

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



5 -Year Report to the Florida Legislature

January 2005 to December 2009



**Commissioner Gerald M. Bailey
December 2009**

The Florida Criminal Justice Executive Institute

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

This report has been prepared pursuant to Section 943.1757, F.S. and the requirement of the Criminal Justice Executive Policy Board to report on executive training needs every five years. This report describes the goals and programs offered through the FCJEI details executive criminal justice training needs and describes how these needs are being met through training and research by the FCJEI.

FCJEI Goals and Programs

FCJEI has established five goals in support of this legislative mandate:

- Provide an integrated program of leadership and management education and training for present and future criminal justice executives;
- Provide seminars, workshops and advanced operational programs for criminal justice professionals;
- Conduct research into topical criminal justice issues;
- Facilitate communication, networking and mentoring within the criminal justice system; and
- Increase the effectiveness and efficiency of education, training and communication through the application of technology.

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

The *Executive Leadership Seminar (ELS)* is an educational opportunity for top level management other than chief executives of Florida criminal justice organizations. The seminar is delivered in three sessions, each emphasizing a different aspect of leadership. Topics include environmental scanning, the influences of culture on policy, presentation skills, ethics, values of organizations, generational differences, the vision of leaders, and the leadership of change. The goal of the 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 focus on quality in leadership and promoting the ability to create and lead change.

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

The *Florida Leadership Academy (FLA)* was created to meet the need for formal training for 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 agency and community. FLA exposes its participants to ethical dilemmas common in criminal justice and provides tools in exercising good judgment as a supervisor. Each module of curriculum provides further insight towards proactive problem solving, effective communication and related supervisory skills. The FLA meets once a month for a week for a total of four sessions.

FCJIEI also offers a series of three-to-five day courses that have historically been divided into two subject areas: *Continuing Executive Development (CED)* and the *Center for Advanced Law Enforcement Studies (CALES)*. CED courses are presented to meet the needs of executives. CALES courses are for all professionals and include classes such as Officer Discipline and Property Room Management. These courses are developed around contemporary issues of interest to criminal justice professionals at every level of leadership, and are provided at various locations around the state.

Graduates of the CES, ELS, SLP and FLA Programs formed a separate organization called the *Florida Criminal Justice Executive Institute Associates, Inc. (FCJEIA)*. Its mission is to foster and promote FCJIEI Associates and their respective organizations, by extending the resources of the Associates' organization and the FCJIEI and providing educational opportunities for criminal justice professionals in the state of Florida. FCJEIA was founded with the goal to continue in the development of criminal justice executives in Florida into the new century and beyond. It maintains a website in order to provide a forum for law enforcement and criminal justice professionals in Florida and across the nation to share information, review up-to-date research, and explore innovative solutions to challenges.

The *FCJEIA* holds a Graduates Education Conference in conjunction with the Executive Institute. This annual Conference is a three-day meeting held in various cities around the state, exclusively for graduates of the Institute's programs. The Conference encourages networking among the graduates as well as a seminar focusing on current dilemmas faced by criminal justice professionals today. The Conference also provides Florida's criminal justice leaders the opportunity to share invaluable information and problem solving techniques with other agencies.

The yearly conferences conducted for criminal justice professionals have a topical emphasis, each focusing on a separate pressing issue that confronts Florida's criminal justice agencies or their respective communities. The conference topics in the past five years include:

- Organizational Accountability Spring 2005
- Branding & Marketing Your Organization Spring 2006
- Managing Generations & Succession Planning Spring 2007
- Leading Change for Your Organization Spring 2008
- Risk Assessment: Recognizing Internal & Global Risks Spring 2009

During this reporting period, there have been a total of six CES courses held for a total of 99 graduates.

Three ELS courses have been held for a total of 50 graduates.

10 FLA courses have been held for a total of 264 graduates as follows:

- FLA 3 – Indian River Community College – August 2005
- FLA 4 – Pat Thomas Law Enforcement Academy – May 2006
- FLA 5 - Broward Community College – May 2007
- FLA 6 – Palm Beach Community College – February 2008
- FLA 7 – Pat Thomas Law Enforcement Academy – July 2008
- FLA 8 – Valencia Community College – August 2008
- FLA 9 – Indian River Community College – October 2008
- FLA 10- Brevard Community College – November 2008
- FLA 11 – Valencia Community College – January 2009
- FLA 12 – FDLE Tallahassee – September 2009.

