BIENNIAL REPORT

Florida Department of
Law Enforcement and Florida Criminal
Justice Executive Institute

January 2023 – December 2024

J. Mark Glass, Commissioner

January 2025

INTRODUCTION

In 1990, the Florida Legislature established the Florida Criminal Justice Executive Institute (FCJEI) to provide essential training for the state's current and future criminal justice leaders. The institute was designed to equip executives with the expertise needed to navigate the evolving and complex challenges within the criminal justice system. With a strong emphasis on leadership, ethics, and organizational management, FCJEI aims to foster effective decision-making and innovative solutions to address the state's most pressing criminal justice issues.

FCJEI was established within the Florida Department of Law Enforcement (FDLE) and is directed by a policy board. Florida Statute 943.1755 states that 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 2023 to December 2024. 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 the curriculum provides further insight into proactive problem-solving, effective communication, and related supervisory skills. FLA is delivered over four separate week-long sessions. The cost to attend this course is $1000.00 per person. During this reporting period, six classes were delivered to 254 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 the community. Strategic thinking, planning, innovative problem-solving, and change of leadership are program components that prepare criminal justice professionals to create and lead change. The program consists of seven sessions over a 10-month period, with significant reading and an independent research requirement to be completed outside 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 67 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 FCJEI Policy Board reinstituted ELS, which bridges the gap between the Senior Leadership Program and the Chief Executive Seminar. This program provides larger agencies with a wider span of leadership between mid-level management and the chief executive the opportunity to enhance their member's leadership skills. The seminar is delivered over three separate week-long 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 showcasing 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 50 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 experiences, professional disciplines, and geographic distributions. 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; for 100-500, the cost is $1,000 per person; and for over 500, the cost is $1,250 per person. During this reporting period, two classes were delivered to 33 criminal justice executives (Appendix D).

FCJEI 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 leadership level. The classes range from one to five days and are offered throughout the state. The cost to attend each course ranges from $425 per person, depending on the length of the course. During this reporting period, eight CED classes were delivered to 224 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 and 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, which provide 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 FCJEI, 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 FCJEI graduates and provides a seminar on current dilemmas faced by criminal justice professionals. The conference also provides FCJEI graduates the opportunity to share invaluable information and problem-solving techniques with other agencies. During this reporting period, two conferences were held, and 165 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. FCJEI regularly receives positive feedback from program participants. Some of that feedback is provided below:

Florida Leadership Academy:

"I've learned and identified so many skills and ways to better communicate and lead my troops as well as help lead the agency."

"The instructor is clearly passionate about leadership and the development of supervisors. I truly enjoyed the entire day and did not feel inattentive one time. The interaction was great, and the instructor interacted with all students."

Senior Leadership Program:

"This program is the best I ever took. S.P.I. Command Officers course has nothing on SLP."

"I enjoyed every session and every lecture. All the presentations were relative and useful to use personally and departmentally."

"The research project was time consuming, but it took me outside of my comfort zone and I benefitted from it overall. The assistance from my mentor was very helpful. The training was excellent and applicable to my position as a mid-level supervisor."

Executive Leadership Seminar:

"FDLE and the Executive Institute continue to deliver quality and useful training for future leaders. I plan to send my staff to these classes to help them be better leaders."

Chief Executive Seminar:

"I thought the presenters were all excellent and provided different perspectives, which were very helpful."

"It is always good to meet with colleagues and get to know more people to add to our professional networks as well. I am eager to see what I am able to put into use. I wish I had participated in the other classes during my career."

"I will keep in touch and would like to see if I can be a part of the training in the future. This seminar was outstanding. The courses and instructors were some of the best that I have attended during my 26-year career!"

"I will be sending more of my staff. As always, the quality and integrity of instructors were second to none. Liked the staff wellness and communication, focus, along with technology. Impact of the overall program will allow me to continue progressing the agency forward and assist others in their career."

"This program is absolutely necessary for Chief Executives! An outstanding job was done during such a challenging time to schedule some of the best instructors and subject matter experts I've had the pleasure of listening to in one training program. Thank you for an enlightening program!!"

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 firsthand." The practical examples and discussion of the process from start to finish was useful."

SUMMARY

The training provided by FCJEI remains focused on equipping law enforcement executives, managers, and leaders with the skills necessary to navigate the evolving challenges within the criminal justice system, both within the workforce and across the state. This includes key areas such as ethics and integrity, interpersonal communication, organizational values, visionary leadership, and organizational change. FCJEI continues to foster an educational environment that addresses current issues while anticipating future needs, responding to feedback from our stakeholders, and ensuring we meet the evolving demands of Florida's criminal justice community. During this reporting period, FCJEI delivered training to approximately 615 individuals from 185 criminal justice agencies, training centers, and professional organizations (Appendix G).

