Manatee County
Sheriff’s Office

STRATEGIC PLAN GOALS AND OBJECTIVES
MULTI-YEAR PLAN

Year 2013-2015 Goals
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EXECUTIVE BUREAU

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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

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

Standardize products to utilize volume discounts

- This is an ongoing process. Items such as Toilet paper, hand towels, territ, wipes, hand sanitizer and hand sanitizer dispensers have been standardized to achieve greater saving through volume discounts.

Strategy 3

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

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

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 advance courses to enhance her knowledge

Baseline

- Annually a minimum of 30 products reduced and/or re-priced
- 1,400 office supply items available
- 15% of personnel with special assigned vehicles have fuel cards

Target

- 15% reduction in costs based on products reduced or re-priced by 2015
- Continue to use RFP processes for major purchases
- 8% reduction in overall costs

Today

- At least 80 products had reduction in price or were re-priced (73% of Target)
- 100% of the major purchase will be the RFPs
- Fuel cards have been distributed to all approved personnel (100% of Target with 3.5% fuel cost reduction)
Goal 2: Facilitate the creation of quality financial data starting at the origin (user input) in order to create analyses and reports in support to agency goals

Objective 1: Provide consolidated, comprehensive, automated and real-time budget process

Strategy 1: Strive to continually improve the quality and accuracy of financial data utilized by users

- The implementation of on-base is completed for accounts payable. This software improves the accuracy and timeliness for not only payments, but also the storage and retrieval of documents. We continue to stress the importance of accuracy to the Fiscal Coordinators and have implemented controls, specifically within the new OnBase software, to ensure expenditures are of the correct amount, charged to the proper cost center and object code, and are adequately documented. This phase is completed.

Strategy 2: Implement and maintain consistent financial policies and procedures

- The task of updating and compiling the agency’s critical accounting processes is approximately 90% complete. Due to continuous policy changes this is an on-going process. Many new policies were written as a result of the Commissary reviews.

Strategy 3: Increase grant and applications opportunities

- As opportunities are identified grants are submitted should they meet with Agency goals. We have obtained several technology, accreditation/certification grants; marine, and extensions on several other grants. We have received grants to partner with Hope Family Services and also one for cameras in the schools.

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
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

Review capabilities of software programs such as SharePoint, Business Intelligence, and others to provide easy access to data for end users through the tools such as dashboards and intranet.

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.

With the completion of the on-line inventory initiatives and OnBase, we moved forward with the consolidation of financial data that is easier to obtain by non-financial users. Inventories, accounts payable, and payroll are finished. Although the current budget process is adequately functional for those of us in Fiscal, it doesn't provide the transparency or agency-wide access that a proper budget management program should. We are process of updating our General Ledger programs. These new programs contain a budgeting module and if purchased by the County will be installed by 3rd quarter 2013.

Strategy 2

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 3

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.
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

Utilize system to provide supervisors with required time worked reports.

Within the Workforce time and attendance software time reports are available for supervisors. As new reports are requested we are generally able to create them. This ability will be enhanced with the implementation of the One Source ledger package.

Strategy 2

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 starting in 2013.

Strategy 3

Work to provide a smooth transition from the current to the new general ledger system. Ensure all data is transferred and correctly identified with in the new system.

This happened during the implementation process.

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 2013. Completion date is expected to be in Quarter 3 of 2013.
Goal 5

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

Objective 1
Utilize on-line 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.
**Goal 1**

**Perform ten-year limited background reinvestigation of certified employees**

**Objective 1**
Identify and address issues affecting employees and ensure employees maintain professionalism inside and outside the workplace

**Strategy 1**
Research to determine lessons learned from other agencies

**Strategy 2**
Research to identify resources necessary for implementation

**Strategy 3**
Identify with senior staff procedures for reporting and acting on the results of reinvestigation

After review, this goal can be considered completed since the driver license issue is covered by each Bureau who conducts their own annual license review. Likewise, FDLE monitors the state certification of each certified employee and makes notification if any employee falls below the certification level. Additionally, Training monitors and reports to Professional Standards any certified employee who fails the firearms qualification or fails to remain current with any certification standards.

**Baseline**
Presently not being conducted

**Target**
100% compliance with periodic background in reinvestigations by 2012

**Today**
We are in compliance of this goal and it has been completed.

**Goal 2**

**Reorganize the Polygraph Unit**

**Objective 1**
Increase efficiency of the unit by making use of part time polygraphers

**Strategy 1**
As attrition occurs, utilize the resources as part-time investigators

This goal has not been met based on the inability to find qualified examiners who are willing to work on a part-time basis. Originally, it was thought that a recent retirement of a qualified examiner would be utilized to complete this goal; however, this examiner was not interested. Compounding the situation, it appears the Polygraph Unit will be losing a full-time examiner at the end of this calendar year with a strong likelihood of losing another full time examiner in either 2012 or 2013. Therefore, this goal will be removed as it is unattainable.

**Baseline**
2 Full Time Polygraph Examiners in 2010

**Target**
1 Full Time, 2 Part Time Polygraph Examiners by 2013

**Today**
2 Full Time Polygraph Examiners in June 2012
**Goal 3**

**Identify and apply innovative discipline**

**Objective 1**

Establish innovative measures to supplement traditional discipline

Our new Administrative Investigations Management (AIM) program makes it easy to review past disciplines and compare to past similar issues. Additionally, we can monitor our early warning benchmarks to ensure that an employee who reaches this level can be assisted in obtaining alternative behavior before reaching a discipline level so we have attained this goal.

**Strategy 1**

Review to see if other law enforcement agencies and/or the private sector have implemented similar plans

We reviewed the plans of other agencies but their plans were not appropriate for implementation in Manatee County.

**Strategy 2**

Provide guidance to Senior Management for alternative discipline that would replace, supplement, or complement traditional suspensions and/or discipline in the best interest of the agency

Attained using AIM program.

**Strategy 3**

Work closely with Senior Staff and members of the Professional Standards with these new alternatives. Include after-action evaluation to ensure charged employee has taken responsibility and will not repeat the violation

Attained using AIM program.

**Baseline**

- GO1013 resignations in lieu of termination, for 2008: 15
- Number of disciplinary actions for 2009: 103
- Sustained violations resulting in appeals for termination to the Career Appeal Board for 2009: 0

**Target**

- 1% reduction in GO1013 resignations in lieu of termination by 2012
- 2% reduction in disciplinary actions by 2012
- Maintain minimum the number of violations resulting in appeals for termination to the Career Appeal Board

**Today**

- GO1013 resignations in lieu of termination, for 2010: 10
- Number of disciplinary actions for 2010: 140
- Number of violations resulting in appeals for termination to the Career Appeal Board for 2010: 3
Goal 4

Redistribution of manpower for administrative investigations

Objective 1

Conduct all disciplinary investigations within Professional Standards

Move all Administrative Complaints to Professional Standards which are currently assigned to the affected Bureaus.

Strategy 1

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.

Strategy 2

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

Strategy 3

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

Baseline

- GO 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 GO1013 resignations in lieu of termination by 2012
- 2% reduction in disciplinary actions by 2012
- Maintain minimum the number of violations resulting in appeals for termination to the Career Appeal Board

Today

- GO 1013 resignations in lieu of termination, for 2012: 9
- Number of disciplinary actions for 2010: 115
- Number of violations resulting in appeals for termination to the Career Appeal Board for 2012: 1
ENFORCEMENT BUREAU

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

- MSO submitted a grant application for 15 deputies, which was not awarded. MSO was approved funding by BCC for 6 L.E. patrol positions. Despite the small increase, the ratio of sworn L.E. deputies to 1000 has decreased to 1.87 (from 1.89 in 2008) due to population increases.

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

- After 4 consecutive years with no raises for certified L.E. deputies, compounded by increases for insurance costs and mandated contributions to FSR, salaries dropped to last out of 12 comparable agencies in the region. For fiscal year 2012/2013 MSO was funded $3.2 million by the BCC to provide 3% raises for employees to begin addressing serious salary compression issues. Continued work toward addressing the salary compression issue and increasing salaries to become competitive with surrounding agencies is a priority.

Objective 2  Control fear of victimization and crime in Manatee County

Strategy 1  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

- Successful in reducing Part 1 Crimes roughly 15% in the past three years.

Strategy 2  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.

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.

Strategy 4  Incorporate collection of data concerning criminal registrants into the crime analysis reports

- The creation of SSRS reports have allowed better tracking of criminal registrants entering Manatee County

Strategy 5  Develop and implement a method for monitoring convicted felons who are repeat offenders as they are released from custody

- Individuals designated as career criminal offenders are being monitored by the Investigative Bureau through CPID. This strategy will be removed in the next plan.

Strategy 6  Improve analysis and availability of data collected from field interview contacts for use in crime fighting initiatives

- Information collected from field interviews are being analyzed and reported with the use of CrimeView Desktop, CrimeView Server, and beginning in 2012, CrimeView Dashboard. This strategy will be removed in the next plan.
Goal 1 (Cont.)

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

Objective 2

Control fear of victimization and crime in Manatee County (Cont’d)

Strategy 7

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.

Strategy 8

Conduct intelligence meetings involving COPS units, Operations Lieutenants, and components from CID, SID and the Analytical Unit.

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

- 2% reduction in crime rate per year until 2015

Today

- FBI’s 2010 Publication “Crime in the United States” average ratio of 2.4 Certified Personnel per 1,000 population (Nat’l)

Goal 2

Improve the flow of information to and from the Enforcement Bureau

Objective 1

Transition to in-field reporting system in Patrol

Strategy 1

Develop and implement an in-field / in-car report writing system so deputies can complete investigative reports in their in-car computers.

The mobile Public Safety In-Field reporting system has been successfully deployed. All certified Enforcement Bureau Personnel have been trained and are using the system. We are currently working on modifications for improvement on the upgrade scheduled for 2013.

Strategy 2

Provide training to deputies to ensure competency of in-field / in-car reporting system

Completed
**ENFORCEMENT BUREAU**

**Goal 2 (Cont.)**

**Objective 2**

Provide an online reporting system to citizens

_**Strategy 1**_ Develop and implement a reporting system whereby citizens can initiate incident reports online for incidences that do not require a deputy’s response

_**Strategy 2**_ Develop a policy for online reporting clearly identifying the types of reports to be completed online

**Objective 2 will be removed in the next plan.**

**Objective 3**

Provide access to real-time crime analysis data and intelligence reports to patrol deputies

_**Strategy 1**_ Develop workflow so that information from in-field / in-car reporting such as times, dates, M.O.s, and suspects or persons of interest can immediately be synthesized for crime analysis reports and be made available for intelligence purposes

**Deputies currently have access to Command Central, CrimeView Dashboard, and SharePoint sites.**

_**Strategy 2**_ Develop a database for Field Interview reporting system that will allow information to be searchable and comprehensive enough to be used for investigative purposes

**CrimeView Dashboard was implemented in Fall of 2011.**

_**Strategy 3**_ Develop and implement procedures for wanted persons, persons of interest, and crime trend information to be posted and reviewed on SharePoint

**CanYouIdMe has been successfully implemented to allow information on wanted persons / persons of interest to be available as a link to the Manatee County Sheriff’s Office website.**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Target</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dispatched call</td>
<td>- In-field reporting system fully implemented.</td>
<td>- Goal 2 will be removed in the next plan, as all objectives were either completed or discontinued.</td>
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<tr>
<td>- Paper reports</td>
<td>- Command Central and CrimeView Dashboard were also fully implemented.</td>
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**Goal 3**

**Increase hands on In-Service Training for Patrol Deputies**

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

- **Strategy 1** 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.

- **Strategy 2** Squad Sergeants will schedule training sessions through the MSO training coordinators. One completed, training will be documented in each deputy's training file.

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

- **Strategy 1** Coordinate training for patrol squads in basic field force/crowd management operations.

- **Strategy 2** CERT/TACT team leaders will conduct training with Patrol Squads as a unit. One completed, training will be documented in each deputy's training file.

**Baseline**
- Currently most in-service training is completed online 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.
### Goal 4

**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
- **Strategy 2** Provide training on how to download voice recordings as an attachment file to a case
- **Strategy 3** Provide all patrol deputies with digital cameras to photograph evidence
- **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.

### Goal 5

**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.
Goal 1: Provide aerial support services to request 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: 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) 400 hours yearly. Fly the Cessna 200 hours yearly.

Strategy 2: 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)

A weekend coverage schedule has been developed where there is always coverage on Saturday nights by rotating shifts of personnel. Every other Sunday coverage is provided by the collateral duty pilot and observer. This will continue as long as personnel are available for the coverage.

Objective 2: Create one Sergeant position for the unit to balance span of control and have a dedicated personnel to oversee the daily functions of the unit as a whole.

Strategy 1: Identify funding sources or budgetary availability for the creation of the position

Traditional funding sources were pursued and defeated due to budget issues. This objective will be removed in the next plan update.

