Federal Law Enforcement Training Center (FLETC)

State and Local Training Strategic Plan
Fiscal Years 2010 - 2015

October 1, 2009

Homeland Security

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Introduction

The National Center for State and Local Law Enforcement Training was established on October 14, 1982, as a part of the violent crimes reduction program. It was aligned under the Federal Law Enforcement Training Center (FLETC) in 1983. In March 2003, the FLETC was moved from the Department of Treasury to the newly formed Department of Homeland Security. The National Center is now referred to as the Office of State and Local Training (OSL).

For over 25 years, the FLETC has progressively expanded its mission from facilitating the registration of state and local students into FLETC advanced programs to forming crucial partnerships with Federal, state, local, campus, and tribal agencies in training development and delivery. In 1998, Congress approved permanent funding for the FLETC to train small town and rural (STAR) agencies; thus, expanding its mission by exporting tuition-free training all across the United States and U.S. Territories. Additionally, the FLETC was authorized to establish a Rural Policing Institute (RPI) in 2008. This initiative was funded in 2009 to evaluate the needs of law enforcement agencies and emergency responders; develop training resulting from the needs assessment, including intelligence-led policing and protections for privacy, civil rights, and civil liberties; deliver training programs to state, local, and tribal law enforcement officers and emergency responders in rural areas; and conduct outreach. Throughout the years, the FLETC has faced unique challenges in meeting the high demand for training by state and local officers. The OSL and the RPI work in concert to address these unique challenges. This strategic plan will be used as a resource to provide a future roadmap for training state, local, campus, and tribal professionals.

The four strategic goals build on the State and Local Training initiatives as they align with the FLETC strategic goals. The plan provides guidance on the strategic direction and the values and basic philosophies underlying the delivery of training to state, local, campus, and tribal law enforcement agencies. The vision, mission, values, goals, and strategies outlined in this document will serve as the benchmark for training state, local, campus, and tribal development and delivery, commitment of resources, and performance measurement.

Message From

Director
Federal Law Enforcement Training Center

The Federal Law Enforcement Training Center (FLETC) is a leader in providing world-class, interagency law enforcement training for Federal, state, local, campus, and tribal professionals.   The FLETC has experienced staff who lead the FLETC's effort in providing critical needs-based training to our state and local partners.

For over 25 years, the FLETC has developed relationships with various agencies nationwide in support of training development and delivery. The State and Local Training Strategic Plan epitomizes these partnerships by focusing on and expanding collaboration with Federal, state, local, campus, and tribal agencies. Now, more than ever, partnerships are integral in securing our homeland and responding to major incidents. This strategic plan positions the FLETC to proactively address law enforcement trends and establishes the framework for training state, local, campus, and tribal officers in the future.

Strategic Issues and Priorities

The State and Local Training staff used SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify challenges. The State and Local Training staff within the Federal Law Enforcement Training Center is dedicated to providing law enforcement training to state, local, campus, and tribal law enforcement professionals. The customer base spans approximately 800,000 officers, many of which are from small town and rural agencies that face unique challenges acquiring quality, needs-based training. The FLETC cannot currently meet the training demand of these officers.

These challenges serve as an impetus for development of the State and Local Training strategic priorities. During the next six years, the strategic focus will be to

- increase the accessibility of training, particularly to small town and rural agencies;
- enhance e-learning capabilities through the use of innovative technologies;
- expand outreach through information sharing and partnerships;
- improve business best practices; and
- recruit, develop, and train a highly qualified workforce.

Only by increasing training capacity and, ultimately, removing training barriers for law enforcement agencies (particularly small town and rural) will the FLETC be successful in achieving its strategic goals.

Vision	**Reaching America's crossroads with fast, focused, and flexible law enforcement training.** The State and Local Training staff takes pride in "training America's finest" -- the state, local, campus, and tribal professionals who dedicate their lives protecting and securing America. Our vision is to provide training to the crossroads of America; training that equips "America's finest" with the advanced knowledge and specialized skills necessary to accomplish their mission.
Mission	**We provide advanced and specialized training for state, local, campus, and tribal law enforcement professionals who protect our Homeland.** The State and Local Training staff is committed to delivering training that is economical, accessible, and of the highest quality. Economical - Many of our training programs are tuition-free. We strive to partially or wholly subsidize tuition-based training, making it affordable. Accessible - We export our training across the United States and its U.S. Territories utilizing the latest training techniques. Quality - We involve national subject matter experts and stakeholders in our training development. We will not compromise on quality.

Values

Integrity

We adhere to the highest standards of ethical conduct. Honesty guides our decisions; maximum effort and high moral behavior characterize our actions.

Professionalism

We treat everyone in a manner that is fair, compassionate, and dignified. We acknowledge that each staff member contributes value to our overall mission. We also hold in high esteem the role our clients play in protecting and serving the American public.

