

FLORIDA  
DEPARTMENT  
OF LAW  
ENFORCEMENT  
and  
FLORIDA  
CRIMINAL  
JUSTICE  
EXECUTIVE  
INSTITUTE



# BIENNIAL REPORT

JANUARY  
2017-  
DECEMBER  
2018

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Richard L. Swearingen  
*Commissioner*



## INTRODUCTION

In 1990, the Florida Legislature created the Florida Criminal Justice Executive Institute (FCJEI) to train criminal justice executives on interpersonal skills relating to diverse populations with cultural differences. Although this original mission is still a primary focus of each FCJEI program, today there is also an emphasis on leadership, ethics and managing criminal justice organizations in a diverse state such as Florida.

FCJEI was established within the Florida Department of Law Enforcement (FDLE) and is directed by a policy board. The FCJEI Policy Board is composed of the following members or their designee: executive director of the Department of Law Enforcement, the Secretary of Corrections, the Commissioner of Education and the Secretary of Juvenile Justice. Three municipal police chiefs, three county sheriffs and a county jail administrator are each nominated by their respective professional association. The State Law Enforcement Chiefs' Association also nominates a representative to serve on the Board. Members of the FDLE Bureau of Professional Development (BPD) provide support to carry out the mission of FCJEI. Attendance of FCJEI courses is fee based, and all revenue generated is placed into the Criminal Justice Standards and Training Trust Fund.

Per section 943.1757(2), F.S., this report summarizes the efforts of FCJEI from January 2017 to December 2018.

## PROGRAMS

FCJEI offers four primary programs targeting various levels of leadership in Florida's criminal justice community.

The *Florida Leadership Academy (FLA)* was created to meet the training needs of entry-level 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 components necessary to be an effective leader. Participants in FLA learn skills necessary to support the needs of their agencies as well as the communities they serve. FLA exposes its participants to ethical dilemmas common in criminal justice and provides tools for using good judgment as a supervisor. Each module of curriculum provides further insight toward proactive problem-solving, effective communication and related supervisory skills. FLA is delivered over four separate weeklong sessions. The cost to attend this course is \$750 per seat. During this reporting period, six classes were delivered to 230 criminal justice professionals (Appendix A).

The *Senior Leadership Program (SLP)* targets mid-level management in Florida's criminal justice community. SLP is designed to provide advanced education for the development and refinement of leadership skills for these professionals. Each component of the program centers on leadership and futures studies. Participants of the program become familiar with the science of futures forecasting, including conducting and assessing futures-oriented research in the social and behavioral sciences. Participants learn to apply the study of individual leadership skills, styles and characteristics to the community. Strategic thinking, planning, innovative problem-solving, and change of leadership are program components that will prepare criminal justice professionals to create and lead change. The program consists of seven separate sessions, over a 10-month period, with significant reading and an independent research requirement to be completed outside of the program. The cost to attend this course is \$1,250 per seat. Graduates of SLP are eligible for up to nine graduate-level university credits offered through the Reubin O'D. Askew School of Public Administration and Policy at Florida State

University. During this reporting period, two classes were delivered to 68 senior criminal justice professionals (Appendix B).

The *Executive Leadership Seminar (ELS)* is an educational opportunity for top-level management other than chief executives of Florida criminal justice organizations. ELS bridges the gap between the Senior Leadership Program and the Chief Executive Seminar. This program ensures that larger agencies with a wider span of leadership between mid-level management and the chief executive have the opportunity to enhance their leadership skills. The seminar is delivered over three separate weeklong sessions, each emphasizing a different aspect of leadership. Topics include communicating through a crisis, critical thinking, leading people, managing organizations, overcoming adversity, emotional intelligence and servant leadership. The goal of ELS is to provide a continuing education forum for the development and refinement of leadership skills for Florida's criminal justice professionals. The seminar places a focus on quality in leadership and promoting the ability to create and lead change. The cost to attend this course is \$1,000 per seat. During this reporting period, two classes were delivered to 55 criminal justice professionals (Appendix C).

