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**Record Group/Collection:** George H.W. Bush Presidential Records  
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**Folder Title:**  
Glynco [Georgia-Federal Law Enforcement Training Center], 6/15/89

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<b>G</b>	<b>19</b>	<b>2</b>	<b>6</b>	<b>4</b>

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Mark

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.))

- 2 -

((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 HOLLOWES 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.

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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.

- 11 -

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.

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- 12 -

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.

- 15 -

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.

- 16 -

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.

- 21 -

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.

- 22 -

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))

- 23 -

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.

- 24 -

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.

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# DOUG GAMBLE

424 - 36th Place  
Manhattan Beach, CA 90266  
(213) 546-6409

June 9/89

TO: MARK DAVIS

LAW ENFORCEMENT TRAINING CENTER - GEORGIA

WHEN MY GRANDKIDS HEARD I'D BE ADDRESSING THE SMURFS, IT WAS THE FIRST TIME THEY BEGGED TO COME WITH ME TO A SPEECH.

I TOLD SOMEONE ON MY STAFF I'D BE SPEAKING TO THE SMURFS TODAY, AND HE SAID "WHO ARE YOU VISITING NEXT -- ALF?"

I WAS TRYING TO IMAGINE HOW INTIMIDATED A CRIMINAL WOULD BE, HEARING SOMEONE SHOUT OVER A BULLHORN, "COME OUT WITH YOUR HANDS UP -- YOU'RE SURROUNDED BY SMURFS."

I GATHER THIS ISN'T ONE OF THE MAJOR CRIME ~~XXXX~~ CENTERS OF THE SOUTH. FOR SOME REASON, THERE'S NEVER BEEN A TV SHOW CALLED "GLYNCO VICE."

BEING IN THIS PART OF THE COUNTRY REMINDS ME OF "SMOKEY & THE BANDIT," AND THE REPUTATION THAT STATE TROOPERS HAVE FOR TOUGHNESS. THERE'S A STORY ABOUT A MOTORIST WHO WAS STOPPED FOR SPEEDING, AND THE TROOPER GAVE HIM A TICKET. THE DRIVER SAID "OFFICER, THIS IS MY FIRST OFFENSE, COULDN'T YOU JUST GIVE ME A WARNING?" SO THE TROOPER FIRED A SHOT OVER HIS HEAD.

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

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.

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

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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.

# # #

## **NATIONAL LAW ENFORCEMENT MEMORIAL**

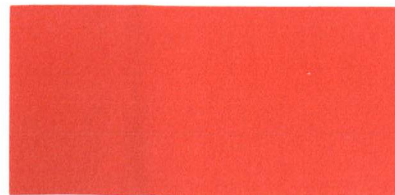
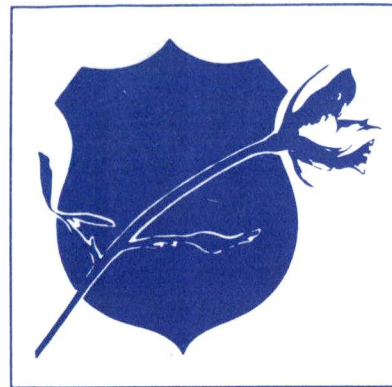
The establishment of a National Law Enforcement Memorial, honoring all Federal, State and local law enforcement officers who die in the line of duty, was authorized by Congress in October, 1984. Memorial development efforts are now underway. More than 1,500 law enforcement officers have been killed in the past 10 years, one death almost every two days.

This memorial will be a special tribute to that sacrifice, and a living memorial to the 600,000 active law enforcement officers who continue to risk their lives on a daily basis.

The National Law Enforcement Officers' Memorial Fund, Inc., a non-profit organization served by our nation's 15 major law enforcement groups, is responsible for development of the memorial, which will be located in Washington, DC. The memorial will be totally financed through private contributions from the American people. Anyone wishing to contribute to the memorial fund should send their tax-deductible contribution to:

National Law Enforcement Officers' Memorial  
Fund  
1360 Beverly Road  
Suite 305  
McLean, VA 22101

**LEST WE FORGET**



# **PEACE OFFICERS MEMORIAL DAY**

**MONDAY  
MAY 15, 1989**

**FEDERAL LAW  
ENFORCEMENT  
TRAINING CENTER  
Glynco, Georgia**

## OFFICERS SLAIN IN LINE OF DUTY

### Federal Law Enforcement Training Center Graduates

#### U. S. Customs Service

Renault R. Bayhi  
Charles J. Bokinski  
James A. Buczel  
Richard M. Latham  
Glenn R. Miles, Sr.  
George J. Spencer  
James D. Taylor  
David L. Crater

#### U. S. Capitol Police

Christopher S. Eney

#### Department of State

Ronald A. Lariviere  
Daniel E. O'Connor

#### Drug Enforcement Administration

Thomas J. Devine  
Richard Heath, Jr.  
Hector Jordan  
William Ramos  
Raymond Stastny  
Arthur L. Cash

#### Naval Investigative Service

Jerry W. Kramer  
Douglas B. Kocina

#### General Services Administration

Michael J. Doyle  
Robert W. Yesucevitz

#### U. S. Secret Service

Donald A. Bejcek  
Julie Y. Cross  
J. Clifford Dietrich  
Manuel J. Marrero-Otero  
Donald W. Robinson  
James M. Ryan  
Stewart P. Watkins

#### U. S. Marshals Service

Robert S. Cheshire, Jr.

#### Bureau of Prisons

Gary L. Rowe  
Robert F. Miller

#### Immigration and Naturalization Service, U. S. Border Patrol

Josiah B. Mahar  
Victor C. Ochoa  
Manuel Salcido, Jr.  
Norman Ray Salinas  
John R. McCravey

#### Environmental Protection Agency

David R. DeLitta

#### Bureau of Alcohol, Tobacco, & Firearms

Eddie Benitez  
Ariel Rios

## OFFICERS SLAIN IN LINE OF DUTY

### State and Local Law Enforcement

#### Georgia State Patrol

William G. Andrews  
John Frank Bass, Jr.  
William Frederick Black, Jr.  
Tyrone C. Dillard  
Charles Eugene Gray  
George Washington Harrelson  
Don F. Langston  
Frederick Herman Looney  
Roy Cecil Massey  
John Dixon Morris  
Harvey Lewis Nicholson  
Ronald Everett O'Neal  
Mack Allen Page  
Keith Harlan Sewell  
Billy Arthur Tanner  
Edward Clifton Taylor  
Victor H. Turpen  
Clyde Arthur Wehunt  
James D. Young

#### Brunswick Police Department

Cleveland Raymond Christian  
Herbert D. Copeland

#### Glynn County Police Department

Charles Coleman  
Robert Freeman  
George Anton Krauss  
William Lee

#### Georgia Bureau of Investigation

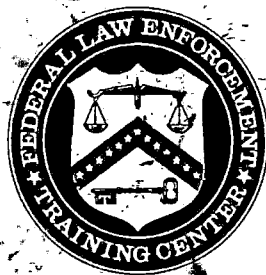
Larry P. Collins  
Frank Ellerby  
Garland Fields  
Welton L. Harrell  
John T. King, III  
Ben Louis Sentell

#### Glynn County Sheriff's Department

Charles L. Herrington

#### Camden County Sheriff's Department

Walter N. Coleman  
John Hazelton  
Dennis Herrin



# 1987 Annual Report

*Federal Law Enforcement  
Training Center*

*Glynn, 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 initiated 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.

