



**Florida Department of  
Law Enforcement And Florida Criminal  
Justice Executive Institute**

# **BIENNIAL REPORT**

**January 2019 – December 2020**

Commissioner Richard L. Swearingen  
January 2021

## INTRODUCTION

In 1990, the Florida Legislature created the Florida Criminal Justice Executive Institute (FCJEI) to train criminal justice executives on interpersonal skills and 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 policy board is composed of the executive director of the FDLE, or designee, the Secretary of Corrections, or designee, the Commissioner of Education, or designee, the Secretary of Juvenile Justice, or designee, three chiefs of municipal police departments, three sheriffs, and a county jail administrator, each nominated by their respective professional organizations. The State Law Enforcement Chiefs Association also nominates a representative to serve on the board. Per Section 943.1757(2), F.S., this report summarizes the efforts of FCJEI from January 2019 to December 2020. Members of the FDLE Bureau of Professional Development provide staffing to carry out the duties of the FCJEI. Attendance of FCJEI courses is fee based, and all revenue generated is placed into the Criminal Justice Standards and Training Trust Fund.

## 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 various 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 person. During this reporting period, four classes were delivered to 157 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. Individual components of the program all have a leadership theme and a "futures" orientation. 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. Program participants engage in a study of individual leadership skills, styles, and characteristics. Participants learn to apply these to their organizations and 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 person. 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 63 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. In 2015, the FCJEL Policy Board reinstituted ELS, which 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 person. During this reporting period, one class was delivered to 23 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 fewer than 100, the cost is \$750 per person; 100-500 the cost is \$1,000 per person; and over 500, the cost is \$1,250 per person. During this reporting period, one class was delivered to 20 criminal justice executives (Appendix D).

FCJEL also offers a series of workshops and seminars on specific topics for the continuing development of criminal justice executives, managers, and leaders. The *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. The classes range in length from one to five days and are offered throughout the state. The cost to attend each course ranges from \$200 to \$350 per person depending on the length of the course. During this reporting period, nine CED classes were delivered to 274 criminal justice professionals. One of the most requested classes is *Officer Discipline*. This course provides a comprehensive understanding of the various aspects of management issues relating to officer misconduct, internal affairs investigations, and the discipline process. Using a combination of lecture and case studies, *Officer Discipline* delivers useful information for evaluating agency policies and procedures, defines the role of the agency's chief executive, the internal affairs investigator, police unions, and the Criminal Justice Standards and Training Commission (CJSTC) in the discipline process. This class is delivered in conjunction with the quarterly CJSTC meetings; providing class participants an opportunity to see a probable cause hearing and the commission'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 faced by criminal justice professionals. The conference also provides FCJEL graduates the opportunity to share invaluable information and problem-solving



techniques with other agencies. During this reporting period, one conference was held and 65 graduates attended (Appendix F).

## **CUSTOMER FEEDBACK**

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

### **Florida Leadership Academy**

“Overall very good academy that allowed for networking, gaining knowledge, was challenging at times, and definitely impacted me as a supervisor. I find it hard to select one topic as “most useful” since I feel like I benefitted so much from all the training as a whole. This has been by far the best training received in many years.”

### **Senior Leadership Program**

The Senior Leadership Program was fantastic. The research paper project is very effective because it causes you to dig deep into subjects affecting your agency. It forces you to go the extra mile in looking into issues, which is what we should be doing whenever we get projects as a command level. This program has definitely caused me to have a better “view from 30,000 feet.” It also showed me that my department faces the same challenges that all other departments face. That is important because I know I can reach out to most of my classmates about any problem or issue and get some great input.

### **Executive Leadership Seminar**

“This was honestly the very best course of instruction I have ever attended. I have already implemented many things during this course to the operation of my department. One of the most beneficial was recognizing good employees and establishing better communication within the constructs of our agency’s values.”

### **Chief Executive Seminar**

Great perspective and instruction. The sharing of information amongst attendees is invaluable. There are several aspects and areas of instruction that I will share with my organization and move toward program/practices. Staff wellness and succession planning are the key areas for me to work toward improving within my agency. I took and implemented at least one topic or program from each session. Well put together. Like the week at a time format. Allows you to work on an area and then come back for more ideas.

### **Continuing Executive Development**

“Ann’s energy and excitement for the topic kept me engaged and eager to learn. The entire two days I was captivated and gained useful information to utilize and share. Panel discussion was a great idea to learn from others successes and failures.”