Executive Institute Training Needs Assessment

Issues are identified in a variety of ways, including scanning literature and other resources (inside and outside the criminal justice professions); monitoring dialogue among participants during class meetings; and assigning participants to discuss contemporary issues impacting criminal justice.

Additionally, a training needs survey was conducted in November 2005 for the purpose of identifying contemporary training needs based upon emerging trends and issues. The survey was distributed to over 500 local and state law enforcement and correctional

agencies. The results were analyzed and will be used to plan future course delivery. The findings showed a continuing need for training on diversity issues. The complete survey results were published for the benefit of the criminal justice community in the February 2006 edition of the *Florida Police Chief* and the March 2006 edition of the *Florida Sheriffs Association Journal*.

Many of the issues identified are addressed below:

- Effective succession planning for criminal justice organizations;
- Generations in the workplace;
- Recruiting and retention of qualified law enforcement and corrections officers;
- Management of human resources;
- Organizational accountability;
- Leadership of missions related to homeland security; and
- Economic Impact on Criminal Justice training.

Meeting the Training Needs of Florida's Criminal Justice Professionals

FCJIEI has made every effort to create an educational and training environment that is responsive to trends, events, and contemporary issues that are identified by our criminal justice professionals. Examples of these efforts are described below.

- **Effective succession planning for criminal justice organizations**

An emerging issue identified in recent classes of the CES is high employee attrition over the past several years. An unusually high rate of retirements is of particular concern and is a trend that is likely to continue in the foreseeable future. A high rate of projected losses due to retirement is the product of a period of rapid growth in Florida that started 25 to 30 years ago. Smooth transition to a new generation of employees into executive leadership roles in criminal justice organizations requires a purposeful program of coaching and mentoring by the existing leadership in those organizations. The issue of employee attrition is one that can be addressed, at least in part, in a training environment.

Succession planning was part of the focus of the 13th Annual Graduates Education Conference. Held in Cocoa Beach, Florida in May 2007, the Conference, titled "Managing Generations and Succession Planning", was attended by 50 graduates from of all of the programs held by the FCJIEI. Also, the topic of succession planning and the "Mobile Employee", those employees who move from one organization to another, has been incorporated into the programs of the CES, ELS and SLP Programs.

- **Generations in the workplace**

An emerging issue that has become a topic of discussion in all FCJIEI programs deals with multiple generational groups working together in one workforce. The dynamics of generational groups working together has become a continuing workplace issue. The 13th Annual Graduates Education Conference held in Cocoa

Beach, Florida in May 2007, dealt with the issue of “Managing Generations and Succession Planning”. Also, the topic of managing generations and dealing with problem employees has been incorporated into the CES, ELS and SLP Programs.

- **Recruiting and retention of qualified law enforcement and corrections officers**
Recruiting and retention are persistent and critical issues for criminal justice organizations and are raised by program participants at every level of the organization. The second session of the CES and ELS Programs is titled “Organizational Realities”. A major portion of this session is devoted to discussions on ways to make organizations more attractive to prospective and current employees. Similar discussions are held in the SLP in sessions titled “Leadership in Teams and Organizations” and “Leadership in Organizations and Communities”.

“Good character” is the leadership trait most frequently mentioned by respondents in recent research reports that examined characteristics of exemplary first line supervisors. The research indicates that character traits such as honesty, integrity, and ethical decision-making are among the most important characteristics of exemplary supervisors. The reports further indicate that supervisors have a direct positive impact on the number of citizen complaints (sustained complaints), the number of use of force complaints, the number of discipline cases brought against officers, and a number of other areas. According to the research, an area that is dramatically affected by the quality of supervision is retention. Retention rates of high quality officers in both law enforcement and corrections organizations are substantially higher when supervisors demonstrate integrity and good moral decision-making. These studies are referenced in the CES, ELS and SLP Programs, and are the basis for an extended discussion in the FLA, a program designed specifically for first line supervisors.

Numerous research projects completed by participants in the SLP during this reporting period directly address one or more issues related to at least one aspect of recruiting, retention, or integrity of supervisors.

- **Management of human resources**
Program participants routinely raise several human resources issues. The most common of these are: leadership of employees representing different generations, training skills necessary to accomplish new missions, and maintenance of both physical and emotional fitness of officers and other employees. Strategies for leadership of organizational change are discussed in great detail in all of the FCJEL programs. Generational differences and the skills necessary to effectively motivate and lead employees from different generations and different cultural backgrounds are also discussed in the programs. Training responsibilities of first line supervisors are specifically addressed in the FLA in a segment titled “Teaching, Coaching, and Mentoring”. Specific components of human resource management are addressed in many of the research projects of participants in the SLP.

