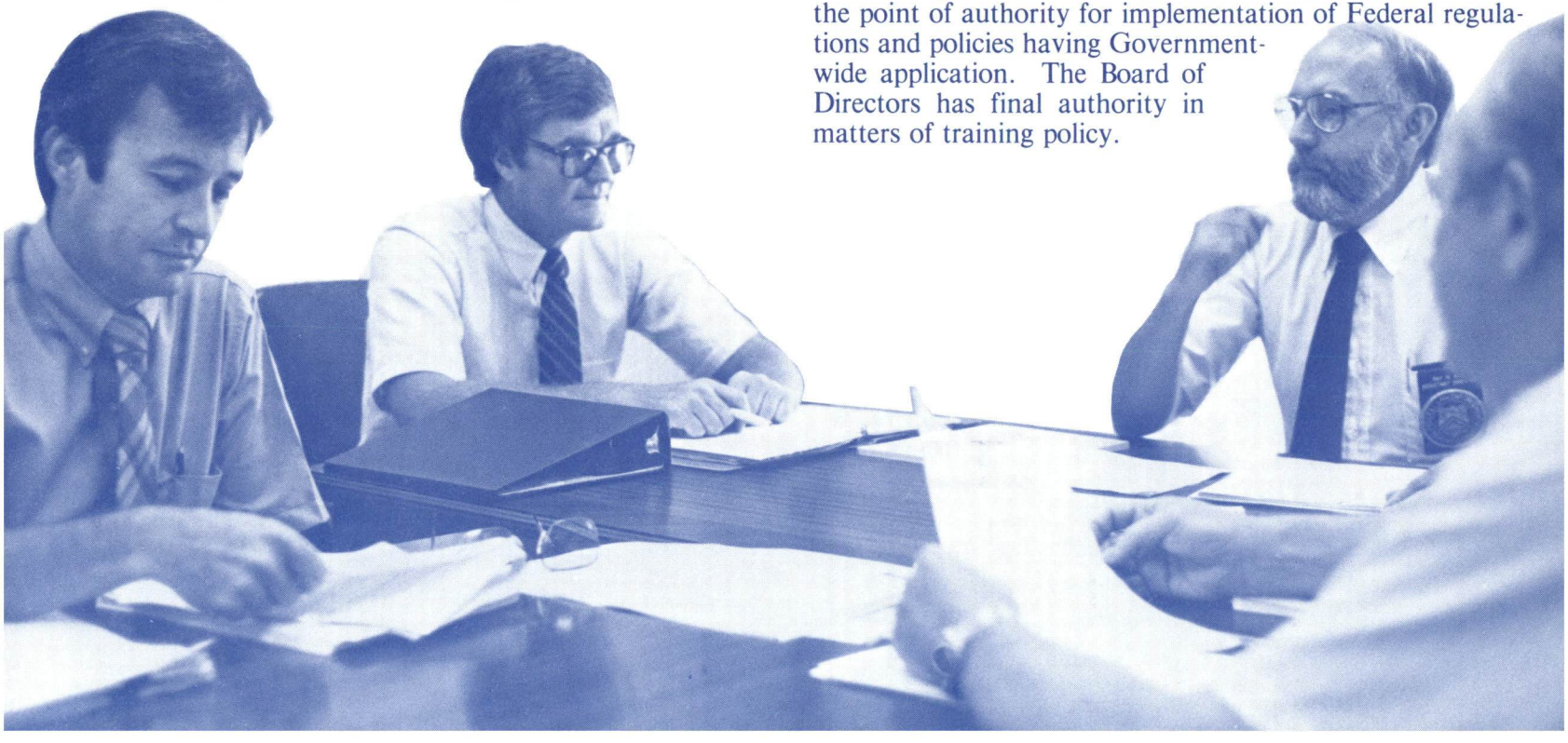
- Provide the facilities, equipment, and support services necessary for law enforcement training;
- Conduct common recruit and advanced training for the personnel of the participating law enforcement organizations;
- Provide facilities and student support services necessary for participating organizations to conduct their own advanced training;
- Conduct research in law enforcement training methods and curriculum content in order to improve Center training programs;
- Upon request, advise and assist participating organizations concerning their law enforcement training needs;
- Deliver specialized programs to State and local law enforcement officers.



Organization

In September, 1970, the heads of seven Federal agencies entered into "The Memorandum of Understanding for the Sponsorship and Operation of the Consolidated Federal Law Enforcement Training Center." This Memorandum created a Board of Directors which includes representatives of Federal agencies whose personnel receive training at the Center. The Board is currently composed of eight members, with representation from the Departments of Treasury, Justice, and Interior; the General Services Administration; and one member representing other participating agencies. Representatives of the U.S. Capitol Police, the Office of Personnel Management, and the Office of Management and Budget serve on the Board in a non-voting capacity.

The Secretary of the Treasury has final authority in matters relating to the administration of the Center, and serves as the point of authority for implementation of Federal regulations and policies having Government-wide application. The Board of Directors has final authority in matters of training policy.



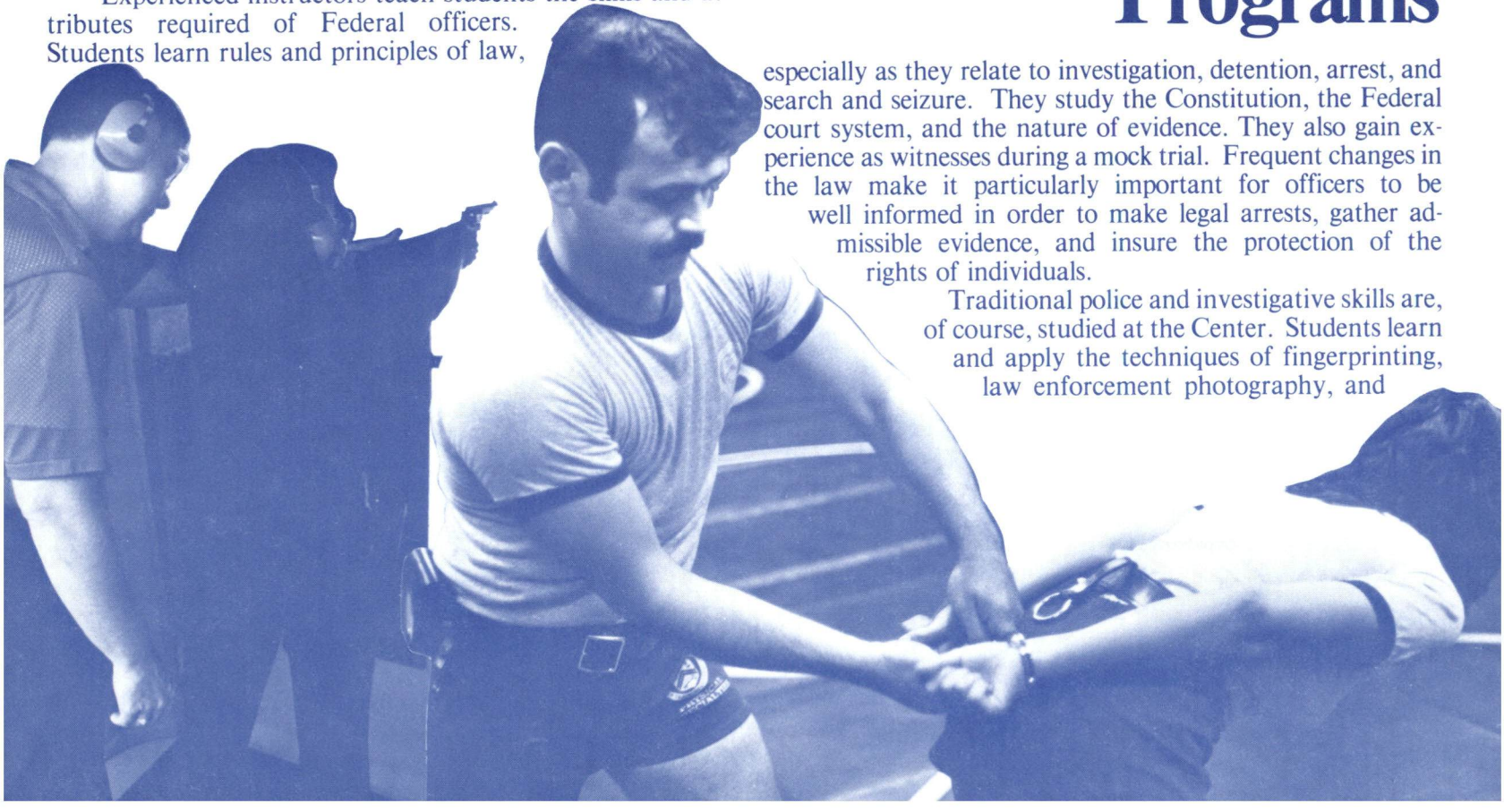
Training Programs

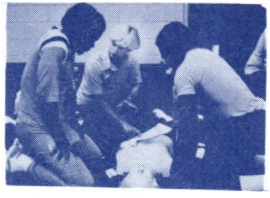
BASIC TRAINING

Training is given to both criminal investigator and uniformed police recruits. Basic training programs are designed to provide these recruits with specific knowledge and skills that will prepare them for their enforcement duties.

