



Florida Criminal Justice Executive Institute
REPORT TO THE LEGISLATURE
DECEMBER 2008

The Florida Criminal Justice Executive Institute (FCJEI) was created by the 1990 Florida Legislature for the purpose of “providing such training as is deemed necessary to prepare the state’s present and future criminal justice executives to deal with complex issues facing the state”. The Executive Institute is established within the Florida Department of Law Enforcement and is guided and directed by a policy board (F.S. 943.1755).

Section 943.1757, Florida Statutes states “. . .there exists a need to provide training to criminal justice executives in the subject of interpersonal skills relating to diverse populations, with an emphasis on the awareness of cultural differences.” The Legislature has charged the Florida Criminal Justice Executive Institute with the responsibility of providing the necessary training. This report examines efforts for the past two years, January 2007 through December 2008.

PROGRAMS

The FCJEI offers four primary programs targeting various levels in leadership in Florida’s criminal justice community. The *Chief Executive Seminar (CES)* is offered to the agency chief executive in county, municipal and state criminal justice agencies. The CES is an in-depth program that teaches the fundamentals for success in managing criminal justice operations within Florida’s ever-changing communities. With a faculty having world class credentials, and small classes reflecting a broad spectrum of experience, professional disciplines and geographic distribution, the CES is an exceptional and widely respected educational experience. The class meets once each month for four days with a total of three sessions. During this reporting period, 1 class was delivered reaching 14 criminal justice executives. (Appendix A)

The *Senior Leadership Program (SLP)* targets mid-level management in Florida’s criminal justice community. The SLP is designed to provide continued education for the development and refinement of leadership skills for these professionals. Program participants engage in a study of individual leadership skills, styles and characteristics, with applications to leadership in teams, organizations, and the community. Strategic thinking, strategic planning, innovative problem solving, and leadership of change are program components that will prepare criminal justice professionals to create and lead change in criminal justice organizations and in Florida communities. The program is framed around nine separate weeklong sessions, spaced approximately 6 weeks apart, with significant reading and an independent research requirement

to be completed outside of the program meeting times. During this reporting period, 2 classes were delivered reaching 61 senior criminal justice professionals. (Appendix B)

The *Florida Leadership Academy (FLA)* was created to meet the need for formal training for entry level of supervisors. FLA prepares first-line supervisors in criminal justice organizations to exemplify the character and integrity expected of criminal justice professionals. The program examines the various components necessary to be an effective leader. Participants in FLA learn skills necessary to support the needs of their agency and needs within the community. FLA exposes its participants to ethical dilemmas common in criminal justice and provides tools in exercising good judgment as a supervisor. Each module of curriculum provides further insight towards proactive problem solving, effective communication and related supervisory skills. The FLA meets once a month for a week with a total of four sessions. During this reporting period, 7 classes were delivered reaching 184 criminal justice professionals. (Appendix C)

The Executive Leadership Seminar (ELS) is an educational opportunity for top level management other than chief executives of Florida criminal justice organizations. The seminar is delivered in three sessions, each emphasizing a different aspect of leadership. Topics include environmental scanning, the influences of culture on policy, presentation skills, ethics, values of organizations, generational differences, the vision of leaders, and the leadership of change. The goal of the Executive Leadership Seminar is to provide a continuing education forum for the development and refinement of leadership skills for Florida's criminal justice professionals. The seminar places focus on quality in leadership and promoting the ability to create and lead change. During this reporting period, 2 classes were delivered reaching 35 criminal justice professionals. (Appendix D)

The FCJIEI also offers a series of workshops and seminars on specific leadership topics for the continuing development of criminal justice executives, managers, and leaders. The *Continuing Executive Development (CED)* (Appendix E) classes are developed around advanced law enforcement subjects and contemporary issues that are of interest to criminal justice professionals at every level of leadership. The classes range in length from one to five days and are offered throughout the state. Much like the CED courses, the FCJIEI also offers advanced courses for both executives and non-executives on a variety of topics through the *Center for Advanced Law Enforcement Studies (CALES)* Classes (Appendix F).

In addition to the educational opportunities offered by the Florida Criminal Justice Executive Institute, mentoring and networking are encouraged by the FCJIEI. The *Graduates Education Conference* is a three-day meeting held in various cities around the state. It is held annually and is exclusively for graduates of the Executive Institute's programs. The conference encourages networking among the graduates as well as a seminar focusing on current dilemmas faced by criminal justice professionals today. The conference also provides Florida's criminal justice leaders the opportunity to share invaluable information and problem solving techniques with other agencies (Appendix G).