Objective 3: Provide job-related training to Aviation Unit personnel

Strategy 1: Schedule bi-annual aircraft proficiency training for unit personnel

Pilots perform bi-annual flight tests with Lunsford air consulting. Unit instructor pilot to continue pursuing his airplane rating and be certified by end of 2013. Unit CFI pilot to attend ALEA conference for CFI recurrency course.

Strategy 2: 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: 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: Get both pilots trained with both airplane and helicopter ratings.
AVIATION UNIT

Goal 1 (Cont.)
Provide aerial support services to request for assistance in law enforcement operations

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 2012: 5

Target
- 10% increase in number of apprehensions by the aviation unit by 2012
- 15% increase in number of calls for assistance or service handled by the unit by 2012

Today
- 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 2012: 5

Goal 2
Fly annually a total of 100 hours with the airplane assigned to the Aviation Unit

Objective 1
Ensure the aircrews fly the airplane 8 hours per pay period

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.

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

Today
- 30% yearly average increase of flight hours over previous 3 years.
- Increased assisted calls an average of 9% over the previous 3 years.
- 16% average increase in being the source of acquisitions or arrests over the previous 3 years.
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 squad of highly trained K-9 handlers and canines consisting of seven (7) apprehension / narcotics canines, one (1) apprehension / bomb canine, and one (1) passive track / narcotic canine

Strategy 1

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

There are seven (7) apprehension/narcotic teams, one (1) passive track/narcotic and one (1) apprehension/bomb team. Each handler attends one 8-hour maintenance training each pay period and will train with the dogs on a daily basis. Three (3) new K-9s have been acquired, therefore two (2) K-9’s will be trained for the bomb team.

Strategy 2

Have all nine (9) dual purpose dogs certified by NAPWADA in the detection of drugs.

All 9 dogs have been certified in narcotics detection, however NAPWADA was not used for the certification

Strategy 3

Increase the overall number of K-9 specific trainings as well as formalize in-house training to be provided by the new K-9 Sergeant and the K-9 Lieutenant, who have extensive knowledge in the use, care, and training of police K-9s

This strategy has been accomplished with the replacement of the K9 Sergeant and Lieutenant

Strategy 4

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

Strategy 5

Standardize K-9 Unit’s narcotics 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 narcotics training. Demonstrations have yet to be scheduled with the judges.

Strategy 6

Co-train with the Narcotics K9s to provide standardized training throughout the agency.

Strategy 7

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.
Goal 1 (Cont.)

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

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

Objective 2

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 (11) well-trained and equipped K-9 teams covering the entire county

Today

- Number of apprehensions made by the canine teams in 2012: 191
- Number of calls for assistance or service handled by the unit in 2012: 9,180
- Five (5) well-trained and equipped K-9 teams covering the entire county, Two (2) in training and should certify by Spring 2013.
- Two K-9’s retired in 2012 (Rosco and Nitro).
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 periodical seatbelt checks of student drivers at the high schools

During the 2010-2011 school year, 11 seatbelt checks were completed at four (4) high schools, and 9 seatbelt/helmet checks at eight (8) middle and elementary schools.

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

Crossroads will continue to be taught in middle schools only

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.

The Campus Crime Stopper pamphlets were given to all schools.

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

Did not complete the public service announcement but the pamphlets carry the contact information and reporting number.

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.

The following seven (7) schools received new or upgraded camera systems with recording capability: Abel Elem, Bayshore HS, Kinnan Elem, Tillman Elem, Harllee Middle, Witt Elem, and Tara Elem. Central HS is in movable portables at this time. Cameras have not been placed in Horizon Academy yet.

Strategy 2
All schools in the county will participate in an anti-bullying contests and all school staff will be provided with Anti-Bullying training.

All schools in the county participated in anti-bullying contests. All school staff in Manatee County were provided 1 hour of Anti-Bullying training via DVD and provided with a pre and post DVD test. All schools were provided with Anti-Bullying posters and literature.
**Goal 1 (Cont.)**

Provide for the education, safety, and security of students attending Manatee County’s public schools

**Objective 4** School Resource officers will collaborate with the School Board to address bullying on school campuses

- **Strategy 1** Promote a public service announcement video contest related to bullying prevention created by the students at each grade level
  - COMPLETED

- **Strategy 2** SROs will provide “Learning about Bullying” (L.A.B) to students in lieu of suspension for bullying offenses in three pilot schools
  - DISCONTINUED

- **Strategy 3** SROs will provide bully intervention/prevention training for the school staff at assigned schools
  - COMPLETED

**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 2012

**Today**
- Number of SROs (to include 2 Sergeants) in 2012: 13
- Number of arrests resulting from Campus Crime Stoppers tips in 2012: 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**
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.

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

**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.

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

**Strategy 2**
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.
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  Conduct traffic enforcement details in areas or roadways that have been identified as “high-risk” based upon traffic crash data.

- Red Light Running detail performed on a weekly basis at dangerous intersections.

Strategy 2  Conduct speed and traffic enforcement in school zones

- School zone enforcement performed regularly at school zones, in the morning and afternoons.

Baseline
- Number of traffic citations issued in 2011: 10,723
- Number of injury/death traffic accidents in Manatee County: 2052/49

Target
- 2% increase in citations issued by 2012
- 2% decrease in injury/death traffic accidents in Manatee County

Today
- Number of traffic citations issued in 2012: 17,134
- Number of injury/death traffic accidents in Manatee County: 1887/16
**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 events

- **Strategy 1**
  - Attend annual event in March

- **Strategy 2**
  - Attend annual event October

- **Strategy 3**
  - Provide information as needed / requested for students of SCF to include live presentations related to drug / alcohol impaired driving

- **Strategy 4**
  - Conduct enhanced saturation patrols during the weeks of the above events

**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

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**Baseline**

- Operation Prom was successfully completed and will be a continuous objective.

**Target**

- Provide aforementioned information to at least 3 events each calendar year
- Decrease the number of high school students driving under the influence

**Today**

- Operation Prom was successfully completed and will be a continuous objective.
<table>
<thead>
<tr>
<th><strong>Goal 1</strong></th>
<th>Maximize public safety on the waterways and lakes of Manatee County in an efficient and cost-effective manner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>Improve boating public safety by proactively enforcing boating laws and providing boating education</td>
</tr>
<tr>
<td><strong>Strategy 1</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Strategy 2</strong></td>
<td>Add link to the Florida Fish and Wildlife Conservation (FWC) website</td>
</tr>
<tr>
<td><strong>Strategy 3</strong></td>
<td>Develop a citizen survey that can be accessed via the internet seeking citizen feedback / comments on the Marine Unit’s activities</td>
</tr>
</tbody>
</table>

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. 

| **Strategy 2** | Website updated and link added |
| **Strategy 3** | Website updated and link added |

| **Objective 2** | Increase enforcement on boating violators through aggressive issuance of warning and citations |
| **Strategy 1** | Increase patrols especially on holidays and weekends |
| **Strategy 2** | 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. 

| **Strategy 1** | Maintain proficiency of the “Side Sonar” through regular use and training |
| **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. |

| **Objective 3** | Maintain the ability to effectively respond to and conduct search and recovery operations throughout the county |
| **Strategy 1** | Maintain proficiency of the “Side Sonar” through regular use and training |
| **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. |

| **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. Recruit and trained 1 deputy in a collateral capacity; a new deputy position was funded through a 1-year grant.
Goal 1 (Cont.)

**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**
Utilize a message board at boat ramps to promote safe boating.
- Due to there only being one available message board that is used by several other entities within the agency, the Marine Unit is unable to get access to this message board regularly. This is no longer a practicable strategy and it will be removed in the next plan.

**Strategy 2**
Foster a good working relationship with the Anna Maria Power Squadron and the United States Coast Guard Auxiliary.

**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.

**Strategy 2**
Create 1 (one) grant funded new Marine Unit position that will report on specific environmental enforcement.
- One deputy was assigned to the Marine Unit for the one-year grant period, which ended in September 2012.

**Objective 7**
Provide the public with enhanced services and education, while observing best cost-savings practices.

**Strategy 1**
Move units closer to patrolled areas into the new marina location in Bradenton Beach, therefore improving response times, fuel efficiency, and present leasing costs associated with docking and storage.
- This objective has been completed and will be removed in the next strategic plan update.

**Strategy 2**
Utilize Bradenton Beach’s new marina office space to provide the public with boating regulation classes and safety boating education.
- Completed.

**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
MARINE UNIT

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

- Number of boating violation warnings and citations for 2012: Citations = 344, Warnings = 1841
- Boat Safety Inspections for 2012 = 1925
- 1 Sergeant and 3 deputies, 1 grant-funded position by WCIND
- Number of water patrol hours for 2012: 4818

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.

Objective 2
Improve external communications by enhancing the Marine Unit’s website space on the www.manateesheriff.com

Strategy 1
Provide detailed information in activities and functions conducted by the Marine Unit on the MCSO website

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
- Improved Exposure on MSO Website
MARINE UNIT

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
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 $1000.00. Once a design is approved, the job will be placed out for bids.

Strategy 2
Perform daily, weekly, and monthly maintenance as required by policy and warranties

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

Target
- Building of second level storage space

Today
- Building plan in progress

Goal 4
Enhance multi-agency communication and cooperation in public events

Objective 1
The Manatee County Sheriff’s Marine Unit will host and coordinate multi-agency public events

Strategy 1
Conduct at least one Multi-Agency enforcement effort during “Boating Safety Week”, just prior to Memorial Day Weekend

Baseline
- Successful hosting and coordination of multi-agency Safe Boater enforcement campaign

Target
- Continue hosting and coordinating multi-agency Safe Boater enforcement campaign
Goal 5

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

Strategy 2
Identify local and regional areas to evacuate to should the need arise.

Strategy 3
Identify specific arrangements that need to be made such as obtaining fuel and credit cards from Fiscal.

Strategy 4
Document a detailed, thorough evacuation protocol for the Marine Rescue Unit.

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.

Today

- Emergency response plan in the planning phase
BOMB DISPOSAL UNIT

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

Objective 1
Ensure that all dangerous materials and explosives are handled, dismantled, transported, and destroyed properly. Caution and safety are paramount

Strategy 1
Continual updates in training and procedures on the handling, dismantling, transportation, and destruction of dangerous materials and explosives

Adding active shooter equipment which provides for immediate response from the Bomb squad. This strategy has been completed.

Strategy 2
New needed equipment will be identified and purchased as appropriate

Attempt to appropriate one vehicle with slide out safe per year until all members are able to carry explosives safely and meet all safety guidelines. An underwater sonar robot is also needed when grant money becomes available. This strategy has been completed. Vaults are installed in their vehicles which carry materials and equipment for active shooters.

Baseline
- 4 trained Bomb Disposal Technicians

Target
- 6 trained Bomb Disposal Technicians

Today
- 5 trained Bomb Disposal Technicians; two new bomb squad members attended the Hazardous Device School but only one completed the course. The other was removed from the team. The 6th Bomb Squad member will attend the school next year.

Objective 2
Create 2 additional collateral duty Bomb Technician positions and provide appropriate training for these positions.

Strategy 1
Initial Bomb Technician certification / re-certification training cost is supported by the Federal Bureau of Investigation (FBI). Beyond this point the agency cost would be minute, e.g., overtime cost for monthly training and call-outs for service. The time cycle for a recruit Bomb Technician to become fully certified takes upwards of four years.

2 collateral duty positions were created. 2 deputies were selected but are now in the beginning process of training/certification.

Strategy 2
Provide Advanced Explosive Entry Training (2 weeks) for 4 technicians and Basic Explosive Entry Training (1 week) for 2 technicians by the end of 2013.

This is a new strategy
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  
Establish an underwater Hazardous Device Disposal Team within the Bomb Disposal Unit  
Completed using one MSO technician and others within the region to comprise the team.  

Strategy 2  
Bridge the gap between the capabilities and responsibilities of the first responders and those of Bomb/Maritime Disposal Team  
Initial steps taken in working with TAC team.  

Strategy 3  
Needs assessment of specialized equipment in preparation to evaluate and handle extremely large explosive and charges in underwater environment  
Needs assessment currently being worked on but finalization is dependent on regulations of the Federal Government. The FBI is still in the planning stage of this goal. The regional team has been training to prepare for the finalization plan.  

Baseline  
- 4 trained Bomb Disposal Technicians  

Target  
- 6 certified Bomb/Maritime Disposal Technicians;  
- 1 Diver FBI Certified Bomb Technician  

Today  
- 5 trained Bomb Disposal Technicians
Goal 3

**Relay audio and visual information from the robot to the electronic devices of the Command Personnel**

**Objective 1** Liaison with private vendor and MCSO Information Technology Section to create the ability to relay on the spot information on call outs.

**Strategy 1** Arrange for the demonstration of the required equipment and software to accomplish this goal and meet with IT personnel for the demo.

**Strategy 2** Obtain equipment and software to accomplish this goal.

**Strategy 3** Organize a meeting with private vendor and MCSO IT Section to work out technology details for installation and implementation.