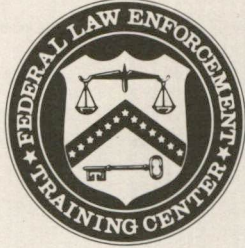
Significant progress was made in the implementation of our Training Management System (TMS). The TMS automates the class scheduling, student registration, records management, student testing and feedback systems, and provides a centralized data base for the more efficient management of the Center's activities.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



"SMERFS"  
↓



# 1987 HIGHLIGHTS

**F**iscal 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

**M**aintaining 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 under-

taken to reduce the labor intensive-ness 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 Ex-

amination 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 intensive-ness 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.

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.



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.



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

**A**nother 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 grad-

uates 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

**S**ignificant 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

**T**he 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-

notes 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.

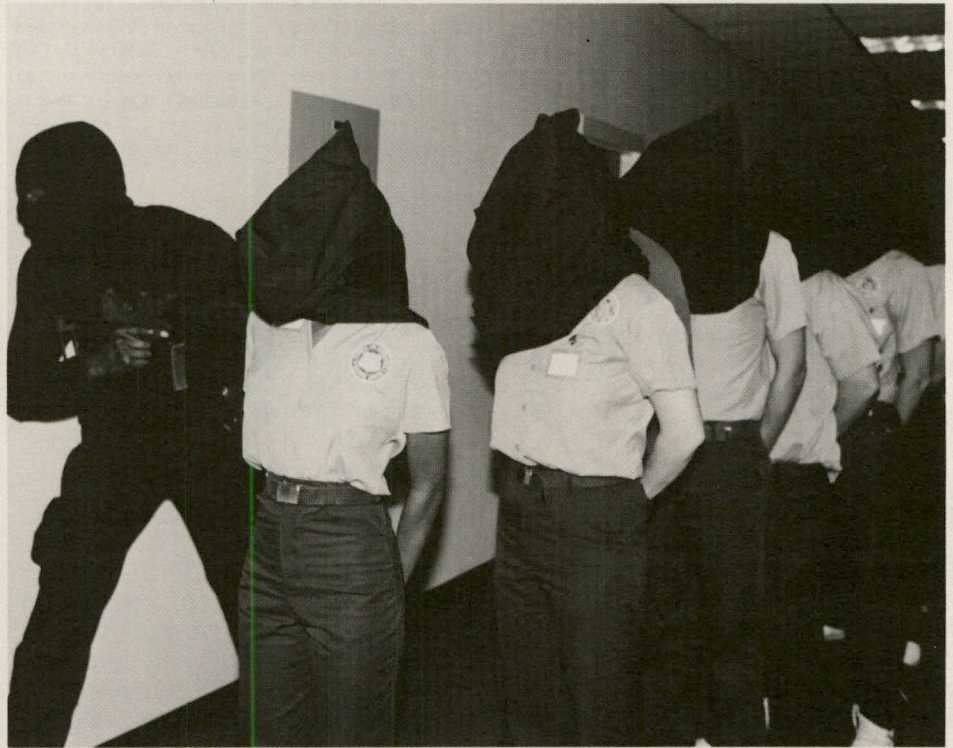
In February and March 1987, the pilot presentations were conducted for the newly developed basic anti-terrorism courses. These courses were approved and incorporated into all Center basic programs. The new curriculum contains a maximum of thirty hours, depending upon the program participants' specific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

**W**hile 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, Glyco 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 in-

cludes 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.