The *Chief Executive Seminar (CES)* is offered to agency chief executives or their direct report in local and state criminal justice agencies. CES is an in-depth program that teaches advanced skills for success in managing criminal justice operations within Florida's ever-changing communities. Each class reflects a broad spectrum of experience, professional disciplines and geographic distribution. The seminar is delivered over three separate three-day sessions. The fee for the course is based on the number of sworn personnel in the participant's agency. If there are under 100 sworn, the cost is \$750 per seat; 100–500 sworn, the cost is \$1,000 per seat; and for over 500 sworn, the cost is \$1,250 per seat. During this reporting period, two classes were delivered to 42 criminal justice executives (Appendix D).

## **CONTINUING EXECUTIVE DEVELOPMENT**

FCJEL also offers a series of workshops and seminars on specific topics for the continuing development of criminal justice executives, managers and leaders. *Continuing Executive Development (CED)* classes focus on advanced law enforcement subjects and contemporary issues of interest to criminal justice professionals at every level of leadership. These classes range in length from one to five days and are offered throughout the state. The cost to attend each course ranges from \$200–\$350 per person, depending on the length of the course. During this reporting period, nine CED classes were delivered to 247 criminal justice professionals. Course topics delivered were: *Budgeting for Law Enforcement Professionals*, *Law Enforcement and the Media* and *Leadership to Reduce Organizational Stress*. Of these courses, *Leadership to Reduce Organizational Stress* was evaluated the highest.

*Officer Discipline* was also delivered during this reporting period. This course is held in conjunction with the quarterly Criminal Justice Standards and Training Commission (CJSTC) meetings and provides class participants an opportunity to observe a probable cause hearing as well as the CJSTC's role in the discipline process (Appendix E).

In addition to the educational opportunities offered by FCJEL, mentoring and networking are encouraged. The *Graduates' Education Conference* is a three-day training opportunity held annually in various cities throughout the state. It is exclusively for FCJEL graduates and provides a seminar on current dilemmas criminal justice professionals face. The conference also provides FCJEL graduates the opportunity to share valuable information and problem-solving

techniques with other agencies. During this reporting period, two conferences were held and 96 graduates attended (Appendix F).

## **CUSTOMER FEEDBACK**

The Institute takes great pride in providing high quality training from some of the country's top instructors. FCJEL regularly receives positive feedback from program participants. Some of this feedback is provided below:

### **Florida Leadership Academy**

"Overall I so enjoyed my time here! I have learned so much to move me forward on my leadership journey. I admit I was apprehensive about coming due to the distance and time involved. I can say it was all worth it. I have also made amazing friends and contacts. I can only hope we continue to assist each other and help everyone move up the chain of command. Lauren has been an amazing coordinator. In addition to running the class she has been a problem solver, hotel liaison, transportation secretary, and teacher. I am proud that our agency has partnered with such a great person and great organization. I will recommend FLA to every first line supervisor. I really recommend that FLA consider a shortened future-supervisors course to prep future supervisors for FLA. Thank you for all the knowledge bestowed. I will never hesitate to answer the phone and go when an FLA alumni calls or any member of staff. It was my pleasure. "

### **Senior Leadership Program**

"This was the most challenging program in which I have had the chance to participate. I have learned a lot and accomplished more than I thought I could. The program was very impactful. I gained a wide variety of different leadership tips which will allow further development of staff within my agency."

### **Executive Leadership Seminar**

"Class #5 of the Executive Leadership Seminar contained 30 wonderfully different people from various walks of life, coupled with a vast array of experiences that facilitated solid networking. This was the most enjoyable leadership class that I have ever attended. The entire class was put together and structured very well. It was very professional, and the goals, objectives, and other concerns were clearly communicated throughout the three sessions. I will be recommending this seminar to other colleagues."

### **Chief Executive Seminar**

"You have an excellent group of instructors. I took many pages of notes and will implement many new initiatives. In each session, I took back ideas presented in class and have made my agency better for it."

### **Continuing Executive Development—Leadership to Reduce Organization Stress**

"The best course I have taken in sixteen years. Chief Williams presents the material in an honest and relatable way. He is passionate about the topic and it shows throughout the presentation. Thank you for hitting me dead square in the teeth; you have opened my eyes. It may be too late for my marriage but it isn't too late for my kids."

## **COMMUNITY SAFETY REPORT**

On May 11, 2017, the Criminal Justice Standards and Training Commission (CJSTC) adopted a community safety report: *Strengthening the Bonds of Trust between Law Enforcement and the Public*. The report was written in response to training requests by law enforcement agencies and criminal justice officer training academies; it provides findings and recommendations for improving the relationship between law enforcement and the public.