**Baseline**
- No equipment and software for achievement of this goal

**Target**
- Full implementation of audio/visual feed from robot to electronic devices of Command Staff during callouts.

**Today**
- Arranged demo of equipment and software to achieve this goal
**Goal 1**

**Objective 1**
Enhance and maintain a fully operational CERT/TACT team that is in constant state of readiness

Provide all members of the CERT/TACT 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)

- 90% of the team was sent to FEMA in Alabama. Other 10% to be sent by 2013

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

- 7 members sent to FEMA in Alabama, 2 additional members sent in 2012
- With an addition of 10 planned in 2013

**Strategy 3**
Ensure that all CERT/TACT Corrections members are either dual-certified or have obtained the CMS Law Enforcement Auxiliary Officer Certification

- This strategy has been completed in 2012

**Strategy 4**
Train all certified staff members of the MCSO in the basic response to civil disturbances

- Because this is a 4-day training and because of budgetary constraints, it has been very difficult to pull deputies off the streets to participate in the training, 70% of the team has received training, the remainder will be completed in 2013

**Strategy 5**
Decrease budget constraints associated with training by utilizing available resources provided by the Center of Domestic Preparedness and other government agencies

- CONTINUOUS

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**Objective 2**
Ensure all CERT/TACT 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

**Strategy 2**
Work closely with the MACC (Multi-Agency Crowd Control) to prepare for the upcoming RNC (Republican National Convention)

- Completed in 2012 and will continue to work with MACC in upcoming years.
Goal 1 (Cont.)

Enhance and maintain a fully operational CERT/TACT team that is in constant state of readiness

**Objective 3** Provide CERT/TACT team members with specialized non-FEMA sponsored training

- These are the only 2 specialized trainings that are not sponsored by FEMA

  **Strategy 1** Utilize 2 in-house instructors for yearly trainings and refreshers on “Deployment of Gas”

  90% of the CERT/TACT team members have completed the yearly “Deployment of Gas” training provided by our in-house instructors. We have increased the instructor staff to 6.

  **Strategy 1** Utilize 2 in-house instructors for yearly trainings and refreshers on “Pepper Ball”

  90% of the CERT/TACT team members have completed the yearly “Pepper Ball” training provided by our in-house instructors; the other 10% will be finalized by the end of 2013. Instructor staff increased by 3.

**Baseline**

- 55 members trained in “Field Force”
- 9 members trained in “Protester Devices”
- A total of 11 In-house instructors will continue yearly trainings in “Deployment of Gas and Pepper Balls”

**Target**

- Gradually have all CERT/TACT members trained in all disciplines

**Today**

- CERT/TACT members training in all disciplines in progress
Goal 1  
Maintain MCSO Dive Team in a fully operational state of readiness

Objective 1  
Ensure Dive Team resources availability 24/7

Strategy 1  
Coordinate Dive Team coverage with Dive Team Commander

Done on a continuous basis, through Dispatch and Dive Team Commander

Strategy 2  
Recruit a part-time tech person for equipment repair

Recruited Mark Morie for this function

Objective 2  
Recruit quality divers that meet dive team standards

Strategy 1  
Conduct annual Dive Team tryouts in accordance with General Order 4013, to recruit 2 extra qualified divers

Annual tryouts conducted in 2012, team staffed at 100% (White and R. Schnering) added to team

Strategy 2  
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  

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

Strategy 2  
Fully train and equip at least one diver for Level III decontamination diving

Approximately 70% of the team have attended level 3 Decon training conducted by Diving Unlimited International (DUI) at Manatee Springs. 30% still need to be trained. 2 Decontamination helmets have been obtained.

Strategy 3  
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, tactics have changed to instead of placement of structures underwater, sites which have structures (vehicles, etc.) already submerged are targeted as recovery and simultaneously training sites.
Goal 1 (Cont.)

Maintain MCSO Dive Team in a fully operational state of readiness

**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

CONTINUOUS

Dive Team truck obtained and surface supply air system purchased. Continuing to pursue grant funding for ROV and Decon equipment. Continuing to pursue grant funding for ROV and vessel and commercial training for Superlite Helmet diving.

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**Baseline**

14-diver team, available at a 100% capacity

**Target**

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

**Today**

14-diver team, available at a 100% capacity
**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**

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

**Strategy 2**

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

The Command Bus / Vehicle is in the planning stage. The cost of the vehicle is estimated between $500,000.00 - $800,000.00. 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). New Cell Phone with Bluetooth capabilities to be dedicated to the Crisis phone. Repair / upgrade / replace the satellite phone on the Command Bus. Upgrade current phone system to include mobile headsets and monitoring capabilities on Command Bus. Install flat screen monitor / television for weather and local news and video conferencing. Four 11X9 pop-up tents to be used at scenes of major crimes and emergency services callout. Other smaller equipment are also outdated and need to be replaced.

**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**

Have a liaison between the community and the Sheriff's Office who will coordinate all of the available resources that are needed during crisis situations, natural or man-made

Lt. Waiters has been the liaison for the Sheriff's Office - hurricane drills, unified command meetings, disaster plan meetings, etc. MSO has added four (4) additional employees to assist in the EOC.

**Strategy 2**

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

Lt. Waiters has been performing functions of Emergency Services/Hostage Negotiation Commander and Crime Prevention commander. Due to budget restraints, the agency is unable to fill this position at this time.

**Strategy 3**

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. Lt. 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 4**

Provide proper training for both Emergency Services and Hostage Negotiations Teams

The team performs monthly training sessions and for this period has 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 Lieutenant 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 hold a training conference each year with speakers and trainers from across the Country.
Goal 1 (cont’d)

Enhance public safety in regards to crisis situations

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

This agency should fully implement Incident command (ICS) throughout the agency to become compliant with Federal guidelines.

Strategy 2

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.

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.

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.

Baseline

- No full-time commander
- Do not have a new Mobile Command
- Agency has not been fully trained on or utilize the ICS concept.

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

- No full-time commander, due to budget constraints
- Do not have a new Mobile Command. This is still in the planning stage.
- Agency has not been fully trained on or utilize the ICS concept.
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: Review the unit’s historical and traditional functions and explore other possibilities by comparing with other agencies’

- Worked and trained extensively with Tampa PD, SPPD, HCSO, Pasco County SO, Pinellas County SO, and Pinellas Park PD. MSO Trained with all of these agencies for the Republican National Convention in Tampa.

Strategy 2: Integrate the unit’s functions and training with the MSO TACT Team, other like units, and surrounding agencies

- There have been seven (7) training sessions with the TACT team this year. The TACT team and Mounted Patrol will partner with other agencies in training for the upcoming Republican Convention to further their integration.
- Attended the National Association for Mounted Unit Commanders, a 3 day seminar in Lexington Kentucky.

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: 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.

Strategy 2: Integrate the unit’s functions and training with the MSO TACT Team, other like units, and surrounding agencies

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

Strategy 1: 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 ongoing. Riding lessons are ongoing and now the boys are taking the horses swimming as well.

Strategy 2: 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: Make use of the MCSO Inmate Farm as well as the FSYR facilities while researching for proper nutrition feed

- Each horse has been assessed by an equine nutritionist from Seminole Feed and each horse has its feed set based on that assessment. The Farm has helped with needed equipment and the road gang has assisted in pasture maintenance.

Strategy 4: Renovate mount stalls and install new mats

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Goal 1

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

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

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

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

Strategy 2
Fertilize the pasture at FSYR to optimize grazing, reduce feed costs and improve equine diet.

Strategy 3
Research the cost of fertilizing the pasture.

Strategy 4
Obtain funds and implement plan. Explore the possibility of grant funding.

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
- Two replacement mounts received from the MCC Jail.
- Pasture not fertilized due to funding, however, due to an increase in pasture maintenance and mowing, the pasture is in great condition!
Goal 3

**Prepare the Mounted Patrol Unit for the upcoming major event of the RNC (Republican National Convention) in August 2012**

**Objective 1** Obtain necessary gear and coordinate training in preparation to this major event

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Explore the possibility of a donation from NYPD to replace older mounts and reduce the likelihood of injuries.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Completed</strong></td>
<td>Did not receive a donation from NYPD, but did receive donated mounts from private owners. To date, none of the donated mounts have been retained to do the mounts not being suitable for patrol.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 2</th>
<th>Fertilize the pasture at FSYR to optimize grazing, reduce feed costs and improve equine diet.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Completed</strong></td>
<td>Did not fertilize, but maintained the pasture very well. Hoping to fertilize and purchase mower soon.</td>
</tr>
</tbody>
</table>

**Baseline** - No specific baseline for this goal.

**Target** - Continue to have the Mounted Patrol Unit in a highly preparedness state for any upcoming large scale events. This Goal will be removed in the next update.

**Today** - Mounted Patrol Unit participated in extensive training and attended the 2012 RNC. The MPU will continue to train for large-scale events with Tampa PD. The MCSO MPU received, at no cost to the agency, many supplies and equipment for the MPU to include; shoes/boots for the mounts, face shields for the mounts, and protective gear for the deputies.
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

Obtain full SCBA (Self-Contained Breathing Apparatus) capabilities

Due to budget constraints, we are still at 12 sets of SCBA equipment.

Strategy 2

Expand Explosive Breach capabilities

SWAT team has been training with the Bomb Unit to complete this strategy.

Strategy 3

Water-borne operations capabilities

Received water-borne equipment in 2012!

Objective 2

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

Strategy 1

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

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

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

Provide for immediate highly specialized unit in the event of violent crime occurrences

This strategy is dependent upon completion of strategy 1.
Goal 1 (Cont.)

**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 strategy has been continuously met.

**Strategy 2**
Send SWAT Team members to updated response to terrorism training (suicide bombers, Improvised Explosive Devices - IEDs, etc.)

Completed in 2012

**Strategy 3**
Send some SWAT Team members to a shotgun breaching school

**Baseline**
- 29 SWAT Team members
- 12 sets of SCBA

**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**
- 99% into achieving Tier One status per NTOA standards (Will not achieve Tier One status unless full SCBA and water-borne gear is acquired)
- Continued training in progress
INVESTIGATIVE BUREAU

- Criminal Investigations Div. (pg. 55)
- Special Investigations Div. (pg. 65)
- Child Protection Investigations Div.
  - Child Protection Section (pg. 71)
  - Crimes Against Children Unit (pg. 73)
  - Domestic Violence Unit (pg. 75)
  - Sex Offender Unit (pg. 78)
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  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 suspected of being involved in another homicide case (Martinez-Rosales). This strategy cannot be quantified due to the nature of the offense.

Strategy 2  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.

Objective 2

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

Strategy 1  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  Distribute Homicide Cold Cases to Detectives for analysis and review.

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
Goal 1

Enhance the solvability of homicides and death investigations (continued)

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 2011: 1
UCR Homicide closure Jan thru June 2011: 100%

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.
CRIMINAL INVESTIGATIONS DIVISION

**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.

**Strategy 2**

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

**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 have 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 2010: 5 of 102 submitted; 2011: 35 of 603 submitted; First 3 Quarters 2012: 35 of 367 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.
CRIMINAL INVESTIGATIONS DIVISION

Goal 3

Enhance storage capacity and ability to track and organize property and evidence

Objective 1

Get a new property and evidence facility and enter all property and evidence into RMS

Strategy 1
Utilize funding from the county to complete remodeling of a section of the operations center as the new property and evidence facility

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
Research funding for collapsible shelving to enhance the space that will be needed for future property storage

The research was accomplished but the first choice for shelving was turned down at budget. A different type of less costly shelving was purchased and installed but due to expansion of the property room, more shelving will need to be purchased in the future. This strategy should be completed in 2013.

Objective 3

Establish a system to track P&E

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 2012

Today

100% of all property and evidence logged, barcoded, and entered into the RMS
CRIMINAL INVESTIGATIONS DIVISION

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
Multi-agency weekly information-sharing meetings

Strategy 2
Provide training on proper intelligence-gathering and documentation

Strategy 3
Implement Business Watch International (BWI) so all pawn shops and Secondhand Dealers are electronically submitting purchases and pawns to eliminate most manual data entry and increase the amount of recovered property. This strategy has been accomplished.

Strategy 4
Add one person to each of the two Property Crime units
This strategy has been partially accomplished by assigning detectives temporarily until the budget allows for appropriate personnel to be added. This strategy will not be accomplished due to budget constraints.

Strategy 5
To ensure successful prosecutions, work closely with the State Attorney’s Office and/or Statewide Prosecutor

Strategy 6
Utilize the computer program “Can you ID Me” to identify unknown persons of interest caught on video, with the assistance of the public. (New)

Baseline
- Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives in 2010: 1,944 in 2011: 1,750
  (VCTF Unit provided 6031 assist, initiated, and dispatched calls)
- Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives in 2010: 11,991, in 2011: 9,920 (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 2012
- 2% increase in UCR closure per year by 2012

Today
- Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives 2011: 1,750
  (Jan thru June 2011 VCTF provided 783 assist, initiated and dispatched calls)
- Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives in 2011: 9,920 (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 homicide within Manatee County.