“I’ve been in LE for 35 years and have attended numerous training classes, but this by far was the most dynamic and informative class I’ve attended. I will actually be able to take something back and implement it in my agency.”

## **SUMMARY**

The training offered by the FCJIEI will continue 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, focusing on contemporary issues identified by our customers, and anticipate future needs to best serve the criminal justice community of Florida. During this reporting period, FCJIEI provided training to 602 individuals representing 175 criminal justice agencies, training centers, and professional organizations (Appendix G).

### **Strengthening the Bonds of Trust between Law Enforcement and the Public**

In 2017, the CJSTC adopted the report: *Strengthening the Bonds of Trust between Law Enforcement and the Public* (also called the “Community Safety Report”). The report was developed with a group of subject matter experts that included law enforcement officers, supervisors, instructors, training center directors, and community advocates over the course of two years.

The FCJIEI staff was already implementing some of the recommendations in the report primarily through the four leadership programs that are delivered each year. Staff will continue to consider ways to further incorporate the recommendations into the institute’s programs, as well as Continuing Executive Development deliveries and other initiatives.

The FCJIEI Policy Board, which is responsible for “guiding and directing the Institute,” strongly supports the report’s recommendations, and FCJIEI staff continues to pursue these recommendations. The Policy Board is statutorily charged with establishing administrative procedures and operational guidelines necessary to ensure that criminal justice education needs are identified and met through the delivery of quality instruction.

### **Diverse Populations**

A goal of the FCJIEI is to provide training to criminal justice executives in the area of interpersonal skills relating to diverse populations, with an emphasis on the awareness of cultural differences. During this reporting period, the FCJIEI programs accomplished this by delivering on topics related to managing and understanding generations, team building, emotional intelligence, understanding personality types and looking at future strategies.

Participants learned the significance of valuing individual differences and the vital importance of team building. These individual differences were explored using the Myers-Briggs Type Indicator® and True Colors® personality indicators. The participants explored a better understanding of the power they possess in motivating others as they shape the future of their organizations.

Participants discussed how the individuals in an organization can develop into high performing teams. The four stages of team growth were discussed, along with the leader’s role in helping team members through those stages. Participants discussed the characteristics of a good team and the role of conflict.

Regardless of the challenges encountered, emotional intelligence is foundational to developing people, teams, and cultures that can adapt and engage. Students were taught the definition of emotional intelligence, as well as the relationship between emotional intelligence and job performance. This unit examined the need to create an environment of trust and safety where people feel valued and respected.

Sessions explored the complexity of managing a multi-generational workforce. This provided participants with further insight toward proactive listening skills, effective communication, and an expanded understanding of generational issues in a criminal justice setting. The differences among the four groups in the work place – Veterans, Baby Boomers, Generation X, and Generation Y – can be vast, but participants learn how to build bridges between them. Participants learn strategies to connect with all employees so that they may improve productivity within their organization. Increasing age diversity in the workforce sets the stage for a discussion of managing generations and succession planning for those generations.

Future strategies prepare supervisors to actively assist subordinates in accepting and adapting to change. Trends in society, technology, and the economy are all converging in unexpected ways, forever changing the way people view the world. The organizations and institutions that anticipate this value shift and make the appropriate course adjustments will be positioned to benefit from the opportunities that result. Participants learned how their views of situations and life experiences affect their ability to adapt to change. This unit discussed contemporary issues in criminal justice and how leaders can help subordinates prepare for such changes.

### **Coronavirus Health Pandemic**

Beginning in March 2020, the coronavirus greatly affected our typical training environment by ceasing all face-to-face classroom instructions. This caused us to employ virtual training methods to complete our trainings that were already in progress. Using GoToMeeting, we were able to complete the final session of the Florida Leadership Academy, which included research presentations. The Senior Leadership Program's research component was also completed. Although this was not our preferred method of completing and continuing training, it was successful to complete a program and certain portion of another.

The coronavirus significantly affected our performance standard of training participants through the FCJEL. We are currently anticipating resuming face to face classroom training in 2021.

## **APPENDIX A - FLORIDA LEADERSHIP ACADEMY**

### **Course Outline:**

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

This session includes a comprehensive course overview; a history of the FCJEL, 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, considering purpose, audience, research methods, organization, and appropriate presentation and delivery techniques.