During the FCJIEI Policy Board meeting in 2017 the Board offered their full support of the community safety report. FCJIEI staff has made an assertive effort to ensure that the leadership training being offered supports the areas identified in the report. Throughout this review period FCJIEI courses provided over 240 hours of training in these areas. Some of the topics addressed included: procedural justice, professional standards for leaders, crisis communication, social media, elements of ethical accountability and dealing with generational issues. The FCJIEI Policy Board and staff will continue to support the efforts that have been established in the community safety report.

## **SUMMARY**

Between January 2017 and December 2018, FCJIEI provided training to approximately 712 individuals representing 175 criminal justice agencies, training centers and professional organizations (Appendix G). The training offered by FCJIEI continues to focus on organizational culture and diversity, both in the workforce and the state; ethics and integrity; interpersonal skills; organizational values; visionary leadership; and organizational change. FCJIEI will continue to create an educational training environment that responds to these issues, emphasizing the concerns identified by our customers and anticipating future needs to best serve the criminal justice community of Florida.

## **APPENDIX A—FLORIDA LEADERSHIP ACADEMY**

### **Course Outline:**

#### **SESSION 1: LEADERSHIP**

This session includes a comprehensive course overview; a history of the Florida Criminal Justice Executive Institute, and a discussion of contemporary issues identified by criminal justice supervisors, middle managers and executives. Participants explore the difference between managing and leading as well as study many different leadership theories and practices. This week covers generational differences and motivational leadership, and illustrates the power they possess in leading others as they shape the future of their organizations.

#### **SESSION 2: COMMUNICATION**

Strategies for effectively communicating with the media and the importance of developing and maintaining agency branding are discussed during this session. The significance of valuing individual differences is explored using the Myers-Briggs Type Indicator. Participants gain an insight toward proactive listening skills, effective communication and an understanding of preparing and presenting a proposal or strategy plan in a criminal justice agency.

#### **SESSION 3: ACCOUNTABILITY**

Participants address the ethical and accountability issues facing supervisors today. They prepare to meet the challenges of developing, coaching, mentoring, evaluating and disciplining their members to positively improve performance on the job. Laws affecting first line supervisors and the criminal justice system are studied. Emphasis is placed on how to proactively supervise yourself and others during stressful or difficult times. The session wraps up with a panel of local criminal justice leaders who provide further insight into leadership, communication, accountability and professionalism.

#### **SESSION 4: PROFESSIONALISM**

Essential skills are taught for supervisors to remain proactive in their supervisory duties. Participants learn how to practice procedural justice while focusing on emotional intelligence and followership. They demonstrate their ability to develop and present on a criminal justice topic, taking into account purpose, audience, research methods, organization and appropriate presentation and delivery techniques.

## **APPENDIX A—FLORIDA LEADERSHIP ACADEMY**

### **Florida Leadership Academy Class 38**

Session 1: January 9–13, 2017

Session 2: February 6–10, 2017

Session 3: March 6–10, 2017

Session 4: April 3–7, 2017

Location: Ft. Myers, FL

Participants: 39

### **Florida Leadership Academy Class 39**

Session 1: May 8–12, 2017

Session 2: June 5–9, 2017

Session 3: July 10–14, 2017

Session 4: August 14–18, 2017

Location: Gainesville, FL

Participants: 37

### **Florida Leadership Academy Class 40**

(Delayed 1 month due to Hurricane Irma)

Session 1: October 9–13, 2017

Session 2: November 13–17, 2017

Session 3: December 11–15, 2017

Session 4: January 22–26, 2018

Location: Santa Rosa Beach, FL

Participants: 36

### **Florida Leadership Academy Class 41**

Session 1: January 8–12, 2018

Session 2: February 5–9, 2018

Session 3: March 5–9, 2018

Session 4: April 9–13, 2018

Location: Tallahassee, FL

Participants: 40

### **Florida Leadership Academy Class 42**

Session 1: May 14–18, 2018

Session 2: June 11–15, 2018

Session 3: July 9–13, 2018

Session 4: August 13–17, 2018

Location: Largo, FL

Participants: 40

### **Florida Leadership Academy Class 43**

(Session 2 impacted by Hurricane Michael)