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

0 (New Goal)
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 been 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

Organize and execute a local Operation to target illegal firearms sales

Baseline

0 (New Goal)

Target

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

Today

0 (New Goal)
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**  
Utilize the BWI program to evaluate what is being reported per FSS.

**Strategy 2**  
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
CRIMINAL INVESTIGATIONS DIVISION

Goal 8

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 Operations Center.

Strategy 1
Move product from the Bike Bam-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 9

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 & Evidence is currently stored in multiple locations

Target  100% of all property and evidence will be relocated to P&E at the Operations Center by the end of 2013.

Today  Property & Evidence is stored in a leased facility at PAL and in a storage location at 57th Avenue. This is inefficient and increases the amount of staff time needed to procure and process, release, and dispose of this product.
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

Dedicate existing personnel in the investigation of pharmaceutical diversion cases

All detectives have been continuously working pharmaceutical cases.

Strategy 2

Assign a detective to the Drug Enforcement Administration Tactical Diversion Squad

The Manatee County Sheriff's Office has recently extended the DEA Tactical Diversion Task Force Agreement in which one detective was recommitted to the DEA Tactical Diversion Squad through October 2014

Strategy 3

Participate in Community Coalition to prevent drug abuse

Capt. Bartholomew recently committed to another year of service on the board of directors for the Manatee County Substance Abuse Coalition and attends monthly meetings.

Strategy 4

Coordinate efforts with state and local agencies to propose legislation for a statewide prescription drug validation system

The State PDM (Prescription Drug Monitoring Program) went on line in November 2011. Additionally, the division worked with the local County Attorney's Office and other entities to draft and implement the Manatee County Pain Management Clinic Registration Ordinance.

Strategy 5

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

Placed on hold due to budgetary constraints.

Strategy 6

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 in 2012: January – October 146
- Overdose deaths in 2012 January - September in Manatee County: 39
- No Diversion Unit
- Still 1 Lieutenant overseeing Division
SPECIAL INVESTIGATIONS DIVISION

Goal 2: Create safer neighborhoods by inhibiting gang activity within our community and reduce the victimization of citizens in Manatee County

Objective 1: Disrupt or dismantle gang activity within Manatee County

Strategy 1: Establish an additional proactive Gang Suppression Street Unit that will inhibit criminal gang activity within our community to reduce the victimization of citizens in Manatee County

This strategy was accomplished in the last reporting period.

Strategy 2: Support the State of Florida Attorney General’s Office Gang Reduction Strategy by collaborating with multiple stakeholders in the community

The Gang Unit participates in the MAGTF (Multi Agency Gang Task Force); 11 Gang talks in schools, community, and the private sector in 2012. Gang awareness newspaper and gang intelligence bulletins are still being distributed.

Strategy 3: Establish a gang liaison deputy program on each Patrol Squad

Each patrol squad has a gang liaison deputy; training is coordinated once a year. Gang bulletins are provided to law enforcement once a month.

Strategy 4: Provide gang recognition training to school personnel

The Gang Unit has been providing awareness training to school board personnel as well as an annual gang training to the MCSO SRO’s (School Resource Officers).

Strategy 5: Continue to utilize RICO (Racketeering Influenced and Corrupt Organization) investigations to disrupt or dismantle gangs

In October 2011 another R.I.C.O. investigation was completed with the arrest of local gang members and prosecution is set for March 2013.

Baseline
- Gang related crime 2010 (marked in RMS incident module): 35
- Active number of gang members and associates in 2010: 948 (including entries from local agencies (BPD, PPD, and MCSO)

Target
- 5% Gang related crime reduction by 2012
- 5% reduction the number of active gang members and associates annually

Today
- Gang related crime 2011 (marked in RMS incident module): 93
- Active number of gang members and associates in 2011: 948 (including entries from local agencies (BPD, PPD, and MCSO)
SPECIAL INVESTIGATIONS DIVISION

**Goal 3**
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 division representatives have met with vendor ABM Pegasus which is the only human source management specific software currently on the market. A proposal was put together, submitted to Management Team and approved for purchase.

**Strategy 2**
Transfer current paper files to the appropriate electronic format

Software has not been purchased as of this review.

**Strategy 3**
Train investigative personnel in the proper procedures regarding the electronic filing system

Software has not been purchased as of this review.

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**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**
We currently use a paper filing system to manage our confidential informants but steps have been taken to work toward completion of this goal.
Goal 4
Suppress the introduction of illegal narcotics entering Manatee County

Objective 1
Create an interdiction unit that focuses on storage facilities, parcel services, bus stops, hotel/motels, airports, and ports

Strategy 1
Develop sources to provide information on possible illegal drug trafficking
- 2 detectives have been working closely with the local parcel facilities to conduct interdiction.

Strategy 2
Provide interdiction training to those assigned to the unit
- 2 detectives have been recertified in September 2012.

Strategy 3
Utilizing state statutes, aggressively seek asset forfeiture to disrupt or dismantle these organizations
- Units have utilized the Asset Forfeiture Statute to request seizures of assets from the criminal elements.

Strategy 4
Bring in “train the trainers” to train investigators and prosecutor
- A representative from the State Attorney’s Office came to MCSO in September 2011 and updated the SID/CID detectives on search and seizure procedures. In house Legal Counsel has provided legal updates on literature on search and seizure procedures.

Baseline
- Drug seizures in 2011:
  - Pill form: 3,089 (Ecstasy, Oxycodone, Hydrocodone, Methadone/ RX Pills)
  - Grams: 120,550.63 (Heroin, Marijuana, Rock Cocaine, Cocaine HCL)
  - Plants: 2205 (Marijuana)
- Forfeitures from Federal Seizures in 2011: 127,947.21*
- Forfeitures from MCSO Seizures in 2011: $ 34,895.00*

Target
- 5% increase in drug seizures annually
- 5% increase in forfeitures annually

Today
- Drug seizures January – October 2012:
  - Pill form: 883 (Ecstasy, Oxycodone, Hydrocodone, Methadone, RX Pills)
  - Grams: 39,511.70 (Heroin, Marijuana, Rock Cocaine, Cocaine, HCL)
  - Plants: 614 (Marijuana)
- Forfeitures from Federal Seizures in 2011: $127,947.21*
- Forfeitures from MSO Seizures in 2011: $34,895.00*
- *Note: Forfeitures from seizures were awarded in 2011 but could have been from cases in previous years.
Goal 5
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.

Strategy 2
Provide case law updates to the K-9 detective teams.

Strategy 3
Provide training and yearly re-certification to the two K-9 detective teams.

Baseline
None: new goal

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

Today
K-9 Seizures January – October 2012:
- Marijuana: 31.6 lbs.
- Cocaine: 4.4 lbs.
- Currency: $27, 600
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** Update documentation of Manatee County Gangs and Gang Members within the FDLE run computer database INSITE. Accomplishing these through personal contacts, other officers reporting and release information from Department of Corrections and other incarceration facilities.

**Strategy 2** 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** Continue to work with FDLE to provide training to Gang Detectives on the use of the INSITE program.

---

**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 through October 2012: 25
- The number of documented gang members in Manatee County January through October 2012: 950 (with 300 purges pending)
Goal 1
Reduce child abuse by promoting family organizations within our community, in an effort to reduce the victimization of children in Manatee County

Objective 1
Establish innovative measures to supplement traditional discipline

Strategy 1
Engage in the planning process of the Child Abuse Prevention and Permanency Plan on the State and local level to network with local agencies and build relationships

We are housed next door to the Safe Children Coalition and communicate on a daily basis. When a family is being referred to in home or out of home services there is a meeting that takes place between the family, CPS and SCC case manager within 48hrs of referral acceptance. All agencies involved with family have input as to services needed to strengthen the family and prevent reoccurrence.

Strategy 2
Promote preventative services offered in our county by providing information on agencies to families through case closure letter inserts

Every family that comes in contact with the Child Protection Section receives a pamphlet with a list of local agencies that provide a variety of services to families in need. Families are advised of United Way 2-1-1. The Child Protection Investigative Division installed a television in the waiting area that continuously plays public service announcements pertaining to child safety issues.

Strategy 3
Support and assist in the planning process of the Child Advocacy Center through the Manatee Children’s Services / CPT to serve Manatee County’s children and their families

The Director of CPS and a CPID detective are 2 of 7 members of the CAC task force. The taskforce is in charge of implementing policies and procedures of the CAC. On the first and third Wednesday of the month a multidisciplinary staffing is held by CAC at CPS. Members from local agencies serving Manatee County are involved in the decision made during these staffings to ensure there are no gaps in services and to prevent reoccurrence.

Strategy 4
Provide child abuse reporting training to school personnel in conjunction with umbrella service referral providers such as Whole Child Project-Manatee, United Way 2-1-1 and Family Partnership Center

A CPS Supervisor provides training to local school personnel, foster parents, guardian ad litem as well as other local agencies, as needed. The local schools as well as other local agencies are encouraged to contact CPS supervision for direction when they are not sure of what to do in a particular situation.

Strategy 5
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: Jan – Oct 2012: 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: Jan – Oct 2012: 96.3% (Second best in the State of Florida)
CHILD PROTECTION SECTION

Goal 2

Have no unjustified backlog with the implementation of and transition to the new DCF Child Protection Transformation 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

A status report will be sent to all CPSS 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.

Strategy 2

All cases over 30 days old will be discussed weekly in Unit meetings to provide direction and guidance in bringing targeted cases to closure.

Strategy 3

CPSS will conduct 30 day reviews on all open cases and provide direction and guidance on bringing these cases to closure.

Baseline

0 (New Goal)

Target

100%

Today

0 (New Goal)
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  
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  
Deploy strategies for “phishing” potential child predators online

The Internet Crimes Against Children Central Task Force is having a training for “Peer to Peer” investigations (08/2011) that will equip 2 of our detectives with making solid cases when conducting online investigations. In addition, we have requested equipment from the ICAC task force to assist us with this endeavor. Operation Green Shepherd, an undercover proactive internet sting, was conducted in early September which resulted in 43 arrests.

Strategy 3  
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.

Strategy 4  
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 5  
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.

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
<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Identify and locate offenders that use the internet to commit crimes against children</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>

| **Strategy 1** | Utilize aggressive investigative techniques and technologies to capture offenders |
| **Strategy 2** | Utilize other components/units within MSO to maximize efforts that increase the enforcement and capture of offenders online. |
| **Strategy 3** | Partner with various local, state and federal agencies to collectively work together to identify, locate, and apprehend child predators using the internet. |
| **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. |
| **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. |

| Baseline | Zero (New Goal) |
| Target | Conduct at least 1 proactive operation that targets online predators. |
| Today | Zero (New Goal) |
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**
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.

**Strategy 2**
The HOPE domestic violence advocate will begin counseling the victim at the onsite response and begin the process of developing a safety plan.

**Strategy 3**
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**
Statistical data to indicate that the targeted crime has been evaluated for scope and occurrence during the first year and documentation to indicate the occurrence/success rate within a 3-year reporting period

**Today**
Number of detectives assigned to the DVU for 2010: 3 (from 1 in 2008 / 2009)
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: Enhance the communication with CPS Investigators to locate offenders
- The flow of communication between the CPS unit and the DVU unit is made easy due to both being housed within the CPID building. When domestic violence cases involving children are identified, detectives work with CPS investigators to coordinate a dual investigation to ensure appropriate action.

Strategy 2: On violent domestic cases which occur during normal business hours, the Domestic Violence Detective will respond to assist in the apprehension of the offender
- No requests during the first 6 months of 2011.

Strategy 3: 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 4: 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: 309 (272% increase)
DOMESTIC VIOLENCE UNIT

**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.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy 1</strong></td>
<td>Review all “decline to file” reports to see if criteria has been met for UCR exceptional closure.</td>
</tr>
<tr>
<td><strong>Strategy 2</strong></td>
<td>Locate and interview all offenders, even if a physical arrest is not made, which is required to obtain a proper UCR closure.</td>
</tr>
<tr>
<td><strong>Strategy 3</strong></td>
<td>Conduct quality control checks by reviewing reports provided by the Crime Analysis Unit throughout the year to ensure cases are closed appropriately.</td>
</tr>
<tr>
<td><strong>Strategy 4</strong></td>
<td>Aggressively search, locate, and arrest domestic violence offenders who have absconded.</td>
</tr>
<tr>
<td><strong>Strategy 5</strong></td>
<td>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.).</td>
</tr>
<tr>
<td><strong>Strategy 6</strong></td>
<td>Coordinate and share critical information with other units to include Patrol, Warrants, VCTF, COPS and other units to apprehend absconded offenders.</td>
</tr>
</tbody>
</table>

**Baseline** Zero (New Goal)

**Target** 70% Closure Rate for the Domestic Violence Unit

**Today** Zero (New Goal)
**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**
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**
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**
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**
Arrest non-compliant felony violators or refer misdemeanor offenders for prosecution to ensure public safety.