Research findings indicate significantly higher than average rates of suicide, cardiovascular disease, and divorce for law enforcement officers. A recent addition to all of the programs of the FCJEL is a unique extension of officer survival training titled, “Emotional Survival for Law Enforcement”. This training describes early symptoms and discusses prevention strategies for physical illnesses and damaging emotional conditions that are prevalent among veteran law enforcement and corrections professionals.

- **Organizational accountability**

A number of issues identified by participants in the CES, ELS and SLP Programs are easily grouped under a larger umbrella of “accountability”. One issue is the increasing demand for more detail and quantitative justification in budget requests. A closely related issue deals with performance measures for individuals and teams. Many criminal justice agencies in Florida have formalized an internal accountability system. Most of these are some variation of a system for leadership accountability that was implemented in New York City in the mid to late 1990’s and are an interesting blend of quantitative measures and community programs that are best measured using a more qualitative metric. These programs address leadership challenges at every organizational level and generate interesting discussion throughout the course. Several of the research projects of participants in the SLP directly address agency accountability systems, and several others touch on some component of organizational accountability.

The 15th Annual Graduates Conference held in Orlando, Florida in April 2008 touched upon the issue of organizational accountability through a course titled, “Risk Assessment: Recognizing Internal and Global Risks”. In this course, graduates from across the State discussed the need for internal risk assessments in promoting a healthy organization.

- **Leadership of missions related to homeland security**

Unlike many issues that emerge from the growth of a trend over a period of time, the need for a sophisticated level law enforcement response to terrorism arose on September 11, 2001. As a result of 9/11, a segment on Arabic culture and Islamic extremism was added to CES, ELS and SLP Programs. The FCJIEI was fortunate to identify an instructor with deep insight into both Arabic and Western culture who facilitates this training. A short seminar was designed specifically for law enforcement investigators and corrections managers and adopted into the CED programs titled, “A Guide to Understanding Militant Islamist Terrorism”, which has been offered to hundreds of personnel from organizations across the state. Not surprisingly, several research projects addressing a variety of domestic security issues have been completed by participants of the SLP.

- **Economic Impact on Criminal Justice training**

After the passage of Amendment 1 and the ensuing events that led to diminished financial resources, the FCJIEI conducted a survey of Florida criminal justice agencies to determine the need for online training. The results of the survey will be published in *The Florida Police Chief* in the 2009 Winter edition. The article is entitled “Criminal Justice Online Training: The Future or a Financial Band-Aid?” Existing resources have been designated to develop and produce online training courses to satisfy mandatory continuing education requirements for all Florida active duty officers free of charge.

Completed Criminal Justice Research

Participants in the SLP are required to conduct independent research projects on contemporary issues of interest in the arena of criminal justice. Since 2005, four SLP Programs have been offered, resulting in a total of 104 research projects to the criminal justice community. These research projects are published on the FCJIEI website at the following link: <http://www.fdle.state.fl.us/Content/Florida-Criminal-Justice-Executive-Institute/Programs/Senior-Leadership-Program/Research-Papers.aspx> .

The website is an excellent reference tool for law enforcement officers nationwide. Titles of some of the papers published during this reporting period are shown in Appendix A.

A research project was completed on Electronic Control Devices in April 2006. The research paper entitled, "An Overview of Electronic Control Devices and Their Use in Florida" was initially published in the compendium which was disseminated on June 1, 2006, at the "One-Day Symposium on In-Custody Sudden Deaths" sponsored by the Florida Sheriff's Association, the Florida Police Chiefs Association and FDLE. The paper lists and summarizes the findings and recommendations of nearly two dozen studies and reports and applicable case law and briefly discusses how the Florida law enforcement community and the Florida Legislature stepped up efforts to train officers and govern the use of ECD technology. Also presented are several recommendations or best practices of professional organizations and information on new technology.