Session 1: September 10–14, 2018

Session 2: October 8 & November 5–9, 2018

Session 3: December 10–14, 2018

Session 4: January 7–11, 2019

Location: St. Augustine, FL

Participants: 38

## **APPENDIX B—SENIOR LEADERSHIP PROGRAM**

### **Course Outline:**

#### **SESSION 1: INTRODUCTION TO LEADERSHIP**

An overview of the program requirements is given, including goals and objectives for each individual section, reading requirements and the expectations for individual research projects. This session also provides an introduction to Florida demographics as a driver of the future and discusses the role of ethics and integrity as the foundation of leadership practices.

#### **SESSION 2: CRIMINAL JUSTICE RESEARCH & ECONOMIC OUTLOOK**

The session introduces the importance of research in the social sciences. This session also focuses on the economic outlook and the impact on criminal justice. Effective budgeting strategies for criminal justice agencies are also discussed.

#### **SESSION 3: DEFINING THE FUTURE**

An understanding of the definitions, assumptions and components of futures studies are provided. This session also includes a discussion of creativity and problem-solving, demographics, economics as drivers of the future and a discussion emphasizing the Florida perspective. Exercises introduce the concept of futures forecasting as it applies to criminal justice issues.

#### **SESSION 4: COMMUNICATIONS**

Program participants become familiar with communication skills, including tools for effective oral communications and the principles and effectiveness of active listening. A significant portion of this session is devoted to group presentations.

#### **SESSION 5: LEADERSHIP IN TEAMS & ORGANIZATIONS**

Participants learn how to address leadership in the context of organizations. In addition to practical skills for building effective teams, this session explores the way good information flows and how relationships and organizational values benefit an organization.

#### **SESSION 6: LEADERSHIP OF CHANGE**

This session introduces contemporary theories of strategic planning, strategic thinking and decision-making. 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 are described and discussed.

#### **SESSION 7: SENIOR LEADERSHIP COLLOQUIUM**

The Senior Leadership Colloquium is the formal presentation of individual research projects. Presentations are supported 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 on the Florida Criminal Justice Executive Institute's website.



## **APPENDIX B—SENIOR LEADERSHIP PROGRAM**

### **Senior Leadership Program Class 20**

Session 1: January 9–12, 2017

Session 2: February 13–16, 2017

Session 3: April 10–13, 2017

Session 4: June 5–8, 2017

Session 5: July 17–20, 2017

Session 6: August 28–31, 2017

Session 7: October 9–12, 2017

Participants: 32

### **Senior Leadership Program Class 21**

Session 1: January 8–11, 2018

Session 2: February 12–15, 2018

Session 3: April 9–12, 2018

Session 4: June 4–7, 2018

Session 5: July 16–19, 2018

Session 6: August 27–30, 2018

Session 7: October 8–12, 2018

Participants: 36

(All sessions held in Tallahassee, FL)

## **APPENDIX C—EXECUTIVE LEADERSHIP SEMINAR**

### **Course Outline:**

#### **SESSION 1: SUCCEEDING THROUGH CHALLENGES**

Every organization will face challenges, but how an organization responds to those challenges depends on how well it is prepared. This session focuses on the importance of effective communication and performing well while under pressure. Instructors also present strategies for maintaining a balance professionally and personally to ensure effectiveness within the organization. This session concludes with a discussion on using technology to improve efficiency.

#### **SESSION 2: MANAGING ORGANIZATIONS**

Successful leaders must be willing to embrace change as well as take on the burden of authority. In this session, the emphasis is on how to manage smarter and with intentionality. The session closes with a discussion on preparing to become the head of an agency.

#### **SESSION 3: BECOMING AN EFFECTIVE LEADER**

In this session, the emphasis is on how to lead effectively when faced with a setback. The session also addresses interpersonal communication skills and behaviors, and the role they play in successful leadership. The importance of emotional intelligence and servant leadership concludes the final session.

#### **Executive Leadership Seminar Class 5**

Session 1: May 8–12, 2017

Session 2: June 12–16, 2017

Session 3: July 31–August 4, 2017

Participants: 30

#### **Executive Leadership Seminar Class 6**

Session 1: May 21–25, 2018

Session 2: June 25–29, 2018

Session 3: July 23–27, 2018

Participants: 25

(All sessions held in Tallahassee, FL)

## **APPENDIX D—CHIEF EXECUTIVE SEMINAR**

### **Course Outline:**

#### **SESSION 1: DEFINING 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 criminal justice executives in formulating strategic plans and policy to meet emerging trends that will impact the criminal justice system in Florida.