NEW INITIATIVES (JANUARY 2007 THROUGH DECEMBER 2008)

Needs Assessment

After the passage of Amendment 1 and the ensuing events that led to diminished financial resources, the FCJEI conducted a survey of Florida criminal justice agencies to determine the need for online training. The results of the survey will be published in *The Florida Police Chief* in Feb, 2009. The article is entitled “Criminal Justice Online Training: The Future or a Financial Band-Aid?”

Existing resources have been designated to develop and produce online training courses to satisfy mandatory continuing education requirements for all Florida active duty officers free of charge. Four courses are currently online with numerous others in production.

Research Fellowship Program – In 2007, The FCJEI Research Fellowship offered an opportunity for a university graduate student who was enrolled in directed independent study to conduct research on a relevant topic of interest to the FCJEI Policy Board. The first Research Fellow was a graduate student enrolled at the Florida State University Askew School of Public Administration and Policy. In January 2007, the research project began and the focus was on Human Trafficking and Florida Law Enforcement. The final Research paper was published on the FCJEI website in April 2008.

Other Research

In September 2008, The FCJEI and the Florida Department of Law Enforcement (FDLE) entered into a partnership with the University of Central Florida, Department of Criminal Justice and Legal Studies, Dr. Mark Lanier and the Virtual Center for Epidemiological Criminology (VCEC) to continue the research published by the FCJEI on Human Trafficking.

The VCEC has a stellar group of researchers from the law enforcement and public health communities that are committed to reducing human trafficking. The VCEC (www.epidemiologicalcriminology.com) will provide the research components to the proposed project.

This proposed project has two phases. A comprehensive survey of all Florida Sheriff’s Offices (having county wide jurisdiction) will be Phase One of the project. The survey instrument has already been developed, assessed for content validity by internationally acclaimed researchers, and pre-tested. This project will allow wide spread dissemination and analysis of the survey. Based on the produced empirical research findings, VCEC and FDLE will then jointly develop training modules to be administered to Florida law enforcement personnel for Phase Two.

2008 Public Safety Leadership Development Consortium

The Florida Department of Law Enforcement hosted the 2008 International Summit of the Public Safety Leadership Development Consortium (PSLDC) in Tallahassee, Florida, July 15, 16, and 17, 2008.

This three-day working summit was designed for any practitioner in the public safety field who is involved with or has an interest in leadership development. Topics included the current and

future state of public safety leadership development, competencies, ethics, models, best practices, and many others, plus plenty of time for exchange of ideas and networking. Presenters and roundtable chairs/members were carefully chosen regarding their experience and areas of expertise.

SUMMARY

The Florida Criminal Justice Executive Institute enjoys a national reputation for excellence. This success would not be possible without the support of the Governor and Cabinet, Legislature, Florida Criminal Justice Standards and Training Commission, guidance from the Florida State University, and the leadership of the Florida Criminal Justice Executive Institute Policy Board.

The training mechanisms offered through the FCJEI will continue to focus on: organizational culture and the diversity of a contemporary workforce; human diversity; ethics and integrity; interpersonal skills; organizational values, vision of leaders, and organizational change; Florida demographics; and generational differences. The FCJEI will create an educational and training environment that responds to these issues, focuses on contemporary issues identified by our customers, and anticipates future needs to best serve the criminal justice community of Florida.

The following appendices contain information on programs offered through the FCJEI.

APPENDIX A

CHIEF EXECUTIVE SEMINAR

Course Outline:

SESSION 1 - DEFINING THE FUTURE

In an introduction to the organized study of the future, this session focuses on several major issues affecting the future of criminal justice in Florida. A discussion of forecasting methods and environmental scanning is followed by a detailed analysis of the implications of technology advances, demographics and economics for the future of Florida. The session ends with a discussion of roles for the criminal justice executive in formulation of strategic plans and policy to meet emerging issues and trends that will impact the criminal justice system in Florida.

SESSION 2 - ORGANIZATIONAL REALITIES

Increasing diversity in the workforce sets the stage for a discussion of current models of human resource management, the assessment of organizational culture, and the influence of culture on the implementation of policies and directives in the organization. *Organizational Realities* also explores strategies for maximizing the strengths and contributions of all members of the organization. The session closes with a discussion of the practical benefits derived by leaders who align member behaviors with the values and vision of the organization.