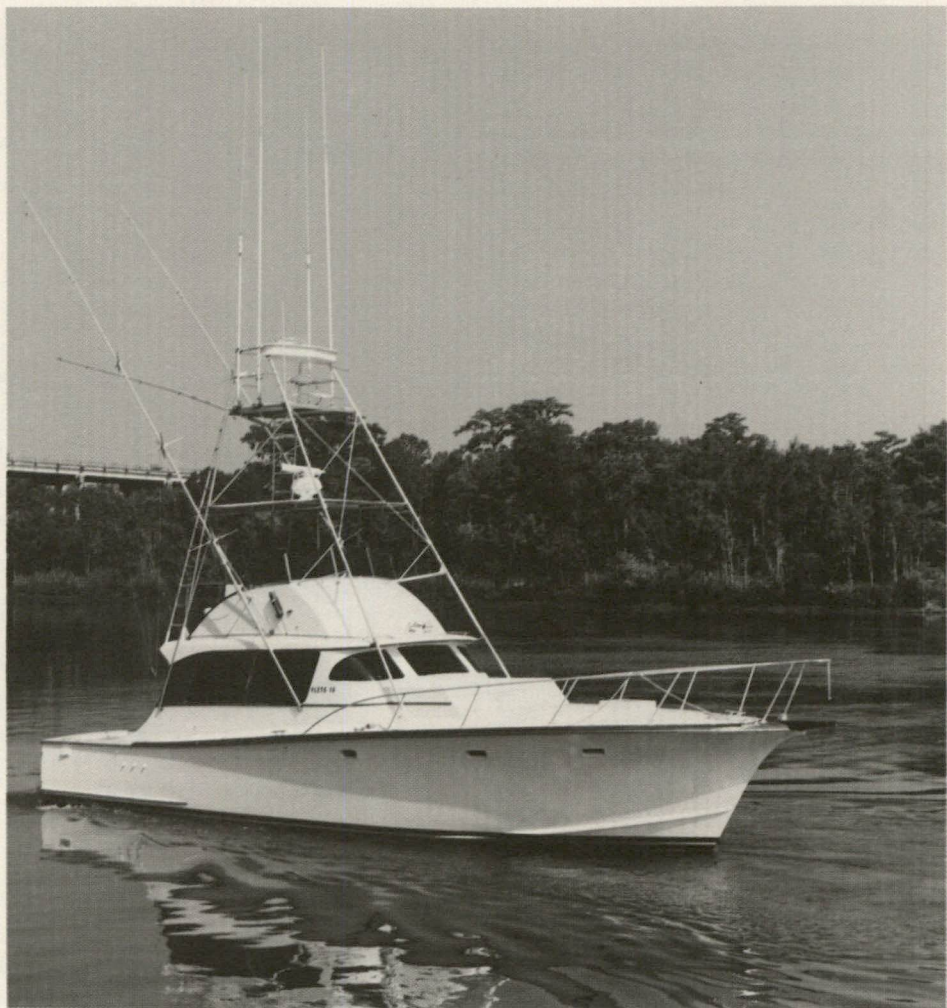
### Curriculum Review Conferences

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 im-

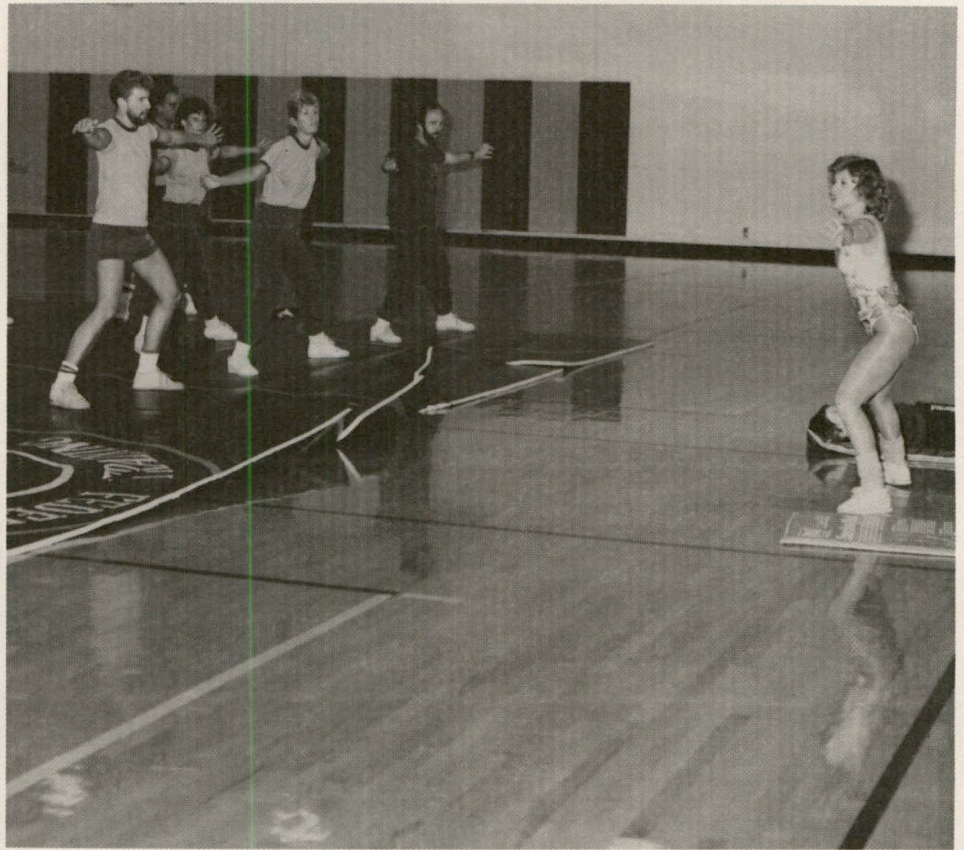
plementation of the revised five week MLETP, the U.S. Customs Service requested the development of a separate Advanced MLETP, to include the curriculum intended for the earlier recommended five week MLETP. Other participating agencies were in concurrence, and development efforts were redirected and an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

## Student Fitness Enhancements

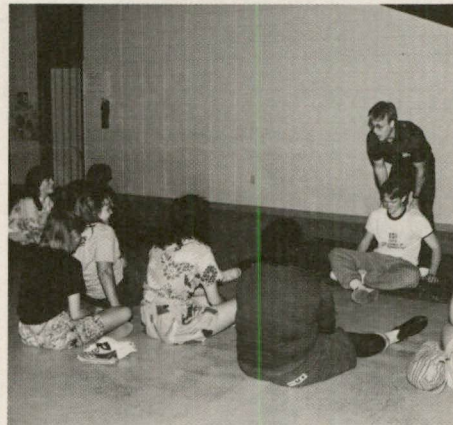
**A**s a residential facility, the Center has responsibility for its students 24-hours a day, seven days a week. The location of the Center at Glynco, Georgia, is somewhat isolated from urban areas, and offers no local public transportation. In addition, because the majority of the students (64%) do 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.

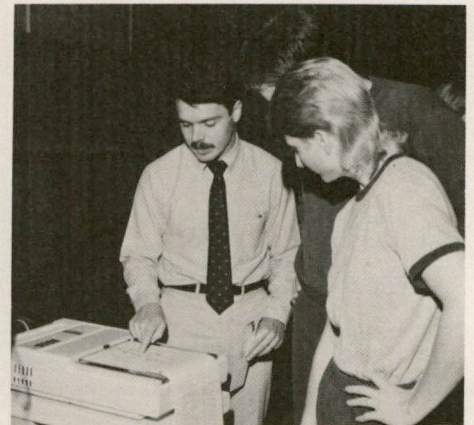
Other traditional programs which have proven to be highly successful are quarterly road races which average 95 students per race, and golf tournaments averaging 64 participants per tournament. Softball, Basketball, and Volleyball have always generated the most interest among students. In FY 87 these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