Experienced instructors teach students the skills and attributes required of Federal officers. Students learn rules and principles of law, especially as they relate to investigation, detention, arrest, and search and seizure. They study the Constitution, the Federal court system, and the nature of evidence. They also gain experience as witnesses during a mock trial. Frequent changes in the law make it particularly important for officers to be well informed in order to make legal arrests, gather admissible evidence, and insure the protection of the rights of individuals.

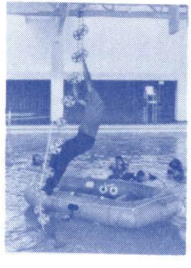
Traditional police and investigative skills are, of course, studied at the Center. Students learn and apply the techniques of fingerprinting, law enforcement photography, and



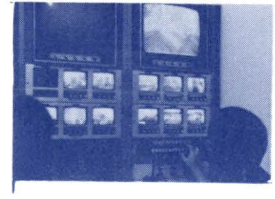


collection and preservation of evidence. Emergency medical techniques, physical conditioning, self-defense, and arrest techniques are among the physical activities emphasized. Students learn how to interview suspects and witnesses, prepare written reports, and use correct radio communications procedures. They gain practical experience in human relations; they learn to maintain control in emotional situations by understanding and anticipating the feelings, values, and prejudices of the people they will encounter on the job. Trained role-players simulate real-life situations which allow students to employ techniques learned in the classroom. A relatively new skill has been added to the more traditional ones taught—the use of computers in detecting and combatting computer and economic crimes.

Students receive training in the proper methods of high-speed vehicle operation, skid control, defensive driving, and the operation of four-wheel drive vehicles. In addition to learning how to safely and accurately fire handguns and shotguns, students also participate in judgment courses where they learn when to shoot, and when not to shoot.



Although students are given extensive examinations during classroom training, they must also apply what they have learned in an intensive series of indoor and outdoor practical exercises. These exercises test their reactions and acquaint them with the numerous situations and problems they will face on the job.



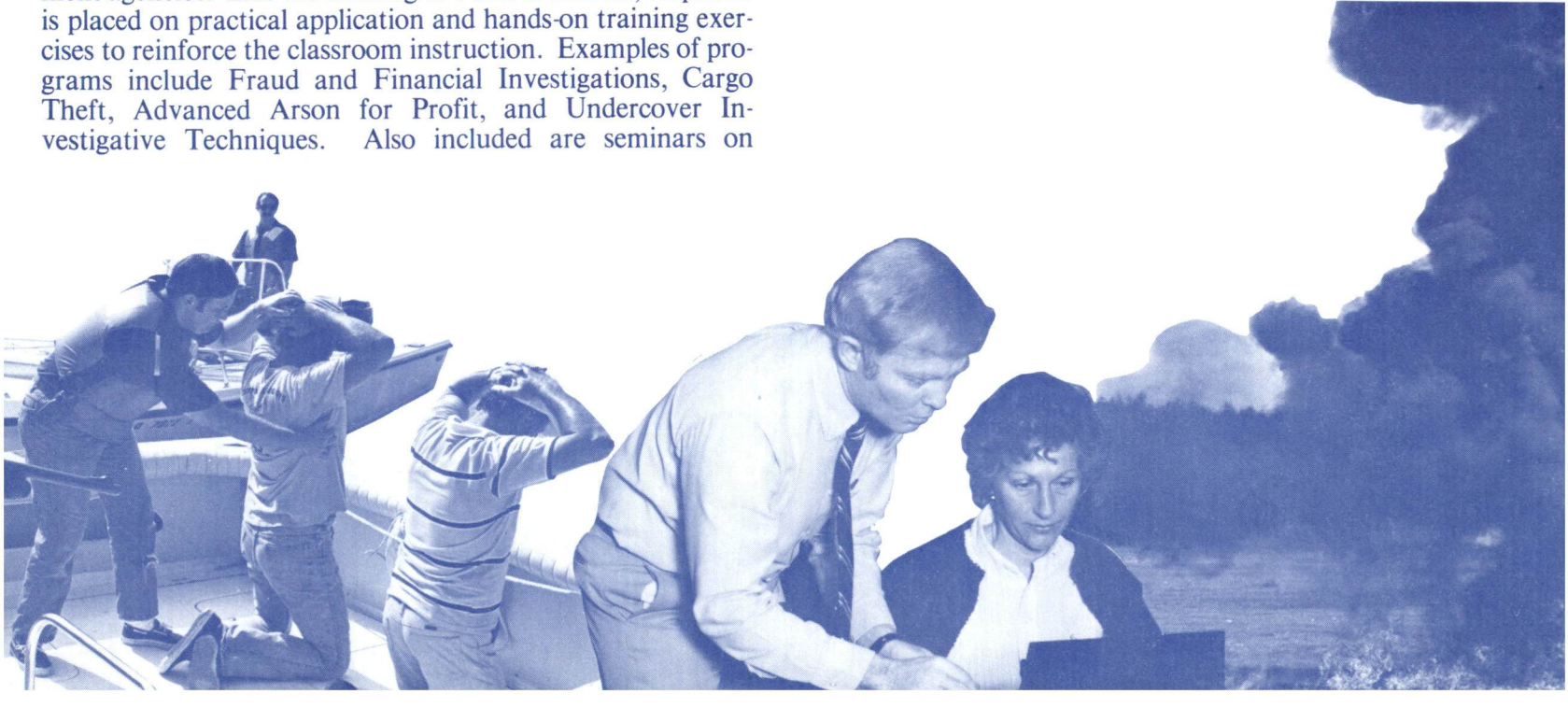
ADVANCED TRAINING

In addition to the basic investigator and police training, the Center provides advanced and specialized training in subjects that are common to two or more of the participating organizations. Examples of this training are programs in Advanced Law Enforcement Photography, Marine Law Enforcement, Archeological Resources Protection, Wildfire Investigation, and various computer programs, including Computer Fraud and Data Processing Investigations.

Participating organizations have the opportunity to design and conduct advanced programs to meet their particular training requirements. The Center's resources, support services, and staff expertise are available to assist these organizations in developing and conducting a variety of agency specific training programs.

STATE & LOCAL TRAINING

The Center also offers advanced, specialized law enforcement training to State and local police officers in topic areas not generally available. This is a cooperative effort utilizing course developers and instructors from numerous Federal as well as State and local law enforcement agencies. Like the training of Federal officers, emphasis is placed on practical application and hands-on training exercises to reinforce the classroom instruction. Examples of programs include Fraud and Financial Investigations, Cargo Theft, Advanced Arson for Profit, and Undercover Investigative Techniques. Also included are seminars on juvenile justice law enforcement matters including Police Operations Leading to Improved Children and Youth Services (POLICY) programs I and II and a program on Child Abuse and Exploitation Investigation Techniques.

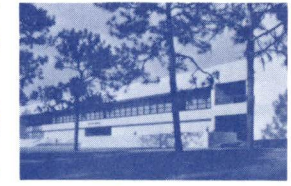


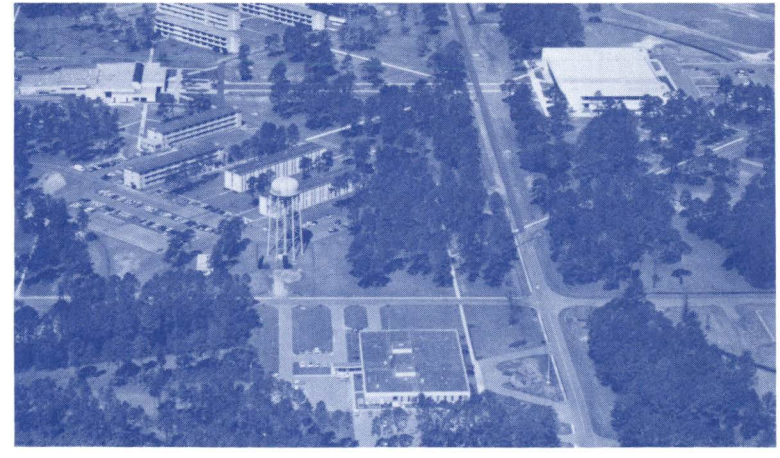
Facilities

Located on the southeastern coast of Georgia, near the City of Brunswick, the Center occupies a $100 million dollar 1500-acre campus with new and remodeled buildings and facilities. Classrooms are equipped to meet a variety of general and specialized training needs. Administrative and support operations are located in various buildings throughout the Center, convenient to the activities they serve. The firearms training area has a variety of indoor and outdoor ranges which are used to train students in the use of a multitude of weapons. The physical training complex consists of a gymnasium, defensive tactics training sites, an indoor aquatic training facility, and an outdoor running track and confidence course. Driver training is provided in a complex consisting of skid pans, defensive driving courses, one and one-half mile pursuit tracks, and four-wheel drive training courses. Many of the practical training exercises involving professional role players are staged on Center in a 34-duplex subdivision remaining from former Navy days. Weekdays, this typical suburban neighborhood is a hotbed of simulated criminal activity.