SESSION 3 - THE LEADERSHIP CHALLENGE

This session explores the role of the criminal justice executive in setting and demonstrating ethical standards for the organization. *The Leadership Challenge* also provides an overview of important leadership behaviors along with the introduction of a framework for identifying, developing, and implementing a vision for the organization. The series closes with a discussion of issues related to the management of change and strategies for leading successful change.

Chief Executive Seminar (CES) classes held January 2007 through December 2008

CES 41

Session 1: April 23-26, 2007

Session 2: May 21-24, 2007

Session 3: July 9-12, 2007

Location: Tallahassee, FL

Participants: 14

APPENDIX B

SENIOR LEADERSHIP PROGRAM

Course Outline:

SESSION 1 - INTRODUCTION TO LEADERSHIP

Introduction to Leadership gives participants in the Senior Leadership Program an overview of program requirements including goals and objectives for each individual session, reading requirements, and expectations for individual research projects. This session also provides an introduction to research in the social sciences, an introduction to personal leadership styles, insight into the interactions of individuals in teams, and the establishment of ethics and integrity as the foundation of leadership practices.

SESSION 2 - DEFINING THE FUTURE

Defining the Future provides participants with an understanding of the definitions, assumptions and components of futures studies. This session also includes a discussion of creativity and problem solving, demographics and economics as drivers of the future, and ends with a retrospective of Florida emphasizing the importance of the influence of history on the future. Exercises will introduce the concept of futures forecasting with applications to criminal justice issues.

SESSION 3 - FORECASTING THE FUTURE

Forecasting the Future builds on the components and concepts presented in Session 2, and presents an overview of futures research and specific research methods which result in a forecast. Applications of forecasting methods allow the identification and analysis of emerging trends and issues. An automated trend analysis is demonstrated, scenario writing and future mapping as strategic planning tools are discussed and other research methods useful in the social and behavioral sciences are described.

SESSION 4 - LEADERSHIP IN A HIGH-TECH FUTURE

Leadership in a High-Tech Future familiarizes program participants with methods of identifying and analyzing emerging technologies impacting the criminal justice system. This session emphasizes methods to identify criminal justice applications for emerging technologies, problem solving in applications design, human factors interactions in technology intensive environments, and other leadership issues related to technology.

SESSION 5 - INDIVIDUAL RESEARCH PROJECTS

This session continues the study of processes and skills associated with research in the social and behavioral sciences. Program participants present proposed individual research problems, research questions, and methods, for critique by research specialists and other class members. The Internet is introduced as a research tool, and creative ways to improve written communications in teams and organizations is discussed. The research project exercises and strengthens concepts learned throughout the program and makes a significant contribution to the criminal justice community.

SESSION 6 - DEVELOPING LEADERS IN TEAMS AND ORGANIZATIONS

Developing Leaders in Teams and Organizations reviews and describes leadership styles and leadership characteristics, and introduces the concept of different roles for public administrators

in organizations and the community. Session 6 also discusses leadership role preferences in teams and organizations. This session will describe emerging theories and practices in human resources management, and will begin a discussion of workforce diversity.

SESSION 7 - LEADERSHIP IN ORGANIZATIONS AND THE COMMUNITY

Leadership in Organizations and the Community builds on the descriptions and definitions established in Session 6 in a discussion of the vision of leaders and the culture and values of organizations. Cultural diversity, sensitivity to diversity in the workforce, and the value of cultural differences to the organization in relation to the community are discussed.

SESSION 8 - LEADERSHIP OF CHANGE

Current theories of strategic planning, strategic thinking, and strategic decision-making are introduced in *Leadership of Change*. Creativity and innovation in solving problems in the organization and the community are discussed. Current theories of change management and the leadership issues related to creating change in organizations will also be described and discussed.

SESSION 9 - SENIOR LEADERSHIP COLLOQUIUM

The *Senior Leadership Colloquium* is the formal presentation of individual research projects. Presentations are aided by panels of subject matter experts and are evaluated on the basis of originality of work, focus on criminal justice issues, a futures orientation, and adherence to acceptable research principles and practices. The research of Senior Leadership participants is published by the Florida Criminal Justice Executive Institute on its web site.