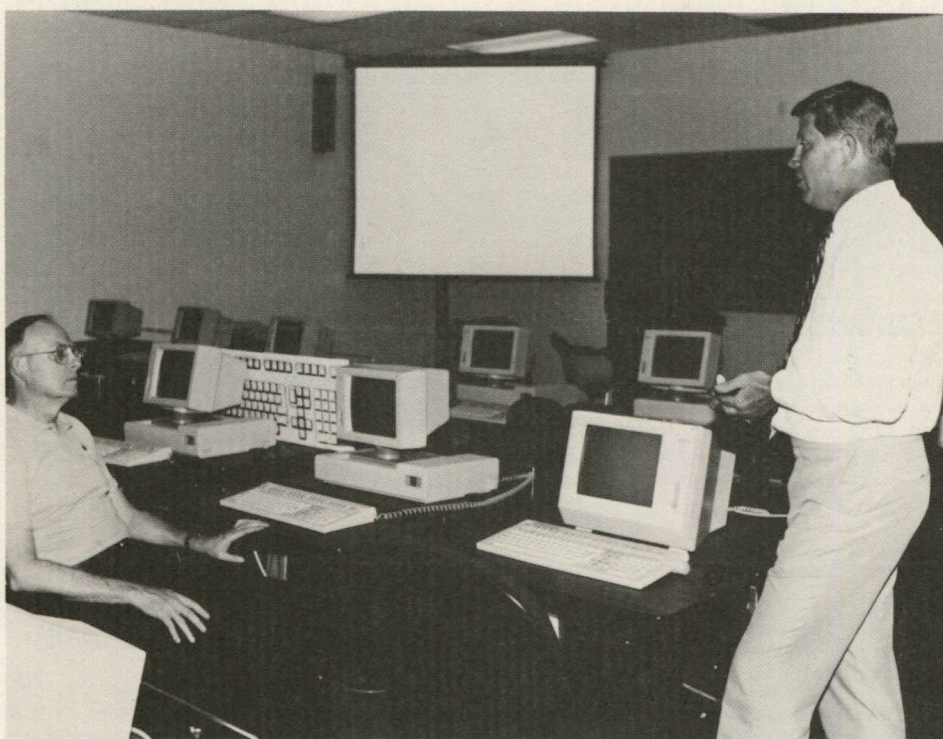
Instructor Ed McGuire from the Physical Techniques Division provides a demonstration in defensive tactics at an enrichment conference for emotionally and physically handicapped children. Glynco joined a number of organizations from the Glynn County community, including the U.S. Coast Guard, which participated 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

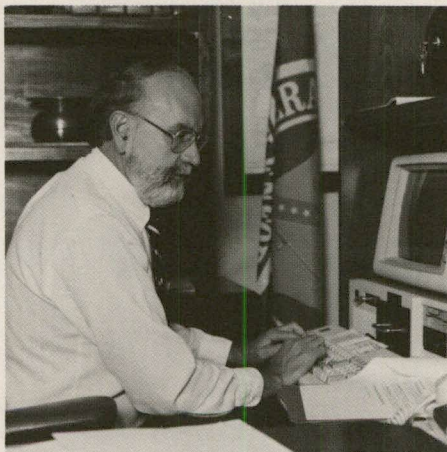
**T**he Internal Revenue Service, the Naval Investigative Service, the U.S. Customs Service, and the Department of State Bureau of Diplomatic Security have provided computer equipment for classrooms at Glynco. These classrooms are equipped with both individual micro-computer work stations and networked 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 \_\_\_\_\_

**B**asic 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

**M**ost 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

**T**wo 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. Imple-

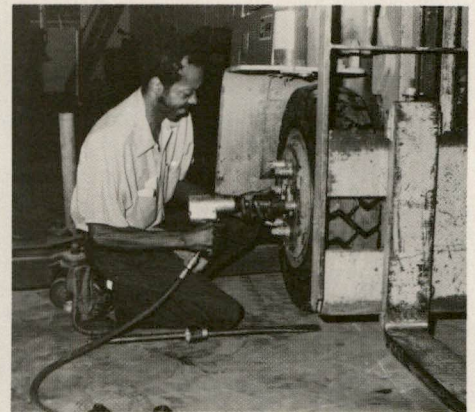
mentation of tight standards and legislation by Federal, State, and local governments have promoted the creation of safe and appropriate disposal methods. Because these methods require additional overhead expenditure, a variety of illegal and dangerous schemes for disposal have surfaced.

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.

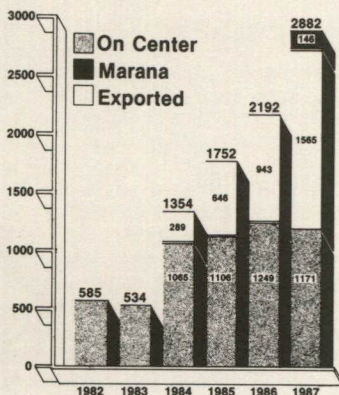
The common element linking all the juvenile justice training programs is the need for close cooperation and information sharing among the providers of juvenile related services. This cooperative approach in solving juvenile problems has been strongly

emphasized in the newest juvenile justice offering.

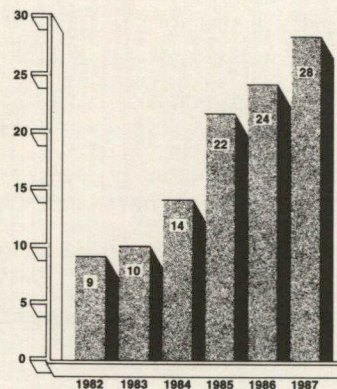
The School Administrators for Effective Police, Prosecution, and Probation Operations Leading to Improved Children and Youth Services (SAFE POLICY) incorporates the involvement of four person community teams comprised of the school superintendent of the cognizant school district; the policy chief or 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