A complete training support capability supplies instructors with teaching resources and materials. Included are a fully equipped print shop, a graphic arts and training aids unit, a television production capability, and a photography laboratory. The full range of audio-visual equipment and facilities are available, enabling the Center to utilize the most modern instructional techniques. A library with extensive references in law enforcement subjects is used by both students and instructors.

One section of one of the classroom buildings is equipped as individual computer labs where the detection and combatting of computer and economic crimes is taught. Further plans involve using computer technology as teaching aids for the Center's diverse areas of instruction. A variety of adaptations are being planned including the development of a student assessment center, where entire classes would meet to take examinations, fill out required administrative forms, and evaluate course content, facilities, and instructor performance. Also being developed is an expansion of the use of computer assisted training modules and "hands-on" automated data processing (ADP)





learning labs where students in advanced programs would acquire computer literacy and become familiar with ADP as it impacts on the criminal investigative function.

Students are housed in new or remodeled residence facilities. The Center's dining hall offers three meals daily with a variety of food choices. A multitude of recreational facilities, equipment, and activities are available to students during off-duty hours.

In 1984, the Bureau of Indian Affairs (BIA) requested the Center to assume responsibility for operating a Center Indian Police Academy at the Marana Air Park, 30 miles north of Tucson, Arizona. Basic training for BIA and tribal police personnel is conducted there. The Marana facility is also used by the Center and participating agencies as a site for short-term advanced training, for personnel located in the Western United States, which does not require the special training facilities available at Glynco.

All of the Federal participating law enforcement organizations take pride in the fact that Glynco has the most expert faculty, programs, and facilities in the Nation to meet the training needs of our country's law enforcement personnel.

THE DEPARTMENT OF THE TREASURY
1789

OUR HISTORY

The Federal Law Enforcement Training Center (FLETC) was established in 1970 as a bureau of the Department of the Treasury and began training operations in temporary facilities in Washington, D.C. In 1975 the FLETC relocated to Glynco near Brunswick, Georgia.

The FLETC is an interagency law enforcement training center for more than 60 federal organizations. Students from all 50 states and the U.S. territories attend basic and advanced law enforcement training programs. Specialized training is also available to state and local law enforcement agencies.

In 1984 a satellite facility was opened in Marana, Arizona (near Tucson) where basic training is conducted for the Bureau of Indian Affairs and tribal police. Short-term advanced and specialized training is also conducted at Marana for western U.S. personnel.

Consolidation of federal law enforcement training into a single organization has allowed the Federal Government to realize training excellence and cost effectiveness. Professional instruction and practical application provides the FLETC graduates with the skills and knowledge required to meet the demanding challenges of a federal law enforcement career.

Since 1970 the FLETC has established and maintained a proud tradition of ***EXCELLENCE IN TRAINING.***

Federal Law Enforcement Training Center

CENTER OF EXCELLENCE

OUR PATCH

The Federal Enforcement Training Center (FLETC) is a bureau of the Department of the Treasury. The FLETC patch depicts a gold shield with three elements. The ***chevron*** with 13 stars represents the 13 original states at the time the Department of the Treasury was established in 1789. The balanced ***scales*** are the symbol of justice and the ***key*** is the emblem of official authority.

Federal Law Enforcement Training Center
Glynco, Georgia 31524
(912) 267-2447

Federal Law Enforcement Training Center

MISSION

The Federal Law Enforcement Training Center is a Treasury Bureau with an interagency Board of Directors. The Center's mission is to provide, in the most effective and efficient manner possible, the highest quality, state-of-the-art law enforcement training for a broad spectrum of participating agencies, in a cooperative, interagency manner.

To accomplish this, the Center:

- Operates training facilities at Glynco, Georgia and its satellite facilities;
- Develops, conducts, and monitors basic and advanced Center-sponsored training programs to assure that law enforcement knowledge and skills provided to the student graduates are commensurate with individual needs and agency mission and responsibilities;
- Encourages interagency sharing of specialized law enforcement techniques, promotes common training where practical, and utilizes new and innovative training technologies;
- Administers, evaluates, and continuously maintains the facilities and support services at their optimum level to assure an atmosphere conducive to learning and law enforcement training;
- Conducts training related research and program evaluation activities, and ensures their integration into training operations;
- Continually searches for and implements the most efficient and effective ways of operating a consolidated interagency training facility to meet the changing requirements and demands of Federal law enforcement organizations.

A CENTER OF EXCELLENCE

Federal Law Enforcement Training Center

OPERATING PRINCIPLES

These principles expand upon the Center's mission. They are separate statements because they likely will change more frequently than the mission of the Center.

1. Participating Organizations receive priority scheduling of training and funding of basic training in accordance with current funding principles.

2. The Center will periodically update its Master Plan for facilities utilization to insure that the Glynco and satellite installations are properly equipped to provide necessary training. Participating Organizations will cooperate in this process.

3. As the principal source of training for a large number of present or future Participating Organizations, the Center accepts its responsibility to respond to the changing and expanding training needs expected of it, and supports, as requested and as resources permit, Participating Organization sponsored training. However, the Center's resources are limited and therefore must be carefully managed. Participating Organizations and the Center share the responsibility for the management of Center resources by insuring their appropriate and efficient utilization.

The authority to admit new Participating Organizations and to take on additional significant responsibilities is vested in the FLETC Interagency Board of Directors. The Board will be apprised of the impact on the Center's present Participating Organizations each time new Participating Organizations petition for membership or significant new responsibilities for the Center are suggested.

4. Participating Organizations and the Center will seek to incorporate the latest teaching methodologies and innovative technologies in their respective training programs, including, but not limited to, continually updated instructor training programs. The sharing of lesson plans, training materials and visual aids between and among the personnel in the training offices of the Center and Participating Organizations is recognized as a valuable practice, consistent with the interagency nature of the organization; however, such materials will be protected from outside disclosure or dissemination in accordance with the established practices and procedures of the generating organization.

Participating Organizations are expected, where feasible, to conduct programs and courses in their respective areas of expertise for other organizations with the same or similar training requirements. The Center will not develop or duplicate such training programs or courses, but will assist with the administration and support of such offerings to other organizations.

5. Consistent with resources provided to it, the Center will provide the requisite support and service facilities to foster and maintain a state-of-the-art learning environment. Such facilities will include at a minimum: classrooms and residential facilities, properly staffed library, specialized laboratories, recreational facilities and programs, and computer assisted training software and hardware for students and staff. As necessary and feasible, Participating Organizations will provide resources in support of this objective.

6. With the full cooperation of the Participating Organizations, the Center will actively solicit input from them to enhance research and evaluation activities and insure that changes produce a mutually beneficial result for the participants in the training.

7. Priorities and systems which govern the scheduling of programs and students will be developed by the Center and jointly reviewed with the Participating Organizations.

Policies and guidelines governing the control and use of facilities and services will be developed by the Center and jointly reviewed with the Participating Organizations. Final authority for deciding such policies and resolving differences remains the prerogative of the Director, with the authority of the Board of Directors, as necessary.

Recognizing the need for their cooperation and support, problems with and suggestions regarding these policies will be properly communicated to the Center by Participating Organizations.

FUNDING PRINCIPLES

The Federal Law Enforcement Training Center receives an annual direct appropriation from Congress through the Department of the Treasury. Through the budgetary process, it is subject to changes in direction and philosophy, as mandated by the Congress and/or by the President.

As contained in the Center's current appropriation bill, the following principles apply:

1. The Center is funded for the direct costs of all basic training conducted by the Center for Participating Organizations, including costs of services, supplies, and equipment, but excluding the cost of student travel, transportation, food and lodging;

2. The Center is not funded for advanced or specialized training. All such training conducted is reimbursable;

3. The Center is directly funded for major maintenance and renovation costs at Glynco to the extent they are included in the annual appropriation. Funds are provided on a no-year basis and are available until expended. Additional funds are obtained annually;

4. The Center is directly funded for research and program evaluation costs to the extent that they are included in the annual appropriation;

5. The Center is directly funded for certain specialized programs to the extent that they are included in the annual appropriation;