This is done whenever violation is discovered.

**Strategy 5**
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**
- 2011 Number of New Registrants: 74
- 2011 Number of Re-Registrants: 725
- 2011 Number of Arrests: 17
- 2011 Number of Residential Checks: 751
**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

<table>
<thead>
<tr>
<th><strong>Strategy 1</strong></th>
<th>Conduct on site verifications at least twice a year</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is accomplished by the designated detective.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategy 2</strong></th>
<th>Immediately write warrants or affect the arrest of those offenders who are not in compliance with Florida Law</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is accomplished by the designated detective and several arrests have been made.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Strategy 3</strong></th>
<th>Share critical information about offenders with MSO personnel (Warrants, VCTF and Intel Units) and with the Media through press releases</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is accomplished by the designated detective.</td>
<td></td>
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</tr>
</tbody>
</table>

### Baseline

Compliance Rate in 2010: 68%

### Target

90% compliance rate by the end of 2012

### Today

92% compliance rate by December 2012
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
Require Homeless/Transient Sex Predators, Sex Offenders and Career Offenders to contact the Offender Office weekly to report their whereabouts

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

Strategy 3
Contact 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.

Baseline
Verification rate is approximately 50%

Target
80% Verification Rate

Today
Verification rate is approximately 50%
ADMINISTRATIVE BUREAU

- Accreditation (pg. 83)
- Analytical & Strategic Planning (pg. 85)
- Civil Enforcement (pg. 89)
- Communications (pg. 90)
- Crime Prevention (pg. 96)
- Document Development (pg. 99)
- False Alarm (pg. 102)
- Fleet Maintenance (pg. 104)
- Human Resources (pg. 106)
- Judicial Security (pg. 112)
- Off-Duty Employment (pg. 115)
- Records (pg. 118)
- Training (pg. 121)
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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
Inform components most affected by accreditation standard changes, additions, and deletions of requirements

Meetings with specific components most affected by accreditation additions and changes have been completed during this annual review for Year 2012. Changes to operational manuals and General Orders have been implemented or considered for the specific processes affected by accreditation standard changes.

Objective 2
Utilize technology to automate Accreditation Reporting requirements

Strategy 1
Increase proactive efforts to explain accreditation processes and value to agency members

Accreditation issues have been thoroughly discussed during staff inspections conducted during Year 2012. Training on accreditation is conducted in each new employee orientation class. Training was also conducted for each Rotation in Patrol prior to this year's CALEA re-accreditation as well as an article in the Deputy magazine. Additional accreditation training was completed at the Corrections Bureau and Investigative Bureau.

Strategy 2
Regularly contribute 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 updated information on accreditation was included in the agency WEB page. Additional articles are waiting for publication in the Deputy.

Objective 3
Enhance Accreditation training on standards applicable to agency's goals and objectives

Strategy 1
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 5 roll call training completed for year 2012 and an additional 3 training sessions on accreditation completed with individual components from Investigative and Administrative Bureaus.
Goal 1

Enhance public safety through the continued application of accreditation standards to facilitate best practices in both Law Enforcement and Corrections (Cont’d)

Objective 3
Enhance Accreditation training on standards applicable to agency’s goals and objectives (Cont’d)

Strategy 2
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
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. Accomplished in 2012.

Strategy 4
Update and maintain lesson plans drawing parallels between accreditation standards relating to operations/functions

Accomplished Lesson plans are updated for each training class with specific information on accreditation changes and their application within our agency.

Strategy 5
Develop and implement an early warning system

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 AND 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**  Develop a training program designed for administrators, line staff, and support personnel

*This strategy was placed on hold. The hold has now been removed. Our plan is to implement the program in stages over the three year period. The first step is deciding agency needs and creating the program.*

**Strategy 2**  Annually review and update ASPU policies and procedures

**Strategy 3**  Hold meeting with relevant stakeholders to identify all possible sources of information available

**Strategy 4**  Provide information for external law enforcement agencies and public information requests

**Strategy 5**  Collection: Train personnel on importance of accurate information collection and documentation while ensuring accountability

*Constant contact with I.T. / Records / Corrections / CID to advise on data inaccuracies. Contacting enforcement division regarding training issues in data collection. Revised case statistics form for more accurate data collection.*

Public requests are responded to in a timely manner; outside agencies have been invited and are frequenting the Analyst meetings once a month. 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.

The Unit has participated in weekly CORE, Intel and VCTF meetings. The Unit hosts monthly multi agency 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.

Constant contact with I.T. / Records / Corrections / CID to advise on data inaccuracies. Contacting enforcement division regarding training issues in data collection. Revised case statistics form for more accurate data collection.
**Goal 1**
Define, develop, and implement department-wide Crime Analysis program; develop operational strategies to ensure use of ongoing, proactive information for sustainable results (Cont’d)

**Objective 2**
Standardize department-wide collection, reporting, and dissemination of crime analysis information

**Strategy 1**
Establish a Crime Analysis Review Committee to obtain suggestions and help prioritize goals and objectives

*The committee will be formed by members of the newly formed Analytical and Strategic Planning Unit.*

**Strategy 2**
Standardize structure of information reported; generating strategic and tactical crime analysis

**Strategy 3**
Dissemination: Ensure proactive use of crime analysis information and increase reliability to allow timely analysis

*Providing consistent monthly reports for enforcement and investigative divisions for CORE meetings.*

**Strategy 4**
Provide warnings and/or predictions of new criminal activity that may show crime patterns changes in existing criminal activity

**Strategy 5**
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.*

---

**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
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

Administration has put this strategy on temporary hold due to personnel shortages in Records.

Strategy 2  UCR reports analyzed on a daily/weekly/monthly basis by ASPU. UCR Semi-Annual and Annual reports published by ASPU.

Baseline  UCR Reporting performed by CAU

Target  Records responsible for UCR functions

Today  10% of the UCR functions transferred to QC/Records

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.

Strategy 2  Develop new job descriptions and respective testing procedures

Testing procedures are currently under review.

Strategy 3  All analysts to participate in ride-along programs as part of the training process

All have participated and will continue to do so.

Strategy 4  Purchase and implement CrimeView application

COMPLETE

Strategy 5  Make suggestions on new approaches to existing criminal activity based on new professional / technological developments

CONTINUOUS

Baseline  1 crime analyst and 1 manager

Target  4 crime analysts and 1 manager

Today  2 crime analysts, 1 part time consultant, and 1 manager
Goal 4

Streamline the Strategic Plan Process Agency Wide

Objective 1  More efficient reporting process

Strategy 1  Review current process and make recommendations for streamlining the process for all participants

Strategy 2  Review software options to change formatting for more efficiency and ease of reporting and publishing

Strategy 3  Create template and automate participant updates for future Strategic Plans

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 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**: 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 currently receive temporary injunctions for service electronically via email from the clerk’s office. Receiving Baker Acts and other domestic related papers (such as permanent injunctions and orders setting a hearing) will be the next phase.

- **Strategy 2**: 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**: Dedicate existing trained personnel to become unit field training officers.
  
  Complete.

- **Strategy 2**: Modify current training program to include updated policies and new information crucial to the proper service of court documents.
  
  Continuous.

- **Strategy 3**: Ensure deputies serving enforceable paperwork attend yearly training to keep updated on changes to new rules/procedures.
  
  New.

Baseline:

- 2008 average of all civil paperwork served (enforceable and non-enforceable): 83%

Target:

- Average of all civil paperwork served (enforceable and non-enforceable): Maintain 85% or above service rate

Today:

- 2011 average of all civil paperwork served (enforceable and non-enforceable): 86%
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: 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 an additional radio console for administrative use

Strategy 1: Due to the fact that current volume of calls for service exceeds present capacity levels, have all units not subject to answering dispatched calls for service or classified as non-emergency units to operate on an “Administrative radio group/console. The equipment has been secured but the staffing is still not available.

Strategy 2: 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: 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 to reach 39
- 3 Radio consoles, 1 Supervisor/Backup control, 1 Administrative console, 4 Call takers

Target
- Authorized staff level to reach 48
- 3 Radio consoles, 1 Supervisor/Backup control, 1 Administrative console, 5 Call takers

Today
- 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
COMMUNICATIONS

Goal 2  
Ensure proper training for Communications staff

Objective 1  
Revise the Communications Training and Evaluation Program to be compliant with the State 911 Dispatcher Certification Training outline

Strategy 1  
Revise the training program for all Communication Center new hires in all areas of Public Safety Dispatch to be compliant with state mandated new law by October 1, 2012. Training areas to include CTEP, Fire/Medical, and CPR, and maintain that knowledge through in-service training required for re-certification every two years.

Completed - our Training Program is State certified and being used to train all new hires.

Completed - our Training Program is State certified and being used to train all new hires.

Strategy 2  
Create new lesson plans for Fire/Medical and CPR.

Completed - our Training Program is State certified and being used to train all new hires.

Baseline  
Number of Communications staff certified as of October 1, 2009: 18 (eighteen)

Target  
33 Communications and 3 collateral duty staff are state certified

Today  
33 Communications and 3 collateral duty staff are state certified
**Goal 3**

**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

<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy 2</td>
<td>Ensure that all employees are kept informed of any procedural changes that occur in a timely manner through Emails, briefings, documented training sessions, etc.</td>
</tr>
<tr>
<td>Strategy 3</td>
<td>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</td>
</tr>
<tr>
<td>Strategy 4</td>
<td>Correct deficiencies in a timely manner</td>
</tr>
</tbody>
</table>

**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

**THIS IS A NEW GOAL**
Goal 4

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

Initiate In-Service Training for all CTO’s on the new requirements for the State Certified Communications Training and (CTEP) Evaluation Program

CONTINUOUS

Strategy 2

Conduct training on how to more effectively utilize the ADORE software and complete necessary documents and forms

CONTINUOUS

Strategy 3

Set standards for a CTO to be involved on a regular basis in personal development of their skills of teaching and motivating others

CONTINUOUS

Strategy 4

Research & implement on-line training courses that could be utilized to improve CTO’s knowledge of dealing with conflict, developing critical thinking, teaching multi-tasking, etc.

CONTINUOUS

Strategy 5

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

CONTINUOUS

Baseline

No set requirements exist today

Target

For all CTO certified staff to receive required training. Accomplished and in place by 2013

Today

Training is being conducted.
Goal 5
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
Strategy 2  Become CTO certified and assist in the training of new personnel and/or conducting classroom training sessions
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
Strategy 5  Work with other Communications staff to achieve Goal
Goal 6  
Develop a Communications newsletter

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  
Continued updating of SharePoint website
CRIME PREVENTION UNIT

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
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 taken into the Customer Satisfaction Survey among other initiatives.

Strategy 2
Develop and maintain an interactive website accessible to the general public for the purposes of informing citizens about the programs offered through Crime Prevention.

Strategy 3
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 stages.

Objective 2
Enhance effectiveness of the E-Watch program

Strategy 1
Train all components of the agency on 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.

Strategy 2
Utilize message boards and marquees throughout the County to solicit member participation.

Strategy 3
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
Develop a plan whereas Crime Prevention would go in the Community and set displays and tables with information and answer any question the citizens may have.

Strategy 2
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 in the community and let them know what the Sheriff’s Office has to offer and what Crime Trends may be occurring.
Goal 1

**Objective 4** Enhance the effectiveness of the Volunteer Program

**Strategy 1** 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** Train all components of the Agency on the effectiveness of the Volunteer Program and how they can assist with recruitment of new members. All volunteer trainings are done internally.

**Strategy 3** 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.

**Objective 5** Enhance the record keeping capabilities of the Crime Prevention Unit

**Strategy 1** Work with I.T. to develop an online data collection program to gather statistics on Unit activities that will accurately record staff and volunteer activities, as well as community participation in various programs.

**Strategy 2** Develop a reporting method to extract usable data to present monthly, bi-annual, and yearly reports that extract valid and relevant representation of the Crime Prevention Unit’s activities.

**Objective 6** Document Development Unit to update Media area in Crime Prevention

**Strategy 1** 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.

**Strategy 2** 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**  
Additional manpower will allow the Sheriff’s Office Crime Prevention personnel to present more programs/presentations in the County. Currently Crime Prevention has three Practitioner’s and one supervisor which is a Lieutenant.

**Strategy 2**  
Increase to two supervisors. With the addition of an additional supervisor he/she can also serve as Practitioner as well as performing in his or her role as a supervisor.

**Objective 2**  
Work with I.T. to create website solely for Crime Prevention

**Strategy 1**  
Create a user friendly website for Crime Prevention for community use; allowing them to check for upcoming events, report graffiti and download Crime Prevention material.

