Manatee County
Sheriff’s Office

STRATEGIC PLAN GOALS AND OBJECTIVES
MULTI-YEAR PLAN
Review and Evaluation of 2013 Goals
and 2014 Goals and Objectives
TABLE OF CONTENTS

- Executive Bureau  pg 1
- Enforcement Bureau  pg 24
- Investigative Bureau  pg 62
- Corrections Bureau  pg 86
- Administrative Bureau  pg 99
EXECUTIVE BUREAU

- Fiscal Division  pg 3
- Fleet Maintenance  pg 7
- Information Technology  pg 9
- Legal Affairs  pg 20
- Professional Standards  pg 24
FISCAL DIVISION

Goal 1  Provide products and services for the Manatee County Sheriff’s Office at the most economical price for the best quality in the most efficient manner

Objective 1  Obtain competitive pricing for all goods and services

Strategy 1  CONTINUOUS
Utilize RFP Process where applicable
Two additional major RFPs have been completed and contracts signed. The new Automated Fingerprint Identification System was signed with 3-M Cogent. A new Fleet initiative has been completed with McGee Auto Service to do vehicle maintenance at a lower cost.

Strategy 2  CONTINUOUS
Standardize products to utilize volume discounts
This is an ongoing process. Items such as Toilet paper, hand towels, teri wipes, hand sanitizer and hand sanitizer dispensers have been standardized to achieve greater savings through volume discounts.

Strategy 3  CONTINUOUS
Obtain competitive pricing for all goods and services
Goods and services obtained for use by this agency have been competitively priced in one way or another. Major purchases are completed by using a formal competitive solicitation process; Capital Assets are purchased by obtaining three written bids or quotes and items that are under the Capital Asset threshold are purchased by obtaining quotes via email, phone or fax. New samplings of 50 items were reviewed. The overall reduction average is 8.5% cost savings.

Strategy 4  CONTINUOUS
Utilize technologies to track and notify requestor of order status
Most employees of this agency now have access to a computer. We have had increased success notifying employees of their order status via email. The notification process using SharePoint has been put on hold due to IT’s current workload.

Strategy 5  CONTINUOUS
Create a more knowledgeable and professional purchasing staff through training
Purchasing personnel are required to take two training classes each year which has again been completed. The purchasing buyer is taking advanced courses to enhance her knowledge.
BASELINE
- 99% accuracy in General Ledger

TARGET
- 100% accuracy in General Ledger

TODAY
- 99.9% accuracy in General Ledger
- OnBase has allowed us to improve G/L accuracy and data storage

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Goal 3  Provide clear and concise information which is easily obtainable and user friendly for the agency

Objective 1  Improve the input and output of financial and budget information through new technology

Strategy 1  CONTINUOUS
Create on-line virtual storage & retrieval of supporting details for all fiscal functions

This is an ongoing process. All accounts payable and asset data are placed into virtual storage, thereby eliminating hundreds of paper storage space and costs. We are awaiting IT to make On-Base equipment functional for us to be able to input travel details.

Strategy 2  CONTINUOUS
Optimize existing software and ensure timely posting of General Ledger transactions

All Fiscal involvement and notification for processing travel requests is now available to be done on-line and by e-mail versus previous in-house mail. This strategy is completed, though we expect to be able to enhance this process once the new One Source software is installed.

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BASELINE
- No online financial information available in a user friendly format 72-hour average in travel turnaround time

TARGET
- Full online financial information available in a user friendly format
- 25% reduction in travel turnaround time

TODAY
- 80% online financial information available in a user friendly format in OnBase
- 48-hour average in travel turnaround time by Fiscal has been completed. We will continually look for more communications improvements
• 2012 Salary Compensation (MAG Study) has been updated for new benchmark and the first phase has been implemented

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**Goal 4**  Implement a new general ledger system during fiscal year 2013

**Objective 1**  Identify a General Ledger system that will provide web-based capabilities and is user friendly for non-financial users

**Strategy 1**  
Represent the Sheriff’s Office interests in the evaluation of potential general ledger systems

This strategy is 75% complete “One Source” software has been determined as the best vendor for a new general ledger package. Committee meetings have been held and presentations provided. A contract is expected before year-end and implementation started in 2013.

**Strategy 2**  
Work to provide a smooth transition from the current to the new general ledger system. Ensure all data is transferred and correctly identified within the new system.

**BASELINE**

• Current system is over 10 years old and data/reports are not easily obtainable. Reports have to be programmed by IT to get most information

**TARGET**

• Readily available data to individuals in a readable format that is useful to the employee. Users can create their own reports rather than waiting for programmers

**TODAY**

• We have selected the vendor and are in the process of signing a contract. Initial implementation is expected in Quarter 1 of 2014. Completion date is expected to be in Quarter 3 of 2014.

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**Goal 5**  Create an online database utilizing National Institute of Governmental Purchasing (NIPG) format and vendor associations

**Objective 1**  Utilize online database to verify that all Federal forms are on file and allow employees to easily identify approved vendors for products they may be interested in ordering.

**Strategy 1**  
Purchase NIPG templates and establish them on MCSO Fiscal website
After further research we have decided to utilize the State of Florida template and create a database in Access to contain the vendor categories. This database will allow individuals to search for approved vendors by category when pricing requisitions or obtaining quotes.

**Strategy 2**

Verify the possibility of creation of an interface with IFAS to download current approved vendors into new templates and numbering scheme. Without such interface, manual transfer must be done. There is not the ability to interface IFAS with the proposed database. Therefore, the information of over 4,000 records will have to be manually inputted.

**Strategy 3**

Categorize each of the vendors into commodities they sell in order to facilitate users to quickly identify vendors to contact. This is in process within the IFAS system and 50% of the vendors have been moved into separate commodity categories. Though the information will have to be input into the created database, establishing these categories in IFAS first will expedite the input and keep each program consistent in format.

**BASELINE**

- Data accessible only by Fiscal Department. Some vendors are no longer doing business. No easy way to confirm if all the forms for a vendor are on file

**TARGET**

- Approved vendors to be easily accessible by all employees with internet access, these vendors will have the necessary form on file and recorded within the database

**TODAY**

- We are in the initial stages of the review process.
FLEET MAINTENANCE

Goal 1
To provide MCSO with a safe, well-maintained fleet while ensuring cost effectiveness and efficiency.

Objective 1
Reduce vehicle maintenance costs while maintaining vehicle condition

Strategy 1
Expand the Preventive Maintenance (PM) program. A new maintenance plan was put into effect on October 1, 2012. This plan makes use of outside vendors to expand the PM program by allowing selected vendors to complete basic PM Service (e.g. oil changes, tire replacement, tire rotations, lubrications, windshield wiper replacements, etc…)

Strategy 2
Improve inter-departmental communication in order to reduce unbudgeted/unplanned activities. This has improved due to supervision following up on compliance to normal procedure.

Strategy 3
Maintain cost per mile at 2012 levels

Objective 2
Obtain a new, modern, well-equipped facility and parking area large enough to accommodate the MCSO Fleet while maintaining current Fleet facility.

Strategy 1
Explore every opportunity to relocate the current Fleet facility. MCSO has simply outgrown its current facility.

Strategy 2
Continue to improve the current Fleet garage and parking lot to ensure the overall safety and functionality of the facility. Work with County Property Management and others to improve the conditions of the current facility.

Strategy 3
Establish a Parts and Tools room. There is not adequate space in the current facility to establish a parts and tools room. A new facility would be designed to include this. A parts room is planned in the above renovations if they are funded. A reorganization of the current Fleet Building made available an adequate parts and tool room.

Strategy 4
Increase the number of technician work areas from 5 to 8 to accommodate foreseeable increase in personnel, the structural integrity of the current
facility does not allow for this. The new maintenance plan requires one less technician. No other changes are planned.

This was discontinued as the structural integrity of the building will not allow for additional bays to be installed. In addition, the number of technicians is currently sufficient to support the current fleet.

**Objective 3**  Increase Technician Education

**Strategy 1**

Continuous Improvement

Increase technician’s overall knowledge, skills and abilities by ensuring they attend appropriate schooling and obtain required certifications.

**BASELINE**

- Current old facility
- 4 trained technicians

**TARGET**

- Move into new facility
- Maintain the $0.67 cost per mile
- Send technicians to formal training and continuing education courses

**TODAY**

- MCSO Fleet remains in current facility
- Improve current facility while searching for new Fleet location
- 4 trained technicians
INFORMATION TECHNOLOGY (I.T.)
Infrastructure Services

Goal 1 To facilitate data sharing and reporting by gathering and redistributing current and historical crime data from disparate data sources via a data warehouse

Objective 1 Due to the increased need to share data between the MSO and outside agencies coupled with the need to reduce stress on line of business applications, it is necessary to provide a central location capable of storing data that can then be redistributed to requesting entities

Strategy 1 CONTINUOUS
Create a central data warehouse that stores data from multiple Line of Business applications in use at the MSO.

The warehouse has been created and tables from I/Leads, RMD and JMS have been added to the warehouse.

Strategy 2 CONTINUOUS
Create interfaces to the data warehouse that replace individual ODBC connections to line of business software.

Many interfaces have been replaced and many more need to be created. This will be ongoing as new applications come on line at the MSO.

Strategy 3 CONTINUOUS
Create SQL Server Reports to distribute crime and management information for any entity that needs it whether inside or outside the agency.

Currently there are over 200 SSRS reports that furnish data to MSO units, the Clerk’s Office, the State Attorney, Probation, FDLE, the U.S. Social Security Office, the Board of Education, as well as other agencies. The Applications Team will continue to develop new reporting to fill any new need.

Strategy 4 COMPLETED
The creation of automated data file transfers between the MSO and the Manatee County Clerk of Court has been successfully completed. These files include Temporary Injunctions, Writs, Marchman Acts, Baker Acts, and Subpoenas.

In development

BASELINE
- Most information exchanges between MSO departments and outside agencies are being done using paper forms and hand created reports.
- Little to no automation
- Extensive duplication of effort
TARGET
- Increase efficiency by automating reporting and information file transfer within the MSO and to outside agencies.
- Reduce paper costs by automating electronic reporting.

TODAY
- Over 200 SSRS reports have been written, many going to outside agencies via scheduled automated transmission.
- Over $50,000 in cost savings per year by electronic information transfer vs. manual paper transfer.

Goal 2  
To create custom applications that serve the specific information needs of the MSO by automating information input, integration, and distribution.

Objective 1  
Satisfy MSO management information needs and CJIS requirements by building custom applications that gather, analyze and distribute crime and incident information.

Strategy 1  
Create a deputy statistics application that tracks deputy incidents and satisfies MSO management and FDLE Bias Base incident tracking requirements.

This application was initially conceived to satisfy MSO management and FDLE Bias Base incident tracking and has evolved to include information from the Aviation and Marine units, and the Records Section. This application is easily customizable and can be used by any unit within the MSO to track daily work activity.

Strategy 2:  
Create a SharePoint 2010 Intranet so that all units of the MSO can collaborate and share information relating to MSO business and Manatee County Crimes.

The SharePoint 2010 Intranet is in production and the following applications have been built: BOLO (Be On LookOut), Stolen Vehicle Hot Sheet, Missing Persons Hot Sheet, Sheriff’s Office HR and an LEO portal that serves the deputies.

Strategy 3:  
Create a custom Property and Evidence disposal system that allows for the correct and efficient disposal of evidence that is past expiration.

The Property and Evidence Disposal system is in final pilot testing. It gathers information from the MSO system, the Clerk of Court, the Department of Corrections, and other
sources to determine if a piece of evidence has reached the date of safe disposal.

**BASELINE**
- Most business and crime information was recorded manually using paper systems.
- Little automated reporting was being done.

**TARGET**
- Provide easy to use custom applications that act as repositories for MSO business and crime information.
- Provide accurate and timely reporting of MSO business and crime information to anyone that needs it.

**TODAY**
- More than 8 custom applications have been built that provide accurate and timely information to the MSO. Some applications are business related and others are Investigative and crime reporting related.

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**Goal 3** Facilitate the MSO crime, jail and records information and recording needs by enhancing and expanding features of commercial software.

**Objective 1** Enhance and support all Line of Business software that facilitates records and jail management at the MSO in order to improve accuracy in investigative and State reporting.

**Strategy 1**
Upgrade, maintain and support I/Leads Records Management and Jail Management Software. This commercial application is the official system of record for the MSO.

**CONTINUOUS**
Frequent enhancement and upgrades are required to support this application. A major upgrade is planned for the Fall of 2013.

**BASELINE**
- The MSO has several lines of business software that we support, including I/Leads Records and Jail Management. It is customary for Information Technology to take the lead in many of the MSO’s application support and upgrade management.

**TARGET**
- To keep all applications at the current revision and patch level. To complete upgrades with as little disturbance to normal business as possible.
TODAY

• A major upgrade to I/Leads is in the planning stage and scheduled for the Fall of 2013.

Goal 4

To automate the logical flow of data from the time the data enters the system to when the case is closed for Human Resources

Objective 1

Create an accurate FMLA application for Human Resources to track FMLA/WC time.

Strategy 1

COMPLETED

Work has begun with Workforce, the vendor of MSO’s Time and Attendance application, to include a module that calculates employee Disability and Workers Compensation payments. Requirements have been gathered and the vendor is beginning development.

This project has been completed.

Objective 2

Consolidate the New Applicant Hire Process.

Strategy 1

CONTINUOUS

Work has begun with Human Resources that will automate and consolidate the New Applicant Hire Process. Currently 2 Access databases, one spreadsheet and 2 Word documents are used to track the progress of a person who has applied for work at the MSO. These 5 data sources are being consolidated into one application that has multiple views. The application will accomplish the same goals and eliminate the triple data entry making it easier to track the applicant’s progress.

This will be a continuous process as custom applications are built.

BASELINE

• Most Human Resources information is recorded manually using multiple software systems. Little automation is being utilized.

TARGET

• Create easy to use custom applications that act as repositories for MSO Human Resources information and will provide accurate and timely management reports to reflect collective personnel.

TODAY

• Currently in the research and development stage of collecting Human Resources requirements needed to create the custom applications.

Goal 5

Drive greater efficiency through increased autonomy and centralized management of IT Systems.
Objective 1  Maximize the effectiveness of limited staff resources by deploying and supporting IT systems using centralized administration.

Strategy 1

Configuration & Operations Management Upgrade

Operations Manager software has been upgraded to the latest version. Configuration Manager has also been upgraded to the latest version. IT is currently in the process of migrating the agency client computers to the new version.

**BASELINE**

- Mobile devices required hands on configuration per each device.
- Legacy Monitoring software produced errors and false positive alerts.
- Backup software required labor intensive scrutiny and failure mitigation.

**TARGET**

- Elimination of physical IT visits to configure mobile devices for agency use.
- Autonomous backup job execution with minimal labor requirement.
- Automated software deployments based on dynamic query of computer .properties

**TODAY**

- Mobile devices are centrally managed via policy.
- Backup jobs are dynamically scheduled and require minimal intervention.
- Computer imaging and OS deployments are underway via an agency Windows 7 upgrade project.

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**Goal 6**  Implement Windows 2008 on all servers to provide superior performance, fault tolerance, enhanced security features and better resources overall.

Objective 1  Upgrade Operating Systems as hardware is replaced. Within the past year, more than 12 Windows Server servers have been upgraded.

Strategy 1

Replace legacy software and services.

Windows server 2008R2 has been rolled out to new Domain Controllers. Operating System upgrades continue as servers are refreshed.

**Goal 7**  Create a Disaster Recovery Plan to establish a formal process to be followed when a disaster occurs.

Objective 1  Provide a Disaster Recovery solution to the agency to facilitate failover to an alternate data center.
Strategy 1

Implement data retrieval recovery plan in case of disaster.

The Disaster Recovery plan has been completed; failover testing is completed. Continuous replication via the Storage Area Network Project has provided the foundation for failing over Tier 1 applications and services to the Public Safety Complex with minimal interruption in service.

**BASELINE**
- The agency did not have a technical solution to failover to an alternate DR site. Recovery strategies were predicated on restoring from tape.

**TARGET**
- Failover of all Tier1 applications and services to an alternate data center. Written guidance published defining the technical and logistical plan in the event of a disaster.

**TODAY**
- The DR plan has been implemented and tested. All of Tier1 applications and services have been failed over and run successfully at the alternate data center.

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Goal 8 Design, contract, and implement a next generation AFIS system II.

Objective 1 Schedule meetings on a continual basis to plan for the implementation.

**Strategy 1**

Select AFIS vendor and begin implementation.

The new AFIS system went live May 6th 2012 and is fully operational. The formal project closeout date is November 2013.

**BASELINE**
- The agency was outgrowing the existing backup solution. Excessive manual intervention was required to insure that all backup jobs were completed successfully. Additionally, features such as client and server side de-duplication were not available.

**TARGET**
- The migration to a new enterprise class backup solution which leverages de-duplication as a core feature.

**TODAY**
- The migration to the new backup solution has been completed. Labor costs through administration have been substantially reduced via increased system autonomy.
Goal 9  Implement a centralized, single identity store accessible to all applications which require authentication.

Objective 1  Create a self-service portal for user password resets and self-administration grade.

Strategy 1  
Deploy an Identity Management Infrastructure

The Identity Management Infrastructure has been deployed successfully. The self-service portal for user password reset is also in production. Future phases of directory synchronization with applications identity stores are pending based on available personnel and funding resources.

BASELINE
- Computer images were built by hand and deployed as a thick image. New versions of individual applications and security updates quickly reduced the useful life of a given image.

TARGET
- Package and host a computer image for Windows 7 that contains all core applications while maintaining the flexibility of sequencing individual application installations.

TODAY
- The majority of agency desktops and laptops have been migrated to Windows 7. CF30 upgrades are planned for 1st quarter of 2014.

Goal 10  Migrate all agency desktops & laptops from Windows XP to Windows 7.

Objective 1  Plan project to accomplish migration and begin implementation.

Strategy 1  
Inventory application and test systems.

Implementation is underway and 80% of all agency Desktop and Laptop computers have been successfully migrated to Windows 7. The scheduled project completion date is expected to be Quarter 4 2013 for Desktops and Laptops. Quarter 1 2014 for CF30s.

Goal 11  Migration to a more effective antivirus platform.

Objective 1  Increase security, reduce costs and lower the computer resource footprint.
Strategy 1

Deploy antivirus engine

The antivirus engine is a component feature of System Center 2012 and has been successfully deployed.

**BASELINE**

- While effective, legacy antivirus software has been resource intensive on agency PCs. Policy administration has been prone to bugs, and lacks the reporting tools to adequately monitor the overall environment.

**TARGET**

- Migration to a new platform which leverages licensing to reduce costs. Merge antivirus servers with existing system configuration environment to more efficiently manage antivirus deployment and monitoring. Target date was Quarter 1 2013.

**TODAY**

- The new antivirus solution is in place and working successfully.

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**INFORMATION TECHNOLOGY (I.T.)**

**Service Desk**

**Goal 1** Train IT Service Desk personnel to meet industry standards in current Information Technology methodologies and frameworks.

Overview - *ITIL is the most widely accepted approach to IT service management in the world. ITIL provides a cohesive set of best practices, drawn from the public and private sectors internationally. Benefits include*

- improved IT services
- reduced costs
- improved customer satisfaction through a more professional approach to service delivery
- improved productivity
- improved use of skills and experience

**Objective 1** Provide training and development for all IT personnel to obtain ITIL* Foundations & HDI Customer Service certifications.

**Strategy 1**

Provide training to Service Desk staff in HDI Customer Service Representative Course for certification.

Training has been completed for the HDI Customer Service Representative course. Service Desk personnel are scheduled to take the certification test in September 2013.
Strategy 2

Provide training to Service Desk staff in ITIL Foundations course for certification.

Training is underway for the ITIL Foundations course. The Service Desk supervisor and two technicians are currently certified. This training initiative is a cross collaboration with Manatee County Government IT. The next class is scheduled in the fall where the remainder of the Service Desk personnel will be registered to attend.

**BASELINE**
- Service Desk personnel are not currently trained in industry standard IT methodologies or customer service techniques.

**TARGET**
- Train and certify all service desk personnel in ITL and HDI frameworks to better address the agency needs through organization and increased customer service.

**TODAY**
- Currently 2 of 5 service desk technicians are ITIL foundations trained and certified. All service desk personnel are HDI Customer Service trained and are scheduled for certification testing.

Goal 2

Consolidate the phone switches for the county and the Sheriff’s Office. The main phone switch would belong to the county, but the Sheriff’s Office would retain administrative rights on all MCSO phone system functions.

**Objective 1** Consolidate to improve efficiency and reduce costs.

**Strategy 1**

Work closely with the County ISD to move toward a joint phone switch. The current MCSO phone switch has reached end of life and is need of replacement. The county is currently working on a solution to address the entire county's telephone communication needs. It is financially prudent for MCSO to collaborate their phones to the County infrastructure versus purchasing a new phone switch. The county has hired a private consultant to review the current infrastructure and recommend a migration plan. The assessment for the entire county has been completed and an RFP is set to go public October 2013. Once a vendor and solution have been selected MCSO is slated to start migrating in 12 to 18 months.

**BASELINE**
- The Sheriff’s Office has its own phone switches that are at end of life.
TARGET

• Migrate the Sheriff’s Office phone switches to the county phone switch or a new unified communications platform with enhanced features and capabilities.

TODAY

• A private consultant has been selected by the county who reviewed the current infrastructure and has conducted a needs assessment for the county. A RFP for a new telephony solution is set to go public in October 2013.

Goal 3  Enhance the flow of information throughout the agency by providing Deputies with quick, reliable data communication in the field.

Objective 1  To continue to enhance the data communications throughout the agency by taking advantage of emerging equipment and technologies.

Strategy 1  CONTINUOUS

Deploy mobile laptops to be used in the boats in the Marine Unit. These laptops will give these Deputies access to the internet, intranet, Computer Aided Dispatch, report writing programs and other programs to aid them in the performance of their duties.

Laptops and tablets have been tested for this application and Marine Unit deputies have elected to utilize the same configuration as the road deputies; a ruggedized Panasonic CF31. Specialty mounts have been procured to secure the laptop to the center console of the boat. During the next scheduled service, mounts will be installed for further testing.

Strategy 2  CONTINUOUS

Deploy mobile laptops to be used on the motorcycles in the Traffic Unit. These laptops will give these Deputies access to the internet, intranet, Computer Aided Dispatch, report writing programs and other programs to aid them in the performance of their duties.

Laptops and tablets are currently being tested to determine which one best fits this application. Currently the Traffic Unit has elected to utilize the full size CF31 due to its full size keyboard and durability. We are still searching for a ruggedized tablet with minimal size and optional full size keyboard to meet their needs.

Strategy 3  CONTINUOUS

Upgrade the Computer Aided Dispatch and Report Writing programs. An upgrade of both the Computer Aided Dispatch and Report Writing programs is scheduled for 2013. This upgrade includes a better user interface for the Dispatching program.
and more functionality/modules for the report writing program.

**Strategy 4**

Replace 3G air cards with 4G air cards. 4G air cards have now replaced all existing 3G broadband devices. Deputies are experiencing higher speeds and fewer disconnects since the replacement. We are currently deploying Verizon 4G mifi devices which enable the deputy to utilize multiple agency devices on a secure self-contained mobile wifi network.

**BASELINE**

- The majority of Deputies already have access to and utilize data communications in the performance of their duties.

**TARGET**

- Ensure all Deputies, regardless of specific unit, have the full access to the intranet, internet, Computer Aided Dispatch and electronic Report Writing programs.

**TODAY**

The majority of the agency already has access to these programs and uses them on a daily basis. MCSO IT and Manatee County are currently working together to facilitate an upgrade to the mobile dispatch and in-field report writing programs. Upgrade scheduled to take place in November of 2013.
LEGAL AFFAIRS

Goal 1  
To effectively and efficiently coordinate and address legal actions brought by and against the Sheriff’s Office.