The research paper was updated in May 2006 after passage of new Florida legislation, Section 943.1717, F.S. entitled, "Use of Dart-Firing Stun Guns." All staff research is published on the following website: <http://www.fdle.state.fl.us/Content/Florida-Criminal-Justice-Executive-Institute/Staff-Research.aspx>

Research Fellowship Program: In 2007, the FCJIEI Research Fellowship Program offered an opportunity for a university graduate student enrolled in directed independent study to conduct research on a relevant topic of interest to the FCJIEI Policy Board. The first Research Fellow was a graduate student enrolled at the Florida State University Askew School of Public Administration and Policy. The research project focused on human trafficking and Florida law enforcement. The research paper was published on the FCJIEI website in April 2008 at the following link: <http://www.fdle.state.fl.us/Content/Florida-Criminal-Justice-Executive-Institute/Fellowship.aspx>.

Other Research: In September 2008, FCJIEI and FDLE entered into a partnership with the University of Central Florida, Department of Criminal Justice and Legal Studies, Dr. Mark Lanier and the Virtual Center for Epidemiological Criminology (VCEC) to continue the research published by the FCJIEI on human trafficking. VCEC has a stellar group of researchers from law enforcement and public health communities who are committed to reducing human trafficking by providing research components to the proposed project. This project has two phases. First, a comprehensive survey of all Florida Sheriff's Offices (having county wide jurisdiction) will be conducted. The survey instrument has been developed, assessed for content validity by internationally acclaimed researchers, and pre-tested. This project will allow widespread dissemination and analysis of the survey. Second, based on the empirical research findings produced, VCEC and FDLE will jointly develop training modules to be administered to Florida law enforcement personnel.

2008 Public Safety Leadership Development Consortium: FDLE hosted the 2008 International Summit of the Public Safety Leadership Development Consortium in Tallahassee. This three-day working summit was designed for any practitioner in the public safety field who is involved with or has an interest in leadership development. Topics included the current and future state of public safety leadership development, competencies, ethics, models, best practices, and many others, plus plenty of time for exchange of ideas and networking. Presenters and roundtable chairs/members were carefully chosen regarding their experience and areas of expertise.

Online Mandatory Retraining

Florida Statutes require all law enforcement officers in Florida to take 40 hours of training, including four specific classes, every four years to maintain their sworn certification. Because of their critical jobs and availability, it is often very difficult for officers to attend training. Beginning in FY 2007-08, a 14-member team sought to meet this need by developing 14 online training classes, with more currently being produced. These classes, varying in length from one to five hours, were published on the FDLE website and made available free of charge to all law enforcement officers and agents in Florida. To date, over 10,000 certificates have been issued to officers in over 125 agencies. The officers completed more than 21,000 hours of training. Conservatively estimating \$30 per student to take all classes needed, this equates to over \$300,000 in cost avoidance to the state and local agencies.

The FCJIEI Policy Board, with the assistance of staff and participants in all of the various programs of the Institute, will continue to assess the needs of criminal justice professionals and offer unparalleled training to improve the delivery of criminal justice services in Florida.

The Institute enjoys a national reputation for excellence with over 1,300 graduates to date. This success would not be possible without the support of the Governor and Cabinet, Florida Legislature, Florida Criminal Justice Standards and Training Commission, resources made available by FDLE, guidance from the Florida State University, and the leadership of the FCJIEI Policy Board.

Appendix A

Titles of Published Senior Leadership Program Research Papers

Class 10 – May 20, 2005

Recidivism in Corrections

Correctional Probation Senior Supervisor Ana A. Centeno, Florida Department of Corrections

A Discussion on Recidivism Rates for a Juvenile Boot Camp

Captain Christopher J. Freeman, Collier County Sheriff's Office

Trying Juveniles as Adults

Sergeant Marsha G. Roaden, Hallandale Beach Police Department

An Analysis of Inter-Agency Radio Communications with Emergency Responders

Lieutenant Ronald J. Gay, Okaloosa County Sheriff's Office

Ergonomics and the Future of the Police Vehicle

Lieutenant George Koder, Clearwater Police Department

Five Years Later, a Look into Perspective and Direction of the FWC: An Evolving Culture

Captain John Burton, Florida Fish & Wildlife Conservation Commission

Leadership within the Florida Department of Corrections

Assistant Warden David W. McCallum, Florida Department of Corrections

Implementing Accountability at the Lee County Sheriff's Office

Captain Edward Tamayo, Lee County Sheriff's Office

The Retention of Correctional Personnel: A Problem for Today

Captain Thomas McAllister, Florida Department of Corrections

An Analysis of the Need for Annual Physical Fitness Testing in Law Enforcement

Lieutenant Michael Allen, Polk County Sheriff's Office

Wellness, Fitness and Stress Management: Responding to the "Heart and Lung Bill"