**Strategy 2**  
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 2011:
- Number of citizens reached by various means:
- Number of E-Watch participants in 2011:
- Online statistical data collection tool available

**Target**
- Number of volunteers by 2013:
- Number of citizens reached by various means by 2013:
- Number of E-Watch participants by 2013:

**Today**
- Number of volunteers in 2011:
- Number of citizens reached by various means:
- Number of E-Watch participants in 2011:
- Online statistical data collection tool available

**THIS IS A NEW GOAL**
**DOCUMENT DEVELOPMENT UNIT**

**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.
To provide the MCSO with quality high quality all-purpose document development in the most economical way, regardless of media.

**Goal 1 (Cont.)**

**Objective 3**

Enhance productivity and cost savings by making the agency’s workflow more efficient and paperless.

**Strategy 1**

Maintain current efforts to convert all applicable paper documents into electronic ones.

**Strategy 2**

Maintain and update all equipment in boardrooms and classrooms throughout the agency.

**Strategy 3**

Set up a video conferencing system throughout the agency to increase productivity and reduce travel expenses. STILL IN PLANNING PHASE

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**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
- 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
Goal 2

To provide the MCSO with high quality placards and awards

**Objective 1**  Find a more effective way to present awards

**Strategy 1** 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**
- We are currently limited internally with only one method of engraving

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**
- All video aids for programs are outdated and on VHS.
- All videos need to be updated to DVD’s.
FALSE ALARM UNIT

**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**
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**

Effect needed changes to the Manatee County False Alarm Ordinance. A proposed new ordinance was created but the Commission decided no change for the time being. In 2016 we will request a review of this decision.

**Strategy 1**
Promote a studied and thoughtful review of the Ordinance by the Captain, the alarm administrator, the alarm clerks, and the Assistant Comptroller, both individually and collectively.

**Strategy 2**
Agreement on proposed changes, preparation of an executive summary for the Sheriff, and one or more meetings with the Sheriff.

**Objective 3**

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**
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 4**

Set up standards for declaring an account as uncollectable.

**Strategy 1**
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**
Prepare list of uncollectables, close accounts, write them off.

This is being done on a daily basis.
**FALSE ALARM UNIT**

**Goal 1 (Cont.)**

Inject new ideas into efforts to continue to make efficient and effective use of false alarm reduction programs

### Objective 5

Increase community security and protection and at the same time decrease the number of false alarms associated with sliding glass doors

**Strategy 1**

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**

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

This is related to Strategy 1.

**Strategy 3**

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 2011: 1,371
- Number of false alarms for 2011: 7,008

### Target

- 5% reduction of incorrectly coded dispositions
- 3% reduction of number of false alarms

### Today

- Number of incorrectly coded dispositions in 2011: 1,371
- Number of false alarms for 2011: 7,008
### FLEET MAINTENANCE

**Goal 1**

To provide the MCSO with a safe, well-maintained fleet in a cost-effective and efficient manner

#### Objective 1

Reduce vehicle maintenance costs while maintaining vehicle condition

1. **Strategy 1**
   - Expand the preventive maintenance program.
   - *This strategy is put on hold due to budget constraints.*
   - A new maintenance plan was put into place on 10-1-12 that includes an improved PM program. This plan makes use of outside vendors in addition to MSO Fleet to expand the PM program to all units. This has also resulted in needing one less technician.

2. **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.

3. **Strategy 3**
   - Maintain cost per mile at 2012 levels

#### Objective 2

Obtain a new modern well-equipped facility and parking area

1. **Strategy 1**
   - Improve technician working area, as well as overall facility working conditions and security.
   - Many improvements have been made to the facility such as painting, lighting, adding a fence and parking lot improvements. Additional space for parking was added when the old EMS building was knocked down. The structural integrity of the current facility does not allow for any additional improvements so a new facility is needed. An additional building to be located where the old EMS building was is planned. Additionally renovations to the old office area are planned.

2. **Strategy 2**
   - 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.

3. **Strategy 3**
   - 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.

4. **Strategy 4**
   - Secure parking area by installing an electric gate with key fob access.
   - This was not feasible, instead, cameras were put up for security surrounding the facility.

### Status

- **COMPLETED**
- **CONTINUOUS**
- **NEW**
FLEET MAINTENANCE

Goal 1 (Cont.)
To provide the MCSO with a safe, well-maintained fleet in a cost-effective and efficient manner

Objective 3
Increase Technician Education

Strategy 1
Increase the number of technicians from 5 to 7 in order to optimize vehicle maintenance turnover.

A new maintenance plan was put into place on 10-1-12 that includes an improved PM program. This plan makes use of outside vendors in addition to MSO Fleet to expand the PM program to all units. This has also resulted in needing one less technician.

Strategy 2
Improve technicians competency by ensuring they have ASE and EVT Certifications.

Four technicians and 1 working supervisor have been EVT certified. Only one technician remains to obtain this certification.

Baseline
- Current old facility
- 4 trained technicians
- 2011 averaged fleet cost per mile: $0.67 (the cost of fuel increased by 17%)

Target
- Move into new facility
- Maintain the $0.67 cost per mile
- Send technicians to outside schooling

Today
- Current old facility
- 4 trained technicians
- 2011 averaged fleet cost per mile: $0.60 with fuel, $.35 w/out fuel
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: 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: 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: Effectively utilize resources to evaluate alternative solutions for accelerating the screening and testing requirements of Law Enforcement applicants.

Objective 2: Promote internal MSCO culture of Professional Development

Strategy 1: Continue full implementation of the MSCO Professional Development Program (PDP), Sergeants Course, Command Officer Management Program, and Civilian Supervisor Training. Command Officer Management Program was offered from May - November, 2012. No Sergeant or Civilian supervisory training course was offered during this reporting period.

Strategy 2: Create and maintain a skills inventory to access MSCO’s ability to provide a professional well-trained force of employees. This strategy was accomplished by the implementation of Crown Pointe, which is managed by the Training Section. Multi-lingual employees have been logged into the IFAS program.
HUMAN RESOURCES

Goal 1 (Cont.)

Proactively recruit and retain a diverse, professional workforce

Objective 3 Strive to maintain competitive classification / compensation systems

Strategy 1 Partner with Fiscal on an annual basis to complete annual salary market analysis. Implement necessary changes to MCSO salary changes and classification and compensation policies.

Strategy 2 Implementation of the MAG Salary study conducted in 2010 and complete reclassification of identified positions within the study.

Baseline
- Agency-wide vacancy rate between 94% and 98%
- As of June 2012: Agency-wide vacancy rate at 95.4%

Target
- Agency-wide vacancy rate between 96% and 98%

Today
- Agency-wide vacancy rate between 94% and 98%
- As of June 2012: Agency-wide vacancy rate at 95.4%
Goal 2

**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**
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**
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**
Develop creative, innovative, and informative professional marketing material through the use of various media.

**Objective 2**
Ensure that the MCSO Promotional Process is specifically designed to identify and promote the best qualified candidates.

**Strategy 1**
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**
Conduct Annual Review of Policies that are impacted by Human Resources. To be conducted by the end of calendar year 2012.
Goal 2 (Cont.)

**Objective 4**
To effectively manage a fair, consistent, and objective performance evaluation process for all positions within the MCSO

**Strategy 1**
Develop, implement, and provide effective performance management training to supervisors and HR Staff. 
Continue to redefine and reorganize HR functions.

**Strategy 2**
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**
- Average applicant processing time of 56 days
- As of June 2012: Average applicant processing time = 48 days

**Target**
- Average applicant processing time of less than 42 days

**Today**
- Average applicant processing time of 56 days
- As of June 2012: Average applicant processing time = 48 days
HUMAN RESOURCES

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

Continue to improve the implementation and use of software to reduce applicant processing time

Strategy 2

Obtain minimum staffing requirements as recommended by the 2009 MAG study

Strategy 3

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

Implementation of Information Access System (OnBase) Data Storage. This 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, NeoGov, IFAS, Medical Leave, WLT). IT is streamlining HR databases
Goal 3 (Cont.)

Enhance the Human Resources Section to further the agency’s fulfillment of its mission

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 2012

Target

- 12 qualified HR employees by 2014

Today

- 8 qualified HR employees in 2012
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: Identify enhancements needed to the system to improve visual quality

Strategy 2: Re-apply for grants to fund the machine and cameras

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: Purchase equipment: need 6 more sets of DNA equipment, Bio-readers, bar code printer, laser printer, laptop computer.

Strategy 2: Additional training for electronic DNA machinery

Objective 3: Send all deputies to Court Security School to improve observation skills and enhance situational awareness

Strategy 1: 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.

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”.
Goal 1 (Cont.)

Enhance security at the Manatee County Judicial Center and Historic Courthouse

Objective 5

Enhance video storage capability (30-day storage)

Strategy 1

Work closely with the county to utilize county’s virtual servers

Strategy 2

Upgrade security system from Diamond 2 system to new version Facility Commander.

Strategy 3

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.

Baseline

- Outdated or non-existent equipment (scanner, video storage system, cameras)
- 33 out of 55 deputies have completed Court Security School
- 1 Set of DNA equipment
- Applied for grant to purchase body scanner / cameras

Target

- Upgrade existent system and install new equipment
- At least 18 deputies trained over the next 3 years

Today

- Outdated or non-existent equipment (scanner, video storage system, cameras)
- 33 out of 55 deputies have completed Court Security School
- 1 Set of DNA equipment
- Applied for grant to purchase body scanner / cameras
**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**

Automate inter- and intra-agency communications and processes.

Sent out rewritten and clarified procedures to all involved parties as well as awareness to the Manatee County Bar Association.

**Continous**

**Strategy 2**

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

**New**

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**Baseline**

- Over the past 3 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**

- Over the past 3 years, tenants have increased within the Judicial Center to include Guardian ad Litem, Congressman Vern Buchanan, County Probation, etc.
OFF-DUTY EMPLOYMENT UNIT

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

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

- In the planning stages

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

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

- With the second position for the Off-Duty Unit vacant, ensure that electronic filing is not back-logged
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**
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**
- Conducting research

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**
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**
- Conducting audit checks
**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**

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**

- Conducting research

**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**

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**

- Updating and learning SharePoint
Goal 1

Automate processes and functions of the Records Section and train personnel accordingly.

Objective 1

Automate Incident Reports

Strategy 1
Purchase and install In-Field Reporting (IFR) software (CAD 9.0/Intergraph 8.2.1) to allow reports to be available immediately.

Accomplished: IFR fully implemented with relation to report writing. A small fraction of new deputies continue with paper reports until they are transferred to Patrol.

Strategy 2
Conduct staff review, then re-organize and re-allocate freed personnel as needed.

Continuous. A second clerk has been allocated to Quality Control.

Strategy 3
Conduct post-implementation assessment and control.

Continuous.

Strategy 4
Train investigative personnel on report entry into I-Leads.

Accomplished.

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
Speed up the time for processing and service of paperwork and reduce the need for a courier twice a day for civil process.

Continuous.

Strategy 2
Work closely with IT and the Clerk’s Office to develop procedure for electronic transmission of paperwork.

Continuous.

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
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.
Goal 2
Conduct structured Public Records training for all Records Section personnel

Objective 1
Automate training through PowerDMS

Strategy 1
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
Maintain better documentation on training.

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

Strategy 3
Allow for accountability on-the-job public record training.

Baseline
- On-the-job public record training by 2014

Target
- Formalize and automate all public record training by 2014

Strategy 4
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). Conduct staff review, then re-organize and re-allocate freed personnel as needed.

Goal 1
Automate processes and functions of the Records Section and train personnel accordingly

Objective 4
Scan backlog Property and Evidence receipts and accompanying paperwork.

Strategy 1
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). Conduct staff review, then re-organize and re-allocate freed personnel as needed.
**Goal 3**  
Eliminate MSO cars 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.

*Accomplished: SharePoint spreadsheets created 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.

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**Baseline**

- MSO cars 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**

- MSO cars in old version
- Spreadsheets in old version (bolos, missing persons, stolen vehicles, etc.)
**Goal 1**

**Objective 1** Improve use of online training by utilizing accessing remote training

**Strategy 1** Research student-accessible online courses that will fulfill the agency’s needs in part and implement the same. 

*Subscribed to the In The Line of Duty web-based training system; presently working on how to track and select according to specific functions.*

**Strategy 2** Explore existing online trainings (NIMS, FDLE, etc.)

**Strategy 3** Work with IT to develop in-house online training, utilizing existing hardware and software. Frank is a liaison and expert on all online trainings and is constantly updating trainings, and making automatic the notification of certifications to expire.

**Objective 2** Establish a regular schedule for required in-service training for certified personnel

**Strategy 1** 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** Establish a schedule of required training events. Range open announcements / salary incentive courses / state issued gun training / CPR / FCIC / Fitness, etc.