Objective 1  
Coordinate any legal documents and/or actions received by the Sheriff’s Office with Florida Sheriff’s Association, Florida Sheriff’s Self-Insurance Fund, Florida Sheriff’s Self-Insurance Fund Legal Counsel and Other legal counsel as determined by the Sheriff’s Office. Seek to obviate unnecessary litigation by thoroughly reviewing the facts and assertions and upon approval by the Sheriff, negotiate settlement if applicable.

Strategy 1  
CONTINUOUS
Investigate, coordinate, and/or respond to requests by above attorneys for any legal documents and/or information for the Sheriff’s Office.

Strategy 2  
CONTINUOUS
Maintain secure, accurate and up the date files on any legal actions for the Sheriff’s Office.

Strategy 3  
CONTINUOUS
Attend hearings, depositions, and mediations on any legal actions for the Sheriff’s Office as determined appropriate by legal counsel.

Objective 2  
Keep the Sheriff and Executive Staff apprised of threatened, pending and resolved legal matters.

Strategy 1  
CONTINUOUS
Provide electronic copies of records where records are required to be produced in connection with litigation, thereby reducing both copying and postage costs.

Goal 2  
To effectively and efficiently coordinate and address contracts entered into by the Sheriff’s Office

Objective 1  
Prepare, review and negotiate in a timely manner contracts and related documents received by the Sheriff’s Office

Objective 2  
When necessary, coordinate any contracts received by the Sheriff’s Office with the Florida Sheriff’s Association, Florida Sheriff’s Self-Insurance Fund, Florida Sheriff’s Self-Insurance Fund Legal Counsel, Other legal counsel as determined by the Sheriff’s Office.

Objective 3  
Enter into Memorandum of Understandings (MOU) with other agencies and jurisdictions pertaining to establishment task forces and partnerships.

Objective 4  
Keep all contracts current, enter into new contracts for the benefit of the agency, and terminate those contracts that are deemed unnecessary or undesirable by the Sheriff’s Office.
Strategy 1
Work with the Sheriff and Executive Staff to ensure that contracts are competitively bid when in the best interest of the Sheriff’s Office.

Strategy 2
Periodically consult the Sheriff and Executive Staff to determine if contracts have become obsolete or in need of modification.

Strategy 3
Continue to work with other units within the agency to procure updated or more efficient goods and/or services.

Goal 3
To effectively and efficiently coordinate public records requests directed to the Sheriff’s Office.

Objective 1
Review in a timely manner public records requests directed to the Sheriff’s Office.

Strategy 1
Work closely with Legal Affairs support staff to ensure that all requests are date/time stamped and logged in with proposed response times.

Strategy 2
Delegate responsibility for locating and identifying responsive records to the departments or individuals who are most familiar with the requested documents.

Objective 2
Maintain secure and accurate files on public records requests directed to the Sheriff’s Office.

Strategy 1
Provide electronic copies of records where records are required to be produced in connection with a request for public records thereby saving on copying and postage costs charged to the customer.

Objective 3
Keep Sheriff’s Office personnel informed as to the current state of the law regarding access to public records and statutory exemptions.

Strategy 1
Maintain and periodically update a summary of public records exceptions consistent with evolving public records law.

Strategy 2
Bring new or novel public records issues to the attention of the Sheriff and Executive Staff.

Goal 4
To effectively and efficiently coordinate the retention, release and forfeiture of seized property.

Objective 1
Evaluate whether property seized by the Sheriff’s Office should be retained, released, released upon order of the court or forfeited.
Strategy 1
Consult with the State Attorney’s Office to determine when property is no longer needed as evidence.

Objective 2
File necessary pleadings to initiate a forfeiture case or arrange for release of seized property if no case is initiated.

Strategy 1
Review in a timely manner seizures initiated by deputies and detectives.

Strategy 2
Provide both certified personnel and support staff with training regarding the documentation associated with forfeiture actions.

Objective 3
Maintain and resolve forfeiture actions so as to secure a favorable outcome for the Sheriff’s Office.

Strategy 1
Work cooperatively with other local, state and federal agencies where seizures are the product of multi-agency efforts.

Strategy 2
Secure additional storage space for vehicles and/or other equipment used in the commission of a felony.

Strategy 3
Develop templates that detectives can use as a guide when preparing seizure affidavits.

Goal 5
To keep the Sheriff and the staff informed of current legal opinions, statutes and issues

Objective 1
Review, circulate and/or explain relevant legal opinions, case law, and regulations to appropriate Sheriff’s Office personnel.

Objective 2
Communicate with other law enforcement attorneys regarding opinions, laws and regulations that are ambiguous or problematic.

Objective 3
Consult with the State Attorney’s Office, as well as state and federal prosecutors, regarding application of the law to specific factual scenarios.

Goal 6
To issue legal opinions as requested by the Sheriff and the staff.

Objective 1
Maintain up to date legal resources, including books, online databases, and publications to facilitate efficient legal research.

Objective 2
Establish professional relationships with organizations that support and compliment legal representation of law enforcement agencies.

Objective 3
Attend pertinent training and seminars pertaining to representation of law enforcement agencies.
Strategy 1
CONTINUOUS
Upon request, meet with Property and Evidence to determine whether the retention period has been met and the item/s can be purged

Strategy 2
CONTINUOUS
Continue to provide legal opinions to law enforcement, corrections, and non-sworn personnel

Goal 7
Monitor pending legislation potentially impacting law enforcement agencies.

Objective 1 Work cooperatively with FSA lobbyist and representatives to track, support or oppose legislation as appropriate.

Objective 2 Educate the Sheriff and staff as to potential impact or consequences of pending legislation.

Objective 3 Keep the Sheriff and staff up to date on new or amended legislation impacting law enforcement agencies.

Strategy 1
CONTINUOUS
Work with other Sheriff’s Offices and the Florida Sheriff’s Association to prepare and advance legislation favorable to law enforcement
PROFESSIONAL STANDARDS

Goal 1  Redistribution of manpower for administrative investigations

Objective 1  Conduct all disciplinary investigations within Professional Standards

Strategy 1  DISCONTINUED
Currently one full time Corrections Lt. is assigned to investigate administrative complaints concerning the Corrections Bureau. The strategy is to replace the Lt. with a Sergeant that will be assigned directly to Professional Standards.

This strategy was not obtained based on a restructure in the Corrections Bureau, in that all the Correction Lieutenants are now assigned the administrative complaints. With the new PREA standards it will not be possible to implement Strategy One based on manpower.

Strategy 2  CONTINUOUS
Attain uniformity and quality of the investigations and the reports thereby creating more efficiency in completing the investigations in a timely manner.

This strategy is still ongoing. A new web based reporting system was implemented and will greatly assist in reaching this goal.

Strategy 3  CONTINUOUS
Alleviate the amount of investigations assigned to other Bureaus, thus creating a cost savings in manpower.

This strategy was working but several lengthy, complex, and tedious investigations in Professional Standards necessitated that minor complaints were assigned to other Bureaus. The goal is ongoing.

BASELINE
- G.O.1013 resignations in lieu of termination, for 2009: 15; 2010:10
- Number of disciplinary actions for 2009: 103 2010: 140
- Sustained violations resulting in appeals for termination to the Career Appeal Board for 2009: 0; 2010: 3

TARGET
- 1% reduction in G.O.1013 resignations in lieu of termination by 2013
- 2% reduction in disciplinary actions by 2013
- Maintain minimum the number of violations resulting in appeals for termination to the Career Appeal Board
TODAY

- G.O.1013 resignations in lieu of termination, for 2013: 15
- Number of disciplinary actions for 2013: 50
- Number of violations resulting in appeals for termination to the Career Appeal Board for 2013: 2
ENFORCEMENT BUREAU

- Enforcement Bureau pg 29
- District 1
  - Aviation Unit pg 35
  - K-9 Unit pg 37
  - School Resource Officers pg 40
- District 2
  - Traffic Unit pg 43
- District 3
  - Marine Unit pg 46
- Special Teams
  - Bomb Disposal pg 52
  - Dive Team pg 54
  - Emerg. Svcs / Host. Negot. pg 56
  - Mounted Patrol pg 59
  - SRT pg 62
  - SWAT Team pg 65
ENFORCEMENT BUREAU

Goal 1  To provide effective and efficient law enforcement services to the citizens and visitors of Manatee County

Objective 1  Increase the staffing ratio of certified law enforcement deputies per 1,000 residents.

Strategy 1  CONTINUOUS
Seek funding and approval for additional certified law enforcement deputy, COPS, and CSO positions through grants and the Board of County Commissioners.

During the budget process an increase of staffing certified law enforcement positions was included in the proposal. The BOCC approved the budget request to add 8 additional certified law enforcement positions to patrol.

Strategy 2  CONTINUOUS
Minimize the loss of well-trained, experienced deputies to other agencies due to non-competitive salaries.

The Sheriff’s budget proposal continued to focus on addressing salary compression issues and to adjust salaries to a competitive level as compared to surrounding law enforcement agencies. The BOCC approved the Sheriff’s budget proposal to address salary compression issues to bring all certified salaries to the 2011 competitive level. Additionally all employees will receive a 1.5% salary increase in fiscal year 2013/2014. Though more work is needed to be done to bring MSO certified salaries to a competitive level, this was a large step in the right direction.

Objective 2  Increase the staffing ratio of certified law enforcement deputies per 1,000 residents.

Strategy 1  CONTINUOUS
Reduce the crime rate in Manatee County by identifying crime trends at the earliest opportunity; reviewing crime analysis reports, identifying patterns, modus operandi, and persons of interest.

The MCSO continues to use CORE meetings and other strategies to successfully target known offenders and focus efforts on emerging crime trends. Year to date we are down nearly 2% in Part I UCR crimes as compared to 2013, which was a year we reduced crime 15% from the previous year.

Strategy 2  CONTINUOUS
Maintain close relationships between the crime analysis unit and district operations.
Daily crime analysis information is generated and used by district operations to identify and respond to emerging crime trends. This is done on a continuous basis. Information is obtained pertaining to trends, suspects, criminal patterns applicable to each District. Intelligence is shared from other agencies and given to the Districts via the Crime Analysis Unit.

Strategy 3

Focus directed patrol efforts on crime trends as they are identified. This is a continuous strategy with the use of Task Forces and directed Power Track details. Also District Commanders utilize hold over units from second shift to target specific areas that have a notable increase in crime or a pattern seems to be developing.

Strategy 4

One deputy per Patrol District will be designated as a gang liaison deputy. The gang liaison deputy will maintain a close relationship with the gang unit, disseminate information, and receive specialized training.

Completed and continuous

Strategy 5

Conduct intelligence meetings involving COPS units, Operations Lieutenants, and components from CID, SID and the Analytical Unit. This is done weekly at the CORE meetings. If a specific trend occurs that needs addressed then resources are deployed to put down the trend. The trend is then discussed at the next CORE meeting.

BASELINE

- 2011 MCSO Jurisdictional Population served: 256,000
- L/E Certified Personnel / 1,000 population ratio = 1.87
- 2011 MCSO Jurisdictional crime rate of 4489.5 / 100,000 pop.

TARGET

- FBI's 2010 Publication “Crime in the United States” average ratio
- of 2.4 Certified Personnel per 1,000 population (National)
- 2% reduction in crime rate per year until 2015

TODAY

- Information will be forthcoming soon

Goal 2 Increase hands on In-Service Training for Patrol Deputies.

Objective 1 Provide in-service training to each squad per quarter.
Strategy 1

CONTINUOUS

Arrange for each squad to attend in-service training as a unit, no less than two hours per quarter. Training will include high liability training such as pursuits, shoothouse, and felony traffic stops.

Some squads have been able to accomplish training and some have not due to staffing issues. The Training Unit is in the process of developing an in-service training program that will provide high liability, officer safety related training to patrol deputies. It will be necessary to modify this goal to reflect that training will not be delivered to squads as a unit in order to accomplish the objective of providing training.

Strategy 2

CONTINUOUS

Squad Sergeants will schedule training sessions through the MSO training coordinators. One completed, training will be documented in each deputies training file.

Roll call training will continue to be provided on emerging trends and issues law enforcement officers encounter.

Objective 2  Provide basic Field Force Tactics training to Patrol Squads.

Strategy 1

CONTINUOUS

Coordinate training for patrol squads in basic field force/crowd management operations.

In order to provide the training to the patrol deputies the MSO Training Unit has been tasked with developing in-service training which will include a segment of basic field force/crowd management operations. The training outline for crowd management segment has been completed and the in-service training will be rolled out in 2014.

Strategy 2

CONTINUOUS

CERT/TACT team leaders will conduct training with Patrol Squads as a unit. One completed, training will be documented in each deputies training file.

This has been revised and the training will not be rolled out to squads as a unit but will be included in in-service training that will be delivered in 2014.

BASELINE

- Currently most in-service training is completed on line through power DMS. Some supervisors have conducted squad level training at the shoot house. Currently only members of the CERT/TACT Team have been trained in Field Force Operations

TARGET

- All Squads will attend in-service training as a unit at the shoot house.
- All Squads will be trained in basic field force operations.
**TODAY**

- Patrol Squads are able to arrange for refresher shoot house training as a unit. Plans are underway to implement hands-on in-service training to include areas such as active shooter, foot pursuits and field force/crowd management.

**Goal 3**
Provide improved media to Patrol deputies for use in the field.

**Objective 1** Enable all patrol deputies to obtain recorded statements from victims, witnesses, and suspects in the field.

**Strategy 1**
Provide all patrol deputies with digital voice recorders.

*Most deputies have these recorders and as procedures are revised all will be provided DVRs.*

**Strategy 2**
Provide training on how to download voice recordings as an attachment file to a case.

*This is ongoing, however alternatives are being reviewed concerning the method of downloading the digital statements to improve the work flow between MSO and the SAO.*

**Strategy 3**
Provide all patrol deputies with digital cameras to photograph evidence.

*Most all deputies have a digital camera. New deputies out of FTEP order the cameras once assigned to their patrol squads.*

**Strategy 4**
Provide training to deputies for downloading photos to be preserved as evidence.

**BASELINE**
- Currently less than 15% of deputies have digital voice recorders and been trained in downloading the files in IFR. Approximately 50% of Deputies do not have digital cameras to photograph evidence

**TARGET**
- All patrol deputies are to be issued digital voice recorders and will be provided with training in how to download the files. All patrol deputies will be issued digital cameras to photograph evidence and will receive training to ensure the photographic evidence is admissible.
TODAY

• Patrol Deputies are issued digital cameras and digital voice recorders for use in the field. Options are being discussed to implement procedures for obtaining digitally recorded sworn statements in the field in lieu of written statements.

Goal 4

Improve methods of providing public service announcements to citizens visiting the Operations Center.

Objective 1

Educate citizens in crime prevention techniques and of programs such as the prescription drop box through public service announcements at the Operations Center Front Desk Lobby.

Strategy 1

Install a television in the lobby at the front desk to air public safety announcements and provide information on Sheriff’s Office programs and crime prevention tips.

Strategy 2

Provide availability of pamphlets on various crime prevention initiatives and Sheriff’s Office Programs to visitors at the Operations Center Front Desk.

BASELINE

• Currently visitors at the Sheriff’s Office Operations Center Front Desk Lobby have no pamphlets available to them while they are waiting for service. No media exists to provide public service announcements.

TARGET

• Install a television which will run public service announcements and crime prevention tips to visitors at the Operations Center Front Desk. Install a rack to provide pamphlets to visitors on programs and crime prevention initiatives.

TODAY

• A television has been installed that plays informational videos and has cable access for times when news or weather events are occurring that warrant being played. A pamphlet rack has been installed with informational pamphlets for citizens.

Goal 5

Expand and improve the utilization of work space for the Telephone Reporting Unit/Front Desk at the Operations Center.

Objective 1

Relocate the livescan unit so it does not interfere with the daily duties of front desk deputies conducting investigations and writing reports. Improve the environment for conducting interviews with victims and witnesses.
Strategy 1

Dedicate a room detached from the main front desk area for the new live scan unit, where fingerprinting can be completed.

Strategy 2

Dedicate a room detached from the main front desk area where interviews can be conducted affording privacy and confidentiality to victims and witnesses in sensitive cases.

BASELINE

- The old livescan unit was located in the main reporting area of the telephone reporting unit and interfered with work progress and caused congestion. Interviews were conducted in the open area within earshot of other persons. Interviews of a sensitive nature were conducted in the Sergeant’s office which displaced him and phone interruptions were common.

TARGET

- Have a dedicated room for the livescan system for fingerprinting. Have a dedicated interview room set up with all necessary equipment.

TODAY

- In progress. Both rooms have been built and designated for defined purposes. Nearly complete.
AVIATION UNIT

Goal 1  Provide aerial support services to requests for assistance in law enforcement operations.

Objective 1  Provide an aerial platform to assist enforcement of personnel in conducting searches, surveillance, perimeter checks, suspect apprehension, and preventive patrol.

Strategy 1  CONTINUOUS
Set a minimum number of flight hours per shift to maximize the effectiveness of the unit while on duty.
Fly 1000 hours total for the year and set the minimum number of hours to three (3) hours per duty shift. Fly each helicopter (2x) 500 hours yearly.

Strategy 2  CONTINUOUS
Continue to provide weekend coverage schedule to allow a 24-7 availability in aerial response with assistance of 2 (two) collateral positions (1 pilot, 1 observer).

Objective 2  Provide job-related training to Aviation Unit personnel.

Strategy 1  CONTINUOUS
Schedule bi-annual aircraft proficiency training for unit personnel. Pilots perform bi-annual flight tests with Lunsford air consulting.

Strategy 2  CONTINUOUS
Schedule annual maintenance courses for each certified mechanic. Mechanic attends one 40-80 hour maintenance course to retain IA certificate. Mechanics assistant will complete over the next 3 years, an aircraft field level maintenance course for all of the airframes or engines we currently utilize.

Strategy 3  CONTINUOUS
Schedule tactical observer training for all full time and part time observers. Full time observers will attend ALEA conference or bell helicopters tactical flight officer training course for proficiency and to better understand his primary job in the helicopter. Part time observers will receive regimented training from primary observers on a quarterly basis. Training task schedule for in house observer training is being developed currently.

Strategy 4  CONTINUOUS
Get both pilots trained with helicopter ratings.
BASELINE

- Number of apprehensions made by the aviation unit in 2011: 183
- Number of calls for assistance or service handled by the unit in 2011: 6,445
- Number of Aviation personnel in 2011: 5

TARGET

- 5% increase in number of apprehensions by the aviation unit by 2014
- 10% increase in the number of calls for assistance or service handled by the unit in 2014

TODAY

- Number of apprehensions made by the aviation unit in 2012: 201
- Number of calls for assistance or service handled by the unit in 2012: 8,193
- Number of Aviation personnel in 2012: 5

Goal 2

Fly annually a total of 1000 combined hours with both helicopters assigned to the Aviation Unit.

Objective 1

Ensure the aircrews fly both helicopters and assist other entities of the agency.

Strategy 1

Work with Investigations, Special Investigations, and other investigative enforcement units to provide support to ongoing criminal investigations.

BASELINE

- In 2011, there were 855 flight hours and 6,445 calls for service or assistance handled by the unit.

TARGET

- Attain 1000 hour flight goal, Assist on 6500 calls and be the source for at least 200 acquisitions or arrests

TODAY

- In 2012, there were 742 flight hours. That is a 13% decrease from 2011 (855 hrs vs. 742.) There was a 27% increase in calls for service or assistance handled by the Aviation Unit (6,445 calls in 2011 vs. 8193 in 2012.)
K-9 UNIT

Goal 1  Provide K-9 support services to enforcement personnel in their efforts to combat crime and ensure for the safety of citizens of Manatee County.

Objective 1  Maintain a UNIT of highly trained K-9 handlers and canines consisting of seven (7) apprehension / drug canines, two (2) apprehension / bomb canine, and one (1) passive track canine (Bloodhound). Enlist the help of the SID Passive Drug dogs for deployment beyond their division responsibility.

Strategy 1  Conduct eight hours of maintenance training each pay period after initial canine certification.

There are seven (7) apprehension/drug teams, (2) passive drug and one (2) apprehension/bomb team. Each handler attends one 8-hour maintenance training each pay period and will train with the dogs on a daily basis. The passive Bloodhound will attend every (2) two weeks, The SID/passive drug dogs, monthly. The Patrol teams will attend weekly for even part of the time even if they are on shift/work day of their rotation.

Strategy 2  Increase the overall number of K-9 specific trainings as well as formalize in-house training to be provided by the K-9 Sergeant and the K-9 Lieutenant, who have extensive knowledge in the use, care, and training of police K-9s. Evaluate requests for external training handler to handler, considering in house talent and experience.

Strategy 3  Standardize response by patrol when anticipating a K9 response. This would include regularly scheduled roll call training for every squad, as well as Power DMS training. The training would consist of setting up perimeters, crime scene contamination and radio traffic communication to lead the K9 team to the area where a subject was last seen.

This strategy has been met. Routinely the K9 trainers attend roll calls and provide training, each handler needs to routinely address those on squads that overlaps the Handler Team shifts.

Strategy 4  Standardize K-9 Unit’s Drug training, verification, and certification. This will require open lines of communication between the K9 unit and legal counsel due to recent case law verdicts that significantly affect the use of K9’s. Involve the SAO with any training issues they foresee based on case law. Attempt to provide demonstrations for the current judges,
especially in the area of residual odor which seems to be at the forefront of the current case law decisions.  

This strategy has partially been met. Legal counsel and the K9 supervision and trainers have met on numerous occasions to discuss case law and to streamline Drug training. Demonstrations have yet to be scheduled with the judges.

**Strategy 5**  
Co-train with the Drug K9s to provide standardized training throughout the agency.

*Partially accomplished.*

**Strategy 6**  
Co-train with the Bomb Unit and the Bomb K-9s to ensure a more cohesive relationship between the K-9 and the Bomb Unit.  

*Not yet accomplished. Has been discussed and planned for with Bomb LT and K9 SGT.*

**Objective 2** Equalize the current disproportionate distribution of K-9 teams throughout the County. North District has been the most impacted by the limited number of K-9 teams.

**Strategy 1**  
Increase the number of K-9 apprehension units by two (2) to provide for adequate coverage of all three patrol districts.  

*No one particular K-9 is assigned to the north sector; the handlers will go north during the night and if manpower allows, one will spend an extended length of time there. Due to budgetary constraints, this strategy has not been met.*

**Strategy 2**  
Identify funding sources that would fund the 2 additional K-9 teams as well as all vehicles and equipment related to the additions.  

*This has not been met due to budget constraints.*

**Strategy 3**  
Attempt to acquire funding for a second K9 Sergeant. K9 is the highest liability area within the department. Currently there is only one Sergeant. This makes it difficult to supervise both rotations. Funding can be sought through grants or by recognizing the importance of supervision within the unit and finding funding within our current budget.  

*No funding sources have been located to fund an additional Sergeant position.*

**BASELINE**

- Number of apprehensions made by the canine teams in 2011: 264
- Number of calls for assistance or service handled by the unit in 2011: 10,073
- Nine (9) well-trained and equipped K-9 teams covering the entire county
• Two dogs were injured and replaced in 2011

**TARGET**

• 5% increase in the number of apprehensions made by the canine teams per year
• 5% increase in the number of calls for assistance or service handled by the per year
• Eleven (12) well-trained and equipped K-9 teams covering the entire county
• 10 from Patrol, 2 from SID

**TODAY**

• Number of apprehensions made by the canine teams in 2012: 192
• Number of K-9 Deployments in 2012: 1,165
• 33 apprehensions with bite and 157 apprehensions without bite
• 8 of well-trained and equipped K-9 teams covering the entire county thru 09/2012
• Two Missing Person’s recovered by K9
• 9 Active K-9 in patrol, 8 dual dogs and 1 blood hound as of 2013
SCHOOL RESOURCE OFFICERS

Goal 1
Provide for the education, safety, and security of students attending Manatee County's public schools.

Objective 1
Facilitate law enforcement activities and education-related services to the students and school staff.

Strategy 1
Conduct periodic seatbelt checks of student drivers at the high schools.

During the 2011-2012 school year, 10 seatbelt checks were completed at four (4) high schools, 8 helmet checks at eight (8) middle schools.