Major Ron Spiller, Hillsborough County Sheriff's Office

Agency Liability Factors related to the 12-Hour Shift

Lieutenant Matthew Tegge, Altamonte Springs Police Department

A Report Card on the Florida Park Police: Input from the Field

Lieutenant Karin Bergholm, FL Department of Environmental Protection, Park Police

The Implication of the Hours of Service Differential in Serious and Fatal Commercial Vehicle Crashes: Florida's Experience

Lt. Colonel David B. Binder, Florida Department of Transportation, Motor Carrier Compliance

Law Enforcement and the Mentally Ill: Best Policy and Practice for the Charlotte County Sheriff's Office

Captain Mark Caro, Charlotte County Sheriff's Office

Law Enforcement's Contact with the Mentally Ill: Are we saving Lives?

Lieutenant Patricia Cooke, Pinellas County Sheriff's Office

An Analysis of Officer Involved Traffic Crashes in Brevard County, Florida

Richard F. Howes, Florida Highway Patrol

Direct Action Protest Management

Captain Mark R. Chamberlain, Palm Beach County Sheriff's Office

The Effects of Domestic Security on Fish and Wildlife Agencies across the United States

Captain Andrew Krause, Florida Fish & Wildlife Conservation Commission

Organizational Change in Law Enforcement Intelligence Operations: A Post 09/11/2001 Analysis

Captain David M. Pate, Florida Fish & Wildlife Conservation Commission

Class 11 – October 20, 2006

Faith and Character Based Initiatives in Corrections: Do They Work?

Lieutenant Richard Hohl, Polk County Sheriff's Office

Police Integrity in Law Enforcement: Are we Really Doing Enough?

Captain Randy S. Belasic, Zephyrhills Police Department

Exploring Issues Affecting the Morale of Florida Park Police Patrol Officers

Lieutenant Todd Hand, FL Department of Environmental Protection, Park Police

A Study of Using the Principles of Lean, Kaizen and Six Sigma at the Ocala Police Department to Improve Customer Service to the Community

Captain Robin Ford, Ocala Police Department

The Viability of Employing Private Business Strategies in a Law Enforcement Environment

Bureau Commander Royce Wilson, Hillsborough County Sheriff's Office

Supervisory Promotional Processes: The Written Test's Effectiveness in Identifying Supervisory Skills

Lieutenant Daniel Smutz, Altamonte Springs Police Department

Portable Pensions: Retention Impacts on Florida's State Law Enforcement Officers

Captain David E. Tripp, Florida Highway Patrol

Employee Turnover: Using Life Experiences as a Model to Recruit for Retention
Captain Jack Daugherty, Florida Fish & Wildlife Conservation Commission

Are Explorer Programs Effective Recruiting Tools for Law Enforcement Agencies?
Captain Kathy McCurdy, Panama City Police Department

Law Enforcement Communication Center Turnover
Captain Marc Rivenbark, Hernando County Sheriff's Office

Proactive Crisis Intervention for Law Enforcement Officers
Lieutenant Kerry Orpinuk, Daytona Beach Police Department

Applying Community Oriented Policing to the Conservation Law Enforcement Profession
Captain Richard Moore, Florida Fish & Wildlife Conservation Commission

Florida Officer's Water Safety and Survival
Lieutenant Douglass Seely, Winter Springs Police Department

Implementation of Electro-muscular Disruption Technology at the University of South Florida Police Department
Lieutenant Joe Anderson, University of South Florida Police Department

Methamphetamine Crisis: The Impact on Law Enforcement, Crime, Social Services and the Environment
Captain Randy LaBelle, Highlands County Sheriff's Office

Columbine, Beslan and Beyond: Preparing for the No Win Scenario
Commander Robert Lewis, Collier County Sheriff's Office

The Feasibility of a Multi-Jurisdictional SWAT Team
Lieutenant Tony Wasden, Okaloosa County Sheriff's Office

"On Duty" Traffic Crashes: Causation and Prevention
Lieutenant Ken Christmas, Okaloosa County Sheriff's Office

Law Enforcement Vehicle Pursuits – Policies, Training, Tactics and Technology
Captain Clyde Eisenberg, Hillsborough County Sheriff's Office

Pinellas County Sheriff's Office: Deadly Force Encounters with Moving Vehicles
Lieutenant William J. Hagans, Pinellas County Sheriff's Office