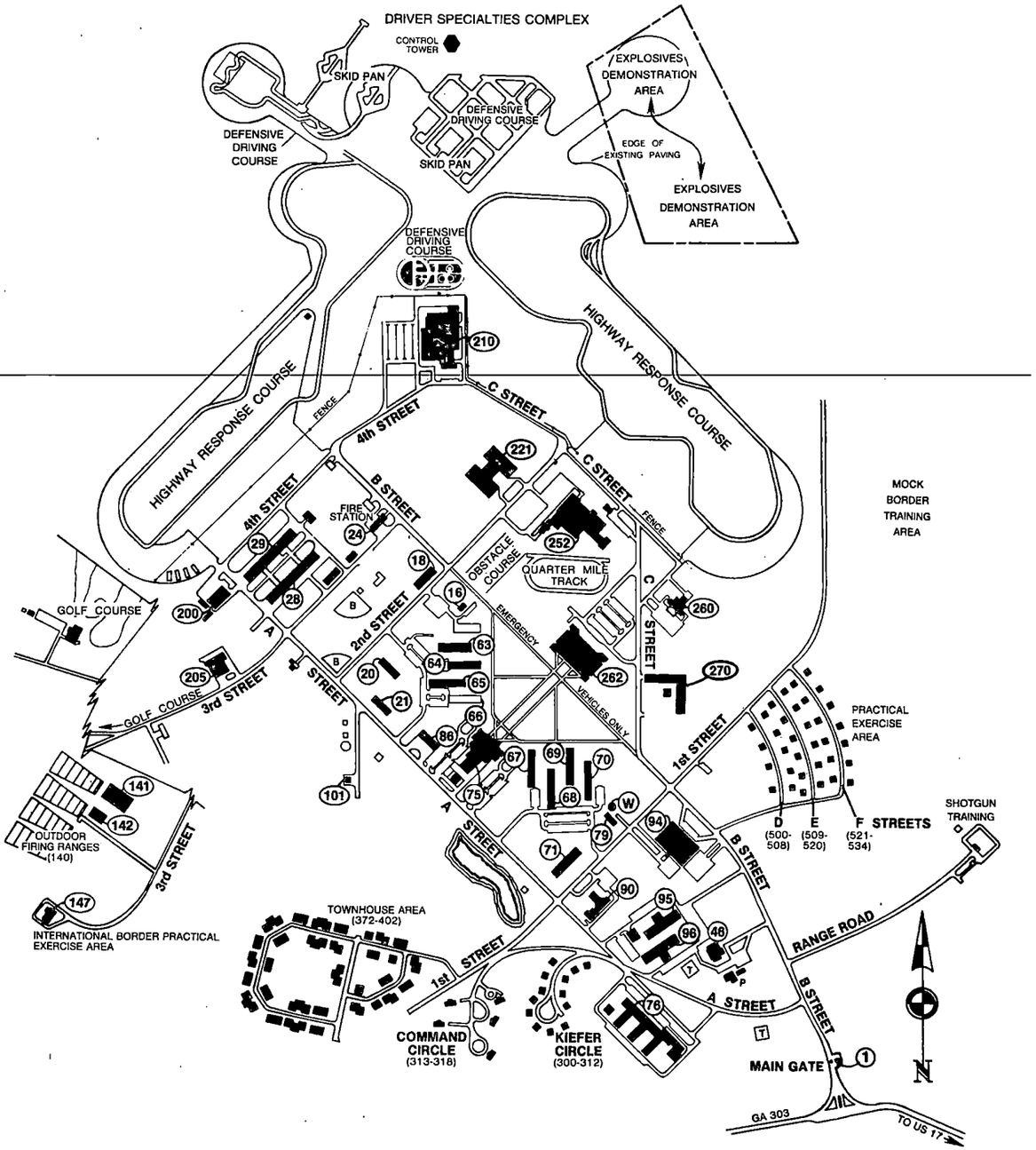
6. The Center is directly funded for the maintenance and operation costs of the Glynco facility to the extent that they are included in the annual appropriation. All other facilities, such as the Marana Operations, are operated on a reimbursable basis, with the exception of direct costs of basic training.

Federal Law Enforcement Training Center

LEGEND:
■ Indicates building in use
□ Indicates building not presently in use
B Baseball Diamond
P Outdoor Pool
T Tennis Courts
W Water Tower

Building No.	Building Name/Purpose
1	Security
16	Jail Practical Exercise Area
18	Media Support Division • Media Production Branch Graphic Arts Photography Television Production Advanced Law Enf. Photography School
20	Agency Training Offices • U. S. Marshals Service
21	Agency Training Offices • Bureau of Prisons - 1st & 2nd Floors
27	Vehicle Search Training Area
28	Procurement Division • Procurement and Contract Administration
	Property Management Division • Property Management • Shipping and Receiving • Student Uniform Issue
29	Printing Office
46	Registration
63	Dormitory
64	Agency Training Offices • Capitol Police - 1st Floor • Department of Agriculture - 2nd Floor • Forest Service - 2nd Floor • Immigration & Naturalization Service - 1st, 2nd & 3rd Floors • National Park Service - 2nd Floor • Park Police - 2nd Floor
65	Auxiliary Classrooms
66	INS/BP Physical Training (2 Floors)
67	Training Offices • Office of the Assistant Director (State & Local Training) - 1st Floor • U.S. Customs (Legal) - 2nd Floor • National Security Agency - 2nd Floor • IRS Internal Security - 2nd Floor • Alcohol, Tobacco & Firearms - 3rd Floor
68	Faculty Instructor Offices • Assistant Director (General Training) Enforcement Techniques Division - 1st Floor Enforcement Operations Division - 2nd Floor Behavioral Science Division - 3rd Floor • Secret Service Training Office - 2nd Floor
69	Hall of Justice • Faculty Instructor Offices Legal Division - 2nd Floor • Department of State - 1st Floor • Fish and Wildlife Service - 1st Floor • Internal Revenue Service - 3rd Floor • Naval Investigative Service - 1st Floor
70	Agency Training Offices • Department of Justice - 1st Floor • U. S. Customs Service - 1st, 2nd & 3rd Floors
71	Dormitory
75	Dining Hall
76	Dormitory
79	Office Building • Role Players/Union/USFWS-(Lease)
86	Convenience Complex • Barber Shop • Convenience Store • Credit Union • Laundromat • Laundry & Dry Cleaning - Pick Up & Delivery Service • Post Office
90	Auditorium/Seminar Center
94	Administration Building • Office of the Director Legal Counsel Public Affairs • Office of the Assistant Director (Administration) Office of Safety & Security Health Unit Personnel Planning & Allocation Staff Admissions Coordinator Scheduling Office Student Travel Coordinator • Board Room (Conference Center)
95	Dormitory
96	Dormitory
101	Transportation • Bus Drivers • Motor Pool • Service Station (Industrial)
140	Outdoor Firing Ranges
141	Firearms Division Offices Classroom
142	Firearms Division Classroom Weapons Cleaning Judgment Pistol Shooting
147	International Border Practical Exercise Area
200	Facilities Management Division (FAC)
205	FAC Garage
210	Classroom Building • Advanced & International Classrooms • Assistant Director (Special Training) Computer & Economic Crime Division Driver & Marine Division
221	Indoor Firing Range • Firearms Division Chief & Instructor Offices • Armory
252	Physical Techniques Complex • Athletic Trainer • Physical Techniques Instructor Offices • Recreation Specialist
260	Student Center
262	Steed Classroom Building • Basic Training Classrooms • Office of General Training Training Services Division Advanced & International Training Educational Aids Research and Evaluation Role Play Coordination • Library • Equipment & Materials • Real Property Management & Safety Training Office
270	Gunnels Dormitory
300-312	Keifer Circle - Visiting Instructor Housing
313-318	Command Circle - Visitor Housing
372-401	Townhouses - Student Housing
402	Townhouse Student Center
500-534	Practical Exercise Houses • D Street (500-508) • E Street (509-520) ◦ F Street (521-534)

FLETC Map



Christina

PRESIDENTIAL ADDRESS: FED. LAW-ENFORCEMENT
TRAINING CENTER
GLYNCO, GA
JUNE 15, 10:40 P.M.

THANK YOU, CHARLIE. ATTORNEY GENERAL THORNBURGH, DICK; SECRETARY BRADY, JIM; CONGRESSMAN LINDSAY THOMAS -- BO GINN. IT'S A DELIGHT TO BE WITH YOU ALL, SO NEAR THE GOLDEN ISLES OF GEORGIA.

((THIS IS SUCH A WARM SUMMER DAY, I THINK CHARLIE RINKEVICH SHOULD TAKE YOU ALL OVER TO PAM'S.))

((I ALSO UNDERSTAND THAT THERE ARE SOME IN THESE PARTS WHO BELIEVE THAT THE LOCAL MOSQUITO -- ACTUALLY A SAND GNAT -- IS THE GEORGIA STATE BIRD . . . NOT TRUE . . . ALTHOUGH I HEAR THEY'RE BIG ENOUGH FOR SKEET.))

((AND SPEAKING OF YOUR SHOOTING RANGE, I ALSO HEAR THAT A DISTINGUISHED GRADUATE OF THIS INSTITUTION, SHIRLEY TEMPLE BLACK, SOON TO BE OUR AMBASSADOR TO CZECHOSLOVAKIA, HAD AN ALMOST PERFECT SCORE. FOUR SHOTS.

RIGHT ON THE TARGET . . . AND THE TARGET WAS A PICTURE OF A TOURIST WITH A CAMERA ((PAUSE)). SHIRLEY IS A GREAT DIPLOMAT, BUT YOU MIGHT WANT TO CANCEL YOUR TRIP TO PRAGUE THIS SUMMER.))