Strategy 2
Instruct the “Crossroads, It’s Your Choice” to seventh grade students in the middle schools.

Crossroads taught at Lee and Nolan Middle schools, a total of 930 students received the program during this school year.

Objective 2
Increase student participation in the Campus Crime Stoppers Program at all grade levels in the county schools.

Strategy 1
Distribute the Campus Crime Stopper information pamphlets to schools.

At the annual Crime Stoppers’ breakfast for SROs, pamphlets and posters were distributed to all middle and high school SROs.

Strategy 2
Create a public service announcement with contact information and reporting phone number.

No PSA video has been produced at this time. Pamphlets and posters display the contact number for the campus crime stopper program.

Objective 3
Due to the receipt of a 2-year federal grant (expires in Feb 2013), additional security and bullying prevention will be provided.

Strategy 1
Eight schools will be equipped with multi-camera surveillance systems with recording capability.

All listed schools have new or upgraded camera systems, including Horizons Academy.

BASELINE
- Number of SROs (to include 2 Sergeants) in 2011: 15
- Number of arrests resulting from Campus Crime Stoppers tips in 2011: 35
TARGET
- Maintain the number of SROs to at least the current number
- 5% increase in the number of arrests resulting from Campus Crime Stoppers tips by 2014

TODAY
- 2012 number of SROs (to include 2 sergeants): 17
- 2012 number of arrest resulting from Campus Stoppers tips: 26

Goal 2
Increase SRO participation and involvement in the Manatee County community.

Objective 1
To increase the community awareness and availability of SRO’s in the Manatee County Public School system, SRO’s should be more active in after-school and community events.

Strategy 1 [CONTINUOUS]
Allow Deputies to use Flex-Time to participate in PTA and Site Meetings as often as possible. This will help promote a positive SRO relationship with parents and guardians of MCPSS students.

All SROs are permitted to use flex-time or overtime to attend assigned school PTO/SAC meetings to build a positive relationship with parents and guardians.

Strategy 2 [CONTINUOUS]
SRO should attend at least 4 meetings a year (PTA, Community, Site).

Meetings attended during the 2012-2013 school year:
Total of 31.

BASELINE
- Currently, SRO’s are not required to attend PTA or Site meetings

TARGET
- Increase SRO attendance at PTA and Site Meetings to at least 4 per year by each SRO

TODAY
- Mandatory attendance for all SROs to attend at least one meeting per quarter for a total of four (4) for the school year.

Goal 3
Increase participation by the SRO’s and students in the Take Stock in Children Program.
Objective 1  The Take Stock in Children Program is a mentorship program for low income or at risk children in Manatee County.

Strategy 1  CONTINUOUS

Familiarize SRO’s with the Take Stock in Children Program (TSCP) and increase student referrals to the TSCP coordinators.

Strategy 2  CONTINUOUS

Create flyers or pamphlets to market and advertise the program to recruit employees of the Sheriff’s Office to become mentors to students in the TSCP. This program should also be advertised to volunteers and participants of the Citizens Academy.

BASELINE

- Currently, the program is not being formally advertised throughout the agency or the SRO Unit. Lt. Murrell is the only active TSCP mentor

TARGET

- Increase participation and education of the TSCP program by creating an educational pamphlet and distributing it throughout the agency.

TODAY

- Contact is being made with the Take Stock in Children Program Coordinator to attend the SRO monthly meeting.
TRAFFIC UNIT

Goal 1  Provide a safe driving environment for the citizens using the roadways in Manatee County.

Objective 1  Enforce the traffic laws of the State of Florida.

Strategy 1  CONTINUOUS

Conduct traffic enforcement details in areas or roadways that have been identified as “high-risk” based upon traffic crash data.

The Traffic Unit continues to conduct weekly Traffic Enforcement Details at high-risk intersections.

Strategy 2  CONTINUOUS

Conduct speed and traffic enforcement in school zones.

School zone speed enforcement is done on a daily basis when schools are in session. The sergeant assigns personnel to different school zones within our jurisdiction.

Objective 2  Reduce traffic crashes and injuries due to speed, careless drivers, and intoxicated drivers.

Strategy 1  CONTINUOUS

Use information from traffic crashes and injury/death accidents to adapt and focus on traffic problem areas of the county i.e., particular neighborhoods.

The Traffic Unit has assisted FHP with DUI checkpoints this past year. The Traffic Unit continues to conduct saturation patrols for impaired drivers.

Objective 3  Arrest drivers impaired by alcohol and/or other illegal substances.

Strategy 1  CONTINUOUS

Conduct DUI enforcement randomly and for major events/holidays with saturation patrols to impact drunk-driving violations.

There were 332 DUI arrest for 2012 compared to 448 for 2011. This is a 26% decrease from the previous year. The Traffic Unit staffing was low during 2012 we lost seasoned personnel to other components of the agency. As new deputies are brought into the unit they are sent to schools specific for their assignment in Traffic. We also had a member sent off for his military assignment losing him for 4 months of 2012.

BASELINE

- Number of traffic citations issued in 2011: 10,723*
- Number of DUI Arrests in 2011: 448*
- Number of death traffic accidents in Manatee County in 2011: 40**
**TARGET**
- Decrease in death traffic accidents in Manatee County
- Increase DUI arrests

**TODAY**
- Number of traffic citations issued in 2012: 9,248*
- Number of DUI Arrests in 2012: 332*
- Number of death traffic accidents in Manatee County in 2012: 49**

* Data obtained from MCSO Deputy Statistics Program (Traffic Citations - total of UTC’s & Summons from both Regular & OT hours)
** Data obtained from [http://services.flhsmv.gov/safety](http://services.flhsmv.gov/safety)

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**Goal 2**
Partner with local agencies / organizations to bring awareness of drug and alcohol impaired driving and its dangers to younger drivers.

**Objective 1**
Participate / partner with State College of Florida (SCF) during their Alcohol Awareness event.

**Strategy 1**
Attend annual event in March. Provide information as needed / requested for students of SCF to include live presentations related to drug / alcohol impaired driving.

*The Traffic Unit attended this event and brought our Batmobile, (mobile breath testing vehicle). FHP also attended and they supplied their rollover demonstration vehicle. Deputies discussed the dangers of driving impaired as well as having students drive a golf cart while wearing impaired goggles simulating what it is like to be under the influence of alcohol.*

**Strategy 2**
Attend annual event October.

*Each October members of the Traffic unit attend the annual Crime Stoppers Halloween Event. Traffic vehicles are on display and the deputies educate the public.*

**Strategy 3**
Conduct enhanced saturation patrols during the weeks of the above events.

*Saturation patrols are conducted at a minimum monthly and adjusted to coincide with Holidays, special events, with an emphasis to keep the number of impaired drivers off the roadways.*

**Objective 2**
Participate with the Manatee County School Board and other county agencies with “Operation Prom”.
Strategy 1

Conduct enhanced saturation patrols on the various high school Prom nights.

This past year 2013, we partnered with Bayshore HS for Operation Prom.

**BASELINE**

- The educational programs included in this goal were in their infancy when the goal was created.

**TARGET**

- Over time, maintain on-going participation in the following events each year: Operation Prom, Crime Stoppers Halloween Event, and SCF Alcohol Awareness Event.
- Decrease the number of high school students driving under the influence

**TODAY**

- The Traffic Unit successfully participated in the following events in the past year: Operation Prom, Crime Stoppers Halloween Event, and SCF Alcohol Awareness Event. This Goal has been attained for several years and will be removed from the next Strategic Plan update.
MARINE UNIT

Goal 1  Maximize public safety on the waterways and lakes of Manatee County in an efficient and cost-effective manner.

Objective 1  Improve boating public safety by proactively enforcing boating laws and providing boating education.

Strategy 1  CONTINUOUS

Regularly conduct boating safety public announcements and bi-annually provide citizens with boating safety classes. Develop boating safety tips and boating laws to be available to the public on the Manatee County Sheriff’s Office website.

This has been achieved in part. Public safety announcements are being completed. This year a week long enhanced enforcement effort was conducted simultaneously during national safe boating week. There are still plans to conduct bi-annual safe boating training for the citizens.

Objective 2  Increase enforcement on boating violators through aggressive issuance of warning and citations.

Strategy 1  CONTINUOUS

Increase patrols especially on holidays and weekends.

This objective is continuous. The unit, during the Labor Day and Memorial Day weekends will assign the collateral deputy to areas of congestion or high vessel traffic to show an increased patrol presence.

Strategy 2  CONTINUOUS

Improve Homeland Security checks and water patrols of the regulated waterways within the Manatee County.

This objective is in continuous development and improvement. Manatee County waterways were mapped and zoned for better patrolling access and control; this effort will also allow better tracking on deputies and events global positioning.

Objective 3  Maintain the ability to effectively respond to and conduct search and recovery operations throughout the county.

Strategy 1  CONTINUOUS

Maintain proficiency of the “Side Sonar” through regular use and training.

This objective is continuous. The Marine Unit currently maintains three Side Imaging Sonar systems. The two fixed mount systems are utilized on a daily basis. The portable unit is mission specific and training on the system is conducted on a bi-annual basis.
Strategy 2  
Maintain equipment in high state of readiness, enabling the unit to promptly respond to waterborne incidents and call-outs in support of local, State, and Federal law enforcement agencies.  
This objective is continuous. The Marine Unit issues a bi-weekly report, which specifically outlines the operational status of the units’ fleet of patrol vessels and current state a readiness.

Objective 4  Keep the Unit’s fleet in a high state of readiness.

Strategy 1  
Recruit and cross-train collateral personnel to operate the various vessels in the fleet.  
This objective is also in continuous development and improvement. Recruited and trained 1 deputy in a collateral capacity; a new deputy position was funded through a 1-year grant. This grant funded position expired, but was renewed for an additional year. The unit is also currently preparing to fill a second collateral position by year’s end. The position has been posted and the selection process is pending.

Objective 5  Continue to improve our professional image and relationship with the citizens of the Manatee County and maintain a good working relationship with the United States Coast Guard, as well as state and other local law enforcement agencies.

Strategy 1  
Foster a good working relationship with the Anna Maria Power Squadron and the United States Coast Guard Auxiliary.  
The unit will be working with the two organizations to coordinate the training of the recreational boaters, through courses offered by the groups.

Objective 6  Adjust current staffing levels to provide for optimal county coverage by increasing 2 (two) deputies position.

Strategy 1  
Fill in 1 (one) deputy vacant position that has been held due to budgetary restrictions.  
Has not been achieved due to budgetary constraints.

**BASELINE**

- Number of boating violation warnings and citations for 2011: Citations = 284, Warnings = 2505, Boat Safety Inspections for 2011 = 2118
- 1 Sergeant and 3 deputies, 1 grant-funded position
- Number of water patrol hours for 2011: 4663.5
TARGET

- Increase positive citizen contacts by 5%
- 1 Sergeant and 4 deputies, - 1 grant-funded position
- 10% annual increase in water patrol hours

TODAY

- Number of boating violation warnings and citations for Fiscal Year 2012/2013:
  Citations = 268, Warnings = 1512, Boat Safety Inspections for Fiscal year 2012/2013 = 1729
- 1 Sergeant and 3 deputies, 1 grant-funded position, 1 collateral position.
- Number of water patrol hours for fiscal year 2012/2013: 3478.5

During the fiscal year 2012/2013 the unit saw a decrease in all areas of activity, including water patrol hours failing to achieve the 10% increase. The decrease in all categories can be attributed to numerous factors.

Manpower (Leave time, military leave & FMLA)

Fuel Cost (Increase in fuel cost for the recreational boaters)

Weather

Mutual Aide Commitments

Equipment failure

Education of public relating to rules and regulations

Increased enforcement from previous years

Goal 2

Improve the internal and external flow of information from the Marine Unit through the Patrol Division, the Enforcement Bureau, and the community.

Objective 1

Improve internal communication efficiency with land-based units and communications and the use of GPS for safety.

Strategy 1

Install CF-30 computer with Verizon air cards, together with all necessary programs that will allow exchange of information and AVL capabilities.

Despite significant effort by members of the Marine Unit and IT, it has been determined that a CF-30 cannot be mounted into the vessels. This project continues to evaluate alternate methods of accomplishing this goal and is ongoing.

BASELINE

- No CF-30s on vessels
- Improved Exposure on MSO Website
TARGET

- Look for alternatives for CF-30s on vessels
- Improved Exposure on MSO Website

TODAY

- The Marine Unit continues to evaluate new systems and changing technology for adaptation to a maritime application.
- The MSO Marine Unit website upgrade has been completed and is available for viewing.

Goal 3  Reorganize and restructure Marine Unit facilities and surrounding areas in order to improve its security.

Objective 1  Enhance and improve storage and security of the Marine Unit’s facilities.

Strategy 1  CONTINUOUS

In order to enhance the now limited storage spaces, a second level is to be built above the current allotted storage space at the new facility. This project is in progress and is ongoing. Tom Yarger, of Manatee County Property Management advised that the initial cost to have an engineer design the plans for the second level would be $1000. Once a design is approved, the job will be placed out for bids.

Strategy 2  CONTINUOUS

Perform daily, weekly, and monthly maintenance as required by policy and warranties.

The Marine Rescue facility storage bays are inspected daily and cleaned weekly. The fenced storage area has been improved with the installation of an opaque fence barrier. The facility grounds are maintained by the Manatee County Government.

BASELINE

- Inadequate storage space for the Marine Unit’s equipment
- Inadequate space division and physical security

TARGET

- Building of second level storage space

TODAY

- This project has been tabled and will be reviewed for consideration at the conclusion of the 2013/2014 fiscal budget year.
Goal 4  To safely and efficiently evacuate essential Marine Unit assets from the Marine Rescue Facility during a state of emergency.

Objective 1  Develop a written emergency response plan detailing specific guidelines to follow and actions to take in response to a declared state of emergency to safely and efficiently evacuate essential assets from the Marine Rescue Facility.

Strategy 1  
CONTINUOUS

Establish specific criteria for the evacuation of Marine Unit assets from the Marine Rescue Facility.

The specific details for the evacuation of the Marine Unit assets will be detailed in the Marine Unit’s Emergency Preparedness Evacuation Plan.

Strategy 2  
CONTINUOUS

Identify local and regional areas to evacuate to should the need arise.

The Marine Unit has identified the Manatee Convention Center as a safe haven within the county to house equipment, if the need to evacuate the Marine Rescue facility is ordered. The Convention Center affords secure and sheltered protection from the elements.

Strategy 3  
CONTINUOUS

Identify specific arrangements that need to be made such as obtaining fuel and credit cards from Fiscal.

The Marine Unit vessels and vehicles each have assigned fleet fuel cards. In the event additional credit cards are required for emergency travel or events, they shall be obtained by the unit supervisor or designee. The need for lodging or special needs will be outlined in the evacuation plan.

Strategy 4  
CONTINUOUS

Document a detailed, thorough evacuation protocol for the Marine Rescue Unit.

The development of the evacuation plan is pending and will be completed during the fiscal year 2013/2014.

BASELINE
- Emergency response plan for the Marine Unit assets does not exist

TARGET
- Prepare Emergency response plan for the Marine Unit assets as described in Strategies 1-4.
The development of the evacuation plan is pending and will be completed during the fiscal year 2013/2014.
BOMB DISPOSAL UNIT

Goal 1  Preserve citizen safety from the adverse effects of dangerous material and explosive devices

Objective 1  Create 2 additional collateral duty Bomb Technician positions.

Strategy 1  CONTINUOUS

Provide Advanced Explosive Entry Training (2 weeks) for 4 technicians and Basic Explosive Entry Training (1 week) for 2 technicians by the end of 2012.

Unable to send anyone to training due to time constraints. Will continue to try and meet this goal.

BASELINE

- 2011- 4 Trained Bomb Disposal Technicians

TARGET

- 6 Trained Bomb Disposal Technicians

TODAY

- 5 trained Bomb Disposal Technicians. Anticipated that the new 6th Bomb Squad member will begin in 2014.

Goal 2  Preserve maritime domain safety from the adverse effects of dangerous material and explosive devices.

Objective 1  Safely and efficiently respond to and mitigate suspected, threatened, and actual maritime or waterborne improvised explosive devices.

Strategy 1  ON HOLD

Bridge the gap between the capabilities and responsibilities of the first responders and those of Bomb/Maritime Disposal Team.

On hold due to Federal sequestration and the budgetary restraints that resulted from it.

Strategy 2  ON HOLD

Needs assessment of specialized equipment in preparation to evaluate and handle extremely large explosive and charges in underwater environment.

The regional team is still training to prepare for the finalization plan, but the needs assessment is on hold due to Federal Sequestration and the budgetary restraints that resulted from it.
Objective 2  Prepare certified Bomb Technicians to respond to incidents in the Maritime domain and Water Borne Improvised Explosive Device situations.

Strategy 1  CONTINUOUS
Provide 6 selected certified Bomb Technicians with training in the standards, technology, policies, tactics, techniques and procedures to respond to Improvised Explosive Device related incidents in a Maritime Domain.

5 technicians are trained to work in Maritime domain to the 3 foot waterline. There is still a need for 1 technician that will be used for the 3 foot waterline and beyond according to upcoming FBI Diver standards.

Strategy 2  ON HOLD
Secure Bomb/Maritime Technician certification/recertification from the Federal Bureau of Investigation (FBI). The FBI will bear cost of travel and per-diem. MCSO will bear all related support cost thereafter. Time cycle to certify each Bomb/Maritime technician – 1 year.

At this time the certification plan from the FBI has not been fully developed. It is on hold due to federal budgetary limits. Unknown expected completion date.

BASELINE
• 0 certified Bomb/Maritime Disposal Dive Technicians

TARGET
• 2014- 1 certified Bomb/Maritime Disposal Dive Technicians

TODAY
• 0 certified Bomb/Maritime Disposal Dive Technicians
DIVE TEAM

Goal 1    Maintain MCSO Dive Team in a fully operational state of readiness.

Objective 1    Ensure Dive Team resources availability 24/7.

   Strategy 1    CONTINUOUS

   Coordinate Dive Team coverage with Dive Team Commander.
   Done on a continuous basis, through MCSO Dispatch, FHP Dispatch and Dive Team Commander.

Objective 2    Recruit quality divers that meet dive team standards.

   Strategy 1    CONTINUOUS

   Effectively utilize reliable and valid screening tools during Dive Team tryouts, in order to identify applicants who will meet standards.

Objective 3    Focus Dive Team training on fundamentals on public safety dive operations.

   Strategy 1    CONTINUOUS


   Dry suit and AGA certifications conducted and accomplished for all team members. Additional training performed in underwater navigation and search and recovery operations. Constant refresher training for team members as well as new members.

   Strategy 2    CONTINUOUS

   Fully train and equip at least one diver for Level III decontamination diving. Approximately 80% of the team have attended level 3 Decon training conducted by Diving Unlimited International (DUI) at Manatee Springs. 20% still need to be trained. 2 decontamination helmets have been obtained.

   Strategy 3    CONTINUOUS

   Identify a training site that allows for the placement of permanent underwater structures and equipment, where the team can conduct evidence recovery training utilizing grid search patterns in clear and limited visibility.

   Sites have been identified and considered. However, sites which have structures already submerged will be used as recovery and training sites.
Objective 4  Measure contamination levels of lakes / ponds within Manatee County.

Strategy 1
Coordinate with County, State, and Federal officials.
This is being continuously done and updated.

Objective 5  Obtain one new truck, new and replacement dry suits, one Superlite helmet, surface supplies, air and manifolds needed for level III contamination diving, one updated underwater remote camera (ROV) to be utilized for Port Security, underwater evidence, and body recovery, one 24ft vessel with surface supply air.

Strategy 1
Research grant funding/allocate budget for equipment.
Continuing to pursue grant funding for ROV and vessel and commercial training for Supelite Helmet diving.

BASELINE
• 14-diver team, available at a 100% capacity

TARGET
• Trained, qualified human resources and fully equipped Dive Team, readily available at a minimum 100% capacity

TODAY
• Presently have 13 members with tryouts this year and will bring the team to 100%
EMERGENCY SERVICES / HOSTAGE NEGOTIATIONS

Goal 1  Enhance public safety in regards to crisis situations.

**Objective 1**  Acquire and maintain equipment relevant and necessary for the crisis intervention and response.

**Strategy 1**

CONTINUOUS

Obtain quotes based on capabilities and pricing for new mobile command unit to replace Mobile Command One.

**Strategy 2**

CONTINUOUS

Update, obtain, and replace outdated equipment critical for effective response to crisis events.

The agency has designed a new Mobile Command vehicle and has picked a vendor to build the Mobile Command vehicle. It will have slide-outs on both sides of the vehicle; it will have also three monitors, a conference table, storage compartments and a lavatory. It'll be composed of four separate areas: the driver’s cab area, the main conference area, the negotiating area and the communications area.

There are currently four laptops assigned to Emergency Services, for the Command bus and EOC activation; they are older, outdated laptops that should be replaced with newer laptops, I-Pads, or tablets (2). The satellite phone on the Command Bus has been upgraded, and when the new Mobile Command vehicle is completed it will have and upgraded phone system including satellite, monitoring capabilities, numerous flat screen monitors / television for weather and local news and video conferencing and other updated electronic equipment including a downlink for the helicopter.

**Objective 2**  Provide Manatee County, other counties, and other states with a fully committed unit to maintain equipment, develop strategies, manage personnel, and efficiently respond in anticipation of crisis events.

**Strategy 1**

CONTINUOUS

Assign a full-time commander position for Emergency Services / Hostage Negotiations who will be responsible, among other responsibilities, to attend all briefings related to emergency operations within the Agency and the County.

Captain Waiters has been performing functions of Emergency Services/Hostage Negotiation Commander. The agency is in the process of purchasing a new Mobile Command vehicle.
Strategy 2
CONTINUOUS
Develop protocols for obtaining and providing assistance with surrounding counties on a state level.

Mutual aid protocols and trainings have taken place through EOC among the MCSO, all municipalities, and the beaches. Captain Waiters and Sgt. Devries have attended training through the EOC and at the Governor’s Hurricane Conference dealing with Mutual Aid and Protocols, this will be an ongoing process. Updated information and training is received each year at the Governor’s Hurricane Conference.

Strategy 3
CONTINUOUS
Provide proper training for both Emergency Services and Hostage Negotiations Teams.

The team performs monthly training sessions and for this period have had two joint training sessions with the SWAT team and one with the Bomb Squad. The Hostage Negotiations Team trains with all special teams at least once a year and with the S.W.A.T twice a year, the team has a good working relationship with the special teams. The Hostage Negotiations Team is a member of the Florida Association of Hostage Negotiations, with Captain Waiters serving as the current President of the association. The association which is also known as F.A.H.N provides free training to its members and holds a training conference each year with speakers and trainers from across the Country.

Objective 3
To increase compliance with Federal Guidelines, provide on-going training with regards to Emergency Services and Hostage Negotiations, and identify valuable resources.

Strategy 1
CONTINUOUS
This agency should fully implement Incident Command Systems (ICS) throughout the agency to become compliant with Federal guidelines.

The agency is now in the process of training its personnel in the Incident Command Systems as the classes become available.

Strategy 2
CONTINUOUS
Provide training on the Incident Command System throughout the agency. Everyone should have an understanding of ICS and a thorough understanding of each position. Upper management (Lieutenants, Captains) should take additional ICS classes.

The agency is now in the process in training its Lieutenants and Captains in the Incident Command Systems as the classes become available.
Strategy 3

In the event of a large scale incident in Manatee County, such as a large fire, airplane crash or kidnapped child, each agency has no catalog of the resources available within the county. Identifying those resources available, such as specialized equipment or personnel, should be identified and collated in a searchable format.

Strategy 4

Fully implement the Manatee County All-Hazards Incidents Management Team (IMT). This team is comprised of members of Law Enforcement, Fire and Emergency Medical personnel. The will assist any agency within the County on any type of an event when manpower or equipment is needed.

The All-Hazards Incidents Management Team has been formed and the team is now in the training phase.