In October 2024, FCJEI staff was able to get all four leadership programs approved by the Department of Education's Office of Articulation to receive college credit. Any sworn officer who has previously completed either of the four FCJEI leadership programs will receive one to six hours of undergraduate credit. This will be of no cost to the student to obtain these credit hours.

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 insight into 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 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 53

Session 1: January 23-27, 2023
Session 2: February 20-24, 2023
Session 3: March 20-24, 2023
Session 4: April 24-28, 2023

Location(s): Bay County, FL

Participants: 42

Florida Leadership Academy Class 54

Session 1: May 22-26, 2023
Session 2: June 26-30, 2023
Session 3: July 24-28, 2023
Session 4: August 21-25, 2023

Location(s): Ocala, FL

Participants: 42

Florida Leadership Academy Class 55

Session 1: September 18-22, 2023
Session 2: October 16-20, 2023
Session 3: November 13-17, 2023
Session 4: December 11-15, 2023

Participants: 44

Location(s): Coconut Creek, FL

Florida Leadership Academy Class 56

Session 1: January 22-26, 2024
Session 2: February 19-23, 2024
Session 3: March 18-22, 2024
Session 4: April 15-19, 2024

Location(s): St. Johns County, FL

Participants: 44

Florida Leadership Academy Class 57

Session 1: May 13-17, 2024
Session 2: June 10-14, 2024
Session 3: July 15-19, 2024
Session 4: August 12-16, 2024

Location(s): Brevard County, FL

Participants: 45

Florida Leadership Academy Class 58

Session 1: September 9-13, 2024
Session 2: October 7-11, 2024
Session 3: November 4-8, 2024
Session 4: December 16-20, 2024

Location(s): Collier County, FL

Participants: 37

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 research projects. This session also introduces 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

This session provides participants with an introduction to research in the social sciences and best practices when conducting research.

Session 3 – Defining the Future

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

Session 4 – Communications

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

Session 5 – 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.

Session 6 – Leadership in Teams and Organizations: Officer Wellness

Leadership in Teams and Organizations: Officer Wellness addresses leadership in improving resiliency and stress within organizations. This session helps develop personal skills while building professional and personal relationships. Participants learn how to reduce stress within the unit, manage finances, and develop strategies to support those dealing with critical incidents.

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. They are evaluated based on the originality of work, focus on criminal justice issues, participants' futures orientation, and adherence to acceptable research principles and practices. The research of senior leadership participants is published by the Florida Criminal Justice Executive Institute on their website.

Senior Leadership Program Class 25

Session 3 & 4: January 23-27, 2023 (Sessions combined due to Hurricane Ian)
Session 5: February 27-March 17, 2023
Session 6: April 3-6, 2023
Session 7: May 22-26, 2023

Location(s): Tallahassee, FL

Participants: 34

Senior Leadership Program Class 26

Session 1: August 14-September 2, 2023
Session 2: September 11-14, 2023
Session 3: November 6-9, 2023
Session 4: January 8-11, 2024
Session 5: February 26-29, 2024
Session 6: April 15-18, 2024
Session 7: May 20-24, 2024

Participants: 33

Location(s): Tallahassee, FL

APPENDIX C – EXECUTIVE LEADERSHIP SEMINAR

COURSE OUTLINE:

Session 1 – Succeeding Through Challenges

Every organization will face challenges, but how an organization responds to those challenges depends on how well it is prepared. This session focuses on the importance of effective communication and performing well while under pressure. Instructors also present strategies for maintaining a balance, professionally and personally, to provide 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 and 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. This 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 10

Session 1: July 17-21, 2023
Session 2: August 21-25, 2023
Session 3: September 18-22, 2023

Location(s): Orlando, FL

Participants: 25

Executive Leadership Seminar Class 11

Session 1: June 3-7, 2024
Session 2: July 15-19, 2024
Session 3: August 19-23, 2024

Location(s): Tampa, 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 technological advances, demographics, and economics for the future of Florida. The session ends with a discussion of the roles of the criminal justice executive in the formulation of strategic plans and policies 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 the 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 56

Session 1: September 25-28, 2023
Session 2: October 23-27, 2023
Session 3: December 4-7, 2023