**Strategy 3** Ensure certified staff attendance is mandatory. This strategy is constantly being accomplished.

**Baseline**

- Access / CDD / IFAS / CrownPointe, ATMS

**Target**

- CrownPointe, ATMS

**Today**

- Access / CDD / IFAS / CrownPointe, ATMS
**Goal 2**

**Develop enhanced training facilities**

**Objective 1**

Create more classroom and storage space

**Strategy 1**

Move portable building closer to training facility for classroom and storage space

*This strategy was accomplished in the last pay period.*

**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*

**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 done. Attempting to locate funds.*

**Objective 4**

Establish Defense Tactics Room

**Strategy 1**

Renovate existing “C” building of the Annex facility to establish Defense Tactics Room

*COMPLETED*

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**Baseline**

- 6 Training Rooms
- Specific Defense Tactics Room
- Specific CPR Training Room
- Shoot House

**Target**

- Driving pad sufficient to teach all levels of driving skills
- Pistol and Rifle Firing Range
- Shoothouse

**Today**

- 6 Training Rooms
- Specific Defense Tactics Room
- Specific CPR Training Room
- Shoot House
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, recover (CPR driving methodology).

- No baseline

**Baseline**

**Target**

- Implement Easy Drift driving program

**Today**

- Conducting research and development

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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** Offer program to agency specifics, corrections academy, and make available to all certified employees on a quarterly basis.

- No baseline

**Baseline**

**Target**

- Implement Vanguard Defensive Tactical System

**Today**

- Conducting research and development
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  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.

Baseline  - No baseline

Target  - Implement virtual training environment (TI Trainer)

Today  - Conducting research and development
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: The baseline number of authorized deputies in 2009 is 215; add 35 for the budget request of 2010-11; 36 to 2011-12, and 35 to 2012-13 = 321

FY 2011-2012 yielded 4 new Corrections Deputies. This strategy is at 1% completion.

Strategy 2: 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: 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. The Security Team is not active (0%).

Strategy 4: 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.

Baseline: Authorized Corrections Certified positions for 2009: 215
Transportation Unit of 8 Deputies
Annex building closed

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

Objective 2: Establish a Transportation Section instead of a Unit

Strategy 1: 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: 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: 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 Unit 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: 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 (0%).
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.

Strategy 2: Affected units will participate in effective training with IT Section for software such as JMS in order to stay current with technological advancements. Jail management staff will research possible developments to improve efficiency in operations.

Strategy 3: 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.

Baseline: Most Corrections processes are manual and paper-handed.

Target: A virtually paperless booking/property release cycle by 2012.

Today: 75% of the booking/property/release cycle paperless.
**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**

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

We have added 2 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, Carpentry as a result of Manatee Technical Institute’s inability to provide instructors for a net gain of 0. 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%).

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**Baseline**

Existing programs available to inmates

**Target**

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

**Today**

3 new faith-based programs created: Learn to Fish for female inmates, 100-Hour Anger Management Course and Celebrate Recovery drug rehab program
Goal 4

Increase overall safety and security of the jail facilities

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.

Objective 1

Strategy 1

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 escapes.

- 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. The chillers have not been replaced - just repaired; staff is just being trained on the GEM80 computer; the stenciling, exterior door painting and overspray repairs have not been done. MSO pressure-cleaned the exterior of the building. The County is in the process of repairing the grout on the building exterior that was damaged by animals (50% complete).

- 176 out of 203 deputies carrying ECWs or 87% of total

- No off-site visitation center
- No “Man-Down” alarm system
- 125 out of 203 deputies carrying ECWs

Objective 2

Strategy 1

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.

- The system has been purchased, however it is still only being used by approximately 50% of the Deputies. (50%)
- The majority of the Deputies who wished to carry ECW were trained and issued the weapons. Not all may choose to be certified in and carry an ECW, since carrying this weapon is not mandatory. (95%)

Objective 3

Strategy 1

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

- Off-site visitation center and “Man-Down” Completed
- Renovations ongoing, with completion expected by 2012
- 176 out of 203 deputies carrying ECWs or 87% of total
The Bureau Chief has been meeting with the Deputy County Administrator in regards to the issue at hand, as well as presenting monthly updates to the Public Safety Coordinating Committee of jail population trends, housing issues, and plans for renovation/new facilities (1%).

**Goal 5**

**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**
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

The majority of the County Commissioners attended a jail tour at the end of November 2011 to see the current space and deteriorating conditions (2%).

**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**
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

The majority of the County Commissioners attended a jail tour at the end of November 2011 to see the current space and deteriorating conditions (2%).

**Baseline**
Presently overcrowded medical facility and 1 Juvenile Pod

**Target**
Expanded and equipped medical facility and additional Juvenile Pod

**Today**
The Bureau Chief has been meeting with the Deputy County Administrator in regards to the issue at hand, as well as presenting monthly updates to the Public Safety Coordinating Committee of jail population trends, housing issues, and plans for renovation/new facilities (1%).
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%).

CONTINUOUS

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.

CONTINUOUS

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.

CONTINUOUS

Strategy 4

Continue to thwart escape attempts or threats by observation and awareness by all staff members.
Certified staff members have received training in observation & 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%).

CONTINUOUS

Strategy 5

Complete cross-training for all Booking Clerks and Warrants Clerks in order to run both units more efficiently and effectively, and to further ensure inmates are not kept in jail too long nor released too early
All warrants clerks have been cross trained (100%).

COMPLETED

Strategy 6

Upgrade the camera system at the Juvenile Booking Facility (JBF) so that the jail can remote in to monitor activities for safety of inmates and officers; also the system will be able to make recordings of the video.
This is 100% complete.

COMPLETED

Strategy 7

Install a new key fob system in the Juvenile Booking Facility to improve security and prevent escapes.
This is 100% complete.

COMPLETED

Strategy 8

Upgrade the Annex’s door controls so that A Control can open/lock exterior doors of B Building and shut off the power in case of emergency; B Control can open/lock individual cell doors in B Building instead of all/none for the safety of inmates and officers.
This is 100% complete.

COMPLETED
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 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 (0%).

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 30% 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 is a 9 on a scale of 1 to 10 (90%). Armor Correctional Health Services began as our new contracted health care provider October 1, 2012.

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.

Blue fitted bottom sheets had been ordered and have been put into use with good results (98%).

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%).
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. (Cont’d)

Baseline

- Security is a top priority, but improvements can be made.
- Security Team does not exist; some training is required
- Annex control rooms need door release access

Target

- Upgrade camera systems
- Complete additional training for Fire Safety Officer and cross-training of Booking and Warrants Clerks
- Comply with accreditation standards
- Upgrade Annex door controls

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
- Annex door control work complete (100%)
- Accreditation compliance is in progress
- 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 in 2014

**Strategy 1**

Coordinate with the Corrections Accreditation Coordinator to provide required documentation to meet or exceed standards’ requirements.

*Approximately 20% of the documentation required has been provided.*

**Strategy 2**

Successfully pass ACA inspection in 2014

*Approximately 20% 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**

Coordinate with the Corrections Accreditation Coordinator to provide required documentation to meet or exceed standards’ requirements

*Approximately 95% of the documentation has been provided.*

**Strategy 2**

Successfully pass FCAC inspection in 2011

*The inspection was done in December 2011 - (100%) complete*

#### Objective 3

Provide signature documentation of staff’s receipt and reading of appropriate Bureau manuals, General Orders, and policies and procedures

**Strategy 1**

Documentation of receipt and reading of required documents is demonstrated by PowerDMS manager reports.

*The Committee reviewed the documents and they were posted in Power DMS (100%).*
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. (Cont’d)

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 in 2011 and ACA in 2014
- Improve employee compliance with required reading, testing, training, and signature for policies and procedures

Today
- Beginning work on ACA and FCAC compliance for 2014
- FCAC inspection completed in December 2011
- Supervisors responsible for employee PowerDMS compliance
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.

Last year's and this year's figures are almost identical (90%).

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 Visitation Clerks and 1 part time Sergeant (100%).

Strategy 7

Endeavor to find the most beneficial and least expensive inmate telephone contractor upon contract renewal.

Contract with GTL was renewed (100%).
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 (Cont’d.)

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
- There were 808 grievances in 11 months of 2011
- One inmate lawsuit regarding inmate mail is pending
- Inmate phone contract is current
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 in 2014, and in 2011 obtain recertification using initial guidelines by FCAC, which is based on Florida Model Jail Standards.

**Strategy 1**
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 (33% complete).

**Strategy 2**
Successfully pass ACA inspection in 2014.
We are just beginning to build files for 2014 (33% complete).

**Strategy 3**
Successfully pass FCAC inspection in 2011.
We passed the FCAC inspection and received our certificate (100%).

**Baseline**
- Passed ACA certification in 2011, recertification in 2014 is expected
- FCAC inspection not completed yet
- County has developed a checklist of repairs / renovations and is beginning to accomplish them

**Target**
- Successfully pass ACA and FCAC inspections and meet 100% of mandatory standards
- Continue requesting County’s following of HOK recommendations for building upgrades

**Today**
- FCAC and ACA reaccreditations successful
- Kitchen renovations complete
- Jail Commanders following up with pending repairs / renovations to be completed by County
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Information Technology (I.T.)
INFORMATION TECHNOLOGY SECTION

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
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
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
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 Clerks 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
Create automated data file transfers between the MSO and the Manatee County Clerk of Court is in development. These files include Temporary Injunctions, Writs, Marchman and Backer Act, and Subpoenas.

In development.

Baseline
Most information exchanges between MSO departments and outside agencies is being done using paper forms and hand created reports.
Little to no automation
Extensive duplication of effort because of manual input

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 cost saving per year by electronic information transfer vs manual paper transfer
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 unit. 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 and gathers information from 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.
Goal 3

To facilitate the crime, jail and records information recording needs of the MSO by enhancing and expanding features of commercial software in use at the MSO

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

Frequent enhancement and upgrades are required to support this application. A major upgrade is planned for the Spring 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 and 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 Spring 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**

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.

**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.

**Objective 2**

Consolidate the New Applicant Hire Process.

**Strategy 1**

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.
Drive Improvements to Customer Service by providing a robust infrastructure for highly available IT Systems

Objective 1
Achieve 99.999% availability by designing, deploying, and maintaining enterprise class hardware and software platforms using best practice methodologies.

Strategy 1
Upgrade NetMotion VPN Servers to version 9.0
NetMotion Server and Client upgrades have been completed.

Strategy 2
Deploy Virtualization Infrastructure to MCCJ Site
A new VMware cluster has been designed and deployed at the MCCJ site. Servers and applications at this site are now hosted by fault-tolerant server hardware.

Strategy 3
Virtualization Hosts - Refresh & Upgrade
All VMware servers at the Operations Center have been replaced with new hardware. All VMware servers at the Public Safety Center have been replaced with new hardware. In addition, all production VMware servers have been upgraded with the latest version of production code.

Baseline
MCCJ services and applications were resident on standalone physical servers. MSO virtualization servers were on legacy software and off factory warranty.

Target
All operating systems and virtualization software at latest versions
New virtualization hardware installed in both OPS and PSC locations
Latest production code installed on all VMware host hardware

Today
All operating systems and virtualization software has been upgraded
New hardware has been purchased and installed in both OPS and PSC locations
Latest code installed on VMware host hardware
Goal 6

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
Deploy ActiveSync for policy driven mobile messaging configuration.

This project has been completed

Strategy 2
Migrate to an Enterprise Backup Software Solution

An enterprise solution has been purchased and implemented, which includes backup, journaling, archiving, content indexing, and e-discovery functionality. This also includes data de-duplication of backed up data.

Strategy 3
Configuration & Operations Management Upgrade

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

Strategy 4
Deployment of a Mobile Device Management Solution

An enterprise mobile device management solution has been purchased and is in full production as of Q2 2012.

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
Administration of IT systems are autonomously managed through the application of centrally applied policies.

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
Goal 7

Lease Network Infrastructure from County and manage at agency level

Objective 1

Establish a thorough inventory of existing network equipment and propose a network design drafted by an independent consultant

Strategy 1

Establish a thorough inventory of existing network equipment.

This project has been completed

Strategy 2

Review proposed network design drafted by an independent consultant

The review was completed and it was determined that costs were deemed prohibitively high in moving forward with the implementation and subsequently, the project has been cancelled due to budgetary constraints.

Goal 8

Implement a Microsoft Exchange mail server in house

Strategy 1

Upgrade to Exchange 2007

Project completed.

Strategy 2

Implement unified messaging.

Project completed.

Baseline

Agency was previously deployed on Exchange Server 2003.

Target

100% of mailboxes migrated to Exchange 2007. Decommission all legacy Exchange 2003 infrastructure

Today

All mailboxes and messaging components moved to Exchange 2007.
Goal 9

**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 2008 servers

**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 10

Create a Disaster Recovery Plan to establish a formal process to be followed when a disaster occurs

**Strategy 1**

Implement data retrieval recovery plan in case of disaster

The Disaster Recovery plan has been completed; failover testing is nearly complete. 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. 90% of Tier1 applications and services have been failed over and run successfully at the alternate data center. The remaining servers will be tested by year end 2012.
Goal 11  
Design, contract, and implement a next generation AFIS system

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

Strategy 1  
Select AFIS vendor and begin implementation

AFIS vendor selection has been completed and the project is now in the implementation phase. The system is expected to be fully operational in Quarter 2 of 2013.