Strategy 5

Negotiators should receive on-going specialized training to stay abreast of changes in the laws, ideologies, practices and techniques. The team should train with the agency’s other specialized teams such as SWAT, Bomb Squad and Cert/Tact team. The training should be hands-on and include a variety of different training locations and venues.

The Hostage Negotiators trained with the SWAT team twice in 2012 and once with the Cert/Tact team and Bomb Squad.

BASELINE

• No full-time commander
• Agency has not been fully trained on or utilize the ICS concept
• New command Vehicle is on order

TARGET

• Full-time commander to liaise, organize, and coordinate.
• Implement the Manatee County All Hazards Incident Management Team, and to have the agency fully Incident Command System (ICS) implement concept

TODAY

• The agency has designed a new command vehicle and it has been ordered. The agency is also in the process in training its personnel in the Incident Command System (ICS).
MOUNTED PATROL

Goal 1  Provide for an active, fully staffed, well-equipped and trained Mounted Unit.

Objective 1  Maximize the usage of the resources of the unit to fulfill its law enforcement function and to provide assistance to other governmental entities.

Strategy 1  CONTINUOUS

Review the unit’s historical and traditional functions and explore other possibilities by comparing with other agencies’

The training with all agencies has been completed. We continue to train with Tampa PD. The Republican Convention from a crowd management view was a huge success.

Strategy 2  CONTINUOUS

Integrate the unit’s functions and training with the MSO TACT Team, other like units, and surrounding agencies.

The trainings were completed successfully. We again attended the National Associate for Mounted Unit Commanders conference which was held in Tampa this year. Next year’s conference is in Los Angeles. We are currently planning additional trainings with MCSO TACT/SRT. Planning a Demonstration with CERT/SRT and Mounted Patrol for the MCSO Picnic.

Objective 2  Allocate two full-time deputy positions for the care and training of the mounts, as well as the facilities’ proper maintenance, and also provide for mounted road patrol.

Strategy 1  CONTINUOUS

Two full time positions would allow for better training for the mounts and rides, with any unobligated time used for patrol functions, and for interaction with the boys at the Florida Sheriffs Youth Ranch (FSYR)

This goal has not been attained due to budget restraints.

Objective 3  Maintain an adequate facility for the care and training of the mounts

Strategy 1  CONTINUOUS

Implement a program for interaction with the boys at the FSYR facility and team members. This program will aid in the socialization of the mounts by exposing them to a variety of stimuli and diverse personal interaction.

Program implemented and is ongoing. Riding lessons are ongoing and now the boys are taking the horses swimming as well
Strategy 2

CONTINUOUS

Continue to improve the FSYR facility and pastures as to optimize the feed, care, and nutrition of the unit’s mounts.

Veterinarian checks are scheduled twice a year and barn maintenance days are scheduled as needed.

Strategy 3

CONTINUOUS

Make use of the MCSO Inmate Farm as well as the FSYR facilities’ while researching for proper nutrition feed.

Veterinarian visits are every 6 months. Equine dental visits for each horse annually. The barn is in better shape than ever. The stalls are being rebuilt and the fence is in the process of being rebuilt. All materials are ordered and delivered, but due to weather the project is delayed.

Strategy 4

CONTINUOUS

Renovate mount stalls and install new mats.

The mats have been delivered and the stalls are 60% complete.

BASELINE

- Up and running FSYR Boys Program
- Still no full-time mount and facility care positions

TARGET

- Successful implementations of FSYR Boys Program
- New full-time mount and facility care position

TODAY

- New stalls and fences are being completed
- A program with FSYR has been implemented

Goal 2

Prepare for the future of the Mounted Patrol Unit.

Objective 1

Replace two mounts within a year for the continuance of the unit, reduce medical and feed costs for the Unit.

Strategy 1

CONTINUOUS

Explore the possibility of any donation to replace older mounts and reduce the likelihood of injuries.

Several donated horses were received and evaluated. All failed and were returned to their previous owners.

Strategy 2

CONTINUOUS

Fertilize the pasture at FSYR to optimize grazing, reduce feed costs and improve equine diet.
Due to severe rains this summer it was not completed but will need to be done this year. We have purchased a mower that will allow us to better maintain the pasture.

**Strategy 3**
Research the cost of fertilizing the pasture. 
*Research was completed such as size and requirements, however has not been implemented due to weather.*

**Strategy 4**
Obtain funds and implement plan. Explore the possibility of grant funding.  
*Research was completed and no grants were located.*

**BASELINE**
- Two replacement mounts received from the MCC Jail
- Expecting two more donated mounts to be fully trained and functional
- Pasture not fertilized due to funding, however, due to an increase in pasture maintenance and mowing, the pasture is in great condition!

**TARGET**
- Two new replacement mounts
- Pasture fertilized

**TODAY**
- One mount is doing very well while the other requires more training
- Looking to purchase a horse for 2014
SPECIAL RESPONSE TEAM

Goal 1 Enhance and maintain a fully operational SRT team that is in constant state of readiness.

Objective 1 Provide all members of the SRT team with all appropriate and necessary training in order to promptly and swiftly respond to civil disturbances / unrest

Strategy 1 Allow all team members to attend advanced training and attain FEMA certification (Field Force).

55% of the team has attended the FEMA Basic Field Force training in Anniston, Alabama. An additional 25% to be sent by the end of 2014, with the remaining 20% to be sent by the end of 2015.

Strategy 2 Allow all team members to attend the 24-hour training in “Protester devices”

4 current members have attended the FEMA Protestor Devices class in Anniston, Alabama. Allow 6 more members to attend this course by the end of 2014.

Strategy 3 Train all certified staff members of the MCSO in the basic response to civil disturbances.

A lesson plan has been submitted to the Training Division to be utilized during in-service training sometime during 2014.

Strategy 4 Decrease budget constraints associated with training by utilizing available resources provided by the Center of Domestic Preparedness and other government agencies.

Objective 2 Ensure all SRT members have access to standardized, optimal quality equipment to appropriately respond to any kind of events.

Strategy 1 Issue all team members with the same weapons, holsters, and ammunition in order to allow immediate reuse by other members upon substitutions/reassignments.

This has been completed and all newly appointed Deputies will be outfitted with the same equipment. Ballistic helmets will be issued to all team members in the 2013-2014 budget year.

Objective 3 Provide Special Response Team members with specialized non-FEMA sponsored training.
Strategy 1
Utilize in-house instructors for yearly trainings and refreshers on the proper deployment of chemical munitions.

100% of the Special Response Team members have completed the yearly chemical munitions training provided by our in-house instructors. We currently have 3 certified chemical munitions instructors.

Strategy 2
Utilize in-house instructors for yearly trainings and refreshers on the proper deployment of Pepper ball.

100% of the Special Response Team members have completed the yearly “Pepper Ball” training provided by our in-house instructors. We currently have 3 certified Pepper ball Instructors.

Strategy 3
Increase the amount of chemical munitions instructors to 6.

Certify 3 additional team members as chemical munitions instructors.

Strategy 4
Increase the amount of Pepper ball instructors to 6

Certify 3 additional team members as Pepper ball instructors.

Objective 4
Achieve Level One status, according to the Federal Emergency Management Agency (FEMA) standards

Strategy 1
Train and equip all members of the Special Response Team with PPE gear.

Currently only Law Enforcement members are trained and equipped with PPE.

Strategy 2
Certify 3 additional team members in the deployment of less lethal munitions to achieve a total of 8 certified grenadiers.

At this time we have 5 certified grenadiers.

BASELINE
- 32 members trained in “Field Force”
- 4 members trained in “Protester Devices”
- 3 chemical munitions instructors
- 3 Pepper ball instructors
**TARGET**
- Gradually train all Special Response Team members in all disciplines.
- Increase number of chemical munitions instructors to 6
- Increase number of Pepper ball instructors to 6

**TODAY**
- 95% of requirement completed for Level 1 response team status (FEMA)
- Continue training (Field force, less lethal munitions, chemical munitions)
SWAT TEAM

Goal 1  Provide for fully operational, well-trained and equipped SWAT Team.

Objective 1  Achieve Tier One status, according to the National Tactical Officers Association (NTOA) and the Florida Department of Homeland Security (FDHS) standards.

Strategy 1  CONTINUOUS
Obtain full SCBA (Self-Contained Breathing Apparatus) capabilities
Due to budget constraints, we are still at 12 sets of SCBA equipment.

Strategy 2  CONTINUOUS
Expand Explosive Breach capabilities.
SWAT team has been training with the Bomb Unit to complete this strategy.

Objective 2  Increase SWAT team staffing to 36 fully trained and equipped members to allow for “A” and “B” rotations.

Strategy 1  ON HOLD
Plan for the purchase of 27 additional sets of SCBA (for 36 members plus 3 spares)
Strategy placed on hold due to budgetary constraints.

Strategy 2  ON HOLD
Plan for the purchase of a video system with mesh video capabilities.
Strategy placed on hold due to budgetary constraints.
Looking for grants.

Objective 3  Development of a full time SWAT element at the agency by 2013.

Strategy 1  CONTINUOUS
Full time SWAT element to be composed of a 6-team member unit and one supervisor/sergeant.
SWAT Team has been successful in the suppression detail, power tracks. We have only one full time commander assigned to the unit

Strategy 2  CONTINUOUS
Provide for immediate highly specialized unit in the event of violent crime occurrences.
This strategy is dependent upon completion of strategy 1.

Objective 4  Provide SWAT Team members with training necessary to achieve and sustain Tier 1 Status as well as other related trainings.
Strategy 1
Meet minimum training requirements of two 8-hour training a month, and a one-40-hour training a year.
This was cancelled due to budget constraints

Strategy 2
Send some SWAT Team members to a shotgun breaching school.
Not completed due to budget constraints

BASELINE
- 29 SWAT Team members
- 12 sets of SCBA
- 99% into achieving Tier One status per NTOA standards (Will not achieve Tier One status unless full SCBA and water-borne gear is acquired.

TARGET
- 36 SWAT members, with a full-time unit available
- Purchase 27 additional sets of SCBA
- Achievement of Tier One status per NTOA standards

TODAY
- 30 SWAT members
- 12 sets of SCBA
- Have not achieved NTOA standards
- Water Borne gear purchased and team outfitted
INVESTIGATIVE BUREAU

- Criminal Investigations Div. pg 69
- Special Investigations Div. pg 78
- Child Protection Investigations Div.
  - Child Protection Services pg 82
  - Crime Against Children Unit pg 84
  - Domestic Violence Unit pg 87
  - Sex Offender Unit pg 91
CRIMINAL INVESTIGATIONS DIVISION

Goal 1  Enhance the solvability of homicides and death investigations.

Objective 1  Establish a homicide unit dedicated to conducting death investigations (homicides, suicides, suspicious death, deputy-involved shootings, overdose deaths, reviewing cold cases and evaluating new cold case leads).

Strategy 1  CONTINUOUS

Work closely with the State Attorney’s Office / Federal prosecutor during investigations.

Working closely with the SAO, Bradenton PD, Sarasota PD, and Sarasota SO regarding homicide investigations. Internally, with the assistance of the MCSO Gang Unit, a RICO investigation of criminal activities was performed on numerous individuals suspected of being involved in another homicide case (Martinez-Rosales). This strategy cannot be quantified due to the nature of the offense. ASA Brian Iten has been embedded into CID to assist with the prosecution of violent crime.

Strategy 2  CONTINUOUS

Coordinate efforts with Federal, state, and local agencies during investigations when applicable.

Working cooperatively with federal agencies such as A.T.F., US Marshalls, SAO, and other local agencies on Home Invasion Robbery / Murder investigations. This strategy cannot be quantified due to the nature of the offense. A close working relationship has been established with ATF through a permanent designated ATF Agent attached to our region.

Objective 2  Provide six personnel to a dedicated homicide/death investigation unit (1 Sergeant + 5 detectives).

Strategy 1  COMPLETED

Utilize grant funding for personnel.

A Homicide Unit was formed with 1 Sergeant and 7 Detectives, 4 of them coming out of a grant. This objective has been completed but the grant funding is continuous.

Strategy 2  COMPLETED

Provide specialized training for personnel assigned to homicide investigations.

2010:
7 detectives and 1 Sergeant attended a total number of 214 hours of advanced training to include Forensic course on DNA
Homicide Investigations Conference
Cell Phone Technology & Forensic Data Recovery
Officer Involved Shooting training
Drug overdose and Criminal Poisoning Investigations
Coplink Training
7 detectives and 1 Sergeant attended a total number of 52 hours of advanced training to include
Cell Phone Technology & Forensic Data Recovery
Coplink Training

**Strategy 3**

Distribute Homicide Cold Cases to Detectives for analysis and review

**BASELINE**

- UCR Homicide arrests in 2010: 13: (MCSO Jurisdiction)
- UCR Homicide closure in 2010: 38.5%

**TARGET**

- 2% increase in homicide arrests per year until 2012
- 4% increase in UCR homicide closures per year by 2012

**TODAY**

- UCR Homicide arrests Jan thru June 2013: 0
- UCR Homicide closure Jan thru June 2013: 0%

*NOTE: UCR Homicide closures reflect the percentage of homicides that were closed in the current reporting period, regardless whether the crime was committed in the same reporting period or not.*

**Goal 2**

Enhance investigations utilizing DNA evidence

**Objective 1**

Increase DNA testing

**Strategy 1**

Research and secure funding sources for DNA testing (County, Grants, or other sources).

Researched for grants. Preparing for application for new grant to be open in 2011. This strategy has been postponed until the 2012 grant application process. DNA funds have been taken from 658 funds and grants will possibly be applied for in 2013. This has been discontinued due to funding issues.

**Strategy 2**

Work closely with both DNA International and FDLE on new techniques or technologies.

**DISCONTINUED**

**CONTINUOUS**
**Objective 2**  Track data of all DNA submissions as well as DNA identifications made.

**Strategy 1**
Maintain database of all DNA related items.

**Objective 3**  Ensure persons collecting DNA samples are properly trained.

**Strategy 1**
Continue training throughout the agency on proper collection techniques and procedures.

*Crime Scene Unit has been training deputies at agency specifics. All agency personnel currently handling DNA have been trained; this is a continuous process due to the turnover and transfers of personnel.*

**BASELINE**
- Consistent adjustment in the number of DNA submissions to mirror the current crime rate.

**TARGET**
- Any DNA profile obtained that can assist in prosecution from that submission based on the current crime rate.

**TODAY**
- Full DNA profile obtained from submission in 2011: 35 of 603 submitted; 2012: 40 of 448 submitted; First 2 Quarters 2013: 33 of 300 submitted

*Note: There were a total of 11 full profiles received in 2011 but some were submitted prior to 2011 and therefore not included in the total. Due to budget restraints, overall DNA evidence submission for 2009 and 2010 were scaled down. 2009 had a 24% reduction in submissions over 2008. 2010 had a 58% reduction in submissions when compared to 2008 baseline*

**Goal 3**  Enhance storage capacity and ability to track and organize property and evidence.

**Objective 1**  Upgrade as needed the new property and evidence facility and enter all property and evidence into RMS

**Strategy 1**
Utilize funding from the county to complete any and all updates that are required in the future.

*This strategy has been accomplished so it should be changed to a continuous strategy as it is an ongoing process but the strategy will be completed in 2013.*

**Objective 2**  Expand shelving capacity to meet the needs of property coming into the facility
Strategy 1
Enhance the shelving needs and space that will be needed for future property storage

Objective 3 Establish a system to track Property and Evidence

Strategy 1
Utilize the existing RMS hardware system with software upgrades so all property and evidence can be entered into the RMS

This strategy has been accomplished so it should be changed to a continuous strategy as it will be an ongoing task.

Strategy 2:
Barcode readers interfacing items into the RMS

This strategy has been accomplished so it should be changed to a continuous strategy as it will be an ongoing task.

BASELINE
- Old property and evidence facility, not barcoded

TARGET
- 100% of all property and evidence logged into the new facility, entered into the RMS system, and barcoded by 2011

TODAY
- 100% of all property and evidence logged, barcoded, and entered into the RMS

Goal 4 Create safer neighborhoods in Manatee County by suppressing violent and property crime

Objective 1 Enhance the agency’s ability to prevent and deter crime by actively participating in intelligence collection and suspect apprehension while working with the community

Strategy 1 Develop sources to provide information on possible robbery and burglary suspects

Weekly meetings with COPS {Discontinued}
Multi-agency weekly information-sharing meetings {Discontinued}
Command Operation Review and Evaluation (C.O.R.E.) weekly meeting {New}

Strategy 2
Provide training on proper intelligence-gathering and documentation
Strategy 3

To ensure successful prosecutions, work closely with the State Attorney’s Office and/or Statewide Prosecutor.

A representative from the State Attorney’s office is now imbedded in the Criminal Investigation Division {New}

Strategy 4

Utilize the computer program “Can you ID Me” to identify unknown persons of interest caught on video, with the assistance of the public.

Strategy 5

Rewrite the secondhand dealer ordinance in an effort to reflect the same compliance as the current pawn shop model.

BASELINE

- Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives in 2011: 1,750 and in 2012: 872 (VCTF Unit provided 1922 assist, initiated, and dispatched calls)
- Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives in 2011: 9,920, in 2012: 10,956 (includes S3 cases)
- Part I UCR closure (MCSO Jurisdiction) for 2010: 23.7%; for 2011: 22.89% for January – June 2012: 25.11%

TARGET

- 2% reduction in Violent Crime and Property Crime by 2015
- 1% increase in UCR closure per year by 2015

TODAY

- Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives thru August 2013: 647 (Jan thru August 2013 VCTF provided 3,623 assist, initiated and dispatched calls)
- Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives thru August 2013: 6477 (includes S3 cases)
- Part I UCR closure (MCSO Jurisdiction) for 2011: 25.11%

Goal 5

Create a Countywide Homicide Taskforce Unit to combat the escalating homicides that are related by suspects and targets, but investigated by multiple agencies. (Homicide/Death/Cold Case Unit)

Objective 1

Establish a taskforce homicide unit between the Manatee County Sheriff’s Office and the city municipalities within the county to investigate all homicides committed within Manatee County.
Strategic Plan

Strategy 1

The unit will be housed at the Sheriff’s Office and supervised by current Sheriff’s Office Homicide supervisors, but the city municipalities will provide the number of detectives they are able to as members of the unit. 

Strategy 2

Each of the city police officers/detectives will be sworn in as deputies in order for them to investigate homicides that occur, both in and outside their city jurisdiction.

Baseline

- 0 (New Goal)

Target

- Continual reduction of homicides each year and increased closure rate on homicides committed annually.

Today

- Strategy 1 and 2 are completed

Goal 6

Establish a detective/liaison from the Persons Unit to partner with the Bureau of Alcohol, Tobacco, & Firearms to target violent criminal organizations/gangs and become proactive involving felons with firearms. (Crimes against Persons Unit).

Objective 1

Establish a ‘Memo of Agreement’ between the agencies to officially recognize the joint efforts that have taken place over the last two years to prosecute suspects under stiffer federal guidelines.

Strategy 1

Funnel all firearms cases thru the MSO Liaison to research and determine if case qualifies for federal prosecution

Strategy 2

DISCONTINUED

Organize and execute a local Operation to target illegal firearms sales

Baseline

- 0 (New Goal)

Target

- Annual increase in the number of violent felons indicted and prosecuted in the Federal system on arrests made within Manatee County on State charges and an annual reduction in the crime rate for violent crimes.

Today

- The Memorandum of Agreement is in progress.
Goal 7  Create a detective/liaison from the Property Crimes Unit to increase second hand metal recycling investigations. (Property Crimes Unit).

Objective 1  Have all metal recycling cases investigated by this detective/liaison.

Strategy 1  DISCONTINUED
Utilize the BWI program to evaluate what is being reported per FSS.

Strategy 2  DISCONTINUED
Complete inspections on all Metal recycling businesses to ensure compliance.

BASELINE
- 11 metal businesses currently open and inspected; 1 current investigation

TARGET
- 100% compliance over the 2013-2015 time frame.

TODAY
- 11 metal businesses currently open and inspected; 1 current investigation

Goal 8  Designate a detective/liaison from the Auto Theft Unit to assist the DMV in registration of rebuilt title vehicles and possible VIN fraud verification.

Objective 1  Lessen the occurrence of VIN and rebuilt title fraud.

Strategy 1  NEW
Designated Auto Theft Detectives visit the DMV weekly for vehicle inspections and onsite visits to used car dealerships to confirm compliance.

Goal 9  Utilize the Rural COPS unit to combat second hand metal recycling violations assisting the Property Crimes Unit.

Objective 1  Have all metal recycling cases investigated by this detective/liaison.

Strategy 1  NEW
Utilize the BWI program to evaluate what is being reported per FSS.

Strategy 2  NEW
Complete weekly inspections on all Metal recycling businesses to ensure compliance.

BASELINE
- 11 metal businesses currently open and inspected; 1 current investigation

TARGET
- 100% compliance over the 2013-2015 time frame.
TODAY

- 11 metal businesses currently open and inspected; 1 current investigation

Goal 10

Store all property and evidence maintained by the Manatee County Sheriff’s Office in a central storage facility at the Operations Center. (Property & Evidence Unit)

Objective 1

Complete P&E Phase II construction at the Desoto Center

Strategy 1

Utilize funding from the County to complete remodeling and expansion of the existing P&E facility at the Operations Center

Objective 2

Relocate all evidence and other property from remote storage locations to central storage at the Operations Center.

Strategy 1

Move product from the Bike Barn-Police Athletic League building (PAL) to P&E at the Operations Center.

Strategy 2

Move product from the 57th Avenue storage facility to P&E at the Operations Center.

BASELINE

- None (New Goal)

TARGET

- 100% of the routine tasks performed by property & evidence staff will be documented in procedural form by the end of 2013 and all staff will complete the FTO program.

TODAY

- Property & Evidence staff has been taught via verbal instructions passed by different trainers, as a result training and application of learned information is inconsistent.

Goal 11

Develop an FTO program for Property & Evidence Processors. (Property & Evidence Unit)

Objective 1

Produce a procedure manual documenting routine tasks performed by Property & Evidence Processors

Strategy 1

Verbalize and perform each task so that it can be documented

Strategy 2

Document tasks and procedures
Strategy 3
Establish the ADORE program for Property & Evidence Processors.

Strategy 4
Retrain all existing Property & Evidence Processors

**BASELINE**
- Property and Evidence personnel require additional training and constantly updating procedures.

**TARGET**
- 100% of all property and evidence personnel have been trained and all training documented. FTO position was created.

**TODAY**
- 100% of all property and evidence personnel have been trained and all training documented. FTO position was created. Property & Evidence is currently housed in one location
SPECIAL INVESTIGATIONS DIVISION

Goal 1  Enhance public safety regarding enforcement of the laws relating to prescription drugs

Objective 1  Due to the increase in the illegal diversion of prescription drugs, coordinate efforts to disrupt this criminal activity by increasing prescription arrests. This effort will reduce the incidence of deaths by prescription overdose.

Strategy 1  
Create a new Diversion Unit staffed with 1 sergeant and 4 detectives

Placed on hold due to budgetary constraints

Strategy 2  
Create 1 SID Lieutenant position to balance the span of control level upon creation of this new unit

Placed on hold due to budgetary constraints

BASELINE

• Prescription drug arrests in 2011: 218
• Overdose deaths in 2011 in Manatee County: 68
• No Diversion Unit
• 1 Lieutenant overseeing Division

TARGET

• 5% increase in prescription drug arrests per year
• 2% reduction in overdose deaths by 2012
• New Diversion Unit staffed with 1 Sergeant and 4 Detectives
• Increase lieutenant position in SID to 2, to balance span of control

TODAY

• Prescription drug arrests November 2012 to January 2014: 91
• Overdose deaths November 2012 to October 2013 in Manatee County: 44
• No Diversion Unit
• Still 1 Lieutenant overseeing Division

Goal 2  Enhance the intelligence collection capabilities of our unit through the more efficient use of human sources

Objective 1  Automate the confidential informant filing system in order to improve accountability and lead the way for Intelligence Led Policing
Strategy 1

Obtain computer software which is specifically designed for human source management and is in compliance with accreditation standards and F.S.S. 914.28, otherwise known as “Rachel’s Law”

The ABM Pegasus application was purchased at the end of the last budget year. Division personnel spent three weeks in February with the vendor installing and customizing the application to fit our needs. CF30s were requisitioned from IT and customized to adhere to the requirements of the application.