#### **SESSION 2: ORGANIZATION 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 policies and directives in the organization. This session also explores strategies for maximizing the strengths and contributions of all members 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. This session also provides an overview of valuable leadership behaviors along with the introduction of a framework for identifying, developing and administering a vision for the organization. The seminar closes with a discussion of issues related to the management of change and strategies for leading successful change.

#### **Chief Executive Seminar Class 51**

Session 1: October 15–18, 2017

Session 2: November 13–15, 2017

Session 3: December 4–6, 2017

Participants: 24

#### **Chief Executive Seminar Class 52**

Session 1: August 5–8, 2018

Session 2: September 17–19, 2018

Session 3: November 28–30, 2018

Participants: 18

(All sessions held in Tallahassee, FL)

**APPENDIX E—CONTINUED EXECUTIVE DEVELOPMENT COURSES**

<b>Title</b>	<b>Dates</b>	<b>Location</b>	<b>Attendees</b>
Officer Discipline	January 23–26, 2017	St. Augustine, FL	35
Officer Discipline	May 8–11, 2017	Jupiter, FL	20
Officer Discipline	August 28–30, 2017	Panama City, FL	29
Budgeting for Law Enforcement Professionals	October 17, 2017	Miami, FL	14
Officer Discipline	November 6–9, 2017	Sarasota, FL	24
Officer Discipline	Jan. 29–Feb. 1, 2018	St. Augustine, FL	36
Law Enforcement and the Media	April 4, 2018	Gainesville, FL	20
Officer Discipline	April 30–May 3, 2018	Jupiter, FL	35
Leadership to Reduce Organizational Stress	August 20–21, 2018	Largo, FL	34

## **APPENDIX F—GRADUATES EDUCATION CONFERENCE**

### **2017 Conference**

Adapting to Rapidly Changing Times: Dealing with Personal and Agency Stress

Session: May 1–3, 2017

Location: Cocoa Beach, FL

Participants: 48

The following topics were presented:

- Societal Trends Impacting Criminal Justice Agencies and Personnel;
- Developing and Sustaining High Performance in Stressful Times: Personal and Team Survival Approaches;
- Leading, Teaching, and Training Millennials: Techniques for Law Enforcement Leaders;
- You and Your Style and the Impacts You Have on Your Team - DISC®; and
- How Adaptive Are You and Your Team? Personally and as a Team, What Do You Need to Do Differently to Be Less Stressed and More Successful?

### **2018 Conference**

Dealing with Crisis with Our Folks & In Our Communities: Beyond the Thin Blue Line

Session: April 23–25, 2018

Location: Jacksonville, FL

Participants: 48

The following topics were presented:

- In Harm's Way;
- When Prevention Fails;
- With the Community and Cops in Crisis: The Impact of Pulse;
- A Refresher on Leadership;
- Exploring Our Other Tools; and
- Remembering Our FCJIE Roots: A Fresh Look at the Future.