#### **Florida Leadership Academy Class 44**

Session 1: January 14-18, 2019  
Session 2: February 11-15, 2019  
Session 3: March 11-15, 2019  
Session 4: April 8-12, 2019  
Location: Pensacola, FL

Participants: 40

#### **Florida Leadership Academy Class 45**

Session 1: May 13-17, 2019  
Session 2: June 10-14, 2019  
Session 3: July 8-12, 2019  
Session 4: August 5-9, 2019  
Location: The Villages, FL

Participants: 40

#### **Florida Leadership Academy Class 46**

(Session 1 delayed 2 weeks due to Hurricane Dorian)  
Session 1: September 23-27, 2019  
Session 2: October 7-11, 2019  
Session 3: November 4-8, 2019  
Session 4: December 9-13, 2019  
Location: Boca Raton, FL

Participants: 38

#### **Florida Leadership Academy Class 47**

Session 1: January 6-10, 2020  
Session 2: February 7-11, 2020  
Session 3: March 2-6, 2020  
Session 4: June 23-30, 2020  
(Session 4 delayed and held online due to COVID-19)  
Location: Daytona Beach, FL

Participants: 39



## **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 introduces 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 FCJEL's website.

### **Senior Leadership Program Class 22**

Session 1: January 14-17, 2019

Session 2: February 11-14, 2019

Session 3: April 1-4, 2019

Session 4: June 3-6, 2019

Session 5: July 15-18, 2019

Session 6: August 26-29, 2019

Session 7: October 7-11, 2019

Participants: 35

### **Senior Leadership Program Class 23**

Session 1: January 6-9, 2020

Session 2: February 10-13, 2020

Sessions 3-7 were canceled and postponed until 2021 due to COVID-19.

The Research component was pulled out of the program and completed using virtual methods and completed by December 2020.

Participants: 28

(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 will 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 intention. 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.

Class 7

Session 1: June 17-21, 2019

Session 2: July 22-26, 2019

Session 3: August 19-23, 2019

Participants: 23

ELS Class 8 was canceled and postponed until 2021 due to COVID-19.

(All classes held in Tallahassee at FDLE Headquarters.)

## **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 affect 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 and introduces 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 53**

Session 1: September 16-19, 2019

Session 2: October 22-24, 2019

Session 3: November 19-21, 2019

Participants: 20

#### **Chief Executive Seminar Class 54**

Class 54 was canceled and postponed until 2021 due to COVID-19.

(All sessions held in Tallahassee, FL)

**APPENDIX E - CONTINUED EXECUTIVE DEVELOPMENT COURSES**

Title	Date(s)	Location	Attendees
Officer Discipline Training	Feb. 4 – 7, 2019	Lake Mary	32
Leadership for Reducing Organizational Stress in Law Enforcement	Feb. 25 – 26, 2019	Tallahassee	34
Officer Discipline Training	April 29 – May 2, 2019	Jupiter	27
Formula for Designing a Powerful Mentoring Program	June 3 – 4, 2019	Orlando	42
Leadership for Handling a Critical Incident	Aug. 5, 2019	Gainesville	33
Officer Discipline Training	Oct. 28 – 31, 2019	St. Augustine	34
Leadership for Reducing Organizational Stress in Law Enforcement	Nov. 14 – 15, 2019	Daytona	28
Officer Discipline Training	Jan. 27 – 30, 2020	Lake Mary	26
Leadership for Handling a Critical Incident	Feb. 10, 2020	Panama City	18

## **APPENDIX F - GRADUATES EDUCATION CONFERENCE**

### **2019 Conference**

*“Leaders Facing Challenges, Identifying Training Needs & Strategizing for Success”*

Session: May 6-8, 2019

Location: Clearwater, FL

Participants: 65

The following topics were presented:

- Leadership for Reducing Organizational Stress in Law Enforcement
- Working Well with Others Using True Colors
- In Crisis: Whose side are you on?
- The Will to Survive
- Dealing with Adversity during a Line of Duty Death

### **2020 Conference**

*“W.I.N., The decision-making question we need to ask: What’s Important Now?”*

Session: May 12-14, 2020 – The training session was canceled and postponed to 2021 due to COVID-19.