Strategy 2:

Transfer current paper files to the appropriate electronic format

We have started to entering new files on the ABM Pegasus database as of January 1, 2014. Old paper files will be maintained, and only new informant activity will be computerized.

Strategy 3:

Train investigative personnel in the proper procedures regarding the electronic filing system

We have trained two detectives so far in the use of the system. The system was rolled out January 1, 2014.

BASELINE
- We currently use a paper filing system to manage our confidential informants

TARGET
- Complete automation of the confidential filing system with the exception of payment forms.

TODAY
- The application is fully operational on January 2014.

Goal 3

Suppress the introduction of illegal narcotics entering Manatee County through parcel interdiction.

Objective 1
Due to the amount of illegal narcotics being shipped into Manatee County, coordinate efforts to disrupt this activity by having the two
K-9 teams assigned to the Special Investigations Division proactively work parcel interdiction at the various parcel/shipping facilities.

**Strategy 1**

Develop additional sources to provide information as to where illegal narcotics are being shipped.

The two K-9 teams assigned to the Special Investigations Division are continuously eliciting information from various sources as to where illegal narcotics are being shipped to and the various methods in which they are shipped. This information is continuously changing.

**Strategy 2**

Provide case law updates to the K-9 detective teams.

The K-9 detective teams are continuously being provided with (new) case law updates specific to their areas of responsibility. In addition, the MCSO General Counsel has assisted the teams by providing them with this information.

**Strategy 3**

Provide training and yearly re-certification to the two K-9 detective teams.

The Special Investigations Division K-9 teams conduct an annual certification during the last quarter of each year to evaluate their proficiency. The latest was completed October of 2013. In addition, the K-9 detective teams attend a joint monthly training with the Enforcement Bureau’s K-9 teams.

**BASELINE**

- K-9 Seizures January – October 2012:
  - Marijuana: 31.6 lbs.
  - Cocaine: 4.4 lbs.
  - Currency: $27,600

**TARGET**

- A 5% increase in the following items by 2015:
  - Marijuana
  - Cocaine
  - Currency
**TODAY**

- K-9 Seizures November 2012 through December 2013:
  - Marijuana: 252 lbs.
  - Cocaine: 3.6 grams
  - Currency: 0

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**Goal 4**
Enhance public safety regarding Gang Activity through an accurate account for the gangs within the county.

**Objective 1**
Maintain a more accurate portrayal of the gang activities within Manatee County

**Strategy 1**
CONTINUOUS
Update documentation of Manatee County Gangs and Gang Members within the FDLE run computer data base INSITE. Accomplishing these through personal contacts, other officers reporting and release information from Department of Corrections and other incarceration facilities.

**Strategy 2**
CONTINUOUS
Routinely purge the documentation of Gang Members within the INSITE computer program. Also encourage other local entering agencies to routinely purge their entry documentation.

**Strategy 3**
COMPLETED
Continue to work with FDLE to provide training to Gang Detectives on the use of the INSITE program.

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**BASELINE**

- None (New Goal)

**TARGET**

- A decrease in the amount of documented gangs within Manatee County through the purging system in INSITE
- A decrease in the amount of documented gang members within Manatee County through the purging system in INSITE

**TODAY**

- The number of Documented Gangs in Manatee County January 2013 through January 2014: 25
- The number of documented gang members in Manatee County January 2013 through January 2014: 700
CHILD PROTECTION SECTION

Goal 1  Reduce child abuse by promoting family organizations within our community, in an effort to reduce the victimization of children within Manatee County

Objective 1  Establish innovative measures to supplement traditional discipline

Strategy 1  CONTINUOUS
Engage with MCSO Crime Prevention to liaison with Whole Child Project-Manatee to promote referrals to the system to assist families with questions regarding available area providers to reduce stressors
Currently working on implementation

BASELINE
• State of Florida 12-month percent average of children without a reoccurrence of abuse: 92.9%

TARGET
• Manatee County 12-month percent average of children without a reoccurrence of abuse to meet or exceed State’s average of 88.8%

TODAY
• Manatee County 12-month percent average of children without a reoccurrence of abuse: currently ranked 1 in the State at 100%

Goal 2  Have no unjustified backlog with the implementation of and transition to the new DCF Child Protection Transformation (now called Safety Framework) in the statewide FSFN system.

Objective 1  With assistance from supervision and the use of status reports the Child Protection Specialists’ will investigate cases and bring all cases to closure within 60 days. Per DCF guidelines, only those cases awaiting Medical Examiner documentation, law enforcement and Child Protection Team reports are exempt from being closed within 60 days.

Strategy 1  CONTINUOUS
A status report will be sent to all CPS daily contingent on FSFN/BOE program functionality. This report will provide CPSS with all open cases and case aging information to allow for appropriate supervisory advice.
This strategy is ongoing

Strategy 2  CONTINUOUS
All cases over 30 days old will be discussed weekly in unit meetings to provide direction and guidance in bringing targeted cases to closure.
This strategy is ongoing
Strategy 3

CPS will conduct 30 day reviews on all open cases and provide direction and guidance on bringing these cases to closure. This strategy is ongoing.

**BASELINE**
- 0 (New Goal)

**TARGET**
- 100%

**TODAY**
- 0 (New Goal)
- *The implementation of and transition to the new DCF Child Protection Transformation in the statewide FSFN system had been delayed by DCF. This goal continues and should have some form of measure/outcome July of 2014 if there are no further delays.*
CRIMES AGAINST CHILDREN UNIT

Goal 1  Enhance public safety in regard to enforcing the laws relating to investigations of internet child pornography and exploitation

Objective 1  Detect predatory acts upon minors residing in Manatee County through a proactive approach

Strategy 1  CONTINUOUS
Request one CAC detective initially from within the unit, with plan for creating a new position within the next 3 years, to proactively investigate child pornography

Current personnel moves have limited MSO commitment to have one designated detective to work these types of crimes. All Crimes Against Children detectives are assigned to work internet crimes. It is still our intention to eventually have 1 investigator commit to a long term assignment in this area.

Strategy 2  CONTINUOUS
Coordinate with the MCSO Sex Offender Unit to gather and/or share information relative to known offenders with past history involving minor children

The sharing of information on sex offenders is made easy due to the housing of both units within the CPID building. CAC detectives always consult with detectives from the Sex Offender Unit to strategize and even assist with investigations where sex offenders and predators are suspects in cases. In each of the on-line predator operations (Operation Green Shepherd) conducted, a registered sex offender was arrested. One of the offenders arrested is a sexual predator. Members of the SOU assisted with providing critical information to lead detectives who were working in an undercover capacity.

Strategy 3  CONTINUOUS
Coordinate with the MCSO Child Protection Specialists to gather and share information relative to allegations involving sexual deviance or pornography discovered in the home

The sharing of information on suspects is made easy due to the housing of both units within the CPID building. CAC detectives always consult with CPS investigators and CPS staff who provide information from within the Florida Safe Families Network (FSFN), to ensure that the suspect’s current and prior involvements are known, strengthening detective’s knowledge of the offender.
Strategy 4

Provide community outreach to train adults and parents on how to recognize the signs and behaviors which may indicate exploitation of children as well as educate youth about the dangers of unsupervised meeting with internet contacts.

When detectives work cases they are tasked with educating the parents about the potential dangers of utilizing the internet. The strategy is also accomplished by giving away, free of charge, Computer Cop software to the public. This is done every year at the Manatee County Fair. CPID personnel provided three separate presentations to the community regarding child internet safety. Presentations were conducted for Dinner with the Sheriff, the Women’s Republican Forum, and the Let’s B-Safe Program.

BASELINE

- We do not have any one detective designated specifically to do proactive investigative work

TARGET

- Be able to proactively target internet child pornography and exploitation offenders

TODAY

- We still do not have any one detective designated specifically to do proactive investigative work.

Goal 2

Identify and locate offenders that use the internet to commit crimes against children

Objective 1

Conduct an undercover operation(s) to identify persons that use the internet to sexually exploit children and who are violating F.S.S. 847.0135, the “Computer Pornography and Child Exploitation Act”, (Traveling to Meet Minors) for the purpose of a sexual act as defined in Chapter 794, Chapter 800 and Chapter 827.

Strategy 1

Utilize aggressive investigative techniques and technologies to capture offenders.

CAC detectives work in an undercover capacity utilizing the latest investigative techniques and tools to identify and apprehend offenders.

Strategy 2:

Utilize other components/units within MSO to maximize efforts that increase the enforcement and capture of offenders online.
CAC detectives routinely work with Patrol, SID, and the SOU to gather information that could lead to the identification and apprehension of on-line predators.

Strategy 3:

Partner with various local, state and federal agencies to collectively work together to identify, locate, and apprehend child predators using the internet.

During both Green Shepherd Operations, the Manatee County Sheriff’s Office partnered with surrounding law enforcement agencies to include: Bradenton Police Department, Sarasota Sheriff’s Office, Florida Department of Law Enforcement and Homeland Security. The team approach to identifying on-line predators has proven extremely beneficial to our community with over 80 arrests as a result of the two sting operations.

Strategy 4:

Work investigative leads that are received from the Central Florida ICAC Task Force and the National Center for Missing and Exploited Children (NCMEC) that have identified potential online predators living within Manatee County.

CAC Detectives have received approximately 20 cases from the Central Florida Task Force, all of which involve suspicions of child internet exploitation. CPID personnel provided three separate presentations to the community regarding child internet safety. Presentations were conducted for Dinner with the Sheriff, the Women’s Republican Forum, and the Let’s B-Safe Program.

Strategy 5:

Aggressively educate the community on the tactics used by online predators to enable children and/or caregivers to report suspicious and criminal acts to MCSO.

CPID personnel provided three separate presentations to the community regarding child internet safety. Presentations were conducted for Dinner with the Sheriff, the Women’s Republican Forum, and the Let’s B-Safe Program.

**BASELINE**
- Zero (New Goal)

**TARGET**
- Conduct at least 1 proactive operation that targets online predators

**TODAY**
- In Mid-March of 2013, Operation Green Shepherd II was conducted resulting in the arrest of 35 offenders who traveled to meet children for sexual activity.
DOMESTIC VIOLENCE UNIT

Goal 1  Enhance public safety by making effective use of the HOPE domestic violence advocate

Objective 1  With the coordination of the HOPE domestic violence advocate, provide triage and immediately implement a ‘Safety Plan’ upon investigation of domestic violence occurrences

Strategy 1  COMPLETED

Co-house a HOPE domestic violence advocate with the CPID/Domestic Violence Unit so that when a report is received the advocate can co-respond with an investigator/deputy.

An office space is provided for the Hope employee within CPID.

Strategy 2  COMPLETED

The HOPE domestic violence advocate will begin counseling the victim at the onsite response and begin the process of developing a safety plan.

HOPE participates during the on call rotation with the MCSO Domestic Violence Specialists.

Strategy 3  COMPLETED

The domestic violence advocate will advise DVU/CAC/CPS staff for investigatory follow-up if non-compliance is encountered with the victim which may place children at risk.

BASELINE

• Presently non-existent

TARGET

• Provide services to the victims of Domestic Violence as soon as possible to ensure they receive timely assistance.

TODAY

• The HOPE employee continues to work with members of both CPS and DVU throughout the year. An office space is provided for the Hope employee within CPID to deploy effective strategies ensuring victims are provided the services they need quickly.
• CPID hosts HOPE monthly meetings with stakeholders (DVU, CPS, Clerk of Court, SCC, Probation, Manatee Glens and other community based providers) to ensure that services are provided to those in need within our community.
Goal 2  The Domestic Violence Detective will aggressively search, locate and arrest domestic violence offenders who have absconded

Objective 1  The Domestic Violence Unit will increase the percentage of apprehensions of absconders who have committed acts of domestic violence

Strategy 1  CONTINUOUS

On violent domestic cases which occur during normal business hours, the Domestic Violence Detective will respond to assist in the apprehension of the offender

Periodically, members of the Unit will respond to a scene to assist members of the Homicide Unit when the incident is likely to be domestic related. In addition, an on-call notification protocol has been created that ensures a DV detective will respond to a scene 24 hours, 7 days a week.

Strategy 2  CONTINUOUS

Share critical information about offenders by utilizing the electronic media provided by the Sheriff’s office (i.e. email, Intel Bulletin, Aciss etc.)

Information is pushed out to Patrol via email on absconded domestic violence offenders who have fled the scene and have yet to be apprehended. In addition, when warrants are obtained or officer safety matters are discovered, the information is sent to all MSO users for their assistance and/or warning through the Intelligence Unit.

Strategy 3  CONTINUOUS

Coordinate and share critical information with other units to include Patrol, Warrants, VCTF, COPS and other units to apprehend absconded offenders

Same as above.

BASELINE

- Number of arrests made by the DVU in 2010: 106 (28% increase)

TARGET

- 25% increase in arrests made by the unit by 2011

TODAY

- Number of arrests made in 2011 by the DVU: 309 (191% increase)
Number of arrests made in 2012 by the DVU: 209 (97% increase from 2010)
Number of arrests made in 2013 by the DVU: 190 (79.2% increase from 2010)

Goal 3  Increase the closure rate of UCR Part 1 Aggravated Assault offenses reported to MSCO.

Objective 1  Take aggressive steps to ensure that closures are met on cases assigned within the DV Unit.

Strategy 1  CONTINUOUS
Review all “decline to file” reports to see if criteria has been met for UCR exceptional closure.

Decline to file reports are now sent directly to detectives for review to ensure that the disposition is properly recorded within RMS, reflecting the appropriate UCR closure. Supervision is also reviewing cases and decline to file reports for quality control purposes ensuring that the appropriate closure is obtained.

Strategy 2:  CONTINUOUS
Locate and interview all offenders, even if a physical arrest is not made, which is required to obtain a proper UCR closure.

Throughout the year, detectives and other selected staff are used in locating the absconded offenders in the hopes of obtaining the appropriate closure.

Strategy 3:  CONTINUOUS
Conduct quality control checks by reviewing reports provided by the Crime Analysis Unit throughout the year to ensure cases are closed appropriately.

Conducted quarterly by CPID supervision.

Strategy 4:  CONTINUOUS
Aggressively search, locate, and arrest domestic violence offenders who have absconded.
Strategy 5: CONTINUOUS
Share critical information with other units about offenders by utilizing the electronic media provided by the sheriff’s office (i.e. email, Intel bulletin, Aciss, etc.).

Strategy 6: CONTINUOUS
Coordinate and share critical information with other units to include Patrol, Warrants, VCTF, COPS and other units to apprehend absconded offenders

**BASELINE**
- Zero (New Goal)

**TARGET**
- 70% Closure Rate for the Domestic Violence Unit

**TODAY**
- The current closure rate for 2013 is approximately 80%. Pending inactive warrants and SAO decisions to file, we expect the closure rate to increase to approximately 95%.
SEX OFFENDER UNIT

Goal 1  Enhance public safety regarding enforcement of the law relating to unlawful residence of persons convicted of certain sex offenses

Objective 1  Eliminate the unlawful occurrences of persons violating Florida Statutes regarding sex offender / predator living requirements

Strategy 1  CONTINUOUS
Advise all sex offenders residing in Manatee County as to the requirement of FSS 794.065 to ensure that they have been notified of the requirements of the law

FSS requirements are reviewed with sex offenders during registration. Those that this law applies to are educated and sign a form acknowledging their understanding and agreement to comply with the law.

Strategy 2  CONTINUOUS
Map all offenders within Manatee County to determine whether they are compliant with the FSS regarding their individual requirements

This is accomplished during registration process by checking the date of conviction and utilizing the FDLE mapping program.

Strategy 3  CONTINUOUS
Require relocation of the offender and follow-up with the re-registration process to ensure compliance

If violation is discovered, appropriate action is taken by the SOU detective to ensure compliance.

Strategy 4  CONTINUOUS
Arrest non-compliant felony violators or refer misdemeanor offenders for prosecution to ensure public safety

This is done whenever violation is discovered.

Strategy 5  CONTINUOUS
Designate at least one person to monitoring and controlling movement, registration and compliance with statutes of offenders

Members of the Sex Offender Unit do the monitoring on a daily basis.
**BASELINE**

- 2009 Number of New Registrants: 35
- 2009 Number of Re-Registrants: 701
- 2009 Number of Arrests: 22
- 2009 Number of Residential Checks: 152

**TARGET**

- 2010 Number of New Registrants: 130
- 2010 Number of Re-Registrants: 743
- 2010 Number of Arrests: 20
- 2010 Number of Residential Checks: 482

**TODAY**

- 2013 Number of New Registrants: 80
- 2013 Number of Re-Registrants: 944
- 2013 Number of Arrests: 10
- 2013 Number of Residential Checks: 897

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**Goal 2**

The Sex Offender Unit Detective(s) will aggressively search, locate and arrest those Career Offenders that are not in compliance with their F.S.S. obligations

**Objective 1**

Increase the Career Offender compliance rate for offenders living within Manatee County

**Strategy 1**

Conduct on site verifications at least twice a year

*This is accomplished by the designated detective*

**Strategy 2:**

Immediately write warrants or affect the arrest of those offenders who are not in compliance with Florida Law

*This is accomplished by the designated detective and several arrests have been made.*

**Strategy 3:**

Share critical information about offenders with MSO personnel (Warrants, VCTF and Intel Units) and with the Media through press releases

*This is accomplished by the designated detective.*
BASELINE
- Compliance Rate in 2010: 68%

TARGET
- 90% Compliance Rate by the end of 2011

TODAY
- 92% Compliance Rate by the end of 2012
- 96.8% Compliance Rate by the end of 2014

Goal 3     Enhance public safety regarding tracking of Homeless/Transient Sex Predators, Sex Offenders and Career Offenders

Objective 1  Increase the contact with Homeless/Transient Sex Predators, Sex Offenders and Career Offenders

Strategy 1    CONTINUOUS
Require Homeless/Transient Sex Predators, Sex Offenders and Career Offenders to contact the Offender Office monthly to report their whereabouts.

An accurate account of communication is documented by the designated detective to ensure the offender is complying.

Strategy 2:    CONTINUOUS
Prepare a monthly report to Supervision on the status of the weekly checks.

The designated detective reports the compliance status of homeless offenders monthly to his/her supervisor.

Strategy 3:    CONTINUOUS
Conduct Bi-Annual Address Verifications at the locations the Homeless/Transient Sex Predators, Sex Offenders and Career Offenders give as where they are staying, i.e. camps, woods, etc.

With the assistance of Deputy Meade, the Reserves and the designated SOU detective, on-site verifications are conducted periodically on all homeless offenders to ensure they are living where reported.
**BASELINE**

- Verification rate is approximately 50%

**TARGET**

- 80% Verification Rate

**TODAY**

- Verification rate last month was 100%
CORRECTIONS BUREAU

 Corrections Bureau  pg 97
CORRECTIONS BUREAU

Goal 1
Increase certified deputy staffing to provide the highest level of safety for employees and inmates

Objective 1
Increase the number of certified deputies authorized for the Corrections Bureau

Strategy 1
CONTINUOUS

The baseline number of authorized deputies including administrative staff in 2013 is 218; the budget year October 1, 2013-September 30, 2014 allows the Corrections Bureau to add 4 more certified deputies for a total of 222. The original request for the staff in the 2009 strategic plan was 35 additional deputies per year for 3 years. However, the economy and political climate did not result in funding from the County for the additional staff.

FY 2013-2014 yielded 4 new Corrections Deputies. This strategy is at 3% completion.

Strategy 2
ON HOLD

Add 20 certified deputies to staff the new Medical / Juvenile building or addition. This includes 4 Sergeants, and 16 Deputies, 4 per shift X 4 shifts (included in the total staff requested above)

These positions do not exist yet due to budget constraints.

Strategy 3
ON HOLD

Reactivate the Security Team which was discontinued due to lack of staff. Repurpose 8 shift deputies with special equipment and training to respond to security and medical incidents to maintain control

These positions do not exist yet. Security teams demand 2 deputies on each of the 4 shifts for a total of 8.

Strategy 4
CONTINUOUS

Reopen the Annex. At capacity, 60 Deputies and 5 food service staff members are necessary

The jail kitchen is now open and the Annex Kitchen has closed. Inmates were moved back to the jail and the Annex is now vacant. However, we anticipate using the Annex to house 6 dorms of jail inmates while their housing units are being refurbished, with a possible start date of November 1, 2013. The female pod and the working inmate pod will stay at the Annex until the work is done, and then they will be moved back to the jail. This is an ongoing project.

Objective 2
Establish a Transportation Section instead of a Unit

Strategy 1
DISCONTINUED

Due to increased span of control over 2 Units, a Lieutenant is required to supervise the Section
This is partially complete; the Services Division Services Lieutenant and the Transportation Sergeant supervise the Transportation Unit (30%).

**Strategy 2**

DISCONTINUED

The stand-alone Transportation Section supervised by a Lieutenant, will handle all inmate issues and schedules

This is partially complete; the Services Division Services Lieutenant and the Transportation Sergeant supervise the Transportation Unit (30%).

**Strategy 3**

DISCONTINUED

Add a second Transportation Sergeant for the second unit, with the first unit handling court transports and the second unit handling all medical, in-state, and out-of-state transports. The existing Transport One Unity with 3 deputies that brings arrestees to jail remains as is.

This is partially complete; currently 1 Sergeant supervises the Transportation Deputies and 2 Services Sergeants supervise the Transport One Deputies (10%).

**Strategy 4**

DISCONTINUED

Each Sergeant will supervise 12 transportation deputies included in the budget requests for staff for the years 2011-12 and 2012-13

There are 5 Transportation Deputies and 3 Transport One Deputies in the Unit.

**BASELINE**

- Authorized Corrections Certified positions for 2009: 214
- Transportation Unit
- Annex building closed

**TARGET**

- 321 total Corrections certified positions by FY 2012-13, in a yearly increment of 35 new positions
- Transportation Section Created

**TODAY**

- Unattainable

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**Goal 2**  Increase the technological application for improved efficiency and safety.

**Objective 1**  Coordinate efforts with the MCSO IT Section, the Clerk of Courts, and Manatee County to upgrade software in all Corrections Areas
Strategy 1

Continue communicating and meeting with various components to stay up-to-date with the most current and useful software.

The current JMS system cannot be expanded and has had multiple patches and fixes.

Strategy 2

Affected units will participate in effective training with IT Section for software such as JMS, ADORE, AIM and PowerDMS in order to stay current with technological advancements. Jail management staff will research possible developments to improve efficiency in operations.

ADORÉ training has been made available; some staff has participated. The number of ADORE licenses has increased from around 30 to a total of 50, and two Lieutenants are going to be trained.

Strategy 3

Training Deputies have one paid training session per year for ADORE in order to continue training new deputies and receiving compensation for it.

Strategy 4

The vendor for AIM will be providing training for tracking sexual assault/abuse/harassment complaints from inmates to involve supervisors and administrative staff.

Strategy 5

PowerDMS electronic training is being linked to Crown Pointe to track each employee’s training progress.

Strategy 6

Continue efforts to reduce paperwork and combine functions electronically for more efficient processing. Removing a duplicate function that saves 5 minutes per intake with 25 intakes per day would save 2 hours per day for Intake and Release deputies.

The Sentence Calc software worked very well in the beginning; now it has been degraded by other components having access and the calculations frequently have to be re-done. Advisory is now paperless, and Booking is ready to begin scanning PCAs to SAO, PDs, Clerks, and Supervised Release.