WHEN YOU GRADUATE FROM THE FEDERAL LAW-ENFORCEMENT TRAINING CENTER, YOU WILL LEAVE WITH THE KNOWLEDGE THAT YOU HAVE ALREADY CONFRONTED THE HARDEST QUESTIONS ANY PEACE OFFICER MUST FACE. YOU WILL HAVE ALREADY BEEN TESTED UNDER FIRE.

YOU WILL KNOW, FROM THE FIREARM TRAINING CENTER, WHETHER OR NOT YOU WOULD SHOOT WHEN YOU MUST SHOOT, AND IF YOU WOULD HOLD YOUR FIRE WHEN THE APPARENT BANK ROBBER TURNS OUT TO BE A CHILD WITH A TOY GUN. YOU WILL KNOW FROM "HOGAN'S ALLEY" JUST HOW FAST YOUR REACTION TIME REALLY IS. IN SHORT, YOU WILL HAVE BEEN TRIED AND TESTED, ALL OF YOUR REFLEXES -- PHYSICAL, MENTAL AND MORAL.

WHEN YOU RETURN TO DUTY -- WHETHER YOUR DUTY IS AT A FEDERAL COURTHOUSE IN ATLANTA, THE MOUNTAIN HOLLOWS OF WEST VIRGINIA OR THE CITY STREETS OF NEW YORK, YOU WILL TAKE WITH YOU A CONFIDENCE AND A SELF-ASSURANCE THAT CAN ONLY BE EARNED, NEVER BESTOWED.

YOU MIGHT GUARD A NASA ROCKET, A WITNESS UNDER THE THREAT OF A MURDER CONTRACT, OR A VISITING PRIME MINISTER. YOU MIGHT BE A MEMBER OF U.S. CUSTOMS, THE SECRET SERVICE, OR PRACTICALLY ANY FEDERAL AGENCY.

OR YOU MIGHT BE A LOCAL OR STATE LAW ENFORCER. BUT WHEREVER YOU ARE FROM, WHATEVER YOU DO, YOU WEAR A BADGE OVER YOUR HEART -- A BADGE OF SERVICE . . . A BADGE OF HONOR. ((PAUSE))

THIS CENTER IS DEDICATED TO A SPECIAL PARTNERSHIP BETWEEN EVERY MAN AND WOMAN WITH A BADGE. THE BULK OF LAW ENFORCEMENT IS PROVIDED BY ONE PARTNER, THE STATES AND LOCALITIES -- THOSE CLOSEST TO THE STREETS AND HOMES OF AMERICA.

THE OTHER PARTNER, THE FEDERAL GOVERNMENT, IS BEST EQUIPPED TO FIGHT SPECIALIZED CRIMES -- FROM INTERDICTING DRUGS ON THE HIGH SEAS, TO PUTTING PRISON STRIPES ON HIGH-ROLLING CROOKS IN PINSTRIPES. AND THE FEDERAL GOVERNMENT IS ADEPT AT YET ANOTHER TASK -- TRAINING. THAT IS WHY THIS CENTER IS SO WELL SUITED TO THIS SPECIAL PARTNERSHIP.

THE CENTER IS RENOWNED FOR ITS HIGH-TECH, STATE-OF-THE ART FACILITIES, AND MANY TALENTED INSTRUCTORS.

BUT IT IS MORE THAN YOUR AMPLE RESOURCES AND YOUR EXCELLENT FACULTY THAT MAKE GLYNCO ONE OF THE MOST UNIQUE LAW-ENFORCEMENT TRAINING FACILITIES IN THE WORLD. IT IS ALSO YOUR SINGULAR AND UNWAVERING COMMITMENT TO FIGHTING CRIME. YOU TEACH MANY AGENCIES, BUT YOU ARE ONE ACADEMY WITH ONE PURPOSE -- TO CATCH TODAY'S CRIMINALS WITH TOMORROW'S METHODS, TO LIFT THE SHADOW OF FEAR FROM AMERICA.

HERE, INVESTIGATORS LEARN HOW TO TRACK DOWN INSURANCE OR TELECOMMUNICATIONS FRAUD, MONEY LAUNDERING, OR COMPUTER CRIMES. GLYNCO'S FINANCIAL FRAUD INSTITUTE WILL ALLOW AGENCIES TO KEEP UP WITH A BOOM INDUSTRY -- THE QUIET LARCENIES OF WHITE-COLLAR CRIME.

HERE, STATE LAW ENFORCERS WORK WITH FEDERAL AGENTS TO LEARN HOW TO CRACK A DRUG RING.

HERE, U.S. AMBASSADORS LEARN TO RECOGNIZE AND AVOID TERRORISTS. INVESTIGATORS AND REGULATORS LEARN HOW TO WORK TOGETHER TO TRACK DOWN THOSE WHO WOULD POISON OUR LAKES AND RIVERS.

NOWHERE ELSE DO LAW ENFORCERS FROM SO MANY AGENCIES TRAIN TOGETHER. YOU MAY BE A SECURITY OFFICER FROM THE STATE DEPARTMENT OR A U.S. MARSHALL.

AT THIS CENTER YOU LEARN THAT THERE ARE MANY AGENCIES THAT FIGHT CRIME; BUT YOU ARE ALL MEMBERS OF ONE TEAM, THE UNITED FORCES OF JUSTICE.

THE PEACE OFFICERS MEMORIAL HERE AT GLYNCO IS A SOMBER REMINDER OF THIS SHARED CAUSE . . . AND SHARED SACRIFICE. THIRTY-NINE NAMES, THIRTY-NINE SLAIN FEDERAL OFFICERS . . . ALL WERE GRADUATES OF THIS CENTER.

AMONG THE NAMES IS ONE I KNOW WELL -- ARIEL RIOS, A SPECIAL AGENT OF THE BUREAU OF ALCOHOL, TOBACCO AND FIREARMS. ARIEL GRADUATED FROM THE CENTER IN MARCH, 1979. AND HE WAS SHOT TO DEATH WHILE WORKING UNDERCOVER IN SOUTH FLORIDA IN DECEMBER, 1982.

JULIE CROSS, SPECIAL AGENT, U.S. SECRET SERVICE -- HER NAME MARKS A POIGNANT DISTINCTION.

WHEN SHE WAS KILLED IN LOS ANGELES IN JUNE, 1980, WHILE WORKING A CRIMINAL COUNTERFEIT INVESTIGATION, JULIE BECAME THE FIRST FEMALE SECRET SERVICE AGENT TO DIE IN THE LINE OF DUTY.

SADLY, THESE ARE NOT THE ONLY NAMES OF SLAIN OFFICERS. OF 161 OFFICERS KILLED IN THE LINE OF DUTY LAST YEAR, 152 WERE STATE OR LOCAL OFFICERS.

MORE THAN 1,500 LAW ENFORCEMENT OFFICERS HAVE BEEN KILLED IN THE PAST TEN YEARS. THAT IS ALMOST ONE DEATH ALMOST EVERY TWO DAYS. ONE DEATH FOR EVERY TWO DAYS.

WELL, I AM HERE TODAY TO DELIVER A MESSAGE. I SAID IT IN NEW YORK, AFTER THE MURDER OF SPECIAL AGENT EVERETT HATCHER. I CAME HERE, TO GEORGIA, TO LAY A WREATH AND TO REPEAT A WARNING --BETTER THAT YOU HAD NEVER BEEN BORN THAN TO ATTACK ONE OF AMERICA'S FINEST.

SO I HAVE ALSO COME HERE TO SEND A MESSAGE TO CONGRESS: WE CAN WORK TOGETHER TO PROTECT THOSE WHO PROTECT US. ((PAUSE))

I HAVE COME HERE TODAY TO SIGN A TRANSMITTAL, AN OFFICIAL MESSAGE TO CONGRESS DETAILING OUR CRIME PACKAGE. USUALLY, THIS WOULD ENTAIL NOTHING MORE THAN A QUICK FLOURISH OF THE PEN, AND THEN SENDING AN AIDE ON A TEN-MINUTE CAR RIDE DOWN PENNSYLVANIA AVENUE TO CAPITOL HILL.

BUT WHEN IT COMES TO FIGHTING CRIME, YOU DESERVE MORE THAN BUSINESS AS USUAL. THAT IS WHY I HAVE COME ALMOST A THOUSAND MILES TO THE CENTER, TO LET YOU KNOW WE INTEND TO BACK YOU WHERE IT COUNTS -- ON THE STREETS AND IN THE COURTROOM.

FIRST, I CALL ON CONGRESS TO DO FOR DANGEROUS FIREARMS WHAT IT HAS WISELY DONE FOR DANGEROUS DRUGS.

I PROPOSE TO DOUBLE THE MANDATORY PENALTIES FOR THE USE OF SEMI-AUTOMATIC WEAPONS IN CRIMES INVOLVING VIOLENCE OR DRUGS. THOSE WHO USE A SEMI-AUTOMATIC WEAPON IN FEDERAL CRIMES -- OR SO MUCH AS HAVE ONE DURING THE COMMISSION OF A CRIME -- WILL DO AN AUTOMATIC 10 YEARS IN FEDERAL PRISON. THERE WILL BE NO EXCUSES. NO PROBATION. AND NO PAROLE. LET'S PUT THE HANDCUFFS ON CRIMINALS, NOT ON THE CRIMINAL JUSTICE SYSTEM.

