ABCs of the FBI Training Academy
What it costs to train a Special Agent

March 16, 2011
May 1972, the modernized FBI Academy was opened to train Special Agents and High-level Police Professionals. It included:

- 24+ classrooms,
- 8 conference rooms,
- 2 seven-story dormitories,
- 1,000-seat auditorium,
- dining hall,
- full-sized gym and swimming pool,
- library,
- firing range,
- specialized classrooms for forensic science training,
- 4 labs,
- 12+ dozen darkrooms,
- mock-city classroom, and
- crime scene room for practical exercises.
“No Room at the Old Inn”

Nearly 40 years later Quantico supports over 12,000 students a year
- New Agents, Intel Analysts, State-Local-International Law Enforcement, Professional Staff, Leadership Training, Operational Training and Continuing Education/In-Services
- Post 9/11 use has significantly exceeded the complex’s original purpose
“Quantico Footprint”

- There are over 100 buildings constructed since 1972 -- most planned uniquely independent of one another
Our Road to ABC at Quantico

• *Started with a yogurt machine*...
Success with Personnel Cost Modules

• Existing Cost Mods have financially covered many aspects of training
  ⇒ Background Checks, Uniforms, Food, and Equipment for Agents, Intel Analysts and Professional Staff…..but has left major gaps in Quantico Infrastructure requirements
ABC Genesis for FBI

- Criminal Justice Information Services (CJIS) Business Model based on total cost recovery from fingerprint user fee revenue
  - 80,000+ customers and nearly $200 million collected annually for all non-law enforcement fingerprint checks
  - Pays salaries, keeps the lights on, and covers IT requirements
What a difference a business model makes

• Proven success with ABC for the transition from labor intensive legacy processes to automated business models:
  ⇒ Integrated Automated Fingerprint Identification System (IAFIS)
  ⇒ National Name Check Program
ABCs of FBI Academy Operations

- Different business challenges required new model - paying for the yogurt machine.....
  - Comprehensive Managerial view of Academy cost drivers
  - Multiple FBI Organizations, Missions and Funding Sources
  - Costs of training and support activities
**Operational Entities:**
- National Security Branch
- Criminal Cyber Branch
- Science and Technology Branch

**Other Support Entities:**
- Facilities And Logistics Division
- Information and Technology Branch
- Human Resources Division
- Security Division
- Records Management Division
- Finance Division

**Mission:**
- Intelligence
- Counterterrorism
- Counterintelligence
- Weapons of Mass Destruction
- Criminal Enterprises
- Cyber
- Criminal Justice Services

**Budget:**
- Recurring Funding
- One-Time Resources
- Reimbursable Funding
- Centralized Personnel
- Unfunded Requirements

**FBI-Wide Perspective**
ABC: Under the Hood at Quantico

**Activities:**
- Academic Services
- Student Services
- Lodging Services
- Instruction
- International Assistance
- Counseling and Evaluation
- Behavioral Science
- Investigative Training
- Leadership Training
- Law Enforcement Training
- National Academy Development
- Weapons Training
- Vehicle Training
- Physical and Defensive Training
- Intelligence Training
- Virtual Academy
- Logistical Support
- In-Service Travel
- Non-Training Facilities

**Cost Objects:**
- Curriculum
- New Agent
- Career Path
- National Academy
- Basic Analyst
- Regional Event
- HUMINT
- Other Intel
- In-Service Program
- International Training
- Itemized services

**Resources**
Next Steps – Long-Term Capital Investment Plan

• **2010 to 2020 Capital Investment Planning**
  - Usage/Demand Modeling
  - Capacity/Facility Gaps
  - Infrastructure Requirements
    - New Requirements
    - Renovations Projects
    - Infrastructure Upgrades
  - Funding Requirements/Solutions
    - Close Gaps
    - Sustain O&M
Strategy to expand ABC at FBI

• **Capital Planning Office - GE Model**
  - Strategic Linkages; Net Present Value; Cost to Benefit Rations; Internal rate of return; Investment Payback; Return on Investment

• **Focus on Facilities; Major Operational Assets; Information Technology and Operational Systems**

• **24 Interlinking Divisions**
  - Capital Formulation
  - Operational Formulation
  - Acquisition Planning
  - Spend Plans
  - Accounting

• **“Case Cost Modeling”**