## **APPENDIX G—PARTICIPATING AGENCIES**

- Alachua County Board of City Commissioners
- Alachua County Court Services
- Alachua County Equal Opportunity Office
- Alachua County Sheriff's Office
- Altamonte Springs Police Department
- Atlantic Beach Police Department
- Aventura Police Department
- Bal Harbour Police Department
- Bay County Sheriff's Office
- Belle Isle Police Department
- Belleview Police Department
- Bradenton Police Department
- Bradford County Sheriff's Office
- Brevard County Sheriff's Office
- Broward County Sheriff's Office
- Broward District Schools Police
- Cape Coral Police Department
- Charlotte County Sheriff's Office
- Chipley Police Department
- Citrus County Sheriff's Office
- City of Altamonte Springs
- City of Gainesville
- City of Port St. Lucie
- City of West Palm Beach Police Department
- Clay County Sheriff's Office
- Clearwater Police Department
- Clermont Police Department
- Clewiston Police Department
- Coconut Creek Police Department
- Collier County Sheriff's Office
- Columbia County Sheriff's Office
- Coral Springs Police Department
- Crestview Police Department
- Daytona Beach Police Department
- Daytona Beach Shores Public Safety
- Desoto County Sheriff's Office
- Edgewood Police Department
- Escambia County Corrections
- Escambia County Sheriff's Office
- Eustis Police Department
- Flagler County Sheriff's Office
- FDACS/Office of Agricultural Law Enforcement
- Florida Atlantic University Police Department
- FL Department of Agriculture
- FL Department of Agriculture/OALE
- FL Department of Corrections
- FL Department of Corrections, OIG
- FL Department of Financial Services
- FL Department of Juvenile Justice
- Florida Department of Law Enforcement
- FDLE/Capitol Police
- Florida Department of Lottery
- FL Division of Alcoholic Beverages & Tobacco
- FL Fish & Wildlife Conservation Commission
- FL Fish & Wildlife Conservation Comm. OIG
- Florida Highway Patrol
- Florida Office of Attorney General
- Florida Public Safety Institute
- Florida Sheriff's Association
- Florida State University Police Department
- Fort Myers Police Department
- Fort Pierce Police Department
- Fruitland Park Police Department
- Gadsden County Sheriff's Office
- Gainesville Police Department
- Gilchrist County Sheriff's Office
- Green Cove Springs Police Department
- Groveland Police Department
- Gulf Breeze Police Department
- Gulf Coast State College
- Gulfport Police Department
- Haines City Police Department
- Hallandale Beach Police Department
- Hendry County Sheriff's Office
- Hernando County Sheriff's Office
- High Springs Police Department
- Highlands County Sheriff's Office
- Hillsborough County Sheriff's Office
- Indian Harbour Beach Police Department
- Indian River County Sheriff's Office
- Indian River Shores Public Safety
- Jackson County Sheriff's Office
- Jacksonville Beach Police Department
- Jacksonville Sheriff's Office
- Jefferson County Sheriff's Office
- Jupiter Island Department of Public Safety
- Kenneth City Police Department
- Kissimmee Police Department
- Lake County Sheriff's Office
- Lake Wales Police Department
- Lakeland Police Department
- Largo Police Department
- Leon County Sheriff's Office
- Lynn Haven Police Department

## **APPENDIX G—PARTICIPATING AGENCIES**

- Marianna Police Department
- Marion County Sheriff's Office
- Mexico Beach Police Department
- Miami-Dade Corrections and Rehabilitation
- Miami-Dade Police Department
- Miramar Police Department
- Naples Police Department
- Nassau County Sheriff's Office
- New College of Florida Police Department
- New Smyrna Beach Police Department
- North Miami Police Department
- North Port Police Department
- Ocala Police Department
- Ocoee Police Department
- Okaloosa County Department of Corrections
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Orange County Corrections
- Orange County Sheriff's Office
- Ormond Beach Police Department
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Oviedo Police Department
- Palm Beach County Police Department
- Palm Beach County Sheriff's Office
- Palmetto Police Department
- Panama City Beach Police Department
- Panama City Police Department
- Pasco County Sheriff's Office
- Pensacola State College Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Plantation Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Port St. Lucie Police Department
- Putnam County Sheriff's Office
- Sanford Police Department
- Sanibel Police Department
- Santa Fe College Police Department
- Santa Rosa Sheriff's Office
- Sarasota County Sheriff's Office
- Sebastian Police Department
- Sebring Police Department
- Second District Court of Appeal
- Social Security Administration/OIG
- South Miami Police Department
- Springfield Police Department
- St. Augustine Beach Police Department
- St. Augustine Police Department
- St. Cloud Police Department
- St. Johns County Sheriff's Office
- St. Lucie County Sheriff's Office
- St. Petersburg Police Department
- State Attorney's Office
- Stuart Police Department
- Sumter County Sheriff's Office
- Tallahassee Police Department
- Treasure Island Police Department
- Union County Sheriff's Office
- University of Central Florida Police Department
- University of South Florida Police Department
- Venice Police Department
- Village of Key Biscayne Police Department
- Volusia County Division of Corrections
- Volusia County Sheriff's Office
- Walton County Sheriff's Office
- West Palm Beach Police Department
- Wildwood Police Department
- Windermere Police Department
- Winter Haven Police Department
- Winter Park Police Department