BASELINE

• Some Corrections processes are still manual and paper-handed

TARGET

• A virtually paperless booking/property release cycle by 2012
TODAY

- 85% of the booking/property/release cycle paperless. The jail is scanning PCA’s and receives paperless warrants. Many documents are made electronically accessible by other components, and if a paper copy is required, the requestor can print it.
- Enforcement Deputies’ reports are now sent electronically, reducing handling and computer entry of paper reports

Goal 3  
Increase number of educational and faith-based initiatives available to inmates

Objective 1  
Increase cost savings to tax payers, while attempting to reduce criminal recidivism

Strategy 1  
COMPLETED
Add two new faith-based initiatives, educational, or substance abuse programs annually

We have added 3 faith-based programs and are completely booked for daytime programs (100%). The Chaplaincy Unit established the Learn to Fish substance abuse program for females; a 100-hour course on Anger Management and Substance Abuse, and the Celebrate Recovery substance abuse program, all faith-based programs. However, the Vocational Programs Unit lost one program, the Carpentry program as a result of Manatee Technical Institute’s inability to provide instructors for a net gain of 2. Two additional new programs were added with scheduling arranged: “See the Signs, Stop the Cycle”, to teach female inmates how to prevent boyfriends from abusing their children, and “Sexual Violence Prevention for the juvenile pod, both through Manatee Children’s Services. Unfortunately, the programs were discontinued when staffing from Children’s Services became unavailable (0%). A new life skills program for juveniles Amer-I-Can, was started in the 4th quarter of 2011.

BASELINE

- Existing programs available to inmates

TARGET

- 2 new programs in 2010, 2 in 2011, and 3 in 2012

TODAY

- Completed

Goal 4  
Increase overall safety and security of the jail facilities
Objective 1  Request that Manatee County adopts recommendations of the Tampa branch of design/architect/engineering firm Hellmuth, Obata & Kassabaum (HOK) for upgrades and repairs at the jail complex

Strategy 1  CONTINUOUS
Coordinate with Manatee County the process of renovating the building interior to bring it up to standards; make all necessary repairs to ensure employee and inmate safety and to prevent escape

G-1 dorm has been completely renovated, G3 and T-Pod were painted and some repairs were made. The kitchen floor has been replaced and the equipment was reinstalled. The County maintains that they can afford to renovate one dorm per year and the kitchen work will count as one dorm in 2012. The chillers have not been replaced – just repaired; some of the stenciling, exterior door painting and overspray repairs have not been done. MSO pressure-cleaned the exterior of the building. The County repaired the grout on the building exterior that was damaged by animals (50% complete).

Objective 2  Purchase and implement a “Man-Down” alarm system to quickly provide back-up deputies at the scene of a violent act against a staff member or for a medical emergency

Strategy 1  DISCONTINUED
Purchase a system with sensors to be worn on staff members’ belts to detect if the person is more than 60 from vertical. The sensor activates an alarm monitored in Master Control so medical staff and/or deputies can be directed to the area of the alarm

When breakers trip, they also trip the Man Down alarms

Objective 3  Issue less-lethal weapons to all Corrections deputies to maintain the safety and security of the jail facilities, due to increasing violence of incarcerated individuals

Strategy 1  CONTINUOUS
Provide training classes to all Corrections deputies to carry and ECW (Taser) as a required (as of 2013) less-lethal weapon. Once deputies are trained, issue an ECW and cartridges

The majority of the Deputies who wished to carry ECW were trained and issued the weapons. Not all chose to be certified in and carry an ECW. Deputies are required to carry two (2) non-lethal weapons, and now are required to carry the ECW since training does not require being “tased.”

BASELINE
- Buildings have numerous maintenance issues
- 125 out of 203 deputies carrying ECWs
TARGET

• All Corrections deputies carrying ECWs for safety
• Renovated facilities per standards

TODAY

• Renovations ongoing, with completion expected by 2014
• Approximately 27 Deputies (12%) need to be certified in ECWs and issued the equipment. 88% complete

Goal 5

Plan for the construction of an expanded Medical Pod and for housing juveniles, taking into consideration the additional safety and security demands

Objective 1

Increase inmates’ privacy and increase the number of patients who can be seen by affording more space for beds, exam rooms, and treatment rooms

Strategy 1

DISCONTINUED

Work closely with the Board of County Commissioners and the Public Safety Coordinating Committee to deal with bids and contracts and to prepare plans to accomplish the goals, patterned after the finalized Carter Goble Jail Study, 10/28/08

Objective 2

Accommodate the increasing number of juvenile offenders incoming to the jail and keeping them separate from adult inmates as required by law

Strategy 1

COMPLETED

Coordinate with the Manatee County Board of County Commissioners and the Public Safety Coordinating Committee to build separate housing areas at the jail for juvenile males and juvenile females

Tour completed: Commissioners have not acted on request for additional housing and likely will not. 7 juvenile inmates are housed in a pod that accommodates 48.

BASELINE

• Presently overcrowded medical facility and 1 Juvenile Pod

TARGET

• Expanded and equipped medical facility and additional Juvenile Pod

TODAY

• Completed

Goal 6

The MCSO Corrections Bureau is charged by the Sheriff with providing the care and custody of inmates, arrestees, and incarcerated youth. To
safeguard the community and afford it peace of mind, the Corrections Bureau shall recognize its primary duty as one of keeping its facilities secure.

**Objective 1** Continue enforcing the Bureau’s policies and procedures for improving facility security and officer safety

**Strategy 1**
Continue daily non-scheduled perimeter checks

*Perimeter checks are limited by the number of staff members on night shift (100%).*

**Strategy 2**
Inspect security measures and locking devices on a regular basis with replacements made as needed to prevent escapes.

*Devices are inspected 90% of the time*

**Strategy 3**
Ensure the Fire Safety Officer receives additional annual training to help make staff aware of updated safety practices

*The Fire Safety Officer has attended the first tier of training and is scheduled to attend second tier which will allow him to train other deputies.*

**Strategy 4**
Continue to thwart escape attempts or threats by observation and awareness by all staff members

*Certified staff members have received training in observing and listening for threats or plans to escape. Non-certified personnel do not have the same contact level with inmates but all personnel can look for clues (80%).*

**Objective 2** To protect the lives, health, and wellbeing of staff, visitors, and inmates, the Corrections Bureau shall operate its facilities in a safe, orderly, and humane manner by continuing to enforce the Bureau’s policies and procedures for inmate welfare, and the well-being of all staff, inmates, and contracted personnel.

**Strategy 1**
Ensure the County continues to monitor the water, air, and light quality/quantity per standards.

*We just completed the accreditation cycle in 2011, so the inspections will be done in 2014 (95%).*

**Strategy 2**
Ensure compliance with accreditation standards for conformation to all applicable federal, state, and local building codes as indicated by appropriate licensing or certificates of compliance.
As the licenses and certificates come due, the Accreditation Coordinator is obtaining copies for the appropriate files; this is approximately 95% complete

Strategy 3

Continue dialog with the contracted health care providers to minimize the spread of disease, treat inmates’ illnesses, and continually upgrade the level of health care for inmates, as contracted

Our relationship with Corizon, the contracted health care provider, is a 9 on a scale of 1 to 10 (90%).

Strategy 4

Distribute new colored fitted bottom sheets to all inmates for comfort and to reduce the number of sheets altered/destroyed to make fitted sheets

Strategy 5

Minimize the number of non-expected inmate deaths.

No unexpected inmate deaths. Since arrestees tend to be sicker than in the past, there will be “expected” health related deaths that are not preventable (98%).

BASELINE

• Security is a top priority, but improvements can be made.
• Security Team does not exist due to staffing issues
• Annex control rooms need door release access

TARGET

• Upgrade camera systems
• Train a current employee for Court Services Director’s job
• Purchase cameras for the fence line at the farm
• Comply with accreditation standards

TODAY

• Nightly perimeter checks are completed hourly.
• Cross training of Warrants Clerks complete; Booking Clerks not cross-trained (33%)
• Fire Safety Officer training is scheduled and completed
• A current employee has not yet been selected to train for the Director’s job (5%)
• A proposal is complete for the cameras for the Farm and installation is in progress (80%)
• Annex door control work complete (100%)
• Camera systems were upgraded (100%)

Goal 7

The Corrections Bureau shall comply with all applicable federal, state, and local laws and regulations, as well as American Correctional Association’s (ACA’s) and Florida Corrections Accreditation Commission, Inc.’s (FCAC’s) standards, and shall follow agency policy as established by the
Sheriff and described in the Corrections Manuals and the department General Orders, and shall comply with all contractual requirements. All Bureau personnel shall be professionally trained and shall demonstrate a thorough understanding of agency policy and procedures.

Objective 1  Obtain recertification by ACA, FMJS and FCAC in 2014 and a new audit for PREA in 2014

Strategy 1  CONTINUOUS
Coordinate with the Corrections Accreditation Coordinator to provide required documentation to meet or exceed standards’ requirements. Approximately 80% of the documentation required has been provided.

Strategy 2  CONTINUOUS
Successfully pass ACA inspection in 2014. Approximately 80% of the documentation required has been provided.

Objective 2  In 2011, obtain recertification using initial guidelines by FCAC, which is based on Florida Model Jail Standards

Strategy 1  CONTINUOUS
Coordinate with the Corrections Accreditation Coordinator to provide required documentation to meet or exceed standards’ requirements. Approximately 95% of the documentation required has been provided.

BASELINE
• Reaccreditation by ACA was completed in 2011
• FCAC to audit the jail on 12/09/2011
• Posting of and signatures for policies, procedures, manuals, and training are online with PowerDMS application

TARGET
• Pass all mandatory standards for FCAC and ACA, FMJS and PREA in 2014
• Improve employee compliance with required reading, testing, training, and signature for policies and procedures
• Prepare to be audited for PREA standards

TODAY
• Work in progress on ACA, FCAC, FMJS and PREA compliance for 2014 (80%)
• FCAC inspection completed in December 2011
• Supervisors responsible for employee PowerDMS compliance
• Modification of manuals, General Orders, Post Orders, some forms used, introduction of, and implementation of, new PREA Awareness forms for all visitors, volunteers, contractors, and employees has been accomplished (85%)
Goal 8  Corrections Bureau Personnel shall manage and supervise inmates in an even-handed and courteous manner, protect all inmate rights, and contribute to a correctional environment that will keep inmates involved in activities designed to improve their attitude and character. The Corrections Bureau has zero tolerance for sexual abuse/assaults against inmates in all facilities. The Corrections Bureau does not allow any discriminatory practices in its facilities. Recognizing that the importance of correspondence is greatly magnified in a jail setting, staff shall encourage inmate mail, telephone use, and visitation in a consistent and courteous manner.

Objective 1  By addressing complaints and grievances in a fair and timely fashion, staff will reduce the number, frequency, and intensity of incidents or disturbances, and the number of criminal complaints and lawsuits.

Strategy 1  Maintain current level of or reduce the number of inmate grievances. Grievances have continued to increase each year, and with the advent of PREA we expect them to continue increasing.

Strategy 2  Reduce or eliminate the founded sexual abuse/assault complaints in the jail. Now there are 1 or 2 unfounded calls to the hotline per month (90%).

Strategy 3  Continue to enforce the jail’s non-discriminatory policies. Virtually all bureau policies are non-discriminatory (100%).

Strategy 4  Staff shall encourage inmates to participate in educational, vocational, or other programs for self-improvement and involvement with others. An estimated one half of the Corrections Deputies describe programs to interested inmates (50%).

Strategy 5  Reduce the number of inmate-initiated lawsuits. There is one pending lawsuit at this time (98%).

Strategy 6  Continue to expedite the processing of mail and scheduling of inmate visitation appointments. Two Inmate Mail Clerks handle all incoming postcards, magazines, books, newspapers, staff mail and authorized
visitors. The two rotations at the Visitation Center are run with 2 CROs (100%).

Strategy 7  
**CONTINUOUS**

Endeavor to find the most beneficial and least expensive inmate telephone contractor upon contract renewal.

**Contract with GTL was renewed (100%)**

**BASELINE**

- There were 848 grievances in 2010
- Staff members encourage program participation when inmates sign up for them
- Inmate phone contract is current until the end of the Sheriff’s term

**TARGET**

- Reduce 2012 inmate grievances by 3% over 2011
- Supervisors begin to require staff to encourage inmate program participation and investigate all inmate allegations of sexual abuse or assault

**TODAY**

- Grievances have increased from 884 in 2011 to 1135 in 2012 (0%)
- One inmate lawsuit regarding inmate mail is pending
- Inmate phone contract is current (100%)

**Goal 9**

The Corrections Bureau shall provide inmates with a clean and orderly living area, nutritious meals, medical and mental health care, religious programs, education and work opportunities, and a range of other social services and programs based on inmates’ needs

**Objective 1**

Continue providing excellent housekeeping, laundry, pest control, Food Service, medical and mental health care, programs, work assignments, and other social services demonstrated by obtaining recertification by ACA, FMJS and PREA in 2014, and in 2011 obtain recertification using initial guidelines by FCAC, which is based on Florida Model Jail Standards

**Strategy 1**

**CONTINUOUS**

Coordinate with the Corrections Accreditation Coordinator to provide required documentation to meet or exceed standards’ requirements.

**The FCAC inspection was completed in December 2011 and the accreditation files are being built over a 3 year period (95% complete).**

**Strategy 2**

**CONTINUOUS**

Successfully pass ACA, FMJS, FCAC and PREA inspections in 2014.

**We are continuing to build files for 2014 (95% complete).**
**BASELINE**

- ACA, FCAC, FMJS and PREA inspections are expected in 2014
- County has developed a checklist of repairs / renovations and is beginning to accomplish them

**TARGET**

- Successfully pass ACA, FCAC, FMJS and PREA inspections and meet 100% of mandatory standards
- Continue requesting County’s following of HOK recommendations for building upgrades

**TODAY**

- Preparing for 2014 ACA, FCAC, FMJS, and PREA inspections (80% complete)
- Jail Commanders following up with pending repairs / renovations to be completed by County and County Maintenance staff have been given access to the jail’s electronic maintenance logging system for task delegation and follow-through.
- Annex renovation is complete and the dorms are 95% habitable.

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**Goal 10**

Increase the amount of dry, chilled, and frozen food storage capabilities in the Food Service Section.

**Objective 1**

Construct a new warehouse building for storage of dry, chilled and frozen food items due to outgrowing the current storage areas.

**Strategy 1**

NEW

Coordinate with Manatee County staff and engineers to plan and execute construction of a commercial building approximately 70’ x 170’ with prep work (water, electric, sewer, gas and concrete pad) to be completed by MSO and inmate staff.

**BASELINE**

- The warehouse’s cooler and dry storage areas are limited and maxed out. In order to obtain the best price for food items, the buyer needs to have the space to store larger quantities of food items, paper goods, bottled water, etc.
- Currently we rent trailers with refrigerated units to store end of the year food and dry goods purchases, which are an additional expense and require continual refueling of the refrigerated units; the electric freezer trailers also add to the cost of goods with the electricity consumed.

**TARGET**

- Add chilled, dry, and freezer storage space near the loading dock area for maximum efficiency by constructing a free standing building on the jail’s grassy area to the west of the Meat Plant.
TODAY

- Bids have been received for the building itself and plans are pending for starting the utilities and concrete pad work. (5%)
ADMINISTRATIVE BUREAU

- Accreditation  pg 113
- Analytical and Strategic Planning  pg 116
- Civil Enforcement  pg 122
- Communications  pg 124
- Crime Prevention  pg 133
- Document Development  pg 138
- False Alarm  pg 141
- Human Resources  pg 143
- Judicial Security  pg 147
- Off-Duty Employment  pg 150
- Records  pg 154
- Training  pg 158
ACCREDITATION

Goal 1  Enhance public safety through the continued application of accreditation standards to facilitate best practices in both Law Enforcement and Corrections

Objective 1  Remain active in the development of new policies to enhance the delivery of services in Corrections and Law Enforcement

Strategy 1  CONTINUOUS
Inform components most affected by accreditation standard changes, additions, and deletions of requirements

Updates for 2013 include the completion of information meetings covering the most current accreditation changes and their effect on specific agency components. Changes and updates to operational manuals and written directives are ongoing with an emphasis on a more complete modernization of agency written directive system.

Objective 2  Utilize technologies to automate Accreditation Reporting requirements

Strategy 1  CONTINUOUS
Increase the application of software programs specifically designed for accreditation

For 2013 the accreditation unit has fully implemented electronic file building through the development of our own PDF file building and the purchase of POWERDMS software. The Accreditation Unit continues to develop technology to alert components when time sensitive information is due and to increase the Unit’s capability to research agency databases for compliance documentation. This is an ongoing process.

Strategy 2  CONTINUOUS
Regularly contribute with articles for agency publications on current accreditation issues that are relevant to the MCSO operations

An article was published in the Deputy magazine and new 2013 updated information on accreditation was included in the agency WEB page. This is an ongoing process.

Objective 3  Enhance Accreditation training on standards applicable to agency’s goals and objectives

Strategy 1  CONTINUOUS
Provide roll-call training specific to the addressed component on accreditation standards relating to the operations of that component

This strategy was accomplished with a total of 6 roll call training completed for year 2013 and an additional 2 training
sessions on accreditation completed with individual components from Investigative and Administrative Bureaus. Providing this type of training is an ongoing effort and should continue.

Strategy 2

**CONTINUOUS**

Continue cross-training of accreditation staff in both Law Enforcement and Corrections accreditation processes. Cross training continues within the accreditation Unit. There were increased applications of the accreditation function between Corrections and Law Enforcement disciplines combined with cross training at conferences for both disciplines.

Strategy 3

**CONTINUOUS**

Provide regular training on accreditation standards and procedures that directly address agency goals and objectives, emphasizing the nexus. Training on accreditation is provided in each new employee orientation class. Training is also conducted during each staff inspection and prior to each re-accreditation cycle. Training on accreditation is now included in agency supervisor training as well.

Strategy 4

**CONTINUOUS**

Update and maintain lesson plans drawing parallels between accreditation standards relating to operations/functions. For 2013 lesson plans were updated for each training class with specific information on accreditation changes and their application within our agency.

Strategy 5

**NEW**

Develop and implement an early warning system. The early warning system to alert components of required documentation remains in the development stage with efforts ongoing.

**GOAL 2**

Improve communication on accreditation processes

**Objective**

Provide more information on accreditation via agency publications and frequent updates to the agency WEB page.

**Strategy 1**

**NEW**

Provide articles on a regular basis for publication in the Deputy magazine.

**Strategy 1**

**NEW**
Use the agency WEB page for information sharing on accreditation standards, training and “real life” applications within the agency

**BASELINE**
- No electronic file maintenance of proofs for standards exist
- Training is being provided but needs to be expanded and become more specific to affected components
- Early warning system for accreditation standards needs to be better developed

**TARGET**
- Full implementation of proofs-tracking database
- Increase roll-call training specific to accreditation cycles for more agency involvement and to demonstrate relevance of the accreditation process
- Fully developed early warning system

**TODAY**
- 40% of the accreditation processes fully automated with electronic files eliminating paper files, file folders and freeing up file cabinet space
- 20% of our early warning system is active
- A total of 8 roll call trainings were completed in 2012 for Law Enforcement, Investigative and Administrative Bureaus.
ANALYTICAL & STRATEGIC PLANNING

Goal 1 Define, develop, and implement department-wide Crime Analysis program; develop operational strategies to ensure use of ongoing, proactive information for sustainable results

Objective 1 Develop and conduct department-wide crime analysis education

Strategy 1 NEW
Develop a training program designed for new line personnel
We have changed the scope of this strategy to train new line personnel during Agency Specifics to provide information on how to use Crime Analysis and who to contact.

Strategy 2 COMPLETED
Annually review and update ASPU policies and procedures
The policies have been reviewed and the General Order has been updated. The Crime Analyst job description has been reviewed and updated. The UCR Coordinator job description was created and submitted to Human Resources.

Strategy 3 COMPLETED
Hold meeting with relevant stakeholders to identify all possible sources of information available
The unit has participated in weekly CORE meetings. The Unit hosts monthly Analyst meetings in order to identify, gather, and share information. It has been determined that this Strategy will be removed as this has now become an integral part of the duties of unit personnel.

Strategy 4 COMPLETED
Provide information for external law enforcement agencies and public information requests
Public requests are responded to in a timely manner; outside agencies have been invited and are frequenting the analyst meetings once a month. We met with IT personnel to transfer server to IT. Full implementation will occur upon receipt of software delivery. It has been determined that this strategy will be removed as this has now become an integral part of the duties of unit personnel.

Strategy 5: CONTINUOUS
Collection: Train personnel on importance of accurate information collection and documentation while ensuring accountability
We will hold quarterly UCR meetings in 2014 and submit quarterly hints to the Matters of Concern memorandums which are disseminated to sworn personnel.

Objective 2 Standardize department-wide collection, reporting, and dissemination of crime analysis information
Strategy 1  COMPLETED
Establish a Crime Analysis Review Committee to obtain suggestions and help prioritize goals and objectives
This has become an integral part of our regular duties.

Strategy 2  COMPLETED
Standardize structure of information reported; generating strategic and tactical crime analysis
This has become an integral part of our regular duties.

Strategy 3  COMPLETED
Dissemination: Ensure proactive use of crime analysis information and increase reliability to allow timely analysis
This has become an integral part of our regular duties

Strategy 4  COMPLETED
Provide warnings and/or predictions of new criminal activity that may show crime patterns changes in existing criminal activity
This has become an integral part of our regular duties

Strategy 5  COMPLETED
Collaborate with Enforcement, CID, SID, and agency intelligence analysts to collect, interpret, and report county-wide crime trends and/or intelligence-driven investigations
We attend internal and external intelligence meetings. We have recently opened the MCSO Analysts meeting to outside agencies. It has been determined that this Strategy will be removed as this has now become an integral part of the duties of Unit personnel.

BASELINE
• No automated reporting services

TARGET
• Full automated reporting services

TODAY
• 2009: 7 automated reports
• 2010: 27 automated reports
• 2011: 27 automated reports
• 2012: 48 automated reports
• 2012: 50 automated reports; target determined unattainable

Goal 2 Re-direct the function of the UCR Coordinator to the Quality Control Unit – Records

Objective 1 More efficient use of crime analysis resources
Strategy 1

Provide education and assistance in conduction of the functions of the UCR Coordinator until he/she can stand alone

The education portion of this strategy has been completed but Administration has opposed moving the position to the Records Division so this portion of the strategy will be discontinued.

Strategy 2

UCR reports analyzed on a daily/weekly/monthly basis by ASPU. UCR Semi-Annual and Annual reports published by CAU

It has been determined that this Strategy will be removed as this has now become an integral part of the duties of Unit personnel.

BASELINE
- UCR Reporting performed by CAU

TARGET
- Records responsible for UCR functions

TODAY
- UCR Reporting performed by CAU

Goal 3

Control for sustainability of goals in regards to equipment and personnel

Objective 1
Plan for and retain human resources and technological applications and equipment for foreseeable expansion of the unit

Strategy 1
Create 2 new Crime Analyst positions

More analysts are needed to expand the capabilities of the unit. A request was submitted to budget for one new position. A new position has been added to the Unit: UCR Coordinator.

Strategy 2:
Develop new job descriptions and respective testing procedures

These tasks have been completed.

Strategy 3:
All analysts to participate in ride-along programs as part of the training process

It has been determined that this Strategy will be removed as this has now become an integral part of the duties of Unit personnel.
Strategy 4

**COMPLETED**

Make suggestions on new approaches to existing criminal activity based on new professional / technological developments.

*It has been determined that this strategy will be removed as this has now become an integral part of the duties of unit personnel.*

**BASELINE**

- 1 Crime Analyst and 1 Manager

**TARGET**

- 4 Crime Analysts and 1 Manager

**TODAY**

- 2 Crime Analysts, 1 UCR Coordinator, 1 Part Time Consultant, and 1 Manager

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Goal 4

Streamline the Strategic Plan Process Agency Wide

**Objective 1**

More efficient reporting process

**Strategy 1**

**COMPLETED**

Review current process and make recommendations for streamlining the process for all participants.

*The process was reviewed and input was received. Research and testing was accomplished. A new format was disseminated in 2013.*

**Strategy 2**

**COMPLETED**

Review software options to change formatting for more efficiency and ease of reporting and publishing.

