



Highlights of [GAO-03-736](#), a report to Congressional Requesters

FEDERAL LAW ENFORCEMENT TRAINING CENTER

Capacity Planning and Management Oversight Need Improvement

Why GAO Did This Study

The Federal Law Enforcement Training Center (FLETC) provides federal law enforcement training for 75 Partner Organizations (agencies) primarily at four domestic facilities located at Glynco, Ga; Artesia, N. Mex.; Charleston, S.C.; and Cheltenham, Md.. Given the post-terrorist attack security environment, coupled with the increased demand for training, concerns have been raised about FLETC's continued ability to meet this training demand. The visual below demonstrates the sharp increase since the September 11, 2001, attacks. Because of these concerns, GAO was asked to issue a report on (1) how FLETC plans to meet the projected demand for training; (2) FLETC's ability to efficiently coordinate and schedule training activities; and (3) whether oversight and governance structures provide the guidance it needs to address its capacity and planning challenges.

What GAO Recommends

GAO recommends that the Secretary of the Department of Homeland Security improve capacity planning, periodically assess the condition of training facilities and infrastructure, improve the acquisition process for an automated scheduling system, and enhance the governance and oversight capabilities of FLETC's Board of Directors. The department and FLETC generally concurred with GAO's recommendations.

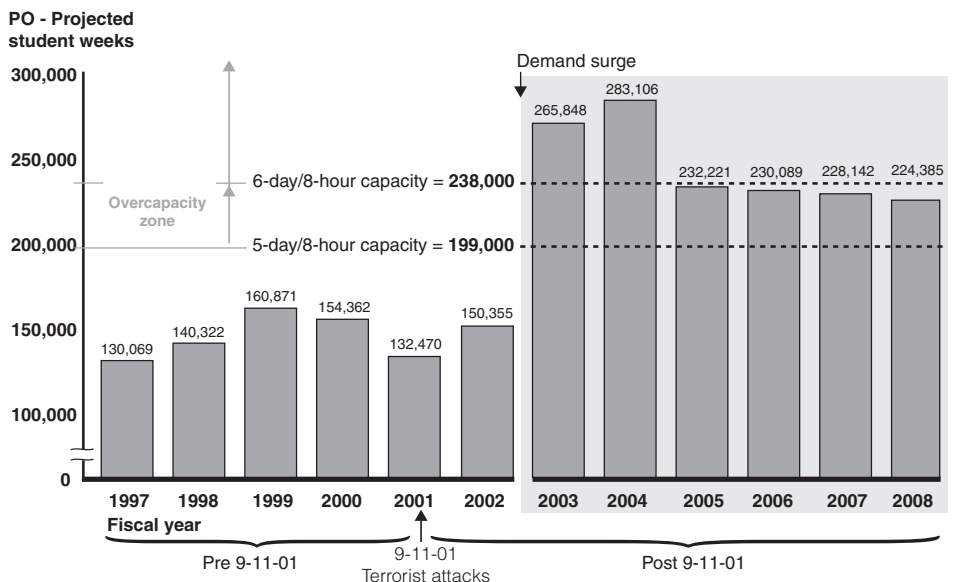
www.gao.gov/cgi-bin/getrpt?GAO-03-736.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Richard M. Stana, 202-512-8777, Stanar@GAO.gov.

What GAO Found

FLETC's overall capacity to provide training at the Glynco and Charleston campuses is currently strained, while Artesia has been underutilized, and Cheltenham is being upgraded and cannot operate at full capacity. FLETC is developing a Master Plan to address how to overcome the long-term capacity challenges, but questions exist regarding the assumptions and methodologies used, contingency planning, cost estimation and budgeting, and the need to address capacity shortfalls sooner than planned. Department of Homeland Security officials intend to review the new department's training needs and capacities, and update the plan to reflect its vision for law enforcement training. Within the context of its strained training capacity, FLETC uses a predominantly manual scheduling process that does not ensure the efficient use of training resources and poses internal control risks due to potential loss of scheduling materials and the lack of backup documentation. Although FLETC has begun the process to acquire a fully automated scheduling system, FLETC officials have yet completed important risk management activities and are not using recognized best practices for acquiring commercial off-the-shelf-based systems associated with this type of acquisition. Furthermore, FLETC's solicitation activities have not adequately addressed security requirements. FLETC faces additional challenges regarding its governance structure in that the status of FLETC's Board of Directors is unclear, and its membership, roles and responsibilities, and past practices are not fully consistent with prevailing governance best practices.

Partner Organization Training Projections Compared to Current Optimum Combined Campus Capacity (in student weeks)



Source: GAO analysis of FLETC data.

Note: A "student week" is defined as 5 days of training for 1 student.