Goal 12  
De-duplicate data for Network Backups in order to save space on the Storage Area Network

Strategy 1  
Purchase enterprise backup solution

A new enterprise backup solution has been purchased which incorporates de-duplication as a core feature. All backup data is being de-duplicated saving significant space.

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 13  
Increase the reliability, security, and supportability of our Active Directory Domain environment

**Objective 1**  
Design document and migration plan. Stage new servers to support the upgrade

**Strategy 1**  
Upgrade Domain Controllers

All Domain Controllers have been upgraded to the latest supported version.

Goal 14  
Provide for the long term growth of agency data as required by agency, state, and federal policy

**Objective 1**  
Implement a second SAN at the Public Safety Complex Building (PSC) and the use of Mirror-View (replication software).

**Strategy 1**  
Implement a new Storage Area Network with real time geographically distributed replication in place.

Project completed.

Baseline  
Data storage was being consumed at a rate that would exhaust existing capacity in 18 months. Replication of data to a 2nd data center was not in place.

Target  
Implement a new Storage Area Network with increased storage capacity and real time geographically distributed replication in place.

Today  
A 2nd SAN has been purchased and implemented in the Public Safety Complex. Replication of Tier1 data and applications is in place.
Goal 15

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.

Goal 16

Deploy software automation

**Objective 1**

**Automate deployment of full computer image**

**Strategy 1**

Automate image of all applications and operating system

Windows XP images and task sequences to install applications have been completed

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 XP that contains all core applications while maintaining the flexibility of sequencing individual application installations.

Today

All Windows XP images have been deployed successfully. Further XP image development has been deprecated as it is now incorporated into the Windows 7 project.
Goal 17  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

Project planning has been completed and implementation is underway. Application inventory has been completed and test systems are currently being deployed for compatibility and usability testing. Scheduled project completion date is expected to be Quarter 2 2013.

Goal 18  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 will be deployed as part of the client deployment process. The scheduled completion of this project is targeted for Quarter 1 of 2013.

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 reduces costs. Merge antivirus servers with existing system configuration environment to more efficiently manage antivirus deployment and monitoring. Target date is Q1 2013.

Today

The core server infrastructure is in place and ready to deploy antivirus components to agency desktops. Migration is scheduled Q1 2013.
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
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.

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 use them on a daily basis. Only a small number of specialty units remain to be outfitted with the necessary equipment and programs to have this same level of access.
Goal 20  Transition from the 800 MHz EDACS radio system maintained by the County to a P-25 digital radio system

Objective 1  Continue to enhance the voice communications throughout the agency by taking advantage of emerging equipment and technologies.

Strategy 1  Work with the County Radio Shop as it pursues the implementation of a P-25 radio system.

The Manatee County Radio Shop as part of the Public Safety Department is planning the upgrade of the current 800MHz EDACS radio system to a Project 25 (P-25) compliant radio system. The current EDACS system has reached it's End-of-Life and needs to be replaced.

Strategy 2  Ensure all radios in the agency are P-25 compliant in order to make the transition from EDACS to P-25 when the system is upgraded.

In anticipation of the eventually transition to a P-25 radios system all radios purchased over the past few years have all been P-25 compliant. Currently all radios in the agency are P-25 compliant.

Baseline  The current EDACS county radio system has reached it's End-of-Life and needs to be replaced.

Target  Work with the county to assist them in transitioning to a P-25 radio system and ensure all radios within MCSO are P-25 compatible.

Today  All MCSO radios are P-25 compliant and ready for the transition to a new P-25 radio system.
Goal 21

To remain on a 5-year replacement plan for the mobile laptops and at a replacement schedule of 25% per year rate in order to ensure equipment stays in good operational condition and does not become obsolete.

Objective 1

The five year replacement plan is also a continuing effort.

Strategy 1

The five (5) year replacement of all CF-30 Mobile Laptops is a continuing effort.

This project has been completed. Enough CF-30/31’s have been purchased to replace the aging fleet of mobile laptops.

Baseline

The Mobile Laptop Fleet is aging and the computers need to be replaced.

Target

Ensure all Mobile Laptops are in good operational condition allowing the Deputies to access the needed programs to accomplish their tasks and responsibilities.

Today

The current Fleet of Mobile Laptops is up to date. Enough laptops have been purchased to replace the aging fleet.
Goal 22

To recommend a 5-year replacement plan for portable and mobile radios and at a replacement schedule of 20% per year rate in order to ensure equipment stays in good operational condition and does not become obsolete.

Objective 1

The five year replacement plan is also a continuing effort

Strategy 1

Replace all of its older radios in the agency to be P-25 Phase 1 compliant.

Completed

All radios in the agency are now P-25 compliant.

Strategy 2

Work with the Public Safety Department and County Radio Shop towards the future installation of a P-25 radio system.

In progress.

Baseline

The radio fleet is aging and the radios need to be replaced.

Target

Ensure all radios are in good operational condition allowing the Deputies to have reliable voice communications to accomplish their tasks and responsibilities while providing for their safety.

Today

The current Fleet of radios is up to date. Enough radios have been purchased to replace the aging fleet and all radios in the agency are now P-25 compliant.
Goal 23: 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 County already owns two phone switches that are robust enough to handle the call volume of MCSO. It is financially prudent for MCSO to migrate their phones to the County switch versus purchasing a new phone switch. The county has hired a private consultant to review the current infrastructure and recommend a migration plan.

Baseline: The Sheriff’s Office has its own phone switches.

Target: Migrate the Sheriff’s Office phone switches to the county phone switch.

Today: A private consultant has been selected by the county to review the current infrastructure and to recommend a migration plan.
Goal 24  Provide Mobile for Public Safety and In Field Reporting program for all road Deputies

Objective 1  Provide training on Mobile for Public Safety and In Field Reporting

Strategy 1  Provide user training and overcome technical challenges

Initial project completed. An upgrade of both MPS and IFRLE is scheduled to begin the first Quarter CY2013. This upgrade includes a better user interface for the Dispatching (MPS) portion of the software and more functionality/modules for report writing (IFRLE).

Baseline

The user interface for the Computer Aided Dispatch system was a program called I-Mobile. The Sheriff’s Office used this program of the past 5 years.

Target

Migrate all Deputies to the new Dispatch and Reporting Writing software which has a better user interface, more functionality and an electronic automated report writing program.

Today

All Deputies have been trained on the new programs which are currently being used throughout the agency.
Goal 25  Implement an automated Work Order System in IT Department

Objective 1  Make it easier for MCSO employees to submit and track work orders

Strategy 1  Implement and test work order system in IT to use as a model for other areas of MCSO.

System completed and successful in IT, allowing for more efficiency in problem solving and tracking requests. Due to its' success, the plan has also been implemented at the MCCJ and other areas of the agency.

Baseline  All work orders were submitted via email or phone call making it difficult report IT problems, assign and track work.

Target  Implement and automated work order tracking system.

Today  System installed and operational.
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**

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

**Strategy 2**

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

**Strategy 3**

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.

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 but he 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**

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Review, circulate and/or explain relevant legal opinions, case law, and regulations to appropriate Sheriff’s Office personnel.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2</td>
<td>Communicate with other law enforcement attorneys regarding opinions, laws and regulations that are ambiguous or problematic.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Consult with the State Attorney’s Office, as well as state and federal prosecutors, regarding application of the law to specific factual scenarios.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Maintain up to date legal resources, including books, online databases, and publications to facilitate efficient legal research.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2</td>
<td>Establish professional relationships with organizations that support and compliment legal representation of law enforcement agencies.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Attend pertinent training and seminars pertaining to representation of law enforcement agencies.</td>
</tr>
</tbody>
</table>

- **Strategy 1**: 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**: Continue to provide legal opinions to law enforcement, corrections, and non-sworn personnel.

### Goal 7
**Monitor pending legislation potentially impacting law enforcement agencies.**

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Work cooperatively with FSA lobbyist and representatives to track, support or oppose legislation as appropriate.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2</td>
<td>Educate the Sheriff and staff as to potential impact or consequences of pending legislation.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Keep the Sheriff and staff up to date on new or amended legislation impacting law enforcement agencies.</td>
</tr>
</tbody>
</table>

- **Strategy 1**: Work with other Sheriff’s Offices and the Florida Sheriff’s Association to prepare and advance legislation favorable to law enforcement.
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Citizen Surveys

Surveys available on www.manateesheriff.org and mailed surveys

January 2010 thru December 2011 and July 2011 thru June 2012 Respectively
Safety from crime is our top priority. The job as law officers greatly depends on how well we do our job in the eyes of the public. In an effort to learn more about how we can best serve the community, it is imperative that we get some feedback from our citizens.

The agency has two different surveys that our citizens can complete. We take these responses very seriously. One survey is available to anyone with Internet access, on our website at www.manateesheriff.org and the other is mailed out to victims of specific crimes. Both surveys serve two very important purposes; our online survey helps us gauge how safe our citizens ‘feel’ within our community and the mailed survey helps us ensure that our citizens are addressed with professionalism, competence, and helpfulness.

The mailed version is not sent to victims where the offender and victim reside together or to under-age victims. We only send surveys out to victims of the following crimes: Attempted Murder, Robbery, Battery/Assault, Stalking, Intimidation, Burglary, and Criminal Mischief. This outreach was initiated in July 2011. We receive a response from an average of 13% of the surveys sent out. Research found that the average response within Florida was 10-11%.

![Citizen Survey Response Percentages](image-url)
Overall satisfaction with services by MCSO:

Of the surveys returned, 75% reported satisfied to very satisfied in reference to the deputy’s professionalism.

Approximately 78% of those responding to the survey reported satisfied or very satisfied with the deputy’s friendliness.

Approximately 69% of those responding to the survey reported satisfied or very satisfied with the deputy’s competence.
64% of those who responded to the survey reported satisfied or very satisfied with the deputy’s appearance.

**Appearance: July 1, 2011 - June 30, 2012**

- Very Unsatisfied: 10%
- Somewhat Unsatisfied: 15%
- Satisfied: 26%
- Somewhat Satisfied: 27%
- Very Satisfied: 22%

64% of those who responded to the survey reported satisfied or very satisfied with the deputy’s helpfulness.

**Helpfulness: July 1, 2011 - June 30, 2012**

- Very Unsatisfied: 10%
- Somewhat Unsatisfied: 15%
- Satisfied: 26%
- Somewhat Satisfied: 27%
- Very Satisfied: 22%
The online citizen survey has been available since 2009. This survey focuses on a wider range of perspectives with reference to the MCSO and the survey takers’ safety within Manatee County. There was a 46% increase in completed surveys in 2011 compared to 2010.

**Number of Surveys Completed**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed Surveys</td>
<td>942</td>
<td>647</td>
</tr>
</tbody>
</table>

The overall impression of the MCSO during 2011 has improved, 46% indicate the overall performance of the MCSO personnel is excellent. During 2011, of all of the surveys completed, only 8% did not answer this question.

**Do you feel the Sheriff’s Office is doing a good job?**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>67</td>
<td>97</td>
</tr>
<tr>
<td>No opinion</td>
<td>108</td>
<td>109</td>
</tr>
<tr>
<td>Yes</td>
<td>828</td>
<td>546</td>
</tr>
</tbody>
</table>

There was a 52% increase for yes, a 31% decline for no, and 1% decline for no opinion.
While the safety of our citizens is paramount, the community’s perception of the Sheriff Offices’ service is vital not only to the safety of our citizens but in the desire to cooperate in an investigation; to successfully solve a crime bringing the case to a closure and the perpetrators to justice. The following graphs depict how the citizens responding to the survey during calendar 2011 view how the Sheriff’s Office personnel view their Concern for Safety, Patrolling their Neighborhood, the responding deputy’s Quality of Service and the deputy’s Professional Conduct.
There appears to be a change in the perception of safety within Manatee County during 2011 compared to 2010. There was a 140% increase in the opinion that people feel safe compared to surrounding counties.

Of all of the surveys completed, 55% of the participants feel safe while 33% feel somewhat safe, 7% feel somewhat unsafe and 5% feel unsafe.

In regard to how the survey taker perceives the crime rate, the results show that citizens feel the crime rate has increased. Approximately 54% feel the rate has increased and 40% feel that the crime rate has remained stable.
When responding to the question of whether the drug problem in Manatee County has changed, the majority still feel the drug problem has increased, 62%; while 30% feel the problem has remained the same.

Crime has indeed gone down and the perception of crime has also declined. Even so, a strong law enforcement presence is still needed to maintain and continue to fight crime that continues to occur twenty-four hours a day. The answer to the question, ‘Do you feel we need more patrol deputies, continues to show that undeniably we need to increase this resource for the protection of our citizens.
Residents within the following zones responded the most to this survey during calendar 2011: zones E50, N10, N30, W30, and W50, see the map on the next page.