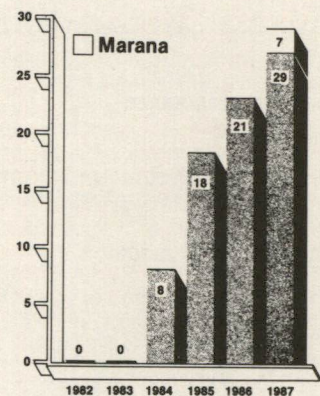
Number of Students Trained



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

**A**s 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

**C**oordination 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

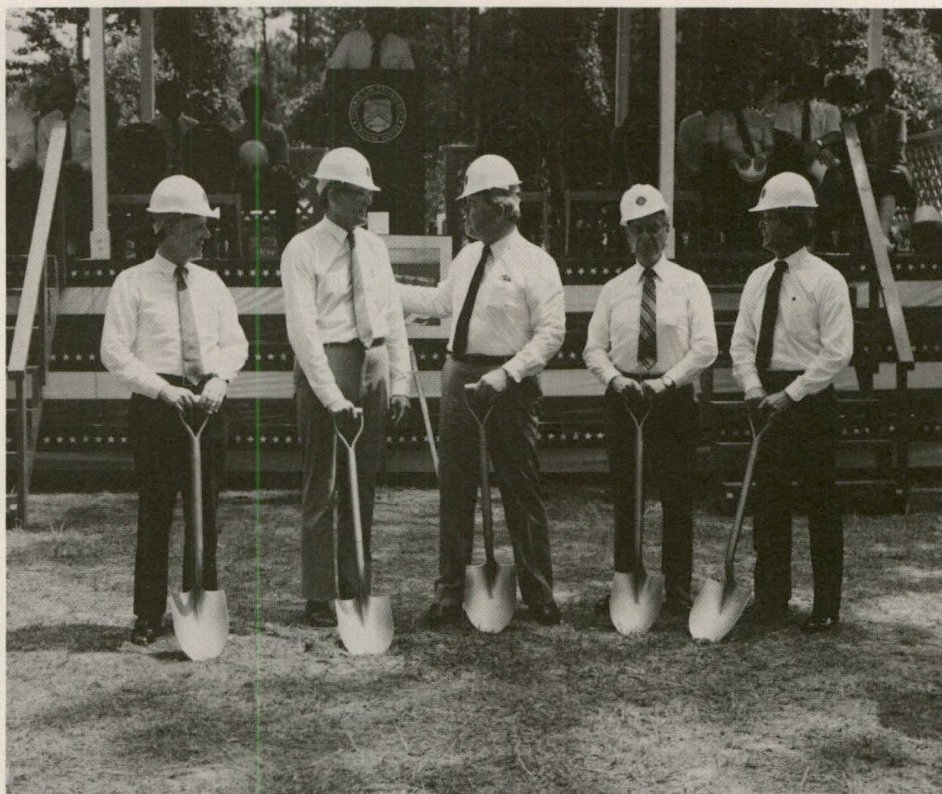
driveway with a covered walkway connected to the dormitory. Additionally, a new central mechanical plant will provide heating and cooling for the new dorm. The plant will also serve as a backup to an existing cooling plant and provide additional cooling capacity for the Center.

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 \_\_\_\_\_

**T**he 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 Occupational 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

**T**he 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

**D**uring 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 Instruc-

tor; 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

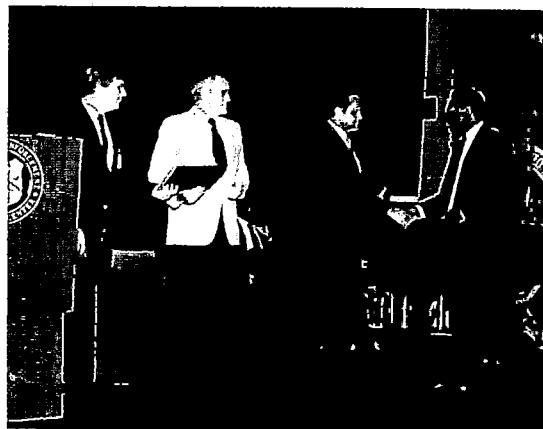
In November 1986, Secretary of the Treasury James A. Baker, III, was the keynote speaker for the Seventh Annual Staff Awards Ceremony honoring 59 employees. The performance of these employees had either exceeded normal job requirements sustained over a significant period of time or they had performed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

## 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.



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.



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.

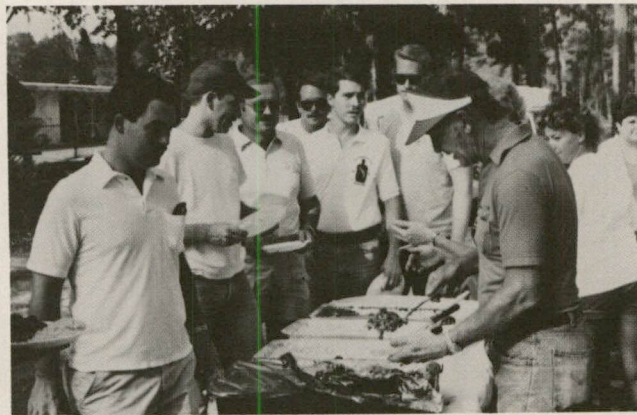
## Intern Program Continues

**D**uring 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.

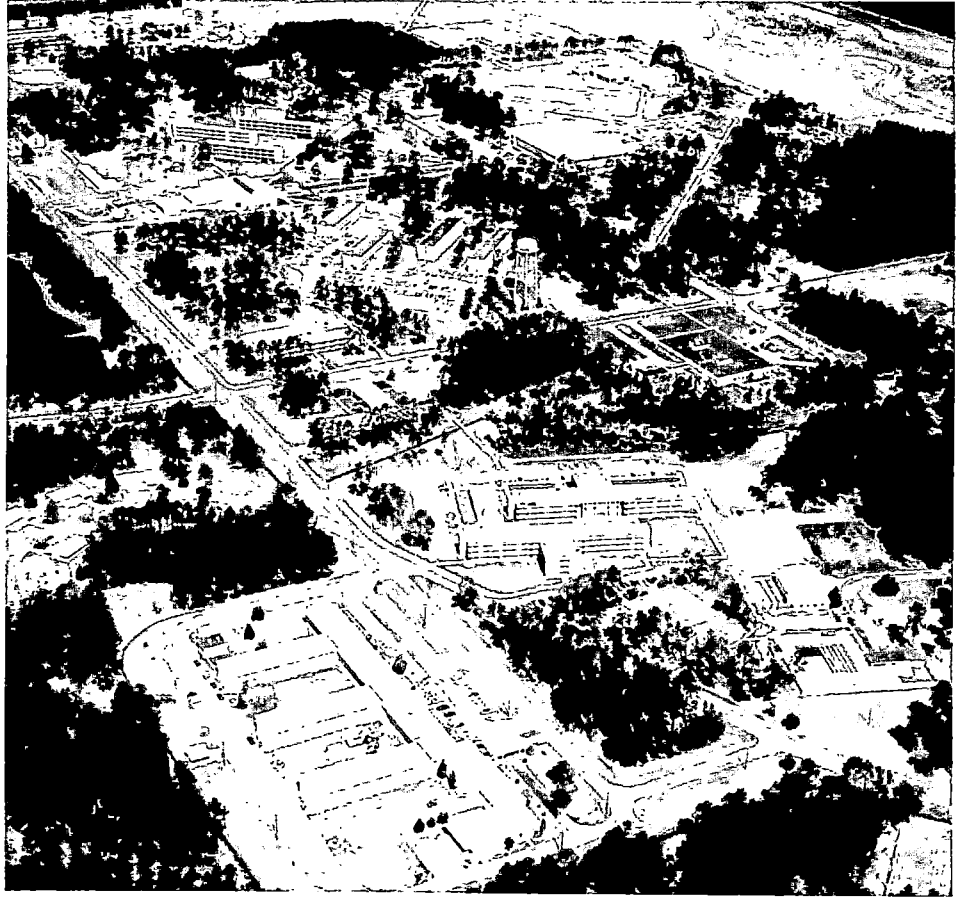


In September, the FLETC Employees Recreation Association sponsored an annual staff and student barbeque. The Association is a non-profit corporation which assists in providing for student needs in conjunction with the FLETC's Recreation Office. Among the activities sponsored are road races and various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