*Several software options were reviewed and one format was chosen to test in 2013.*

**Strategy 3**

**CONTINUOUS**

Create template and automate participant updates for future Strategic Plans.

*The template was created to test in 2013. In 2014, the plan is to have the MCSO Goals & Objectives available online for personnel to update.*

**BASELINE**

- Current reporting in multiple formats difficult to update

**TARGET**

- Streamline the process and reporting so updates can be done with ease and accessed/updated online
Goal 5  Train and cross-train Unit personnel for efficiency and timely response to requests and enhance current skills and abilities for the future

Objective 1  Cross train all personnel in software packages

Strategy 1  NEW
Train all personnel to equal skill levels in Crime View Desktop and Dashboard
Currently personnel are skilled at varied levels in this software.

Strategy 2  NEW
Train all personnel to equal skill levels in RMS
Currently personnel are skilled at varied levels in this software.

Strategy 3  NEW
Train all personnel to equal skill levels in ArcGIS and plotter printing
Currently personnel are skilled at varied levels in this software.

Strategy 4  NEW
Train all personnel to equal skill levels in UCR requirements
Currently personnel are skilled at varied levels in this software.

Strategy 5  NEW
Train all personnel to equal skill levels in advanced crime analysis techniques
Currently personnel are skilled at varied levels in this software.

Strategy 6  NEW
Train all personnel to equal skill levels in SQL
Currently personnel are not trained in this skill

BASELINE
• Personnel are skilled at various levels in these software packages or have not had any training

TARGET
• Every individual in the Unit trained to equal or close to equal skill levels in all software packages and techniques
TODAY

- Personnel are skilled at various levels in these software packages or have not had any training (New Goal)
CIVIL ENFORCEMENT

Goal 1  Improve optimization and efficiency of the Civil Enforcement Unit.

Objective 1  Utilize technological advancements for the processing and execution of court papers, mainly automate the issuance and acceptance of subpoenas by patrol deputies.

Strategy 1  CONTINUOUS
Utilize technological advancements for the processing and execution of court papers, mainly the issuance and acceptance of subpoenas by patrol deputies. IT Section will develop a program to accomplish this.

We are now receiving both temporary and permanent injunctions electronically except any orders modifying or extending T.I.’s.

We are receiving most of the free papers (the papers we do not charge to serve per state statute) are sent electronically. These include Baker Acts, Marchman Acts, traffic court subpoenas and tax deeds.

The next phase will be trying to receive the paid papers electronically. These include writs of possession, replevins and 5 day summons’.

Strategy 2  CONTINUOUS
Increase deputy awareness of what databases are available to them for search of persons needing service. This will allow for more diligent effort to serve papers.

Objective 2  Enhance the Civil Enforcement Training Program to ensure uniform procedures are followed throughout the unit.

Strategy 1  CONTINUOUS
Dedicate existing trained personnel to become unit Field Training Officers.

Strategy 2  CONTINUOUS
Modify current training program to include updated polices and new information crucial to the proper service of court documents.

Strategy 3  NEW
Ensure deputies serving enforcement paperwork attend yearly training to keep updated on changes to new rules/procedures.

BASELINE

- 2011 average of all civil paperwork served (enforceable and non-enforceable): 86%
TARGET

• Average of all civil paperwork served (enforceable and non-enforceable): Maintain 85% or above service rate

TODAY

• For the first half of this year we have exceeded our goal with a service rate of 86%.
COMMUNICATIONS

Goal 1 Elevate the level of managing and proficiency in dispatching Law Enforcement calls for service.

Objective 1 Increase allotted full time staff for communications, to allow eleven (11) staff members per squad.

Strategy 1 ON HOLD

Secure budget and grant funding for the hiring of candidates and allocation of new positions. Due to budget constraints this strategy has been placed on hold.

Objective 2 Secure, equip, and allocate position for a fourth radio console.

Strategy 1 CONTINUOUS

Due to the increases of call volume and increasing number of field units, which have exceeded capacity levels, there is a growing need to implement a 4th radio console.

The equipment has been secured but the staffing is still not available.

Strategy 2 COMPLETED

Utilize an already in place console, secure monies required to purchase support radios and computer hardware through budget.

The equipment has been secured but the staffing is still not available.

Strategy 3: ON HOLD

Secure the manpower required to activate/allocate the Administrative Radio/Console.

The equipment has been secured but the staffing is still not available.

BASELINE

- Authorized staff level of 39
- Current staff – 38 (not all fully trained – 9 in CTEP) 1 vacancy
- 3 Radio consoles, 1 Supervisor/Backup control, 5 Call takers workstations

TARGET

- Authorized staff level to reach 48
- 4 Radio consoles, 1 Supervisor/Backup control, 5 Call taker consoles

TODAY

- 3 Radio Consoles, 1 Supervisor/Backup console, 5 Call taker consoles, 30 staff as of August 21, 2013
Goal 2  Improve radio communications within the Manatee County Sheriff's Office.

Objective 1  Ensure that the dispatching of calls is being followed accordingly and in compliance with the MCSO General Orders and the Communication Procedures Manual.

Strategy 1  
Conduct 15 minute in-service training sessions during squad briefings, 30 minutes if needed. When 30 minutes are necessary, dispatchers can be compensated the time by providing a one-hour unpaid meal break instead of a 45 minute break, eliminating the need for overtime.

Strategy 2:  
Ensure that all employees are kept informed of any procedural changes that occur in a timely manner through emails, briefings, documented, training sessions, etc.

Strategy 3:  
Conduct random monthly radio checks – this is to ensure that proper radio procedures are being followed. These checks can be conducted, documented and reviewed with the employee by Supervisor / OIC or possibly become part of the Quality Assurance position.

We are in the development stages. A couple of “test” sessions have been completed.

Strategy 4:  
Correct deficiencies in a timely manner.

Currently these deficiencies are corrected on a case by case basis, as they become known, generally through a complaint. Once the Quality Assurance Program is officially implemented, we will be able to identify quality improvement training needs ahead of time.

BASELINE

- We are currently queuing incoming telephone calls and will be working toward establishing something for radio later in the year.

TARGET

- Establish a fixed number of radio calls to be reviewed monthly, per employee on all squads. At the end of each month, review with employee what can be improved on as well as what was handled well. Accomplished and in place by 2013.

TODAY

- A work in progress, set to implement in October 2013.
Goal 3  Provide required training to Communications Training Officer (CTO) to help enhance their training skills.

Objective 1  Establish requirements for CTO’s to receive continued training and instruction on being a CTO by creating benchmarks for CTO’s to reach in order to remain in a CTO position.

Strategy 1  CONTINUOUS
Continue in-service training for all CTO’s on the Communications Training and Evaluation Program to ensure unity among trainers.

Strategy 2  CONTINUOUS
Conduct training on how to more effectively utilize the ADORE software and complete necessary documents and forms.

Strategy 3  CONTINUOUS
Set standards for a CTO to be involved on a regular basis in personal development of their skills of teaching and motivating others.

PST III Program implemented in April 2013 and Individual CTO interviews have been initiated by QA Officer.

Strategy 4  CONTINUOUS
Research and implement online training courses that could be utilized to improve CTO’s knowledge of dealing with conflict, developing critical thinking, teaching, multi-tasking, etc.

Strategy 5  CONTINUOUS
Set a requirement to read some of the articles APCO has put out and have CTO’s document how the article could be used for them personally and/or the training program as a whole.

BASELINE
- No set requirements exist today.

TARGET
- For all CTO certified staff to receive required training. Accomplished and in place by 2013.

TODAY
- This goal is barely in-progress at this time. It will be reviewed in more detail and it is projected that by October 2013 this program may be ready to start.

Goal 4  For communications staff to become more involved in “their” Communications Center.
Objective 1 Establish ways Communications Staff can become more involved in the day-to-day operations of the Communications Center, working together to make “THEIR” Center the best it can be.

Strategy 1
Become more involved in Communication Center committees.
Staff are assisting in meetings/committees, center tasks, training, etc.

Strategy 2
Become CTO certified and assist in the training of new personnel and/or conducting classroom training sessions.
Implemented Career Ladder in Communications giving a specific title to training officers. The PST III position was implemented in April 2013, which identifies the duties of a Communications Training Officer (CTO).

Strategy 3
Take part in the Center’s daily operations and maintaining supplies, equipment, resources, etc.

Strategy 4
Prepare and present continued education articles for training.

BASELINE
• About a handful of staff has taken on the responsibility of different projects in Communications.

TARGET
• For all staff take part and participate in some way.

TODAY
• A work in progress. Development of PST III Position included becoming more involved in the center, meetings, training, etc.

Goal 5 Develop a Communications SharePoint Website.

Objective 1 Produce a quarterly Communications-specific electronic newsletter dedicated to Communications.

Strategy 1
Utilize the Communication Center's homepage in SharePoint.

Strategy 2
Consider including topics/information about:
a) Ongoing and/or upcoming events, training dates and reminders, accreditations requirements, policy updates, etc.
b) Highlight unusual event/call situations and provide examples of how they have been/could have been handled.
c) List articles recognizing exemplary performance/positive actions.
d) Share feedback from citizens who call the Communications / center on their experience with us.
e) Create Communications related trivia, crossword puzzles, community/charity events, employee submitted recipes, etc.

**BASELINE**
- Created Communications SharePoint website for posting and sharing information

**TARGET**
- Completed by 2013

**TODAY**
- A work in progress. Development of PST III Position included becoming more involved in the center, meetings, training, etc.

Goal 6 Recognize Communications Staff as “A Center of Excellence” (ACE).

**Objective 1** Achieve accreditation from International Academies of Emergency Dispatch (IAED) for use of Emergency Police Dispatch Protocols.

**Strategy 1** Maintain center-wide ACE defined levels of protocol compliance through monthly Quality Assurance Case Reviews.

**Strategy 2** Provide timely Case Review feedback to individual employees to reinforce positive actions and identify areas for improvement as needed.

**Strategy 3** Review monthly compliance average reports at Dispatch Review Committee (DRC) meetings to identify any areas for center-wide quality improvement training, as needed.

**Strategy 4** Complete the Academy’s 20 Points of Accreditation as a joint team with ECC staff.

**Strategy 5** Submit application to IAED.
**BASELINE**
- The Communications Center is not accredited through IAED.

**TARGET**
- For the MCSO Communications Center to become accredited through IAED, recognizing MCSO as “A Center of Excellence.”

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**Goal 7** Promote better working relationships within Public Safety.

**Objective 1** Improve communications / relationships within the Communications Center.

**Strategy 1**
Ensure emails are sent to all supervisors when it is a center wide topic.

**Strategy 2**
Create a “who to notify list” when sending emails out to ensure notification is reaching the proper person(s) (Director, Chief Dispatcher, Training Coordinator, QA Officer, etc.).

**Strategy 3**
Supervisors disseminate information as soon as it becomes available, via emails, Supervisor meetings, etc.

**Strategy 4**
Disseminate results on any ideas/issues that may require additional research after discussions.

**Strategy 5**
Research & implement team building games and tasks for the squads.

**Objective 2** Improve working relationships with Emergency Communications Center (ECC) staff.

**Strategy 1**
Identify key areas/topics that both Communications Center staff can benefit from knowing about each other.

**Strategy 2**
Develop necessary training materials/presentations.

**Strategy 3**
Implement on-going in-service training between both agencies.

**Strategy 4**
Develop a sit-in training program that would allow staff to ‘see’ what the other’s role and responsibilities are.
Objective 3  Improve working relationships with Patrol responders.

Strategy 1
Develop and implement on-going training for Patrol Squad Briefings regarding Emergency Dispatch Protocols for call-taking and dispatching.

Strategy 2
Expand role of Dispatch Review Committee (DRC) meetings to include policy/procedure recommendations for Communications/Patrol use beyond current EPD topics.

Strategy 3
Develop a sit-in/ride-along training program that would allow staff to ‘see’ what the other’s role and responsibilities are.

BASELINE
- There is an “Us-vs.-Them” mindset. Need to break through this mold.

TARGET
- Create a better working environment and understanding of the roles each other play in the field of Public Safety.

Goal 8  Ensure proper training for Supervisors in Communications.

Objective 1  Create new “Introduction to Supervision” training program for Communications PST III.

Strategy 1
Identify key topics and tasks appropriate for a basic introduction to supervision.

Strategy 2
Develop necessary lesson plans, practical exercise scenarios and appropriate testing and evaluation materials.

Strategy 3
Implement a training schedule for all current and future PST III.

Objective 2  Create new “Supervisor” Training Program for Communications Supervisor IIs.

Strategy 1
Identify duties/responsibilities necessary for a new supervisor to know.

Strategy 2
Develop necessary lesson plans, practical scenario exercises and appropriate testing and evaluation materials.
Strategy 3

Implement a training schedule for all current and future Supervisor IIs.

**BASELINE**

- No “formal” supervisor training exists in the Communication Center. Currently new Supervisors learn “as they go”. With the implementation of the PST III position in April 2013, staff will begin to become familiarized in some of the responsibilities of supervision.

**TARGET**

- Develop formal documented training to be provided to new Supervisors, prior to being released into the Supervisory position.

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**Goal 9**

Use the Florida Interoperability Network (FIN) equipment more effectively.

**Objective 1**

Ensure Communications staff are thoroughly familiar with the equipment.

**Strategy 1**

Develop in-service training to include lesson-plans, practical exercise scenarios and appropriate testing and evaluation materials.

**Strategy 2**

Implement a training schedule for all current and future staff.

**BASELINE**

- FIN set up in Communications, majority of Communications staff received State initiated training, several years ago, in how and when to use the FIN. A handful of staff can answer and/or conduct the monthly testing of the FIN, but many Communications personnel remain unsure of how and when to use it.

**TARGET**

- For all Communications personnel to become proficient in how and when the FIN can be used.

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**Goal 10**

Use Emergency Police Dispatch (EPD) ProQA software more effectively.

**Objective 1**

Correlate EPD protocols to CAD events for Telephone Reporting Unit (TRU) calls.

**Strategy 1**

Identify TRU CAD event types and match to appropriate EPD protocols.

**Strategy 2**

Create and input CAD translation tables.
Strategy 3

Provide in-service training for all Communications staff.

**BASELINE**

- TRU Calls are received and then recoded, after the call is processed through software.

**TARGET**

- For the software to “automatically” code the TRU calls at the initial acceptance of the call.
CRIME PREVENTION

Goal 1  Enhance the efficiency and the effectiveness of the MCSO Crime Prevention initiatives.

Objective 1  Increase the number of Crime Prevention materials available to the community by utilizing different media and resources.

Strategy 1  COMPLETED
Coordinate efforts with IT section to upload Crime Prevention literature and safety videos onto the MCSO website for public access. The unit performs regular surveys and has recently added the Customer Satisfaction Survey among other initiatives.

Strategy 2  COMPLETED
Develop and maintain an interactive website accessible to the great public for the purposes of informing citizens about programs offered through Crime Prevention.

There are numerous PSAs and literature on the MSO website dealing with crime prevention. The Crime Prevention Section of the website lists all of the available programs presented by the Crime Prevention Unit.

Strategy 3  CONTINUOUS
Provide additional training to agency personnel during in-service classes and squad meetings to enhance their knowledge of Crime Prevention techniques. Crime Prevention techniques are regularly taught at agency specifics. In-Service videos for deputies are in the planning stage.

In service training was conducted at squad meetings regarding the business trespass program. The crime prevention section was eliminated from Agency Specifics due to time constraints and in service videos for deputies will not be completed.

Objective 2  Enhance the effectiveness of the E-Watch program.

Strategy 1  ON HOLD
Train all components of the agency of the importance of the E-Watch program and how to promote the system to the public. Crime Prevention trained all patrol and investigations lieutenants on E-Watch. They use it to send out alerts and information to the public at large.

The E-watch website has been down since June 2013 and efforts to remedy this have been unsuccessful. This is an issue with the website host. As a result, alerts cannot be sent out and we have not been advertising the program. Other options are being explored at this time to replace e-watch.
Strategy 2  
**ON HOLD**
Utilize message boards and marquees throughout the county to solicit member participation.

Strategy 3  
**ON HOLD**
Utilize agency volunteers to distribute E-Watch flyers to local civic organizations and community events.

**Objective 3**  Take Crime Prevention to the public/community.

**Strategy 1**  
**COMPLETED**
Develop a plan whereas Crime Prevention would go in the Community and set displays and tables with information and answer any questions the citizens may have.

**Strategy 2**  
**COMPLETED**
At times Crime Prevention becomes reactive as opposed to proactive. By going into the community the unit will be able to touch/contact more citizens to inform them on what the Sheriff’s Office has to offer and what the Crime Trends may be occurring.

**Objective 4**  Enhance the effectiveness of the Volunteer Program.

**Strategy 1**  
**COMPLETED**
Develop new recruiting methods that will increase community awareness of the Volunteer Program. Crime Prevention reaches Home Owner Associations (HOA), mobile homes, and businesses throughout the County in an attempt to promote volunteerism for the Sheriff’s Office.

**Strategy 2**  
**CONTINUOUS**
Train all components of the Agency on the effectiveness of the Volunteer Program and how they can assist with recruitment or new members. All volunteer trainings are done internally.

*The volunteer program is discussed at every function Crime Prevention attends and it is advertised on the website.*

**Strategy 3**  
**CONTINUOUS**
Enhance current training methods to expand the duties performed by volunteers. We constantly try to match volunteers with different programs and provide appropriate training so they can succeed and be satisfied with volunteering.

*Training for volunteers is conducted on a regular basis and they volunteer in different capacities throughout the agency.*

**Objective 5**  Document Development Unit will update media area in Crime Prevention.
Strategy 1  
COMPLETED
By updating the media area of Crime Prevention it will modernize the office to give it a professional look. It will allow Crime Prevention to hold community meetings in the event they do not have any other place to hold one.

The media area was updated with new technology and is capable of holding training or meetings. It is modern and professional.

Strategy 2  
COMPLETED
The media area can also be used for training and meetings within the agency.

Goal 2
Increase the number of Crime Prevention Practitioners (Deputies) and a supervisor in order to keep up with the growth in the county.

Objective 1
Enhance efficiency and effectiveness of the Crime Prevention Unit

Strategy 1  
DISCONTINUED
Additional manpower will allow the Sheriff’s Office Crime Prevention personnel to present more programs/presentations in the County; Currently Crime Prevention has three Practitioners and one supervisor which is a Lieutenant.

Additional manpower was eliminated due to budget constraints.

Strategy 2  
COMPLETED
On the website, Crime Prevention would be able to control what is posted on the site, they would be able to post the current trends such as scams, fraud, Identity Theft and also Vacation Safety Tips.

Baseline
- Number of volunteers in 2009: 55 2010: 80
- Number of citizens reached by various means: 40,000
- Number of E-Watch participants in 2009: 1,713
- No online statistical data collection capabilities

Target
- Number of volunteers by 2012: 120
- Number citizens reached by various means: 75,000
- Number of E-Watch participants in 2009: 2,500
- Online statistical data collection tool available by January 2012
Today

- Number of volunteers in 2013: 73
- Number of citizens reached by various means in 2013: 56,933
- Number of E-Watch participants in 2013: Not available from website host

Goal 3  
Enhance the avenues of communication between the Crime Prevention Unit and the community.

Objective 1  
Increase communication between the Crime Prevention Unit and established Neighborhood Watch programs.

Strategy 1  
NEW
Create an online data base for active Neighborhood Watch programs with updated contact information and email addresses.

Strategy 2  
NEW
Email a quarterly newsletter to each Neighborhood Watch captain with current information about crime trends and scams.

Objective 2  
Increase the use of social media by the Crime Prevention Unit for community outreach.

Strategy 1  
NEW
Provide training to ensure all members of Crime Prevention are familiar with all of the various types of social media.

Strategy 2  
NEW
At least one deputy assigned to the Crime Prevention Unit will have access to the social media sites to post information related to current trends and tips.

Strategy 3  
NEW
Coordinate with the public information office and use social media to creatively promote crime prevention programs and events.

Goal 4  
Enhance the effectiveness of the Crime Prevention Unit.

Objective 1  
Update the training/skills of the deputies assigned to the Crime Prevention Unit.
Strategy 1

Provide the necessary training for all of the deputies assigned to Crime Prevention to be designated as Florida Crime Prevention through Environmental Design practitioners. Currently, none of the deputies have completed both classes to obtain this designation.

Strategy 2

Provide the updated training for deputies to maintain their Florida Crime Prevention Practitioner Designation, which is every three years.

Strategy 3

Attend any local training that is of low to no cost dealing with current issues relevant to crime prevention and/or the community.

Objective 2  Ensure that other agency personnel are updated on the available crime prevention programs.

Strategy 1

Attend patrol squad meetings to discuss the purpose of crime prevention and discuss the programs deputies are able to offer to victims/citizens while on calls for service.

Strategy 2

Update the MSO Crime Prevention Intranet page with current information on programs, personnel and contacts.
DOCUMENT DEVELOPMENT

Goal 1  To provide the MCSO with quality high quality all-purpose document development in the most economical way, regardless of media.

Objective 1  Obtain competitive prices for base materials

Strategy 1  Constantly research for vendors and work closely with Fiscal to maintain vendor database constantly updated

Strategy 2  Upgrade and/or maintain all assigned equipment to high standards in order to ensure that all work requests are fulfilled with the minimum assistance from outside vendors.

Strategy 3  Continue to pursue industry’s latest technology associated with printing, graphic design, and other related unit obligations.

Objective 2  Assist the MCSO in general, and Crime Prevention in specific, in the education of Manatee County citizens of law enforcement and prevention activities

Strategy 1  Create and administer information and education programs that will aid in the prevention of crime

Strategy 2  Maintain Crime Prevention Certifications and keep up with all new crime trends

Strategy 3  Give law enforcement personnel the tools they need to be informative and/or assist citizens/victims upon contact.

Strategy 4  Update all crime prevention programs to ensure current information and their relationship with present crime patterns.

Strategy 5  Provide and maintain agency exposure through marquee, website videos, booklets, posters, etc.; and promote interest and support for Victims First, CopShop, Flight to the North Pole.

Objective 3  Enhance productivity and cost savings by making the agency’s workflow more efficient and paperless
Strategy 1

CONTINUOUS
Maintain current efforts to convert all applicable paper documents into electronic ones.

Strategy 2

CONTINUOUS
Maintain and update all equipment in boardrooms and classrooms throughout the agency

Strategy 3

CONTINUOUS
Set up a video conferencing system throughout the agency to increase productivity and reduce travel expenses

BASELINE

- Continuing cost saving effort through the implementation of paperless projects and competitive pricing processes
- 525 crime prevention programs in 2011 up 6% from 497 in 2010
- Crime prevention website traffic of 6,939 hits in 2011, up 96% from 3,539 in 2010
- 1 DDU clerk position lost due to retirement

TARGET

- Increase agency wide annual savings with paperless projects and vendor pricing by 5%
- Increase Crime Prevention projects by 5% annually
- Increase Crime Prevention website traffic by 5% annually
- Replace DDU clerk position lost through retirement in the next Fiscal Year

TODAY

- Continuing cost saving effort through the implementation of paperless projects and competitive pricing processes
- 540 crime prevention programs in 2012 up 2.8% from 525 in 2011
- Crime prevention website traffic of 3,103 hits in 2012, down 55% from 6,939 in 2011 due to changing our web address to .org from .com
- 1 DDU clerk position lost due to retirement

Goal 2

To provide the MCSO with high quality placards and awards

Objective 1

Find a more effective way to present awards

Strategy 1

COMPLETED
Enhance the award program by personalizing and giving gifts to the employee of the month/year

BASELINE

- We are currently limited internally with only one method of engraving
TARGET

- Purchasing equipment/supplies that will provide more versatility in the creation of awards and placards

TODAY

- This goal has been completed with the purchase of a new Laser Engraver.

Goal 3 To update Crime Prevention for community and in-house training

Objective 1 Update current audio-video system with more up to date technology

Strategy 1

Sustain the needs of the community and agency

BASELINE

- All video aids for programs are outdated and on VHS
- All videos need to be updated to DVD’s.