Senior Leadership Program classes held January 2007 through December 2008

Class 12

Session 1: January 22-26, 2007

Session 2: February 26-March 2, 2007

Session 3: April 16-20, 2007

Session 4: June 4-8, 2007

Session 5: July 23-27, 2007

Session 6: September 10-14, 2007

Session 7: October 22-26, 2007

Session 8: December 3-7, 2007

Session 9: January 28-February 1, 2008

Location: Tallahassee

Participants: 33

Class 13

Session 1: May 12-16, 2008

Session 2: June 9-13, 2008

Session 3: July 21-25, 2008

Session 4: September 15-19, 2008

Session 5: October 27-31, 2008

Session 6: December 8-12, 2008

Location: Tallahassee, FL

Participants: 28

APPENDIX C

FLORIDA LEADERSHIP ACADEMY

Course Outline:

SESSION ONE: LEADERSHIP AND MANAGEMENT

Session One includes a comprehensive course overview; a description of research related to police and corrections sergeants; a discussion of contemporary issues identified by criminal justice sergeants, middle managers, and executives; and a history of the Florida Criminal Justice Executive Institute. Participants will learn the importance of individual contributions to the group and their role in shaping the future of their organization. The session will cover the principles of situational leadership and aspects of team building. Participants will learn about various personalities using the Myers-Briggs Type Indicator®. Various types of power and motivational strategies will be covered during this session.

SESSION TWO: COMMUNICATION, PROFESSIONALISM AND ETHICS

Session Two provides participants in the Florida Leadership Academy with the opportunity to learn written and oral communication skills necessary to support the needs of their agency. This week will cover strategies on how to effectively communicate with the media and practice a professional response. In addition, the session exposes its participants to ethical dilemmas common in criminal justice and provides tools in exercising good judgment as a supervisor. Each unit of curriculum this week provides further insight towards proactive listening skills, effective communication and an expanded understanding of ethics in a criminal justice setting.

SESSION THREE: LEGAL ISSUES, DECISION MAKING AND CHANGE MANAGEMENT

Session Three prepares participants to effectively address the legal and liability issues faced by supervisors in the criminal justice system. The session helps to prepare participants to understand the most current laws affecting the criminal justice system, such as use of force. Participants also are given guidance in the areas of decision making, managing change, working with generational issues, and holding themselves and their subordinates accountable for upholding the standards of the agency.

SESSION FOUR: ORGANIZATIONAL SKILLS, PERFORMANCE MANAGEMENT AND STRESS

Session Four provides essential skills for supervisors to remain proactive in their supervisory duties. Through the application of criminal justice issues to the principles of time management, planning and scheduling, the participants practice effectively and efficiently using the available organization resources to get more quality work done in less time. In this session, the participants also prepare to meet the challenges of developing, coaching, mentoring, evaluating and disciplining subordinates in such a way as to positively improve performance on the job. Participants will also learn skills necessary to support the technical and administrative needs of their agency. Since these duties are both stressful and demanding of a supervisor, this session goes over some practical ways to reduce stress and control emotion in critical moments frequently encountered by the criminal justice supervisor.

Florida Leadership Academy Class 5

Session 1: February 19-23, 2007

Session 2: March 26-30, 2007

Session 3: April 23-27, 2007

Session 4: May 21-25, 2007

Training Center: Broward Institute of Public Safety

Location: Ft. Lauderdale, FL

Participants: 28

Florida Leadership Academy Class 6

Session 1: November 05-09, 2007

Session 2: December 03-07-2007

Session 3: January 07-11, 2008

Session 4: February 04-08, 2008

Training Center: Palm Beach Criminal Justice Institute

Location: Lake Worth, FL

Participants: 26

Florida Leadership Academy Class 7

Session 1: April 07-11, 2008

Session 2: May 12-16, 2008

Session 3: June 16-20, 2008

Session 4: July 14-18, 2008

Training Center: Pat Thomas Law Enforcement Academy

Location: Quincy, FL

Participants: 21

Florida Leadership Academy Class 8

Session 1: May 05-09, 2008

Session 2: June 09-13, 2008

Session 3: July 07-11, 2008

Session 4: August 04-08, 2008

Valencia College Criminal Justice Institute

Location: Orlando, FL

Participants: 29

Florida Leadership Academy Class 9

Session 1: July 21-25, 2008

Session 2: August 18-22, 2008

Session 3: September 22-26, 2008

Session 4: October 20-24, 2008

Indian River State College Criminal Justice Institute

Location: Ft. Pierce, FL

Participants: 29

Florida Leadership Academy Class 10

Session 1: August 11-15, 2008

Session 2: September 15-19, 2008

Session 3: October 13-17, 2008

Session 4: November 17-21, 2008

Brevard College Criminal Justice Center

Location: Melbourne, FL

Participants: 24

Florida Leadership Academy Class 11

Session 1: October 6-10, 2008

Session 2: November 3-7, 2008

Session 3: December 1-5, 2008

Session 4: January 12-16, 2008

Valencia College Criminal Justice Institute

Location: Orlando, FL

Participants: 27

APPENDIX D

EXECUTIVE LEADERSHIP SEMINAR

Course Outline:

SESSION 1 – DEFINING THE FUTURE

In an introduction to the organized study of the future, “Futures Studies” focuses on several major issues affecting the future of criminal justice in Florida. This includes a discussion of forecasting methods and environmental scanning followed by a conversation concerning creativity and problem solving, demographics and economics as drivers of the future. This session also includes a discussion of the role of the Criminal Justice professional in strategic planning and the development of organizational mission, vision, and values in anticipation of emerging issues, trends and events which will impact the criminal justice system in Florida..

SESSION 2 – ORGANIZATIONAL REALITIES

.Increasing age diversity in the workforce sets the stage for a discussion of managing generations and succession planning for those generations. This session also includes organizational culture, listening, and will end with a discussion and analysis of Myers-Briggs personality type.

SESSION 3 –LEADING CHANGE

“Leading Change” explores the role of the criminal justice professional by conveying the values and defining the ethics of an effective, futures-oriented organization. Closing the series with a discussion of leading change, this session explores the practical benefits derived by leaders and organizations from the alignment of ethics, vision and values.

Executive Leadership Seminar (ELS) classes held January 2007 through December 2008

Class 2

Session 1: June 18-22, 2007

Session 2: July 16-20, 2007

Session 3: August 20-23, 2007

Location: Tallahassee, FL

Participants: 15

Class 3

Session 1: January 7-11, 2008

Session 2: February 11-15, 2008

Session 3: March 3-6, 2008

Location: Tallahassee, FL

Participants: 19

APPENDIX E
CONTINUING EXECUTIVE DEVELOPMENT (CED)

New Initiatives in the CED Series:

Future Police Chiefs Seminar

In September of 2007, and again in September of 2008, FDLE partnered with the Florida Police Chiefs Association to present *The Future Police Chiefs Seminar*. This was a 40-hour, week long course provided to participants who have been identified as future candidates for police chief positions. The training provided a wide range of subjects including leadership, application process, dealing with the media, budgeting, ethics, etc. All tools needed by police chiefs in order to operate a successful law enforcement agency in the 21st century.

Learning to be a Legacy Leader

A new CED course that is designed to provide participants with practical tools, tips and techniques that can be implemented *the next day* in the workplace! Participants discover how to lead from a position of personhood and gain commitment from your followers...not compliance. They leave the class engaged, energized, empowered and excited to put into practice what they have experienced. The first class was presented in December of 2008 and received outstanding reviews.

Continuing Executive Development Classes, January 2007 through December 2008

Class Title	Location	Dates	Participants
In-Depth Leadership	Sarasota	June 5-8, 2007	26
	Sarasota	June 3-6, 2008	19
	Ocala	September 9-11, 2008	33
Advanced In-Depth Leadership:	Sarasota	December 4-7, 2007	13
	Jacksonville	January 28-30, 2008	24
	Cape Coral	October 23-25, 2008	24
	Sarasota	December 2-5, 2008	18
High Impact Leadership	Orlando	March 12-14, 2007	32
	Deerfield Beach	November 6-8, 2007	10
Non-Lethal Ammo Instructor	St. Petersburg	May 27-29, 2008	20
Managing Generations & Problem Employees	Ft. Lauderdale	April 16-17, 2007	22
	Orlando	May 23-24, 2007	29
	Daytona Beach	February 25-26, 2008	28
	St. Pete Beach	October 16-17, 2008	23

**Continuing Executive Development Classes, January 2007 through December 2008
(cont.)**

Class Title	Location	Dates	Participants
Strategic Leadership for Criminal Justice Agencies	Orlando	Mar., July, Sept, 2007	109
Future Police Chiefs Seminar	Orlando	September 17-21, 2007	21
Future Police Chiefs Seminar	Orlando	September 22-26, 2008	41
Learning to Be A Legacy Leader	St. Pete Beach	December 2-4, 2008	26