((PAUSE))

SECONDLY, WE CAN'T PLEA BARGAIN AWAY THE LIVES OF YOUR LOVED ONES, THE LIVES OF FELLOW COPS AND KIDS. I HAVE DIRECTED THE ATTORNEY GENERAL TO ADVISE AMERICA'S FEDERAL PROSECUTORS TO END PLEA BARGAINING FOR VIOLENT FEDERAL FIREARMS OFFENSES. OUR MESSAGE TO THE COMMON CRIMINAL IS THIS: PACK A GUN AND WE'LL PACK YOU AWAY.

((PAUSE))

THIRD, WHEN A CRIMINAL COMMITS A CRIME WITH A GUN -- AND SOMEONE DIES -- JUSTICE DEMANDS SOMETHING IN RETURN -- THE ULTIMATE PENALTY -- DEATH. ((PAUSE)) I CALL ON GOVERNORS TO MATCH THIS FEDERAL INITIATIVE AND PROPOSE THESE SAME THREE STANDARDS AT HOME -- MANDATORY TIME, NO DEALS WITHOUT COOPERATION AND THE DEATH PENALTY.

FOURTH -- AT MY DIRECTION, THE BUREAU OF ALCOHOL, TOBACCO AND FIREARMS SUSPENDED THE IMPORTATION OF CERTAIN ASSAULT WEAPONS. A-T-F IS CONTINUING ITS EXAMINATION TO DETERMINE WHICH -- IF ANY -- OF THESE WEAPONS ARE NOT ACCEPTABLE UNDER THE STANDARDS IN EXISTING LAW. AT THE CONCLUSION OF THIS STUDY -- AND AFTER CAREFUL CONSIDERATION -- WE WILL PERMANENTLY BAN ANY IMPORTS THAT DON'T MEASURE UP TO THESE STANDARDS.

FIFTH -- TOWARD THIS SAME END, I AM PROPOSING THE PROHIBITION OF THE IMPORTATION AND MANUFACTURE OF GUN MAGAZINES OF MORE THAN 15 ROUNDS FOR CITIZENS' USE.

FINALLY, I AM REQUESTING FUNDING FOR THE HIRING OF 825 NEW FEDERAL AGENTS AND STAFF -- 375 AT ALCOHOL, TOBACCO AND FIREARMS, 300 AT THE FBI AND 150 NEW DEPUTY U.S. MARSHALS. THESE NEW LAW ENFORCERS SHOULD BE MATCHED BY 1,600 NEW PROSECUTORS AND STAFF.

WE ARE ASKING FOR AN ADDITIONAL $1 BILLION -- OVER AND ABOVE $500 MILLION ALREADY SLATED FOR 1990 -- FOR FEDERAL PRISON CONSTRUCTION. THIS WILL MEAN 24,000 NEW BEDS TO BOOST FEDERAL PRISON CAPACITY BY NEARLY 80 PERCENT.

IN SHORT, I AM PROPOSING MORE LAW ENFORCERS TO CATCH CRIMINALS; MORE STAFF TO PROSECUTE THEM; AND MORE PRISONS TO KEEP THEM OFF THE STREETS. ((PAUSE))

GLYNCO PLAYS A MAJOR ROLE IN THIS WAR ON CRIME. TO SAY IT EXISTS TO "FOSTER INTERAGENCY COOPERATION" IS A FORGIVABLE UNDERSTATEMENT. IT CREATES A BOND BETWEEN YOU AND YOUR ROOMMATES, YOUR CLASSMATES, YOUR FELLOW OFFICERS OF THE LAW. THIS IS A BOND THAT CAN BE KNOWN ONLY BY THOSE WHO PUT THEMSELVES ON THE LINE EVERY DAY IN THE SERVICE OF A GREAT CAUSE.

IN A COUNTRY WHERE CRIMINALS THREATEN TO ERODE THE VERY LIBERTIES WE HOLD SO DEAR, YOU ARE DOMESTIC FREEDOM FIGHTERS IN THE WAR ON CRIME. FOR THIS REASON, YOU HAVE A FRIEND IN THE OVAL OFFICE, AND THE GRATITUDE AND SUPPORT OF THE AMERICAN PEOPLE.

THANK YOU, GOD BLESS YOU, AND GOD BLESS AMERICA.

# # #

THE WHITE HOUSE

WASHINGTON

FEDERAL LAW ENFORCEMENT TRAINING CENTER
GLYNCO, GEORGIA

DATE: JUNE 15, 1989
TIME: 10:00 a.m.
LOCATION: Glynco, Georgia

FROM: DAVID F. DEMAREST, JR.
ASSISTANT TO THE PRESIDENT
FOR COMMUNICATIONS

I. PURPOSE

To tour the facility, pay tribute to officers slain in the line of duty, speak to the students at the Center and sign the crime package letter of transmittal.

II. BACKGROUND

Established in 1970, the Federal Law Enforcement Training Center was developed to provide training for police officers and criminal investigators from over 60 Federal organizations. In 1982 the Center began training personnel from state and local enforcement agencies in advanced and specialized programs.

The Department of Treasury serves as the lead agency for the Center that employs about 200 instructors and serves an average of 1700 students at any given time.

You will stop to place a wreath at the Memorial for police officers slain in the line of duty. This Memorial was established in 1970 in honor of 39 federal officers slain in the line of duty.

Next, you will be briefed on the Center and its facilities. You will then give your speech in front of the Tom Steed building, followed by the signing of the letter of transmittal for your crime package.

III. PARTICIPANTS

The President

Attorney General Thornburgh

Secretary Brady

Congressman Lindsay Thomas

Charles F. Rinkevich, Director, Federal Law Enforcement Training Center

Art Brandstatter, former director, Federal Law Enforcement Training Center

IV. PRESS PLAN

OPEN PRESS

V. SEQUENCE OF EVENTS

See Advance Office scenerio.

VI. REMARKS

Remarks provided by speechwriters.

THE WHITE HOUSE
WASHINGTON

June 14, 1989

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: MARK DAVIS

THROUGH: CHRISS WINSTON KG for CW

SUBJECT: Federal Law Enforcement Training Center

I. SUMMARY -- You will address the faculty and students -- about 2,000 people -- at FLETC, known locally as "the Center," at Glynco, Georgia. Operated by Treasury, the Center trains law enforcers from virtually every federal agency. About ten percent of the students are from state and local police forces.

II. DISCUSSION -- The Center will serve as the backdrop to your signing the transmittal message on your crime package -- dramatizing a commitment to protecting those who protect us.

# # #

Davis
Date: June 12, 1989
Title: Georgia
Draft: Three

PRESIDENTIAL ADDRESS: FED. LAW-ENFORCEMENT TRAINING CENTER
GLYNCO, Ga./JUNE 14, 10:40 p.m.

Thank you, Charlie. Good to see Bo Ginn. It's a delight to be so near the Golden Isles of Georgia.

((JOKES TO COME.))

When you graduate from the Federal Law-Enforcement Training Center, you will leave with the knowledge that you have already confronted the hardest questions any peace officer must face. You will have already been tested under fire.

You will know, from the Firearm Training Center, whether or not you would shoot when you must shoot, and if you would hold your fire when the apparent bank robber turns out to be a child with a toy gun. You will know from "Hogan's Alley" just how fast your reaction time really is. In short, you will have been tried and tested, all of your reflexes -- physical, mental and moral.

When you return to duty -- whether your duty is at a Federal Courthouse in Atlanta, the mountain hollows of West Virginia or

the city streets of New York, you will take with you a confidence and a self-assurance that can only be earned, never bestowed.

You might guard a NASA rocket, a witness under the threat of a murder contract, or a visiting Prime Minister. You might be a member of U.S. Customs, the Secret Service, or practically any federal agency. Or you might be a local or state law enforcer. But wherever you are from, whatever you do, you wear a badge over your heart -- a badge of service . . . a badge of honor. ((PAUSE))

This Center is dedicated to a special partnership between every man and woman with a badge. The bulk of law enforcement is provided by one partner, the states and localities -- those closest to the streets and homes of America. The other partner, the federal government, is best equipped to fight specialized crimes -- from interdicting drugs on the high seas, to putting prison stripes on high-rolling crooks in pinstripes. And the federal government is adept at yet another task -- training. That is why this Center is so well suited to this special partnership.

The Center is renowned for its high-tech, state-of-the art facilities, and many talented instructors. But it is more than your ample resources and your excellent faculty that make Glynco one of the most unique law-enforcement training facilities in the

world. It is also your singular and unwavering commitment to fighting crime. You teach many agencies, but you are one academy with one purpose -- **to catch today's criminals with tomorrow's methods, to lift the shadow of fear from America.**

Here, investigators learn how to track down insurance or telecommunications fraud, money laundering, or computer crimes. Glynco's Financial Fraud Institute will allow agencies to keep up with a boom industry -- the quiet larcenies of white-collar crime.