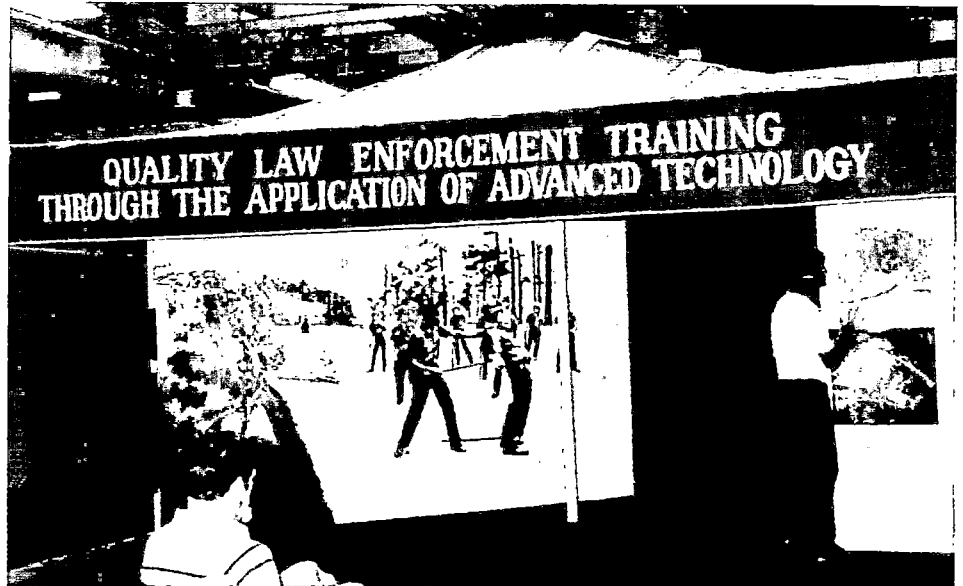
## MISSION

**T**he 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.

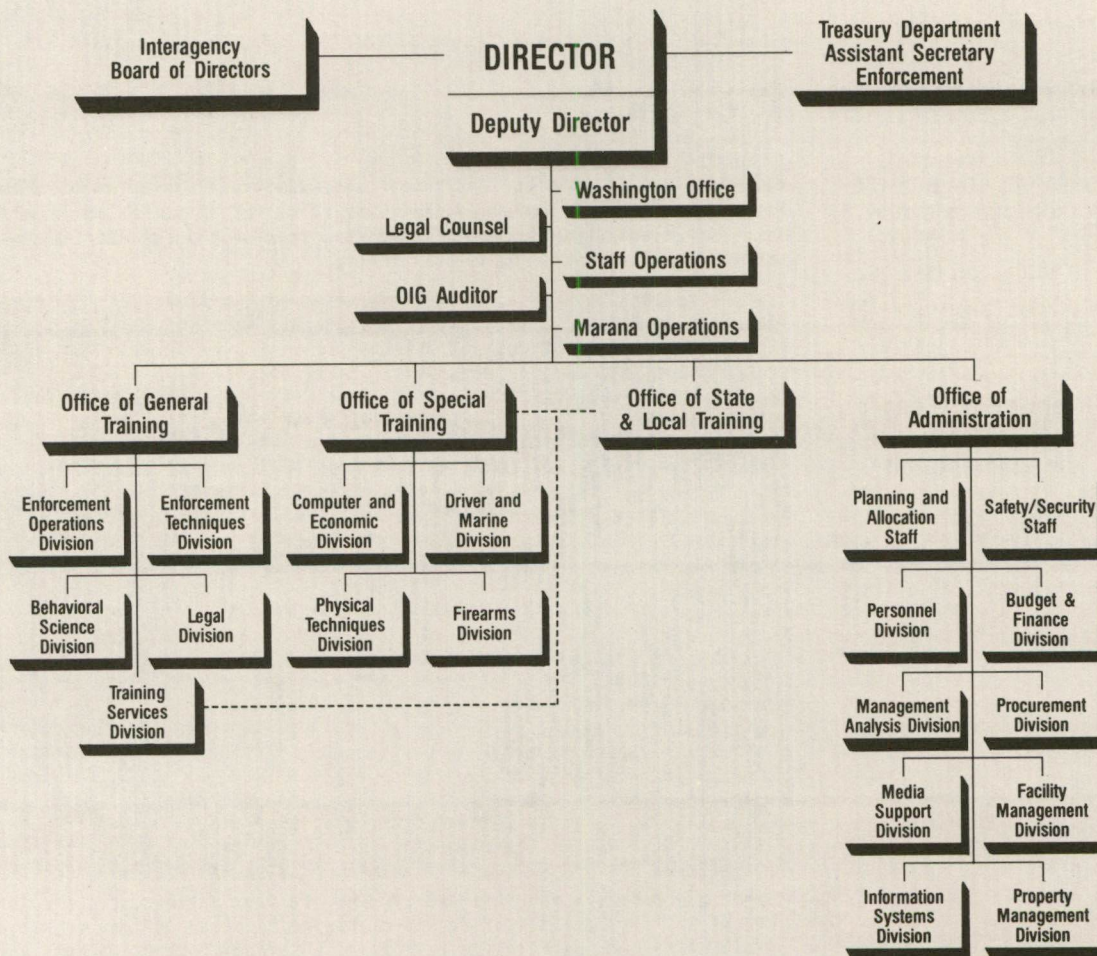
# ORGANIZATION

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

\* Non-Voting Members

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



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 input 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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **CENTER INTERAGENCY ADVISORY COMMITTEE**

**G**lynco's interagency dimension is reinforced through the Center Interagency Advisory Committee (CIAC), comprised of the senior on-site 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**

<b>Department of Agriculture</b> Ms. Mary Sue Blackhurst	<b>Internal Revenue Service</b> <b>Internal Security Division</b> Mr. David J. Hariton
<b>Alcohol, Tobacco and Firearms</b> Mr. Robert H. McCaughey	<b>National Park Service</b> Mr. David R. Montalbano
<b>Department of Justice</b> Mr. William E. Hall	<b>National Security Agency</b> Sgt. Linda L. Murrell
<b>Bureau of Prisons</b> Dr. Kathleen M. Hawk	<b>Naval Investigative Service</b> Mr. C. Darryl Toler
<b>Immigration and Naturalization Service</b> Mr. Thomas P. Fischer	<b>Office of Real Property Management and Safety Law Enforcement Division</b> Mr. Charles W. Robinson
<b>Border Patrol Academy</b> Mr. L. Gene Corder	<b>U.S. Capitol Police</b> Lt. James A. Cook
<b>Immigration Officer Academy</b> Mr. James F. Murphy	<b>U.S. Customs Service</b> Mr. John M. Utz
<b>U.S. Marshals Service</b> Mr. G. Wayne Smith	<b>U.S. Forest Service</b> Mr. Wayne W. Wilson
<b>Department of State</b> Mr. George W. Goodrich	<b>U.S. Park Police</b> Capt. John L. Sipe, Jr.
<b>Fish and Wildlife Service</b> Mr. John J. Doggett	<b>U.S. Secret Service</b> Mr. Dennis M. Fabel
<b>Internal Revenue Service Criminal Investigation Division</b> Mr. F. Keith Rodgers	