On-Line Courses
(Mandatory Retraining)

Class Title	Dates	Participants
Stress Management	April - November 2008	248
Ethics	April - November 2008	5
Use & Control of Informants	April - November 2008	20
Interviewing Training	April - November 2008	2

APPENDIX F
CENTER FOR ADVANCED LAW ENFORCEMENT STUDIES (CALES)

New Initiative in the CALES Series:

FDLE and Florida Department of Corrections (DOC) Training Initiative:

In August of 2008, the Florida Department of Corrections requested that FDLE modify the *Guide to Understanding Militant Islamist Terrorism* course and provide agency specific training to DOC members. The request resulted in the first of a series of classes being presented to middle and upper management level members of DOC in November of 2008. The DOC and FDLE are discussing the possibility of presenting this class on an on-going basis in 2009.

Center For Advanced Law Enforcement Studies Classes, January 2007 through December 2008

Class Title	Location	Dates	Participants
Officer Discipline	Cocoa Beach	January 29-Feb. 1, 2007	27
	Orlando	May 14-16 2007	54
	Ponte Vedra Beach	August 6-9, 2007	22
	Orlando	Nov. 26-28, 2007	28
	Orlando	Nov. 27-29, 2007	21
	Daytona Beach	January 22-24, 2008	44
	Orlando	March 17-20, 2008	28
	Naples	May 5-8, 2008	25
	Ft. Lauderdale	October 27-30, 2008	40
Law Enforcement Strategies for Dealing With Suspects	Tampa	July 9, 2007	23
2007 Sheriffs Seminar	Orlando	October 23-25, 2007	7
Understanding Militant Islamist Terrorism	Sarasota	January 10-8, 2007	40
Understanding Militant Islamist Terrorism	Miami	June 20-22, 2007	18
Understanding Militant Islamist Terrorism	Miami	September 12-14, 2007	16
Understanding Militant Islamist Terrorism	Daytona Beach	August 12-14, 2008	23

Center For Advanced Law Enforcement Studies Classes, January 2007 through December 2008 (cont.)

Class Title	Location	Dates	Participants
Understanding Militant Islamist Terrorism	Orlando	November 19-21, 2008	26
Managing the Law Enforcement Training Function:	Sarasota	January 8-9, 2007	19
Managing the Law Enforcement Training Function:	Sarasota	January 7-8, 2008	21
Managing the Law Enforcement Training Function:	Jacksonville	January 31-Feb. 1, 2008	17
Undercover Combatives	St. Petersburg	Feb. 28-Mar. 2, 2007	22
Active Shooter Training	St. Petersburg	March 5-8, 2007	24
Condo Complaint Workshop	MROC	January 10, 2007	35
Effective Budgeting for Criminal Justice Agencies	St. Petersburg	February 21-23, 2007	14
Effective Budgeting for Criminal Justice Agencies	Dayton Beach	May 20-22, 2008	27
Effective Budgeting for Criminal Justice Agencies	Daytona Beach	June 23-25, 2008	11
Property Room Management	Tampa	January 10-11, 2007	65
Property Room Management	Miami	June 23-25, 2008	58

Center For Advanced Law Enforcement Studies Classes, January 2007 through December 2008 (cont.)

Class Title	Location	Dates	Participants
Ground Defense Train-the-Trainer	Tampa	April 7-11, 2008	8
Ground Defense For Law Enforcement	St. Petersburg	January 8-12, 2007	15
International Money Laundering	Tallahassee	May 1-3, 2007	24
Edged Weapons Defense	Tampa	May 9-11, 2007	13
Intro to Human Trafficking	Tampa	March 19, 2007	50
LEO Control Tactics Instructors	St. Petersburg	July 14-18, 2008	14
Advanced SWAT Course	St. Petersburg	Sept. 22-26, 2008	12

APPENDIX G
GRADUATES EDUCATION CONFERENCE

2007 Conference

Conference Theme: Managing Generations & Succession Planning. The following topics were presented: Managing Generations; Succession Planning; Individual Leadership Styles and Action Planning.

Session: May 6-9, 2007

Location: Cocoa Beach, FL

Participants: 50

2008 Conference

Conference Theme: Leading Change for Your Organization. The following topics were presented: Leading Change and Building your Agencies Agenda for Growth.

Session: April 27-30, 2008

Location: St. Augustine, FL

Participants: 42