Bicycling Under the Influence: University Law Enforcement Perception and Reality of Prevalence
Major Jim Russell, Florida State University Police Department

Sexual Offender Registration Programs: Identifying Ways to Correct and Enhance this Effort
Lieutenant Steve Vitt, Citrus County Sheriff's Office

Responding to the Mentally Ill: Adequately Trained or Just a Fallacy
Captain Darrell Wilson, Plant City Police Department

Class 12 – February 1, 2008

Cost of Correctional Operations: An Overview of County Operated vs. Private Contractor Billing, Responsibility and Cost Comparison Strategies

Lieutenant Daniel Kacynski, Charlotte County Sheriff's Office

Environmental Crime Forensics

Lieutenant Jim Ramer, Florida Department of Environmental Protection, Investigations

There is a Need for Fitness Standards and Testing for the Florida Department of Environmental Protection, Division of Law Enforcement: Are We Ready?

Lieutenant Biagio Angiuli, Florida Department of Environmental Protection, Park Police

Assessment Center Processes: Do They Yield the Best Leader for the Right Position?

Captain Timothy J. Ashley, Florida Highway Patrol

Automated Kiosk Reporting for Offenders

Circuit Administrator Rosalyn Baker, Florida Department of Corrections

Eyewitness Testimony: Improvements to a Basic Law Enforcement Process that will Help Prevent Wrongful Convictions

Captain J.R. Burton, Hillsborough County Sheriffs Office

Pre-Employment Agreements: Assessing their Effectiveness at Safeguarding Agency Investments in Staffing

Captain Robert S. Colbert, Panama City Police Department

Mentally Ill Inmates: Financial Impacts and Opportunities for the Future

Captain Nancy DeFerrari, Orange County Corrections Department

Excited Delirium

Commander Katherine G. England, Fort Pierce Police Department

Online Crime Reporting System

Lieutenant Darin Farber, Altamonte Springs Police Department

Elderly Drivers: The New Face of Florida's Motoring Public

Lieutenant Donald R. Fewell, Lee County Sheriffs Office

Principals and School Resource Officers: Are Their Views on School Safety in Harmony?

Lieutenant Claudia J. Finn, Okaloosa County Sheriffs Office

Citizens on Patrol: The Eyes and Ears for Law Enforcement in Hillsborough County

Captain Al Greco, Hillsborough County Sheriffs Office

New Recruits: What Factors Decide Their Choice of an Employing Agency?

Captain Brian Hager, Plantation Police Department

The Power of Leadership

Captain Jayson Horadam, Florida Fish & Wildlife Conservation Commission

Officer Retention in Small Police Departments: Identifying Issues While Offering Solutions

Lieutenant David Hubbard, Eustis Police Department

Law Enforcement Vehicle Pursuits: Is the Florida Highway Patrol Properly Addressing the Issue

Captain Bryan Hudson, Florida Highway Patrol

S.W.A.T. Response to the Barricaded Mentally Ill Subject

Lieutenant Bob Johnson, Santa Rosa County Sheriffs Office

What's going on With Our Girls? Significant Changes Are occurring with the Female Juvenile Offender Population Which Cannot be Ignored.

Commander Beth Jones, Collier County Sheriffs Office

Police and Media Relations: How to Bridge the Gap

Assistant Chief Larry Jones, Jacksonville Sheriffs Office

Marketing the New Law Enforcement Organization

Lieutenant Sean Jowell, Pinellas County Sheriffs Office

Measuring the Effectiveness of Red Light Cameras in Reducing Traffic Crashes and Red Light Violations

Lieutenant Michael Link, Lakeland Police Department

What Elements of the San Jose Field Training Model should be Used, Added, or Standardized to Remain Current for new Recruits and Trainers?

Lieutenant Gary E. Loos, Melbourne Police Department

Public Perception of Corrections: The Dark Side of the Force

Captain Bart Masker, Volusia County Division of Corrections

A Focus for the Future: Victim-Oriented Policing

Division Manager Dana Packard, Palm Bay Police Department

Bridging Language Barriers: Future Needs of Florida's Law Enforcement Officers

Captain Steve Park, Florida Department of Transportation, Motor Carrier Compliance

Human Resource Allocation in Florida Law Enforcement Agencies

Lieutenant J.D. Peacock, II, Okaloosa County Sheriffs Office

Allocation of Personnel: Investigations

Captain William Prummell, Charlotte County Sheriffs Office

Residence Restrictions for Sexual Offenders and Predators: Do They Really Make a Difference

Lieutenant Jamie L. Rudd, Jr., Polk County Sheriffs Office

Bargaining Units vs. Management: Are Police Unions Necessary?