Here, state law enforcers work with federal agents to learn how to crack a drug ring.

Here, U.S. Ambassadors learn to recognize and avoid terrorists. Investigators and regulators learn how to work together to track down those who would poison our lakes and rivers.

Nowhere else do law enforcers from so many agencies train together. You may be a security officer from the State Department or a U.S. Marshall. At this Center you learn that there are many agencies that fight crime; **but you are all members of one team, the united forces of justice.**

The Peace Officers Memorial here at Glynco is a somber reminder of this shared cause . . . and shared sacrifice. Thirty-nine names, thirty-nine slain federal officers . . . all were graduates of this Center.

Among the names is one I know well -- Ariel Rios, a Special Agent of the Bureau of Alcohol, Tobacco and Firearms. Ariel graduated from the Center in March, 1979. And he was shot to death while working undercover in South Florida in December, 1982.

Julie Cross, Special Agent, U.S. Secret Service -- her name marks a poignant distinction. When she was killed in Los Angeles in June, 1980, while working a criminal counterfeit investigation, Julie became the first female Secret Service Agent to die in the line of duty.

Sadly, these are not the only names of slain officers. Of 161 officers killed in the line of duty last year, 152 were state or local officers. More than 1,500 law enforcement officers have been killed in the past ten years. That is almost one death almost every two days. **One death for every two days.**

Well, I am here today to deliver a message. I said it in New York, after the murder of Special Agent Everett Hatcher. I

came here, to Georgia, to lay a wreath and to repeat this message **-- let the whole world know, hunting season is over.**

I have also come here to send a message to Congress: **we can work together to protect those who protect us.** ((PAUSE))

I have come here today to sign a transmittal, an official message to Congress detailing our crime package. Usually, this would entail nothing more than a quick flourish of the pen, and then sending an aide on a ten-minute car ride down Pennsylvania Avenue to Capitol Hill. But when it comes to fighting crime, you deserve more than business as usual. That is why I have come almost a thousand miles to the Center, to let you know we intend to back you where it counts -- on the streets and in the courtroom. ((Acknowledge sponsors)).

First, I call on Congress to do for dangerous firearms what it has wisely done for dangerous drugs. I propose to double the mandatory penalties for the use of semi-automatic weapons in crimes involving violence or drugs. Those who use a semi-automatic weapon in federal crimes -- or so much as have one during the commission of a crime -- will do an automatic 10 years in federal prison. There will be no excuses. No probation. And no parole. **Let's put the handcuffs on criminals, not on the criminal justice system.** ((PAUSE))

Secondly, we can't plea bargain away the lives of your loved ones, the lives of fellow cops and kids. I have directed the Attorney General to advise America's federal prosecutors to end plea bargaining for violent federal firearms offenses. Our message to the common criminal is this: **Pack a gun and we'll pack you away.** ((PAUSE))

Third, when a criminal commits a crime with a gun -- and someone dies -- justice demands something in return -- the ultimate penalty -- **death.** ((PAUSE)) I call on governors to match this federal initiative and propose these same three standards at home -- mandatory time, no deals without cooperation and the death penalty.

Fourth -- At my direction, the Bureau of Alcohol, Tobacco and Firearms suspended the importation of certain assault weapons. A-T-F is continuing its examination to determine which -- if any -- of these weapons are not acceptable under the standards in existing law. At the conclusion of this study -- and after careful consideration -- **we will permanently ban any imports that don't measure up to these standards.**

Fifth -- Toward this same end, I am proposing the prohibition of the importation, manufacture, sale or transfer of gun magazines of more than 15 rounds for citizens' use.

Finally, I am requesting funding for the hiring of 825 new federal agents and staff -- 375 at Alcohol, Tobacco and Firearms, 300 at the FBI and 150 new Deputy U.S. Marshals. These new law enforcers should be matched by 1,600 new prosecutors and staff. We are asking for an additional $1 billion -- over and above $500 million already slated for 1990 -- for federal prison construction. This will mean 24,000 new beds to boost federal prison capacity by nearly 80 percent.

In short, I am proposing more law enforcers to **catch criminals**; more staff to **prosecute them**; and more prisons **to keep them off the streets.** ((PAUSE))

Glynco plays a major role in this war on crime. To say it exists to "foster interagency cooperation" is a forgivable understatement. It creates a bond between you and your roommates, your classmates, your fellow officers of the law. This is a bond that can be known only by those who put themselves on the line every day in the service of a great cause.

In a country where criminals threaten to erode the very liberties we hold so dear, you are domestic freedom fighters in the war on crime. For this reason, you have a friend in the Oval Office, and the gratitude and support of the American people.

Thank you, God bless you, and God bless America.

6/8

- telephone?
- letter of transmittal sign there?

Local office - 566-2951 (in D.C.)
for Glen Cove, GA

Public Affairs 912/
Office: ext. 2447 ~~230~~-2908
267-

- Peggy - main person
- Roger Busby - ass't. (Paulette Baker)

* Smurf uniforms (blue pants/ blue shirts)
- dorm setting
- graduation only time back to real clothes

- 63 agencies sending people for advance & basic programs

- 3 days to 18 weeks graduation

* for fed criminal investigators (are those St. & local officers here)

* will be having a graduation that day
- around 43 students

- approx. 1000 students here at any given time

- former Navy Base - converted in 1975
- ½ btw. J-ville Florida & Savannah, GA
- 350 miles SE of Atlanta

* Golden Isles of Georgia

- Charles Rinkevich, Dir.
  R.J. Miller, Deputy Dir.
  Greg Kuntz, Ass't. to Dir.
* Peggy Dixon - P.A. Dir. 912/267-2447 (o) 638-2456
  John Dooher - Ass't. Dir of WA office 564-2951

* get some names of students

- Bates used to head this up
- Names from Sara at West basement desk

- Ambassadors coming here
- 3 day security briefing
- Shirley Temple Black has come on occasion

(- bomb threat on ~~plane~~ bus,
- plane hijacking
- all to demonstrate the security threats

- they stay at Jekyll Island

* 3 will be here the day of (find out who)

* Border Patrol Graduation scheduled for the 15th
  - 40-45 students
  - get badges
  - in the Auditorium
  - 3-4 graduations / week

-

- 200 instructors
- 1700 students

9:30 - 10:00
speech time?

- Auditorium seats 300

- Outdoor location for speech?

- community welcome
- briefing on facility
- photo opp
- speech

Parts: —

1. Drivers training Complex

2. Indoor/Outdor Firing ~~facility~~ Range

3. Marine Law Enforcement Training
   - boats confiscated from drug dealers

4. Physical security training

- produce their own police training videos

** total concurrance from State Dept. on

including them.
- threat of terrorism, good tie-in
- part of sched. → note

?

- any funny stories from Ambass. training here
- any outside police Acad. type activities

- any spec. motto/slogan

* Nick Braely sked. to come - had to cancel

Driving Range: (Advanced)

- Boot-leg turn - Ambass. - are in
- J-turn emers. brake (locks up) car to know what it feels like
- this is the stuff movies are made of! (even to know what it's like to crash!)

- even swimming
can't deviate from uniform —
distribute suits

- academic / physical standards → very competitive

* no bed checks / free to come & go

- Student ctr. - "Gay Bar"

Every class tested in:

- marksmanship
- academic
- phys. conditioning

* Most famous story: guy thinking he was locked in here & climbing over the fence to leave

Indoor Firing Range:

Framed Shirley Temple Black's target w/ bullet holes - signed by her

- prob. largest indoor range - (12 students to a class)

- 2 types of laser weapons:
  - helium-neon
  - infer-red

- lead, etc. -> reclaimed, back to tres.

**

- Showing weapons all the over-seas embassies use to ambass. - let them use some
  - required that they shoot a couple model-leo

$31,200

F.A.T.S.

- (fire arms training system)
- measure reaction time
- call up scenario
- prints out reaction
- mixed scenerios
  - Ambass.
  - car
  - undercover agent
- dot colors / with shot
- ~~co~~ narrator sets it up

* diff. endings depending on what you do or

decision / judgement - must be 100% correct

- Ability
- opportunity
- manifest intent

Shirley T. - shot the guy 4 times - he was taking pic.

- "Sand Gnats" - GA Eagles

- 19¢ / day - house & feed a student

- 28,000 - pop.
- Brunswick
- 5 miles N (Glyn Co)
- from Glynn County

- trained little over 20,000 officers last yr. - about 25,000 this yr.

"Center of Excellence" - slogan

- Flea Tech
- (FLETC)
- the Center

- Honor students in each class
- natural compet.

- Blend of instructors - excell. - quality recruitment
1/2 is perm. / 1/2 rotational - due to interagency nature

- Possible outdoor site:
  - Tom Steed Building
  - ~~dais~~ would be steps in front of bldg.

- Slain ~~Peace~~ Police Officer Mem. - since 1970
  - outside of Auditorium

- outdoor firing range - poss. photo opp.