Quality

We take pride in our work. We set a high standard of excellence in our work products through continuous review, improvement, and implementation of best practices. Performance of administrative, training operations, and training management functions is characterized by thorough research and effort, timeliness, and attention to our overall mission and goals.

Customer Service

We put customers first. We enhance customer satisfaction by fostering a service-oriented environment built on integrity, professionalism, and quality. We personalize our service by being responsive to requests; presenting a positive, supportive, and helpful attitude; and exceeding the expectations of our clients and one another.

Strategic Goals

The four strategic goals provide a comprehensive strategy to further meet the needs of the organization and those of the state, local, campus, and tribal law enforcement community. The goals identified support the goals of the Federal Law Enforcement Training Center.

1. Optimize law enforcement training opportunities for state, local, campus, and tribal professionals.

2. Expand outreach and communication strategies.

3. Become a model for human capital excellence.

4. Optimize the use of business best practices.

Goal 1

Optimize law enforcement training opportunities for state, local, campus, and tribal professionals.

The FLETC provides advanced and specialized law enforcement training for state, local, campus, and tribal professionals. Providing economical, accessible and high quality training essentially removes barriers and increases law enforcement training opportunities for agencies.

Objectives

1.1 Enhance training management processes.

Strategy 1: Develop an annual comprehensive training plan.
Strategy 2: Conduct comprehensive law enforcement needs assessments to identify training requirements.
Strategy 3: Employ a comprehensive validation process for training programs.

1.2 Minimize training barriers for law enforcement and first responder professionals.

Strategy 1: Increase accessibility of training.
Strategy 2: Deliver training in the most efficient manner.

1.3 Expand training opportunities.

Strategy 1: Seek and schedule training opportunities at law enforcement conferences and other training forums.
Strategy 2: Identify emergent training needs and develop training programs to meet those needs.

1.4 Utilize innovative technologies to enhance program management and training delivery.

Strategy 1: Expand e-learning capabilities.
Strategy 2: Implement computer/web-based training programs.
Strategy 3: Automate processes throughout the training delivery lifecycle.

Goal 2

Expand outreach and communication strategies.

Conducting effective outreach by strengthening existing partnerships, building coalitions, and promoting program awareness will promote the efficient use of available resources and meet congressional mandates.

Objectives

2.1 Promote awareness and the value of training offered.

Strategy 1: Develop outreach strategies that focus on under-represented and/or rural jurisdictions.
Strategy 2: Highlight training benefits, such as program accreditation and POST certification.
Strategy 3: Evaluate and refine the State and Local Training Marketing Plan.
Strategy 4: Expand Peace Officers Standards and Training (POST) coordination.

2.2 Strengthen information-sharing and partnerships with stakeholders.

Strategy 1: Promote open dialogue with stakeholders on relevant program initiatives.
Strategy 2: Leverage resources and expertise through partnerships.

Goal 3	Objectives
Become a model for human capital excellence. The most valued resource is people. The OSL and RPI must aggressively recruit, develop, and retain a highly qualified workforce. Only through proactive human capital management will the state and local training vision become a reality.	**3.1 Empower employees to excellence.** Strategy 1: Promote an environment that encourages employees to exalt state and local strategic priorities. Strategy 2: Administer an awards program that promotes positive morale. **3.2 Foster a highly-skilled and talented workforce.** Strategy 1: Invest in employee development. Strategy 2: Implement methods that facilitate continuity of operations. **3.3 Embrace changes in the workforce environment.** Strategy 1: Address quality of life issues. Strategy 2: Employ technology to increase workforce efficiency.

Goal 4

Optimize the Use of Business Best Practices.

The OSL and RPI will work together to ensure development, standardization, and consistency of programs, business plans, and related strategies in support of initiatives. Staff will proactively respond to multiple priorities by implementing best practices in daily operations.

Objectives

4.1 Enhance business processes.

Strategy 1: Institutionalize a business decision methodology based on best practices.
Strategy 2: Implement standard operating procedures.
Strategy 3: Utilize stakeholders' recommendations on key operational issues.
Strategy 4: Strengthen fiscal internal control processes.
Strategy 5: Plan for future enhancements of office applications and training products.
Strategy 6: Employ efficiency in business operations.

4.2 Foster a customer focused environment.

Strategy 1: Strengthen customer satisfaction.
Strategy 2: Improve customer service systems and processes.

4.3 Increase information-sharing capabilities.

Strategy 1: Employ a knowledge management system and repository.
Strategy 2: Increase accessibility of shared information.

Communication Plan

Communication of the plan is a critical part of the strategic planning process. Communication and information sharing are included in each of the State and Local Training strategic goals. The State and Local Training staff is committed to communicating with and soliciting feedback from stakeholders, keeping integrity, professionalism, and quality (our top three values) in the forefront. This plan will be posted on the State and Local Training pages of the FLETC website for external stakeholders and the public. Internal stakeholders will be informed that the plan will be posted on the FLETC intranet. Specifically, the plan will be fielded and briefed to State and Local Training Advisory Committee members, who represent top law enforcement associations/organizations, academia, and federal agencies who train state, local, campus, and tribal professionals. These same stakeholders were engaged in the drafting of this plan.