Captain Carmen J. Sirolli, Sr., Ocala Police Department

Military Surplus: Can Law Enforcement Agencies Benefit?

Lieutenant Chris VanDeventer, St. Lucie County Sheriffs Office

Crisis Intervention Teams: A Study of the Benefits of the Memphis Model for Officers and Florida Agencies

Lieutenant Anne-Marie Wendel, Lakeland Police Department

Planned Events, Natural and Manmade Disasters: An Analysis of Past and Future Response by Law Enforcement to Mass Incidents

Captain Chip Wildy, Marion County Sheriffs Office

Class 13 – May 15, 2009

Decentralization: Pros and Cons

Lieutenant Tommy Aman, St. Johns County Sheriffs Office

Ethics, Gratuities and Conflicts of Interest in Conservation Law Enforcement

Captain Jeff Hubert, Florida Fish & Wildlife Conservation Commission

Red Light Cameras in Collier County: Citizens Assessment of Need and Effectiveness

Lieutenant Harold Minch, Collier County Sheriffs Office

Communications Interoperability – Current Status

Director Stephen Mitchell, Hillsborough County Sheriffs Office

Law Enforcement Mentoring Programs: Benefits and Effectiveness

Captain Mark Aviles, Panama City Police Department

Generation Y: Criminal Justice Recruiting Strategies

Lieutenant Curtis F. Barger, Melbourne Police Department

Retention: Addressing a Growing Problem

Support Services Director Lynn Cyprian, Ocala Police Department

Local and Federal Contract Partnerships to House Inmates

Lieutenant Craig E. Burke, Polk County Sheriffs Office

The Overrepresentation of Young Black Males within Correctional Institutions

Commander Valerie Cohen-Jennings, Miami-Dade Corrections & Rehabilitation Department

Sex Offender Residency Restrictions and Other Sex Offender Management Strategies: The Probation Officer Perspective in Florida

Assistant Bureau Chief Amy L. Datz, Florida Department of Corrections

Jails and Prisons Going Green: Now and in the Future

Captain William F. McClelland, Volusia County Division of Corrections

Standardized Objective Classifications Systems for County Jail Facilities
Lieutenant Jeffrey Sean Sisk, Charlotte County Sheriffs Office

Crisis Intervention Teams: Have You Refreshed Your CIT Training?
Lieutenant Frank Baker, Jr., Hillsborough County Sheriffs Office

Reducing Fuel Consumption without Impacting Police Service
Lieutenant Brian Donaldson, Tallahassee Police Department

When Fuel Cost Exceeds Payroll: A New Paradigm for Efficient Law Enforcement
Captain Robert S. Duncan, Florida Highway Patrol

Compstat within a State-Wide Law Enforcement Agency: Applying New York City Police Department's Success to the Florida Department of Environmental Protection
Captain Janet Hartman, Division of State Fire Marshall

Florida State Probation and County Sheriff's Offices: Partners in Public Safety
Lieutenant Ken LaPee, Okaloosa County Sheriffs Office

Florida's Property Tax Reform: A First Look at its Affect on Law Enforcement
Major Ray Lawton, Hillsborough County Sheriffs Office

Human Trafficking
Lieutenant Jim Martinez, Tallahassee Police Department

Consolidating Police Services: Local Control vs. Financial Choice
Lieutenant Patrick A. Myers, Daytona Beach Police Department

Street Gangs: Which Community are you in?
Captain Melinda Van Doren, Florida Department of Transportation, Motor Carrier Compliance

State Emergency Response Management Networks
Captain Roger A. Young, Florida Fish & Wildlife Conservation Commission

Clandestine Methamphetamine Laboratories: A Look at the Hazards that Remain if the Site is Not Properly Remediated
Lieutenant Arnold L. Brown, Okaloosa County Sheriffs Office

Marijuana Grow Houses: Florida's Silently Growing Epidemic
Lieutenant C. Dale Ritchhart, Jr., Charlotte County Sheriffs Office

Leadership Succession Training: The Public Administrator's Role and Responsibility
Captain Keith E. Gaston, Florida Highway Patrol

The Compstat Concept in Addressing Crime
Lieutenant Charles H. Fordham, II, Daytona Beach Police Department