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* Situation Rm. - "Hogan's Alley" where students are trained to expect the unexpected

- dummies, set-up, doors

- "Two-Way Fish Camp"
  → marine Law Enforcement Training Branch

6 miles down
salt water / fresh water converges

"Abaracadabra"
- hi-tech / hi. sophisticated boat (vessel)
- unmonitorable radio
-

515 hp ea / 2 engines =>
Blue Thunder -
new motor

Harry Savage, Jr.
asst Div. Dir. ! 2-way

Backup to be given to Speechwriters

WHO:

- Who will Pres be addressing
  - history of group
  - has he spoken to them previously
  - What other Presidents have addressed them
- Who will introduce the President
- Who will be on stage or dais with the President
- Who else will be speaking at the event
- Who needs to be recognized

WHAT:

- What is the event type (rally, briefing, swearing-in, etc).
- What is the format (lunch, dinner, informal meeting)
  - does the President speak before/after meal
- What is theme of event?
- Is this an annual event?
- Is this an event created as Presidential forum
- Is President just taking part in existing program?
- Is there a theme of the day or expected sound bite?

WHEN:

- Time of day
- Check in book of days for date in history
- What else has the President done (or expects to do) that day

WHERE:

- What is the history of place/site
  - Example: if it is a school, what is the mascot, band name, how is the football team doing, who are their arch rivals, etc.
- Has he been there before?
- What famous people are from there?

OTHER INFORMATION:

- Relevant subject files
- Speak to Speechwriter to see what he/she needs
- Do you have ideas for themes, anecdotes, stories
- Past speeches on the same theme are always invaluable
- Check library for relevant books
- What think tank work on the issue
- Call scholars
- What agencies within the Gov't are involved in issue
- Be Creative!!!!

Chamber

GOP EVENTS:

Donna Barron ×7730 Wray's office

Joe Elton VA St. Director (804) 780-0111

GA CRIME EVENT:

Federal Law Enforcement Training Center

*Dennis Fable (912) 267-2127

Mike Salster (804) 780-0111

Possible former instructor

Fred Grieger (212) 399-5141

firearms division (McNally ref.)

Also try 566-2000 DC contact for Glen Cove as given by DEA officer here in DC

*Get all anecdotal information possible. (Even just getting names of students + teachers is great.) Looking for funny (ie - "Police Academy" ~~Story~~ type stories) as well as serious stories (ie - because of training saved a life, made a heroic arrest, etc.)

THE WHITE HOUSE

WASHINGTON

June 7, 1989

MEMORANDUM

FROM: CHRISTINA MARTIN

SUBJECT: KANSAS PHONE NUMBERS

The following is a list of numbers where I can be reached June 8 - 12.

Kansas City:
Home: (913) 888-5981

Wichita: (June 10 - 12)
Mr. and Mrs Francis J. Bunck (316) 722-9139
Margie Smith (316) 945-9036

Jim Diskin — 912 638-3037 (H)
912 267-2742 (W)

Acting Chief
Fire Arms Div

(Sam)

* Andy Smatzer
- Uniform Division
- Glynco

* Jim Diskin -

Federal Law Enforcement Training Center

The Federal Law Enforcement Training Center (FLETC) at Glynco is a Bureau within the Department of the Treasury and is the Federal Government's focal point for training law enforcement personnel. Over 60 different Federal organizations send their personnel for training at Glynco, which is located on the southeastern coast of Georgia.

The Center provides basic police and criminal investigator training for officers and agents of the participating Federal organizations, as well as advanced training that is common to two or more organizations. In addition, the Center provides administrative and logistical support to the participating organizations so that they may conduct their own advanced training at Glynco. Advanced programs are also available for the personnel from State and local law enforcement agencies through the Center's State and Local Law Enforcement Training Program.

Consolidation of law enforcement training into a single organization allows the Federal Government to emphasize training excellence and cost effectiveness. Professional instruction and practical application provide students with the skills and knowledge to meet the challenge of a Federal law enforcement career. They not only learn the responsibilities of a law enforcement officer, but through commingling with students from a multitude of agencies, they also become acquainted with the role, mission, and duties of their colleagues. This interaction produces a more cooperative Federal law enforcement community. Since 1970, FLETC has maintained a proud tradition of excellence in training.

Federal Law Enforcement Training Center

Graduation Ceremony

Glynco, Georgia

PROGRAM

NATIONAL ANTHEM

INVOCATION
Doctor Ronald A. Hazlett
Pastor
Calvary Baptist Church
Brunswick, Georgia

WELCOME AND OPENING REMARKS
John B. Osborn, III
Assistant Chief
Enforcement Operations Division

ADDRESS
Murray A. Ryals
Division Chief
Enforcement Operations Division

SPECIAL AWARDS PRESENTATION
John B. Osborn, III

PRESENTATION OF GRADUATION CERTIFICATES
John B. Osborn
Murray A. Ryals

CLOSING REMARKS
Buddy Harris
Program Specialist
Enforcement Operations Division

BENEDICTION
Doctor Ronald A. Hazlett

GRADUATING CLASS
Criminal Investigator Training Program
Class CI-917
June 9, 1989

James A. Acosta.....DOIOIG
Steven J. Berryman.....IRSCID
Robert F. Boland.....DOIOIG
Raymond Butler.....BIAT
Katherine I. Cattell.....DODOIG
Lorrie J. Chandler.....IRSCID
Catherine A. Colton.....HHSOIG
Deliena A. Darnell.....DOTOIG
Pete Diaz.....NMFS
Don L. Dillard.....USSS
Derek S. Dunn.....USSS
Andrew W. Dunphy.....USCG
Jaysen D. Eisengrein.....HHSOIG
A. Derek Evans.....USSS
Angela R. Evans.....USSS
Colin P. Farrell.....USSS
Stephen G. Gaines.....USDAOI
Timothy A. Gobble.....USSS
Michael D. Hamilton.....DOTOIG
Arthur L. Hopkins.....BIAT
Timothy A. Kozak.....USSS
Michael J. Kuchta.....HHSFDA
Scott A. Matthewson.....GSAFPS
Douglas J. Morgan, Jr.....DOIOIG
W. Grant Purdy.....EDOIG
Douglas C. Rettenga, III.....USDAOI
Gregory G. Rowe.....GSAOIG
Douglas Schleiger.....NMFS
David K. Schreiber.....USSS
Judy L. Sly.....HHSOIG
Charles E. Snell.....HHSFDA
Louis St Germaine.....BIAT
Everett C. Taylor.....BIAT
Kathella Taylor.....NCS
Keith W. Teamer.....DOIOIG
Robert O. Trumbo.....USSS
Rodney S. Weekes.....USSS
John W. Yost.....USCG

PROGRAM TECHNICIAN
Patty Newman

EDUCATIONAL AID
Carol Carter

COMMENTS FOR PRESIDENT'S REMARKS

* Center is located at the site of former Naval Air Station.

* In 1982, Director Rinkevich served as the Coordinator for Vice President Bush's South Florida Task Force. The first major drug effort of the Regan Administration.

* In 1980, Director Rinkevich was the Coordinator of Vice President Bush's Atlanta Federal Task Force which provided Federal assistance to the City of Atlanta during its crisis involving murdered and missing children.

* In 1986, the Federal Law Enforcement Training Center established a memorial at Glynco to recognize those graduates of the Center's Basic Training Programs who died in the line of duty. Each year, in keeping with the observance of National Peace Officers Memorial Day on May 15, the Center adds the names of graduates who died during the previous year while serving in the line of duty and holds a special ceremony to honor the officers from the Federal, State and local law enforcement communities.

* The Graduates Memorial displays the names of 39 graduates from 12 Federal agencies.

* Listed among those names are:

- Ariel Rios, Special Agent, ATF. Graduated from the Center in March, 1979. He died of a fatal gunshot wound while serving in an undercover capacity on Vice President Bush's South Florida Task Force in Miami in 1982.

- Julie Cross, Special Agent, U.S. Secret Service. Killed in June, 1980, in Los Angeles while working a criminal investigation involving counterfeit currency. She is the first female USSS agent killed in the line of duty.

* On two recent occasions, while attending training at the Center, students have saved the lives of individuals involved in auto accidents in the local community.

a) Three students administered CPR to a man who had been involved in an auto accident near the Center and showed no vital signs. They administered CPR and saved him.

b) Another student came upon the scene of an accident in which two children had been thrown from the back of a truck. He and two other person who came upon the scene administered CPR until the Emergency Medical Technicians arrived.

* The faculty and staff are proud of their mission to provide cost efficient, quality training to the Federal law enforcement community. The Director of the Center recently received a letter from parents of a Border Patrol Officer who had just graduated from the Center thanking him for training their son and saying that they were pleased to see their tax monies being used efficiently.

* Since the Center is located within the community of Brunswick, we are conscious of our responsibility to be "good neighbors" and make every effort to assist in community events when possible. Many of our faculty and staff address school and civic groups to keep them informed on the Center and its functions as well at to provide information on critical issues such as drug abuse.

* During the time that the President is at the Center, several newly appointed Ambassadors will be on Center receiving Security Orientation training.