#### **MARANA**

**Bureau of Indian Affairs (BIA)**  
Mr. Donaldson R. Armstrong  
**U.S. Customs Service**  
Mr. David J. Hayes

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# 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 <i>(includes U.S. Park Police)</i> 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
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### JUDICIAL BRANCH

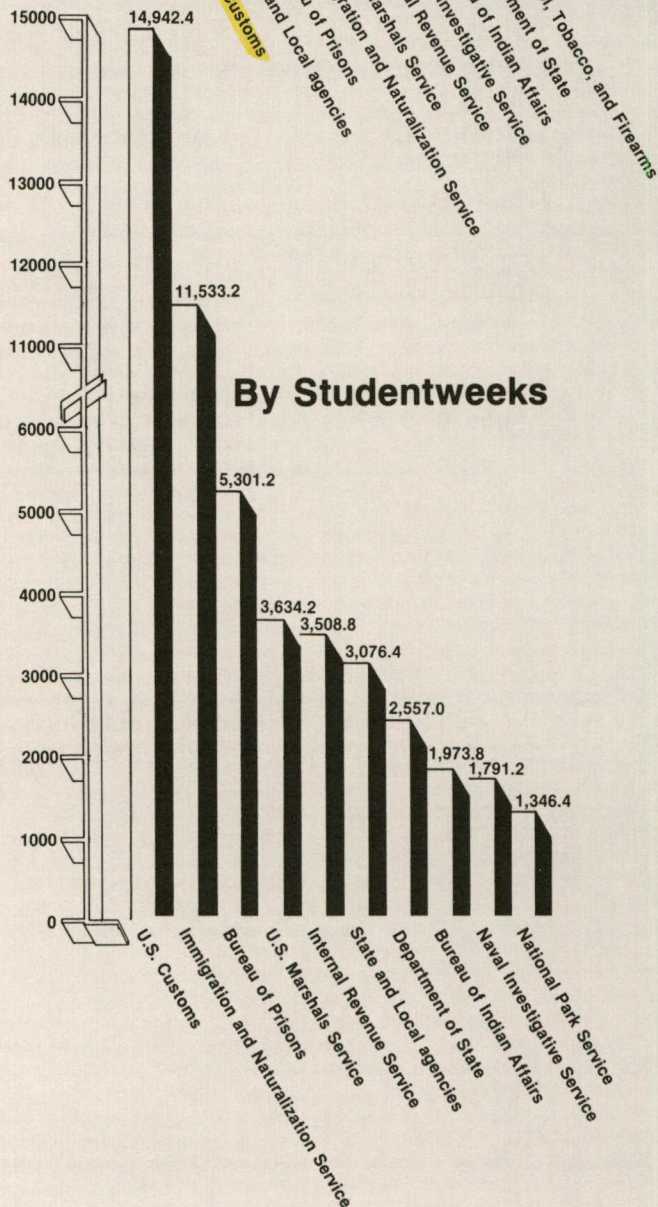
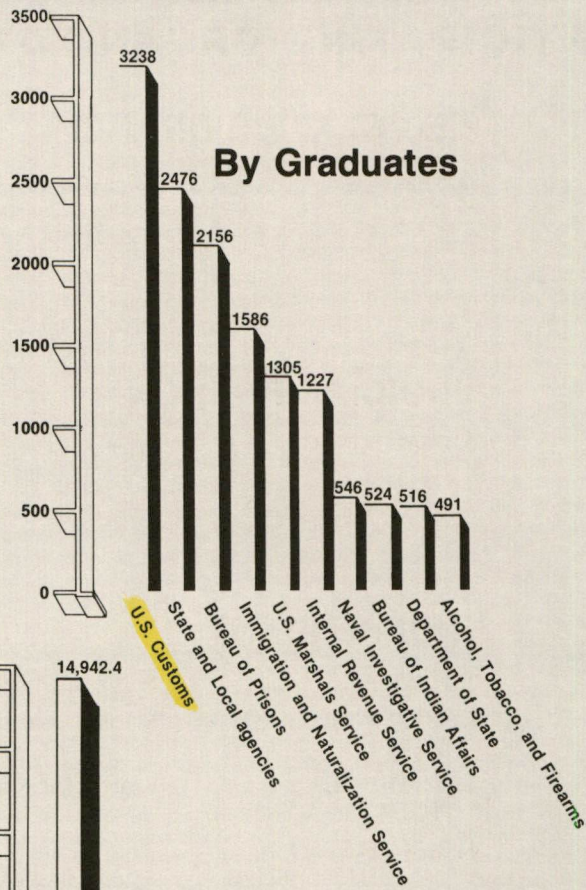
SUPREME COURT	Federal Judicial Center Supreme Court Police
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### INDEPENDENT