Implementation Plan

The State and Local Training staff worked collaboratively to develop this strategic plan; thus, all staff will contribute toward its implementation. The staff will actively engage in developing annual action plans, divisional plans, and standard operating procedures. Baselines will be set and performance measured. Resources (including time and money) will be allocated in support of specific, prioritized objectives. Teams will be identified to champion specific objectives, including assessing, measuring, and reporting performance. Stakeholder feedback will be solicited and used in evaluating performance. Staff will report individual progress to their supervisors during periodic performance reviews. The State and Local Training Strategic Plan, as a living document, will be updated as needed and will undergo an annual staff review. This implementation plan will promote a customer-driven, results-oriented organization.

Summary

The FLETC has over 25 years of experience in developing and delivering law enforcement training to state, local, campus, and tribal professionals. This strategic plan will serve as our roadmap to the future. We are committed to our mission and take pride in "Training America's Finest."

Appendix A: Strategic Mapping of FLETC and State and Local Training Goals

The State and Local Training Strategic Plan reflects upon goals and objectives of the Federal Law Enforcement Training Center. These goals and objectives create a viable roadmap to develop and deliver the best law enforcement training on behalf of the FLETC to state, local, campus, and tribal professionals throughout the United States and U.S. Territories. This strategic plan helps to preserve the freedom, privacy and protection of the American people. The Strategic Goals Crosswalk is included below.

Strategic Goals Crosswalk					
FLETC Vision, Mission, Values		**FLETC Strategic Goals**			
VISION: *We must provide fast, flexible, and focused training to secure and protect America.*	**MISSION:** *We train those who protect our homeland.*	**1. Provide training that enables our partners to accomplish their mission.**	**2. Foster a high-performing workforce.**	**3. Provide mission-responsive infrastructure.**	**4. Optimize business practices.**
VALUES: *Respect, Integrity, Service, Excellence*					
OSL Strategic Goals — **Objectives**					
1 **Optimize law enforcement training opportunities for state, local, campus, and tribal professionals.**	1.1 Enhance training management processes.	●		●	●
	1.2 Minimize training barriers for law enforcement and first responder professionals.	●		●	
	1.3 Expand training opportunities.	●		●	●
	1.4 Utilize innovative technologies to enhance program management and training delivery.	●		●	●
2 **Expand outreach and communication strategies.**	2.1 Promote awareness and the value of training offered.			●	●
	2.2 Strengthen information-sharing and partnerships with stakeholders.			●	●

Strategic Goals Crosswalk (continued)

FLETC Vision, Mission, Values		FLETC Strategic Goals			
VISION: *We must provide fast, flexible, and focused training to secure and protect America.*	**MISSION:** *We train those who protect our homeland.*	1. Provide training that enables our partners to accomplish their mission.	2. Foster a high-performing workforce.	3. Provide mission-responsive infrastructure.	4. Optimize business practices.
VALUES: *Respect, Integrity, Service, Excellence*					

	OSL Strategic Goals	Objectives	1	2	3	4
3	***Become a model for human capital excellence.***	3.1 Empower employees to excellence.		●		
		3.2 Foster a highly-skilled and talented workforce.		●		
		3.3 Embrace changes in the workforce environment.		●		
4	***Optimize the use of business best practices.***	4.1 Enhance business processes				●
		4.2 Foster a customer focused environment.				●
		4.3 Increase information-sharing capabilities.				●

Appendix B: Definitions

Action Planning: Planning at the day-to-day level; also, referred to as tactical planning. Action plans range from a day to a year in length, and generally this type of planning should not exceed one year in duration.   They may be time constrained by operational factors or by a combined planning-budgetary process that runs from fiscal to fiscal year.

Best Practices: The most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of people.

Business Partner: An organization or agency with whom the FLETC State and Local Training has a working relationship.

Champion: An ardent defender or supporter of a cause or another person; to fight for, defend, or support as an advocate.

Division Operational Plans: Plans that are tactical in nature, support the State and Local Training and FLETC Strategic Plans, and set specific, measureable objectives and milestones that are achieved within the functional areas of responsibility of the division (e.g., training, marketing, staffing plans).

Knowledge Management System (KMS): Refers to a system (generally IT based) for managing knowledge in an organization, supporting creation, capture, storage and dissemination of information. The idea of a KM system is to enable employees to have ready access to the organization's knowledge, facts, sources of information, and solutions. Sharing information organization-wide can increase efficiency, as well as promote innovation and increase communication. Simply put, KMS comprises of a range of practices used in an organization to identify, create, represent, distribute and enable adoption of what it knows, and how it knows it.

Stakeholder: A person with an interest or concern in something, especially a business. Stakeholders include state, local, campus, and tribal professionals; students; FLETC divisions; and other government entities.

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