Location(s): Tallahassee, FL

Participants: 18

Chief Executive Seminar Class 57

Session 1: September 16-19, 2024
Session 2: November 18-21, 2024
Session 3: December 16-20, 2024

Location(s): Tallahassee, FL

Participants: 15

APPENDIX E - CONTINUED EXECUTIVE DEVELOPMENT COURSES

Title	Date(s)	Location	Attendees
Officer Discipline Training	February 13-16, 2023	Lake Mary	34
Officer Discipline Training	May 15-18, 2023	Kissimmee	32
Officer Discipline Training	August 7-19, 2023	Ponte Vedra	19
Officer Discipline Training	October 30-Nov. 2, 2023	Kissimmee	31
Officer Discipline Training	February 12-15, 2024	Lake Mary	23
Officer Discipline Training	May 13-16, 2024	Kissimmee	24
Officer Discipline Training	August 11-14, 2024	Ponte Vedra	29
Officer Discipline Training	October 28-31, 2024	Kissimmee	29

APPENDIX F - GRADUATES EDUCATION CONFERENCE

28TH ANNUAL GRADUATES EDUCATION TRAINING

2023 Training

Topic: Risk Management, 4 Anchors to Success and Navigating Complex Critical Incidents with Multijurisdictional Partners

Session: May 2-4, 2023

Location(s): St. Augustine, FL

Participants: 85

The following topics were discussed:

- An organizational risk management look inside any organization to show what can be done today to avoid or minimize incidents from going wrong.
- This workshop holds deep discussions on four topics: Vulnerability, Motivation, Change Management, and Emotional Intelligence and their relation to effective leadership.
- Participants learned how to reframe their perspectives of other generations while learning how to better communicate their differences.
- This presentation provided an in-depth overview of the homicide of Orlando Police Lieutenant Debra Clayton and the ensuing manhunt of Markeith Loyd. Details were shared regarding jurisdictional considerations, critical resource management, investigative techniques, challenges faced, and operational decisions made during the incident, including prosecutorial venue.

29TH ANNUAL GRADUATES EDUCATION TRAINING

2024 Training

Topic: Be The Leader Your Organization Deserves and the Surfside Collapse: Family Reunification.

Session: April 30-May 2, 2024

Location(s): St. Augustine, FL

Participants: 80

The following topics were discussed:

- This course equipped participants with the knowledge, skills, and strategies necessary to be an effective and inspiring leader for their organization. This course highlights self-leadership, habits of influential leaders, building and leading multi-generational teams, and designing and implementing extraordinary culture.

- Leading Yourself First so You Can Lead Others
- Compelling Force Leadership: Influence and the 3 Ps
- What Level are You Leading on? How Do You Know?
- Working Genius Assessment
- Leading Multi-generational Teams
- Extraordinary Culture Through Intentional Design

The Champlain South Tower condo collapse was one of the largest building collapses in the United States. The scene of the collapse brought back haunting memories for many of Ground Zero after the September 11 terrorist attacks. The efforts to recover the 98 souls was an unprecedented multi-jurisdictional effort. The Family Reunification Center (FRC) was established for the rescue and recovery efforts to assist and support the families of collapse victims and survivors from the collapse site. This posed numerous challenges throughout the event, all of which were overcome by developing some best practices. This presentation introduced the events that unfolded that evening and throughout the operational phases of the FRC.