Physical Fitness and Wellness at the Hallandale Beach Police Department
Captain Sonia Quinones, Hallandale Beach Police Department

Appendix B

Continuing Executive Development (CED) Courses & Center for Advanced Law Enforcement Studies (CALES) Courses

2005

- Managing the Mentally Ill 2 Courses
- High Impact Leadership for Criminal Justice Leaders 3 Courses
- Early Identification and Intervention Strategies 1 Course
- In Depth Leadership 6 Courses
- 2005 Sheriffs Seminar 1 Course
- Managing the Law Enforcement Training Function 1 Course
- Tactical Athlete Seminar 1 Course
- Officer Rights in the Workplace 1 Course
- Officer Discipline 2 Courses
- Media Relations for Criminal Justice Executives 1 Course
- Understanding Militant Islamist Terrorism 1 Course
- Advanced In Depth Leadership 2 Courses
- Advanced Police Chief Seminar 1 Course
- Leadership Development for Criminal Justice Administrators 1 Course
- In Harms Way II Conference 1 Course

2006

- Managing Generational Differences and Dealing with Problem Employees in the Workplace 2 Courses
- Strategic Leadership for Criminal Justice Leaders 2 Courses
- In Depth Leadership 3 Courses
- 2006 Sheriffs Seminar 1 Course

- Managing the Law Enforcement Training Function 1 Course
- Property Room Management 1 Course
- Officer Rights in the Workplace 1 Course
- Officer Discipline 5 Courses
- Park Law Enforcement Conference 1 Course
- Understanding Militant Islamist Terrorism 3 Course
- Advanced In Depth Leadership 2 Courses
- Advanced Police Chief Seminar 1 Course
- Effective Budgeting for Criminal Justice Executives 1 Course
- Ethical Decisions and Issues in Law Enforcement 1 Course
- Ground Defense 1 Course
- New Police Chiefs Seminar 1 Course
- Combating the Gang Threat to Florida 1 Course
- Human Trafficking 1 Course

2007

- High Impact Leadership for Criminal Justice Leaders 1 Course
- In Depth Leadership 1 Course
- 2007 Sheriffs Seminar Course 1
- Managing the Law Enforcement Training Function 1 Course
- Officer Discipline 5 Courses
- Understanding Militant Islamist Terrorism 2 Courses
- Advanced In Depth Leadership 2 Courses
- Strategic Leadership for Criminal Justice Executives 4 Courses
- Property Room Management 1 Course

- Managing Generational Differences and Dealing with Problem Employees in the Workplace 1 Course
- Understanding Militant Islamist Terrorism 2 Courses
- International Money Laundering 1 Course
- Edged Weapon Defense 1 Course
- Law Enforcement Strategies for Dealing with Suspects 1 Course

2008

- High Impact Leadership for Criminal Justice Leaders 1 Course
- In Depth Leadership 2 Courses
- Managing the Law Enforcement Training Function 1 Course
- Officer Discipline 2 Courses
- Understanding Militant Islamist Terrorism 2 Courses
- Advanced In Depth Leadership 2 Courses
- Strategic Leadership for Criminal Justice Executives 4 Courses
- Property Room Management 1 Course
- Managing Generational Differences and Dealing with Problem Employees in the Workplace 2 Courses
- Understanding Militant Islamist Terrorism 2 Courses
- Learning to be a Legacy Leader 1 Course
- Law Enforcement Officer Control Tactics 1 Course
- Advanced SWAT Course 1 Course
- Effective Budgeting for Criminal Justice Executives 2 Courses
- Ground Defense 1 Course
- Non-lethal Training Ammo Instructor 1 Course

2009

- High Impact Leadership for Criminal Justice Leaders 1 Course
- In Depth Leadership 2 Courses
- Managing the Law Enforcement Training Function 1 Course
- Officer Discipline 4 Courses
- Understanding Militant Islamist Terrorism 2 Courses
- Advanced In Depth Leadership 2 Courses
- Strategic Leadership for Criminal Justice Executives 4 Courses
- Property Room Management 2 Courses
- Managing Generational Differences and Dealing with Problem Employees in the Workplace 2 Courses
- Understanding Militant Islamist Terrorism 3 Courses
- Future Police Chiefs Seminar 1 Course
- Learning to be a Legacy Leader 2 Courses
- Effective Budgeting for Criminal Justice Executives 3 Courses
- Challenges for Criminal Justice Leadership 1 Course
- Testifying Made Simple 1 Course