



Florida Department of  
Law Enforcement and Florida Criminal  
Justice Executive Institute

# BIENNIAL REPORT

January 2021 – December 2022

J. Mark Glass, Commissioner

January 2023



## 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. Florida Statute 943.1755 states the following shall serve on the policy board; the executive director of the Department of Law Enforcement, 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 2021 to December 2022. 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 towards proactive problem-solving, effective communication, and related supervisory skills. FLA is delivered over four separate weeklong sessions. The cost to attend this course is \$1000.00 per person. During this reporting period, five classes were delivered to 198 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 89 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, two classes were delivered to 47 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, 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, two classes were delivered to 34 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-\$350 per person depending on the length of the course. During this reporting period, seven CED classes were delivered to 174 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, two conferences were held and 117 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:***

"I enjoyed this class very much. I have learned more from the Leadership Academy in 4 weeks than I have in 11 years of my career. All material presented is very relevant and informative. It is very interesting and educational to hear from the different aspects of LEO agencies. The Mental Health session and Emotional Intelligence were the most informative and useful. We act under stress habitually and ethical decisions should be a habit. This program made me reflect on how I interact with people in my agency."

### ***Senior Leadership Program:***

"This program definitely helped me with the fear of public speaking. At 26 years in, I needed this program to kick start my career. My research project gave me the opportunity to spearhead a project for my agency. This was a great program. The topics were very engaging and thought provoking. Each topic had a purpose for the professional that brought great points to classroom discussion. SLP is one of the best leadership programs that I have ever participated in. I would encourage all leaders to attend. This class provided me with the skillset needed to be a great leader. I was reluctant to attend SLP but I am now grateful that my senior leaders pushed me to attend. The instruction provided in this program was so useful and has affected how I supervise or even how I interact on a personal level. It has forced me to take a look at "me." I feel much stronger as a leader since attending SLP."

### ***Executive Leadership Seminar:***

"The most useful aspect of this program was the information provided and the networking with other professionals who are also on this journey to be better leaders."

### ***Chief Executive Seminar:***

"The contacts from this experience have been many with more opportunities for advice and guidance through networking. The social media/outreach techniques were outstanding. The entire seminar was well organized. The Leadership books provided were very good. The mix of agencies represented were good as well." This program will help me be a better leader, husband and father. I cannot say enough. I learned more and got more out of this class than any other. This program is absolutely necessary for Chief Executives! They scheduled some of the best instructors & subject matter experts I've had the pleasure of listening to in one training program. This was a great program and I highly recommend it to all leaders. This program was an enhancement to my professional growth and role of the leader of my organization. Learning is growing and bringing back the new perspectives to my agency is invaluable."

***Continuing Executive Development:***

“I will use this information to urge my agency to be more transparent in the conclusion of internals.” Before this class, I had no idea of the involvement of CJSTC and FDLE following my work in IA. I appreciate the education and the ability to see the hearings first hand.” The Practical examples and discussion of the process from start to finish was useful.”

**SUMMARY**

The training offered by 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 approximately 659 individuals representing 144 criminal justice agencies, training centers, and professional organizations (Appendix G).

## **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.

**Florida Leadership Academy Class 48**

Session 1: April 12-16, 2021

Session 2: May 3-7, 2021

Session 3: June 7-11, 2021

Session 4: July 12-16, 2021

Location(s): Sanford, FL

Participants: 39

**Florida Leadership Academy Class 49**

Session 1: August 9-13, 2021

Session 2: September 13-17, 2021

Session 3: October 11-15, 2021

Session 4: November 15-19, 2021

Location(s): Tampa, FL

Participants: 41

*(Only two classes were held in 2021 due to COVID-19.)*

**Florida Leadership Academy Class 50**

Session 1: January 3-7, 2022

Session 2: February 7-11, 2022

Session 3: March 7-11, 2022

Session 4: April 4-8, 2022

Participants: 34

Location(s): Shalimar, FL

**Florida Leadership Academy Class 51**

Session 1: May 2-6, 2022

Session 2: June 6-10, 2022

Session 3: July 11-15, 2022

Session 4: August 8-12, 2022

Location(s): Cape Coral, FL

Participants: 41

**Florida Leadership Academy Class 52**

Session 1: September 12-16, 2022

Session 2: January 9-13, 2023 *(postponed due to Hurricane Ian)*

Session 3: November 14-18, 2022

Session 4: December 12-16, 2022

Location(s): Davie, FL

Participants: 43

## **APPENDIX B - SENIOR LEADERSHIP PROGRAM**

### **COURSE OUTLINE:**

#### **Session 1 – *Introduction to Leadership***

*Introduction to Leadership* provides participants in the Senior Leadership Program with an overview of the program requirements including goals and objectives for each individual section, reading requirements, and expectations for individual research projects. This session also provides an introduction to Florida demographics as a driver of the future, and the establishment of ethics and integrity as the foundation of leadership practices.