APPENDIX G – PARTICIPATING AGENCIES

- Alachua County Sheriff's Office
- Altamonte Springs Police Department
- Atlantic Beach Police Department
- Auburndale Police Department
- Baker County Sheriff's Office
- Bay County Sheriff's Office
- Belle Isle Police Department
- Belleview Police Department
- Boynton Beach Police Department
- Bradenton Police Department
- Brevard County Sheriff's Office
- Broward County Sheriff's Office
- Bunnell Police Department
- Cape Coral Police Department
- Casselberry Police Department
- Charlotte County Sheriff's Office
- Chipley Police Department
- Citrus County Sheriff's Office
- 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
- Consolidated Dispatch Agency
- Coral Springs Police Department
- Crestview Police Department
- Daytona Beach Shores Public Safety
- Department of Juvenile Justice
- Dixie County Sheriff's Office
- Edgewater Police Department
- Escambia County Corrections
- Escambia County Sheriff's Office
- Eustis Police Department
- Fernandina Beach Police Department
- Florida A&M University Police Department
- Florida Atlantic University Police Department
- Florida City Police Department
- FL Dept. of Agriculture & Consumer Services
- FL Department of Corrections
- FL Department of Environmental Protection
- FL Department of Juvenile Justice
- Florida Department of Law Enforcement
- FL Division of Investigative/Forensic Services
- FL Division of Alcoholic Beverages & Tobacco
- FL Fish & Wildlife Conservation Commission
- Florida Gaming Control Commission
- Florida Highway Patrol
- Florida Public Safety Institute
- Florida State University Police Department
- Florida Southwestern State College Police Department
- Fort Lauderdale Police Department
- Fort Myers Police Department
- Franklin County Sheriff's Office
- Fraternal Order of Police Miramar Lodge 189
- Gainesville Police Department
- Gilchrist County Sheriff's Office
- Green Cove Springs Police Department
- Groveland Police Department
- Haines City Police Department
- Hallandale Beach Police Department
- Hardee County Sheriff's Office
- Hendry County Sheriff's Office
- Hernando County Sheriff's Office
- Highlands County Sheriff's Office
- High Springs Police Department
- Hillsborough County Sheriff's Office
- Holly Hill Police Department
- Hollywood Police Department
- Howey in the Hills Police Department
- Indialantic Police Department
- Indian Harbour Beach Police Department
- Indian River County Sheriff's Office
- Indian Shores Police Department
- Jacksonville Aviation Authority
- Jacksonville Sheriff's Office
- Jacksonville Beach Police Department
- Jefferson County Sheriff's Office
- Jennings Police Department
- Jupiter Inlet Colony Police Department
- Jupiter Island Public Safety Department
- Key Biscayne Police Department
- Key West Police Department
- Kissimmee Police Department
- Lake County Sheriff's Office
- Lake Placid Police Department
- Lakeland Police Department
- Lauderhill Police Department
- Lee County Sheriff's Office
- Leon County Sheriff's Office

APPENDIX G cont. – PARTICIPATING AGENCIES

- Madison Police Department
- Madison County Sheriff's Office
- Margate Police Department
- Marion County Sheriff's Office
- Melbourne Police Department
- Miami Police Department
- Miami Beach Police Department
- Miami-Dade Corrections and Rehabilitation
- Miami-Dade Police Department
- Miami Gardens Police Department
- Miami Shores Police Department
- Midway Police Department
- Miramar Police Department
- Mount Dora Police Department
- Naples Police Department
- Nassau County Sheriff's Office
- New Smyrna Beach Police Department
- North Bay Village Police Department
- Oakland Police Department
- Ocala Police Department
- Ocoee Police Department
- Office of Agricultural Law Enforcement
- Office of State Attorney, 5th Circuit
- Okaloosa County Department of Corrections
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Orange County Corrections
- Orange Park Police Department
- Orange County Public Schools District Police
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Oviedo Police Department
- Palm Bay Police Department
- Palm Beach County Schools Police
- Palm Beach County Sheriff's Office
- Palmetto Police Department
- Panama City Police Department
- Panama City Beach Police Department
- Pasco County Corrections Department
- Pembroke Park Police Department
- Pembroke Pines Police Department
- Pensacola State College Police Department
- Perry Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Port St. Lucie Police Department
- Putnam County Sheriff's Office
- Quincy Police Department
- Riviera Beach Police Department
- Sanford Police Department
- Santa Rosa County Sheriff's Office
- Sarasota County Sheriff's Office
- Satellite Beach Police Department
- Sebastian Police Department
- Sebring Police Department
- Second District Court of Appeal
- Seminole County Sheriff's Office
- Shalimar Police Department
- South Miami Police Department
- Springfield Police Department
- St. Augustine Beach Police Department
- St. Augustine Police Department
- St. Cloud Police Department
- St. Johns County Sheriff's Office
- St. Petersburg Police Department
- State Attorney's Office, 1st Judicial Circuit
- Sumter County Sheriff's Office
- Sunny Isles Beach Police Department
- Surfside Police Department
- Suwannee County Sheriff's Office
- Tallahassee State College Police Department
- Tallahassee Police Department
- Tampa International Airport Police Department
- Tarpon Springs Police Department
- Tavares Police Department
- Titusville Police Department
- University of Central Florida Police Department
- University of North Florida Police Department
- Venice Police Department
- Vero Beach Police Department
- Village of Key Biscayne Police Department
- Volusia County Sheriff's Office
- Volusia County Corrections
- Wakulla Correctional Institution
- Walton County Sheriff's Office
- West Melbourne Police Department
- West Palm Beach Police Department
- Windermere Police Department
- Winter Haven Police Department
- Zephyrhills Police Department