TARGET

- Update all video aids for programs by Fiscal year 2013-2014
- Convert all videos to DVD’s

TODAY

- This goal has not been completed.
FALSE ALARM

Goal 1 Inject new ideas into efforts to continue to make efficient and effective use of false alarm reduction programs

Objective 1 Inform alarm users as to the causes of and ways to prevent false alarms, as well as encouraging maintenance of their alarm systems and compliance with the Ordinance.

Strategy 1 CONTINUOUS
Reach out to alarm users suffering numerous false alarm activations and through advice, education and/or written materials, help them to remedy the causes of these false activations, whether because of faulty equipment or improper alarm practices.

Approximately 60% of the Alarm Administrators’ effort is directed towards providing this advice and education to alarm users in the office, on the telephone, or on site.

Objective 2 Decrease the number of improper codes given as dispositions for false alarms so as to more accurately count and increase enforcement with false alarm fines.

Strategy 1 CONTINUOUS
Conduct an analysis to identify deputies assigning incorrect disposition codes and provide these deputies training on coding.

The analysis was completed and the training has begun. The intent is to offer 3 or 4 sessions of training each year. Six sessions have been completed to date.

Objective 3 Set up standards for declaring an account as uncollectable.

Strategy 1 CONTINUOUS
With input from Assistant Comptroller, collect and review empirical data from our records relating to presently delinquent accounts, and develop a decision matrix that will identify those accounts that should be declared uncollectable.

Collection rules, tactics, and abatement decision standards are updated as required by an ongoing analysis of our efforts and debtor history and behavior.

Strategy 2 CONTINUOUS
Prepare list of uncollectable, close accounts, and write them off.

This is being done on a daily basis.

Objective 4 Increase community security and protection and at the same time decrease the number of false alarms associated with sliding glass doors.
Strategy 1
CONTINUOUS
Educate alarm users about safe ways of securing sliding doors. This is accomplished by dealing with alarm users on a case by case basis who have sliding doors. Recommendations are made and information is given to them personally or emailed to them, illustrating how they can make their sliding doors more secure.

Strategy 2
CONTINUOUS
Routinely ask alarm users as to the existence of sliding doors on the premises in order to increase our present base of information about the community.

Strategy 3
CONTINUOUS
When appropriate, inform the alarm user of the availability of a Security Survey performed by Crime Prevention. This is offered on a case by case basis as alarm users are contacted.

BASELINE
- Number of incorrectly coded dispositions in 2012: 1,651
- Number of false alarms for 2012: 7,313

TARGET
- 5% reduction of incorrectly coded dispositions
- 3% reduction of number of false alarms

TODAY
- Number of incorrectly coded dispositions in 2013: 1,550, a 6.1% decrease
- Number of false alarms for 2013: 7,518, an 2.8% increase
HUMAN RESOURCES

Goal 1  Proactively recruit and retain a diverse, professional workforce

Objective 1  Recruit quality applicants who meet or exceed agency position standards

Strategy 1  CONTINUOUS
Coordinate the start date of Agency Specifics, Corrections Academy and Crossover Academy with the Training Sector and the Bureau Chiefs to forecast recruitment demands, determine pace of new hires, and establish appropriate recruitment goals. Started two groups of agency specifics, and one group of corrections academy

Strategy 2  CONTINUOUS
Effectively utilize reliable and valid screening tools in order to efficiently identify applicants who will meet agency standards. Continue to utilize Critical, Select Advantage and TABE testing for qualified MSCO applicants

Strategy 3  CONTINUOUS
Effectively utilize resources to evaluate alternative solutions for accelerating the screening and testing requirements of Law Enforcement applicants.

Objective 2  Promote internal MCSO culture of Professional Development

Strategy 1  CONTINUOUS
Continue full implementation of the MCSO Professional Development Program (PDP), Sergeants Course, Command Officer Management Program, and Civilian Supervisor Training. The Civilian Supervisory Training course was offered in September, 2013.

Objective 3  Strive to maintain competitive classification / compensation systems

Strategy 1  CONTINUOUS
Partner with Fiscal on an annual basis to complete annual salary market analysis. Implement necessary changes to MCSO classification and compensation policies.

Strategy 2  CONTINUOUS
Implementation of the MAG Salary study conducted in 2010 and complete reclassification of identified positions within the study.

BASELINE
• Fiscal year 2012/2013: Agency-wide vacancy rate between 4.0% and 5.3%

TARGET
• Agency-wide vacancy rate between 2% and 6%
TODAY

- As of September 2013: Agency-wide vacancy rate at 5.3%

Goal 2  Constantly review and enhance HR systems, processes, policies, and procedures

Objective 1  Develop a customer service approach that is built upon providing knowledge and education to our customer base which includes all MCSO employees, applicants, and the citizens of Manatee County

Strategy 1  CONTINUOUS
Continue to improve the implementation and use of software to reduce applicant processing time. HR is actively working with IT to streamline database administration for application processing.

Strategy 2  CONTINUOUS
Measure and evaluate customer satisfaction and performance metrics. HR collects customer satisfaction survey on all new hires. Exit interviews are also collected on employees leaving the agency.

Strategy 3  CONTINUOUS
Develop creative, innovative, and informative professional marketing material through the use of various media.

Objective 2  To ensure that the MCSO Promotional Process is specifically designed to identify and promote the best qualified candidates

Strategy 1  CONTINUOUS
Annually conduct / review the MCSO Promotional Process. MCSO promotional process conducted in April.

Objective 3  Maintain current General Orders, Policies, and Procedures that are impacted by Human Resources

Strategy 1  CONTINUOUS
Conduct Annual Review of Policies that are impacted by Human Resources. To be conducted by the end of calendar year 2013.

Objective 4  To effectively manage a fair, consistent, and objective performance evaluation process for all positions within the MCSO

Strategy 1  CONTINUOUS
Develop, implement, and provide effective performance management training to supervisors and HR Staff. Continue to redefine and reorganize HR functions.
Strategy 2  
CONTINUOUS  
Continue to upgrade the MCSO Performance Evaluation System (PMP, PMPWeb, Job Descriptions). As-needed, job descriptions will continue to be revised/re-written in PMP.

**BASELINE**  
- Fiscal year 2012/2013: Average applicant processing time of 34 days

**TARGET**  
- Average applicant processing time of less than 42 days

**TODAY**  
- As of September 2013: Average applicant processing time = 36 days

**Goal 3**  
Enhance the Human Resources Section to further the agency’s fulfillment of its mission

**Objective 1**  
Effectively organize and staff the HR Section with properly trained Human Resources Specialists and Generalists

**Strategy 1**  
CONTINUOUS  
Continue to improve the implementation and use of software to reduce applicant processing time

**Strategy 2**  
CONTINUOUS  
Obtain minimum staffing requirements as recommended by the 2009 MAG study

**Strategy 3**  
CONTINUOUS  
Continuously evaluate the organizational structure of the Human Resources Section

**Objective 2**  
Automate manual procedures in order to enhance the effectiveness and efficiency of Human Resources processes

**Strategy 1**  
CONTINUOUS  
Continue the implementation of Information Access System (OnBase) Data Storage. This program will provide HR with a complete document management and workflow solution to provide quality customer service to our applicants and employees.
**Strategy 2**
Continue to manage the Absence Case Tracking (ACT). Workforce Software which was implemented to modify the time and attendance module providing functionality with employee absences under FMLA and Worker’s Compensation, as well as employee disability status.

**Objective 3** Provide ongoing training, development, and leadership to all members of the HR Section to successfully implement and manage changes.

**Strategy 1**
HR staff will continue to receive training in all aspects of HR providing them with knowledge in all HR responsibilities.

**Strategy 2**
Continue to implement technology in Human Resource Operations (PMP, MAG, NeoGov, IFAS, OnBase, Medical Leave, WLT). IT is streamlining HR databases.

**Objective 4** Develop and implement a framework to facilitate the identification of future agency needs.

**Strategy 1**
Conduct demographic analysis, career planning, succession planning, and determine workforce needs in the areas of change, risk, opportunity, and succession planning.

**BASELINE**
- 8 qualified HR employees in 2013

**TARGET**
- 12 qualified HR employees by 2014

**TODAY**
- 8 qualified HR employees
JUDICIAL SECURITY

Goal 1  Enhance security at the Manatee County Judicial Center and Historic Courthouse

Objective 1  Upgrade X-Ray machines to better detect weapons and contraband

Strategy 1  CONTINUOUS
Identify enhancements needed to the system to improve visual quality
Identified the necessity of a full body scanner to be able to detect drugs and small objects, and more cameras to enhance coverage, for security purposes.

Strategy 2  ON HOLD
Re-apply for grants to fund for the machine and cameras
No grants were found and this item may need to be removed until a later date. This is an upgrade in excess of $100,000

Objective 2  Implement electronic DNA verification to immediately identify defendants or persons who need to have DNA taken in the courtroom as per F.S.S.

Strategy 1  CONTINUOUS
Purchase equipment: need 6 more sets of DNA equipment, Bio-readers, bar code printer, laser printer, laptop computer.

Strategy 2  COMPLETED
Additional training for electronic DNA machinery
Electronic DNA has been implemented and all deputies who need the training have been trained.

Objective 3  Send all deputies to Court Security School to improve observation skills and enhance situational awareness

Strategy 1  COMPLETED
Work with Training Section to get classes conducted at our training center. Sent 8 deputies last year. Waiting on opportunity to send at least 10 more deputies. Limitations on class availability. Attempting to bring at least one Court Security school to Manatee County per year.

This was accomplished by hiring RAD Training to come to the Judicial Center on Good Friday, March 29th 2013. They conducted an 8 hour seminar to ALL of the Certified and Non-Certified deputies and employees at one time.

Objective 4  Train and maintain all certified deputies’ shooting skills
Strategy 1

Send at least 10 deputies/year on for training on court administration holidays. All current deputies have been trained in “Shoot House and Active Shooter”.

All deputies have completed both Shoot House and Active Shooter. We also sent 6 deputies to Shoot House II

On Sept 5th we had RAD Training come to the Judicial Center to conduct Tactical and Trauma Response Training. 15 deputies attended this school. This class included “Simunition” Firearms training as well as how to respond to wounded deputies and care for the injured.

Objective 5  Enhance video storage capability (30-day storage)

Strategy 1  CONTINUOUS

Work closely with the county to utilize county’s virtual servers

Strategy 2  CONTINUOUS

Upgrade security system from Diamond 2 system to new version Facility Commander.

Strategy 3  CONTINUOUS

Request budget from county to purchase equipment

All 3 of these strategies are currently under way. Funding has been approved and construction is moving forward. “Facility Commander” will replace Diamond II early 2013.

This was significantly finished in March 2013. We are currently using OmniCast for our security video and Facility Commander for or Security Access. We now comply with the 30 day video storage requirements.

BASELINE

• All Court Deputies have completed RAD Court Security Seminar
• This type of training will continue for the upcoming year.

TARGET

• Upgrade existent system and install new equipment
• At least 18 deputies trained over the next 3 years
• All DNA equipment has been installed. We will continue to train new deputies on the operation of this equipment

TODAY

• We trained 15 Court Deputies on a Court Holiday. We will continue to use holidays or other days that the Courthouse is closed to continue training.
Goal 2  Continue professional relations with Court Administrators, Clerk of Court, State and County Probation, Judges, State and private attorneys, etc.

Objective 1  Protect public interests within the judicial process

Strategy 1  CONTINUOUS
Automate inter- and intra-agency communications and processes. Sent out re-written and clarified procedures to all involved parties as well as awareness to the Manatee County Bar Association.

Strategy 2  NEW
While additional county/private entities continue to procure office space within the Judicial Center, the need to maintain/increase security measures continue to be of concern

BASELINE
• Over the past 4 years, tenants have increased within the Judicial Center to include Guardian ad Litem, Congressman Vern Buchanan, County Probation, etc.

TARGET
• Continue to pursue professional relations with a growing county professional population
• Assist with new transitions while new offices continue to move into the Judicial center

TODAY
• We now provide 1 deputy for all Board of County Commissioners meetings
OFF-DUTY EMPLOYMENT

Goal 1  Reestablish a goal from 2008 to develop a procedure for on-site visits with long-term employers and employers that will require special needs assessment

Objective 1  Establish a professional working relationship between the employer and the Off-Duty office that allows for more specific communication regarding the needs of the employer and how the services that the office provides to address those needs

Strategy 1  
CONTINUOUS
Begin to set up meetings with current employers for brief in-person, on-site meetings that will include a Management representative and the Off-Duty Unit Coordinator. Establish a time frame for meeting with new clientele and guidelines to define special needs such as traffic details, and large events.

BASELINE
- No baseline

TARGET
- Ensure customer satisfaction

TODAY
- The unit has been attending board meetings, and visiting event sites, etc. to ensure deputy compliance with employer instructions. This has helped with better communication between the deputy and the employer.

Goal 2  Continue with efforts to reduce paper file retention using MSO network scanners

Objective 1  Purchase a full version of Adobe Acrobat in order to run the already purchased auto-splitter program purchased from Adobe. This will allow multiple Off-Duty employer contracts, Law and Non-Law Enforcement Roster applications, deputy W-9’s, etc. to be scanned at once

Strategy 1  
CONTINUOUS
Using the Adobe splitter program, Off-Duty personnel may scan multiple documents directly to their MSO email. The documents may then be separated and filed in the correct electronic file folders. Have acquired Adobe Acrobat for scanning.

BASELINE
- No baseline
TARGET

• With the second position for the Off-Duty Unit vacant, ensure that
electronic filing is not back-logged

TODAY

• The full version of Adobe Acrobat was not needed to meet this goal. Due to
budget concerns, the full version was not cost effective. The “splitter” portion of
Adobe provides the unit with the capability to continue maintaining this goal.

Goal 3  Research available technology regarding surveys made available either
online or sent US Mail for employer satisfaction

Objective 1  Ensure that employers are satisfied with deputy performance when
providing Off-Duty security

Strategy 1  ON HOLD

Research surrounding agencies and inquire as to whether said agencies
currently have procedures in place regarding employer surveys.
Research available technology online regarding electronic surveys as well
as the ability to ensure employer’s anonymity, if they desire.

BASELINE

• No baseline

TARGET

• Ensure customer satisfaction
• Ensure deputy compliance with employer’s instructions

TODAY

• Site visits (see Goal 1) have helped with employer satisfaction. The surrounding
agencies’ send surveys regarding on-duty work, but not off-duty. Most other
agencies rely on the employer to either bring their concerns directly to the deputy
working or contact the respective off-duty unit.

Goal 4  Conduct random audit checks with Dispatch to ensure deputies are signing
in Signal-15 using their Adam or Baker numbers.

Objective 1  To ensure compliance with General Order 3020 2.6.2.3.

Strategy 1  DISCONTINUED

Coordinate with Dispatch to establish procedures for conducting audit (i.e.
what programs would be best to conduct search).

BASELINE

• No baseline
TARGET
• Use the guidelines established in GO 1026 1.1.5.2.1 to ensure compliance

TODAY
• Discontinued; too time consuming with only one position in the unit.

Goal 5  Establish a procedure to use the Crime View crime mapping system when a new contract is received if more specific information is needed.

Objective 1  Ensure that deputies providing security are aware of any ongoing issues in the area that may be related to the off-duty security request for services.

Strategy 1  DISCONTINUED
Use Crime View to research recent crime activity in the area of the requested security. Depending on the nature of the security required, some contracts received will not require a search (i.e. parties, special events, etc).

BASELINE
• No baseline

TARGET
• Ensure that the deputies providing security have as much information as possible when working an assignment.

TODAY
• Discontinued; too time consuming with only one position in the unit.

Goal 6  Continue with construction of the Off-Duty Employment page on the MSO Intranet.

Objective 1  Establish deputy use, and to relay information or announcements that cannot be made available on the CYA Off-Duty System.

Strategy 1  COMPLETED
Upload additional documents that are not supported by the off-duty system, post website links, and events on calendars.

BASELINE
• No baseline

TARGET
• Ensure that information is more centrally located and readily accessible to the deputy.
TODAY

• the Sharepoint Off-Duty Intranet page is updated as needed with new documents, calendar info, etc. In addition, a workflow was created for the Non-Law Enforcement Off-Duty Request forms.
RECORDS

Goal 1  Automate processes and functions of the Records Section and train personnel accordingly, to include cross training.

Objective 1  Automate Incident Reports.

Strategy 1  CONTINUOUS
Conduct staff review, then re-organize and re-allocate freed personnel as needed.  
On-going process.  A second clerk has been allocated to Quality Control.

Strategy 2  CONTINUOUS
Conduct post-implementation assessment and control.

Objective 2  Automate receipt and delivery of civil processes between the Manatee County Clerk’s Office and the Manatee County Sheriff’s Office.

Strategy 1  CONTINUOUS
Speed up the time for processing and service of paperwork and reduce the need for a courier twice a day for civil process.

Strategy 2  COMPLETED
Work closely with IT and the Clerk’s Office to develop procedure for electronic transmission of paperwork.  
This objective has been met.

Objective 3  Automate process for deputies to receive subpoenas for court.  
Effective July 1st, 2011 legislation has been passed whereby deputies can sign their own return.

Strategy 1  CONTINUOUS
IT will develop a process whereby deputies can receive the subpoena, sign it, and return it to civil electronically, making the notification process more efficient, and eliminating the need for a deputy to go to the districts drop off the papers.  Currently waiting for the electronic signature process to be completed.

Objective 4  Scan backlog Property and Evidence receipts and accompanying paperwork.

Strategy 1  CONTINUOUS
Increase number of volunteers.  Currently, we maintain an average of 4 volunteers who scan.  Current backlog of Property and Evidence receipts and accompanying paperwork is 44,555.  We have averaged a 5.33% decrease over the past 6 month period (April 2012 through September 2012).
Strategy 2
CONTINUOUS
Conduct staff review, then re-organize and re-allocate freed personnel as needed.

Objective 5  Scan all homicides and sexual batteries.

Strategy 1  CONTINUOUS
Provide the capability of documents being viewed by those who need to review it without having to come to Records to view.

Strategy 2  CONTINUOUS
Potentially allow for public record requests to be able to be completed more time effectively.

Strategy 3  CONTINUOUS
Preserve information in documents that are adversely affected by the passing of time.

BASELINE
- 90% automation of targeted processes.
- Backlog Property & Evidence project is currently backlogged 44,555 documents.

TARGET
- Full automation of targeted processes / activities.
- Eliminate the backlog completely.

TODAY
- As of 9/3/13, Backlog Property & Evidence project is currently backlogged 9723 documents. That is a 78% decrease.
- Objective 2 has been met and we have identified high level requirements for the automation of deputy subpoenas for IT.

Goal 2  Conduct structured Public Records training for all Records Section personnel.

Objective 1  Automate training through PowerDMS.

Strategy 1  ON HOLD
Work closely with Training to create PowerDMS training and tests to push out to all Records Section personnel. Out of 10 PowerDMS planned for the initial batch, 1 was submitted to training (Victim Confidentiality) and 1 has been created (Baker Acts).

Strategy 2  ON HOLD
Maintain better documentation on training.
Strategy 3
Allow for accountability

**BASELINE**
- On-the-job public record training

**TARGET**
- Formalize and automate all public record training by 2014
- 20% (2 out of 10 of PowerDMS initial batch) finished

**TODAY**
- Due to staffing issues, we are unable to complete this at this time and will be placing this goal on hold until a later date.

**Goal 3** Complete standard training programs for Civil Support, Computer Entry, and Teletype.

**Objective 1** Create and maintain a standardized documented training program to ensure that training is the same and documented for each person.

**Strategy 1**
Identify standardized tasks and timing issues with new clerks.

**Strategy 2**
Maintain better documentation on training.

**Strategy 3**
Allow for accountability.

**Strategy 4**
Ensure the same training for all clerks.

**Goal 4** Eliminate MSOcars for bolos and migrate to SharePoint version 2010.

**Objective 1** Transition bolos to SharePoint 2010.

**Strategy 1**
Create new SharePoint spreadsheets for bolos, missing persons, stolen vehicles, etc.

**Strategy 2**
IT to push out SharePoint 2010 to Patrol so that they will be able to utilize new bolo spreadsheets.

**Strategy 3**
Migrate data from previous locations to SharePoint 2010 spreadsheets.

**BASELINE**
- MSOcars in old version
- Spreadsheets in old version (bolos, missing persons, stolen vehicles, etc.)

**TARGET**
- Full automation of targeted processes / activities.
- Eliminate the backlog completely.

**TODAY**
- This Goal has been met. MSOcars is no longer used for bolo management. Bolos are managed completely in SharePoint on Teletype’s SharePoint page and is accessible by all employees.
TRAINING SECTION

Goal 1  Develop new, innovative, and cost-effective training techniques.

Objective 1  Improve use of online training by utilizing and accessing remote training.

Strategy 1  CONTINUOUS
We will continue to research online courses that will fulfill training requirements for the deputies. We were subscribed to the In the Line of Duty web-based training system, presently working on how to track and select according to specific functions before subscribing to the company again.
We currently are subscribed to the Spanish on Patrol, and Deputies are able to sign up and take the course online.
We are looking into other online courses, and speaking to ACA to have try and get them to implement the 40 hr courses online, and to have the written tests on line.

Strategy 2  COMPLETED
Explore existing online trainings (NIMS, FDLE, etc.)
We currently use the online Mandatory Training with FDLE.

Strategy 3  CONTINUOUS
Work with IT to develop in-house online training, utilizing existing hardware and software. IT is figuring out how to get all the different software packages to talk to one another.

Objective 2  Establish a regular schedule for required in-service training for certified personnel

Strategy 1  CONTINUOUS
Ensure that staff is meeting minimum mandate requirements and updated on in-service training requirements. Ex.: FDLE requires handgun certification every 2 years. MCSO requires it annually. Notifications and reminders are sent automatically.

Strategy 2  CONTINUOUS
Establish a schedule of required training events. Range open announcements / salary incentive courses / state issued gun training / CPR / FCIC / Fitness, etc.
Training is working hard to keep classes on an ongoing schedule.

Strategy 3  CONTINUOUS
Ensure certified staff attendance is mandatory. This strategy is constantly being accomplished.

Goal 2  Develop enhanced training facilities

Objective 1  Create more classroom and storage space
Strategy 1  
Training, utilized a room in the Annex building for (TI) Virtual Trainer.

Objective 2  Establish a driving pad

Strategy 1  
Identify property; fund and develop property for driving pad. Currently in negotiations with the County to identify suitable property for driving pad and to locate funds.

Objective 3  Establish outdoor pistol and rifle firing range

Strategy 1  
Identify property; fund and develop property for firing range. Property was identified. Plans and modifications are done. We are attempting to locate funds.

BASELINE
- 6 Training Rooms
- Specific Defense Tactics Room
- Specific CPR Training Room
- Shoot House
- TI Training Classroom

TARGET
- Driving pad sufficient to teach all levels of driving skills
- Pistol and Rifle Firing Range

TODAY
- Specific Defensive Tactics Room-Yes
- Specific CPR Room-Yes
- Shoothouse- Yes
- Driving Pad- No
- Firing Range Pistol and Rifle- No
- TI-Virtual Training Room - Yes

Goal 3  Develop and implement Easy Drift driving program

Objective 1  Establish driver improvement program that addresses driving dynamic to include skid and slide recovery

Strategy 1  
Offer program to certified employees to develop their skills in control, pause, and recover (CPR driving methodology).

Goal 4  Develop and implement Vanguard Defensive Tactical System
**Objective 1** Establish through demonstration a tactic system dealing with non-compliant resistance and implement techniques to establish control.

**Strategy 1** CONTINUOUS

Offer program to agency specifics, corrections academy, and make available to all certified employees on a quarterly basis.

**Goal 5** Develop and provide a virtual training environment (TI Trainer)

**Objective 1** To train and evaluate the student in correct decision skills as well as proper deployment of force options according to General Orders and Florida State Statute.

**Strategy 1** CONTINUOUS

Offer the program to certified employees (LEO and Corrections) to develop their decision making skills with the use of force. Ensure a regular scheduled or in-service training.