#### **Session 2 – *Criminal Justice Research & Economic Outlook***

*This session* provides participants with an introduction to research in the social sciences. This session will also focus on the economic outlook and the impact on criminal justice. Effective budgeting strategies for criminal justice agencies will also be discussed.

#### **Session 3 – *Defining the Future***

*Defining the Future* will provide participants with an understanding of the definitions, assumptions and components of futures studies. This session will also include a discussion of creativity and problem solving, demographics and economics as drivers of the future, and include a discussion emphasizing the Florida perspective. Exercises will introduce the concept of futures forecasting with applications to criminal justice issues.

#### **Session 4 – *Communications***

*Communications* familiarizes program participants 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***

*Leadership in Teams and Organizations* addresses leadership in the context of organizations. In addition to practical skills for building effective teams this session explores the benefits to organizations where information flow, relationships, and organizational values are all in good alignment.

#### **Session 6 – *Leadership of Change***

Contemporary theories of strategic planning, strategic thinking and 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 are described and discussed.



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

Session 3 & 4: April 5-9, 2021

Session 5: May 10-14, 2021

Session 6: June 7-11, 2021

Session 7: July 12-15, 2021

Location(s): Tallahassee, FL

Participants: 25

*(SLP 23 started in 2020 and was postponed due to COVID. Two sessions were held in 2020.)*

### **Senior Leadership Program Class 24**

Session 1: August 30-September 2, 2021

Session 2: October 4-7, 2021

Session 3: December 6-9, 2021

Session 4: January 24-27, 2022

Session 5: February 28-March 3, 2022

Session 6: April 11-14, 2022

Session 7: May 23-27, 2022

Participants: 28

Location(s): Tallahassee, FL

### **Senior Leadership Program Class 25**

Session 1: September 12-15, 2022

Session 2: October 10-13, 2022 (postponed due to Hurricane Ian)

Session 3: December 5-8, 2022

Location(s): Tallahassee, FL

Participants: 36

*(All other sessions are scheduled for 2023.)*

## **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 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 8**

Session 1: June 8-12, 2021

Session 2: July 20-24, 2021

Session 3: August 17-21, 2021

Location(s): Daytona, FL

Participants: 22

### **Executive Leadership Seminar Class 9**

Session 1: June 20-24, 2022

Session 2: August 1-5, 2022

Session 3: August 22-26, 2022

Location(s): St. Petersburg, FL

Participants: 25

## **APPENDIX D - 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 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 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.

#### **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 54**

Session 1: August 9-12, 2021

Session 2: September 21-23, 2021

Session 3: October 26-28, 2021

Location(s): Tallahassee, FL

Participants: 14

### **Chief Executive Seminar Class 55**

Session 1: August 1-4, 2022

Session 2: August 30-September 1, 2022

Session 3: November 7-10, 2022

Location(s): Tallahassee, FL

Participants: 20

**APPENDIX E - CONTINUED EXECUTIVE DEVELOPMENT COURSES**

<b>Title</b>	<b>Date(s)</b>	<b>Location</b>	<b>Attendees</b>
Officer Discipline Training	May 3 – 6, 2021	Jupiter	20
Officer Discipline Training	Aug. 9 – 12, 2021	Ponte Vedra	15
Officer Discipline Training	Nov. 1 – 4, 2021	St. Augustine	29
Officer Discipline Training	Feb. 14 – 17, 2022	Lake Mary	25
Officer Discipline Training	May 9 – 12, 2022	Jupiter	24
Officer Discipline Training	Aug. 15 – 18, 2022	Ponte Vedra	29
Officer Discipline Training	Oct. 31 – Nov. 3, 2022	Panama City Beach	32

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

### **26<sup>TH</sup> ANNUAL GRADUATES EDUCATION TRAINING**

#### **2021 Training**

Topic: "W.I.N., The decision-making question we need to ask: What's Important Now?"

Session: April 27-29, 2021

Location(s): Clearwater Beach, FL

Participants: 69

#### ***The following topics were discussed:***

- Gaining a distinctly different perspective on the unique and potentially problematic consequences of performing well within a law enforcement culture
- Examine better ways to reduce their stress and simultaneously garner greater staff compliance with department standards.
- Your own Personal Leadership
- Officer Wellness from the perspective of Financial Wellness, Physical Wellness and Emotional Wellness

### **27<sup>TH</sup> ANNUAL GRADUATES TRAINING**

#### **2022 Training**

Topic: "Trust-Based Leadership, Community Engagement and Leadership Principles for Leading the Next Generation"