Location: Clearwater, FL

Participants: 0



## **APPENDIX G – PARTICIPATING AGENCIES**

- Alachua County Sheriff's Office
- Altamonte Springs Police Department
- Apopka Police Department
- Baker County Sheriff's Office
- Bay County Sheriff's Office
- Belleair Police Department
- Belle Isle Police Department
- Boca Raton Police Services Department
- Boynton Beach Police Department
- Broward College Institute of Public Safety
- Broward County Sheriff's Office
- Charlotte County Sheriff's Office
- Chattahoochee Police Department
- Citrus County Sheriff's Office
- City of Altamonte Springs
- Clay County Sheriff's Office
- Clearwater Police Department
- Clermont Police Department
- Cocoa Police Department
- Coconut Creek Police Department
- Collier County Sheriff's Office
- Columbia County Sheriff's Office
- Crestview Police Department
- Dade City Police Department
- Davie Police Department
- Daytona Beach Police Department
- Edgewater Police Department
- Edgewood Police Department
- Escambia County Corrections
- Escambia County Sheriff's Office
- Flagler County Sheriff's Office
- Fellsmere Police Department
- FDACS/Office of Agricultural Law Enforcement
- FL Department of Agriculture
- FL Department of Corrections
- FL Department of Financial Services
- FL Department of Juvenile Justice
- Florida Department of Law Enforcement
- Florida Department of Lottery
- FL Division of Alcoholic Beverages & Tobacco
- FL Fish & Wildlife Conservation Commission
- Florida Highway Patrol
- Florida State University Police Department
- Fort Myers Police Department
- Franklin County Sheriff's Office
- Gadsden Correctional Facility
- Gainesville Police Department
- Gilchrist County Sheriff's Office
- Graceville Police Department
- Green Cove Springs Police Department
- Groveland Police Department
- Gulf Breeze Police Department
- Gretna Police Department
- Hallandale Beach Police Department
- Hamilton County Sheriff's Office
- Hernando County Sheriff's Office
- Highlands County Sheriff's Office
- Hillsborough County Sheriff's Office
- Homestead Police Department
- Indian River County Sheriff's Office
- Indian Shores Police Department
- Jackson County School Board
- Jacksonville Beach Police Department
- Jacksonville Sheriff's Office
- Jupiter Police Department
- Kenneth City Police Department
- Key Biscayne Police Department
- Kissimmee Police Department
- Lake County Sheriff's Office
- Lake Mary Police Department
- Lakeland Police Department
- Lee County Sheriff's Office
- Leon County Sheriff's Office
- Levy County Sheriff's Office
- Liberty County Sheriff's Office
- Madison Police Department
- Marianna Police Department
- Marion County Sheriff's Office
- Mascotte Police Department
- Melbourne Police Department
- Miami-Dade Corrections and Rehabilitation
- Miami-Dade Police Department
- Miami Gardens Police Department
- Miramar Police Department
- Monroe County Sheriff's Office
- Naples Police Department
- New College of Florida Police Department
- New Smyrna Beach Police Department
- North Palm Beach Police Department
- Ocala Police Department
- Office of State Attorney, 5<sup>th</sup> Circuit

## **APPENDIX G cont. – PARTICIPATING AGENCIES**

- Office of State Attorney, 9<sup>th</sup> Circuit
- Okaloosa County Department of Corrections
- Okaloosa County Sheriff's Office
- Orange County Corrections
- Orange County Government
- Orange County Police Department
- Orange County Sheriff's Office
- Ormond Beach Police Department
- Osceola County Corrections Department
- Osceola County Board of County Comm.
- Palm Beach Police Department
- Palm Beach County Sheriff's Office
- Pasco County Sheriff's Office
- Pensacola Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Putnam County Sheriff's Office
- Rockledge Police Department
- Saint Leo University
- Sanford Police Department
- Sanibel Police Department
- Santa Rosa County Sheriff's Office
- Sarasota County Sheriff's Office
- Satellite Beach Police Department
- Sebastian Police Department
- Sebring Police Department
- Seminole County Sheriff's Office
- 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
- Sumter County Sheriff's Office
- Sunrise Police Department
- Tallahassee Police Department
- Tequesta Police Department
- University of Central Florida Police Department
- University of Florida Police Department
- Venice Police Department
- Vero Beach Police Department
- Volusia County Division of Corrections
- Volusia County Sheriff's Office
- Walton County Sheriff's Office
- West Melbourne Police Department
- West Palm Beach Police Department
- Winter Park Police Department
- Winter Springs Police Department