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

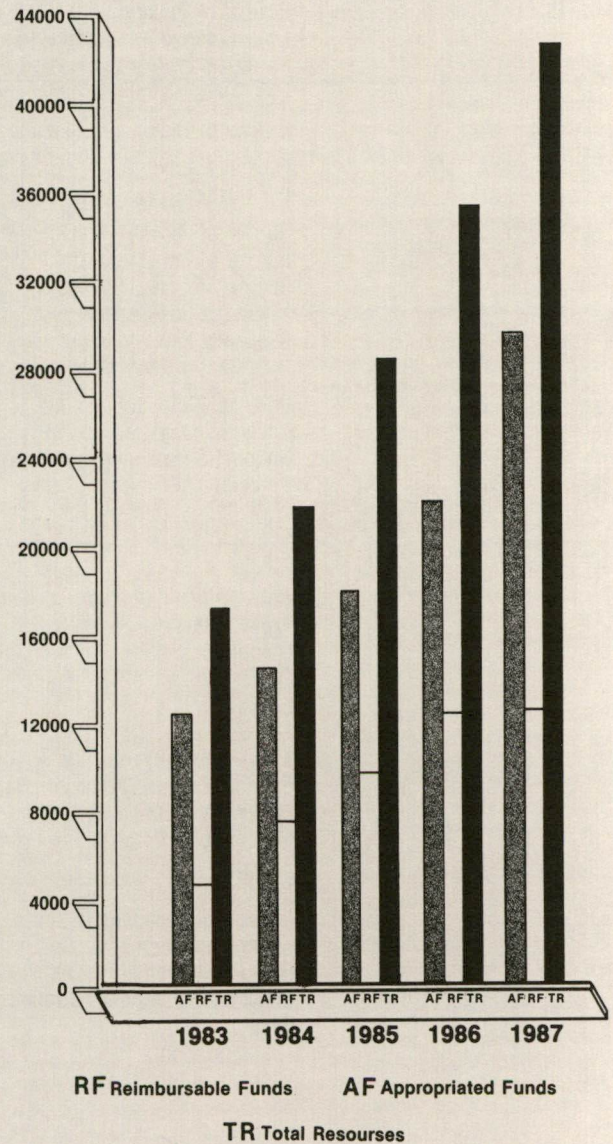
**TOTALS: 18 MEMBER AGENCIES  
63 PARTICIPATING ORGANIZATIONS**

# THE TEN ORGANIZATIONS PROVIDING THE MOST STUDENTS



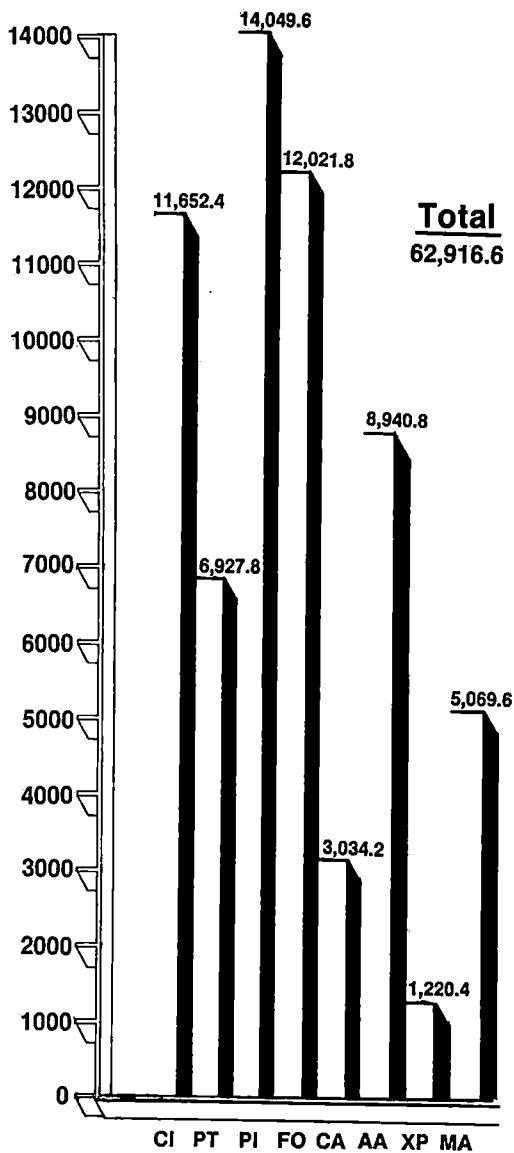
## Funding History of the F.L.E.T.C.

(Dollars in Thousands)



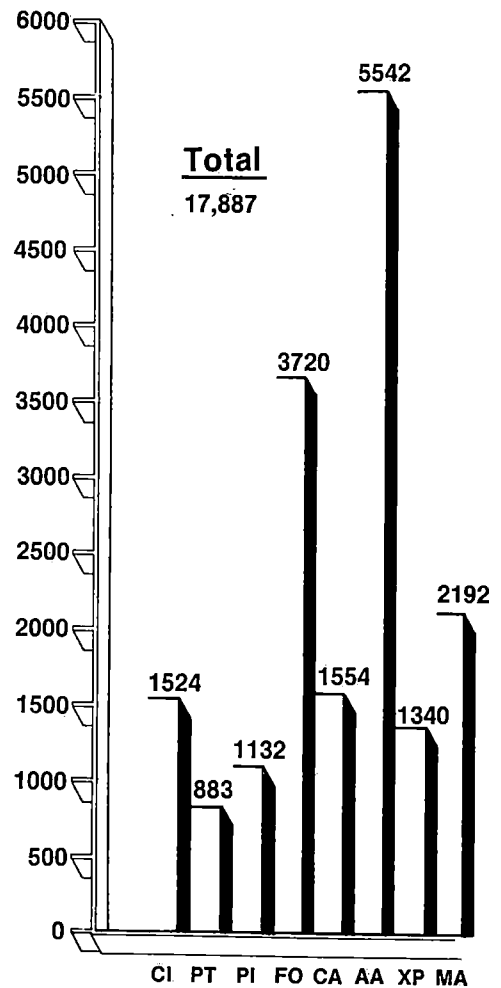
# STUDENTS GRADUATED BY TRAINING PROGRAM

## 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

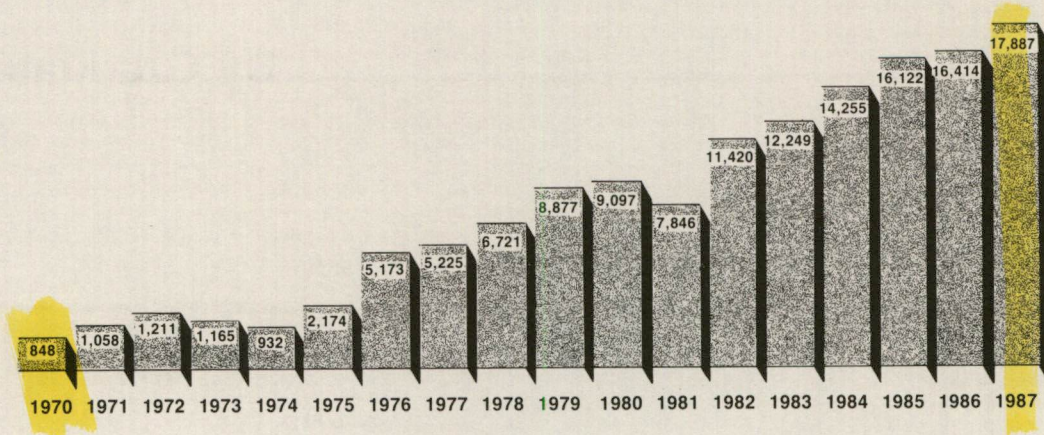
## By Graduates



- 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