Location(s): Cocoa Beach, FL

Participants: 48

#### ***The following topics were presented:***

- To Identify participants leadership philosophy
- Servant Leadership
- Need for Trust in their organizations
- Impact of Perception for Law Enforcement
- Impact of Perception for the Community
- Unconscious Bias
- Importance of Public Trust
- Getting Beyond Mistrust & Building Community Partnership
- Leadership Principles for Leading the Next Generation

## **APPENDIX G – PARTICIPATING AGENCIES**

- Alachua County Sheriff's Office
- Altamonte Springs Police Department
- Atlantic Beach Police Department
- Auburndale Police Department
- Bartow Police Department
- Bay County Sheriff's Office
- Belle Isle Police Department
- Boynton Beach Police Department
- Bradenton Police Department
- Bradford County Sheriff's Office
- Broward College Institute of Public Safety
- Broward County Public Schools Police
- Broward County Sheriff's Office
- Bureau of Fire, Arson and Explosives
- Cape Coral Police Department
- Casselberry Police Department
- Charlotte County Sheriff's Office
- Citrus County Sheriff's Office
- City of Altamonte Springs Police Department
- Clay County Sheriff's Office
- Clearwater Police Department
- Clermont Police Department
- Cocoa Police Department
- Coconut Creek Police Department
- Collier County Sheriff's Office
- Consolidated Dispatch Agency
- Coral Springs Police Department
- Crestview Police Department
- Davie Police Department
- Daytona Beach Police Department
- Daytona Beach Shores Public Safety
- Delray Beach Police Department
- Department of Legal Affairs
- Div. of Alcoholic Beverages & Tobacco
- Duval County School Police Department
- Edgewater Police Department
- Edgewood Police Department
- Escambia County Corrections
- Escambia County Sheriff's Office
- Eustis Police Department
- Florida Atlantic University Police Department
- Florida City Police Department
- FL Department of Corrections
- FL Department of Juvenile Justice
- Florida Department of Law Enforcement
- Florida Dept. of Financial Services
- FL Fish & Wildlife Conservation Commission
- Florida Gulf Coast University Police Department
- Florida Highway Patrol
- Florida State University Police Department
- Florida Southwest College Police Department
- Fort Lauderdale Police Department
- Fort Myers Police Department
- Fort Pierce Police Department
- Fort Walton Beach Police Department
- Franklin County Sheriff's Office
- Gadsden Correctional
- Gadsden County Sheriff's Office
- Gainesville Police Department
- Gulfport Police Department
- Hallandale Beach Police Department
- Hernando County Sheriff's Office
- Highlands County Sheriff's Office
- Hillsborough County Sheriff's Office
- Holmes Beach Police Department
- Indian River County Sheriff's Office
- Jacksonville Aviation Authority
- Jacksonville Sheriff's Office
- Kenneth City Police Department
- Lake County Sheriff's Office
- Lake Mary Police Department
- Lakeland Police Department
- Lantana Police Department
- Lee County Sheriff's Office
- Leon County Sheriff's Office
- Lynn Haven Police Department
- Madison County Sheriff's Office
- Marianna Police Department
- Marion County Sheriff's Office
- Melbourne Police Department
- Miami-Dade Corrections and Rehabilitation
- Miami-Dade Police Department
- Miami Gardens Police Department
- Midway Police Department
- Monroe County Sheriff's Office
- Nassau County Sheriff's Office
- Neptune Beach Police Department
- New Smyrna Beach Police Department
- North Port Police Department
- Ocala Police Department
- Ocoee Police Department

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

- Office of Agricultural Law Enforcement
- Office of State Attorney, 5<sup>th</sup> Circuit
- Office of State Attorney, 9<sup>th</sup> Circuit
- Okaloosa County Department of Corrections
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Orange County Sheriff's Office
- Orange County Corrections
- Ormond Beach Police Department
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Palatka Police Department
- Palm Beach County Sheriff's Office
- Palm Beach Gardens Police Department
- Panama City Beach Police Department
- Pasco County Sheriff's Office
- Pembroke Pines Police Department
- Pensacola Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Plant City Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Putnam County Sheriff's Office
- Sanford Police Department
- Sanibel Police Department
- Santa Rosa County Sheriff's Office
- Sarasota County Sheriff's Office
- Satellite Beach Police Department
- Sebastian Police Department
- Seminole County Sheriff's Office
- Sneads 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, 1<sup>st</sup> Judicial Circuit
- State Attorney's Office, 8<sup>th</sup> Judicial Circuit
- Suwannee County Sheriff's Office
- Sunrise Police Department
- Tallahassee Community College Police Dept.
- Tallahassee Police Department
- Tampa International Airport Police Department
- University of Central Florida Police Department
- Venice Police Department
- Volusia County Sheriff's Office
- Volusia County Corrections
- Walton County Sheriff's Office
- Windermere Police Department
- Zephyrhills Police Department