

MANATEE COUNTY SHERIFF'S OFFICE



**STRATEGIC PLAN – GOALS AND OBJECTIVES
MULTI-YEAR PLAN**

**Review and Evaluation of 2014 Goals
And 2015 Goals and Objectives**



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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

CONTINUOUS

Utilize RFP Process where applicable.

Two additional major RFPs have been completed and contracts signed. Automated Fingerprint Identification System was completed. Fleet initiative was completed with outside vendor to do vehicle maintenance at a lower cost. This year a competitive solicitation was completed for janitorial services in the CPS section. The RFQ has resulted in improved service, a cleaner building and a cost savings of over \$1,100.00 annually. Research is ongoing to identify other areas where the competitive solicitation process can assist the agency in achieving greater value for goods and services purchased.

Strategy 2

CONTINUOUS

Standardize products to utilize volume discounts.

In 2014 all paper towel dispensers in the OPS center and outlying buildings have been standardized. Paper products are now identical throughout the agency; saving thousands of dollars. We are also testing electric hand dryers in hopes of reducing the quantity of paper products used throughout the agency.

Many products were purchased in quantity this past year. This resulted in a twofold savings. Volume pricing was better and the number of orders was reduced, alleviating the workload for procurement staff. Products purchased in quantity include cameras, memory cards, weapon lights and holsters, lapel microphones, voice recorders and duty belt suspenders.

Strategy 3

CONTINUOUS

Obtain competitive pricing for all good 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. A new

sampling of 75 items was reviewed during 2014. The overall reduction average is 8% cost savings.

Strategy 4

CONTINUOUS

Utilize technologies to track and notify requestor of order status. We have had increased success notifying employees of their order status via email. Utilization of Sharepoint with IMS is in process to enhance the notification process. Process flows have been mapped and being used in in the construction of the Sharepoint program by Training and Fiscal.

Strategy 5

CONTINUOUS

Create a more knowledgeable and professional purchasing staff through training.

Purchasing personnel are required to take two training classes each year which has again been completed. The purchasing buyer has taken some advanced courses to enhance her knowledge. The grant coordinator has completed her classes and will be Purchasing certified by year-end.

In 2014 Purchasing personnel participated in a self-evaluation to analyze training needs in preparation for automating steps in the purchasing process and transitioning to One Solution. In the coming year, staff will join other units within the Fiscal Division to participate in training that will improve the understanding of fiscal processes as they intersect across the department. The end result will enhance Fiscal's response to the agency's customer base.

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 2 Provide clear and concise information which is easily obtainable and user friendly for the agency.

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

Strategy 1

CONTINUOUS

Create on-line virtual storage & retrieval of supporting details for all fiscal functions.

This is an ongoing process. All accounts payable and asset data are placed into virtual storage, thereby eliminating hundreds of paper storage space and costs. The new One Solution General Ledger package will contain a web-based program which allows travel requests to be done electronically using web-based forms.

Strategy 2

CONTINUOUS

Optimize existing software and ensure timely posting of General Ledger transactions.

All Fiscal involvement and notification for processing travel requests is now available to be done on-line and by e-mail versus previous in-house mail. This strategy is completed, though we expect to be able to enhance this process once the new One Source software is installed. While waiting on the implementation of One Solutions, Fiscal will proactively be loading and establishing Accounts Receivable data into the current IFAS system. This will speed up the General Ledger implementation (goal 4) for this category and provide time to ensure all accounts are correct.

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

- Data stored within On-Base is 100% available in a user friendly format
- 48-hour average in travel turnaround time by Fiscal has been completed. We will be electronically enhancing this process with One Solution software
- A new Salary Compensation (MAG Study) was completed in May, 2014 and the study recommendations will be implemented on October 5, 2014

Goal 3 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

CONTINUOUS

Represent the Sheriff's Office interests in the evaluation of potential general ledger systems.

This strategy is 100% complete "One Source" software has been selected as the vendor for a new general ledger package. Final negotiations are being concluded by the County. A signed contract is expected before year-end 2014.

Strategy 2

CONTINUOUS

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

This will begin during the implementation process which according to the County's schedule will be in 2016. We have already begun the pre-work on MCSO accounts in anticipation of an earlier implementation schedule.

BASELINE

- **Current system is over 14 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

- **The County has awarded the contract and is in the process of final negotiations. Completion date is expected to be during 2016 based on the County's schedule**
-

Goal 4 Create an online database utilizing National Institute of Governmental Purchasing (NIGP) 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

CONTINUOUS

Purchase NIGP templates and establish them on MCSO Fiscal website.

We have established a template and created a list to be loaded into the One Solution software. NIGP codes need to be purchased and maintenance contracts obtained. Once this is done, we will

need to wait on the new general ledger implementation to complete this strategy.

Strategy 2

CONTINUOUS

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. The vast majority of dormant vendors have been purged from the ledger and the manual input of current vendors is progressing.

Strategy 3

CONTINUOUS

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 65% 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. There is 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 moving forward with this initiative with about 65% completion at this time**
 - **We have to be sure all data changing can be accommodated by the new One Solutions software implementation**
-

FLEET MAINTENANCE

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

Objective 1 Continuously review vehicle purchasing and repair procedures to ensure cost effectiveness, proper care and safety of all MCSO vehicles.

Strategy 1 **CONTINUOUS**

Explore opportunities to purchase vehicles and repair parts from local dealerships and companies.

Vehicles and repair parts are currently being purchased through local dealerships when it is cost effect to do so.

Strategy 2 **CONTINUOUS**

Continue to improve internal processes and procedures to become more efficient and to stay current with industry best practices.

Improvements have been made to record keeping, accountability and administrative accuracy through the implementation of information technology.

Test equipment has been purchased to aid in the diagnosis and repair of vehicles.

Strategy 3 **CONTINUOUS**

Explore opportunities to use local resources to assist in the repair and maintenance of Fleet assets.

Local automotive service centers and dealerships are currently being utilized to assist in the preventive maintenance and repair of MCSO Fleet assets.

Local body shops and dealerships are currently being utilized for auto body repair on MCSO Fleet assets.

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

Strategy 1 **CONTINUOUS**

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

Strategy 2

CONTINUOUS

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

Numerous safety measures have been put in to place to include the designation of a Safety Representative, the re-certification of lifts and equipment, the addition of a second eye wash station and the addition of an emergency safety shower.

Numerous improvements have been made to the air quality, functionality, safety and aesthetics of the facility to include a new staircase, repairs to the roof to stop water leaks, the removal of old insulation, the spraying on of new insulation, the removal of old flooring, the laying of new flooring, additional lighting, additional ventilation and interior painting.

Improvements are planned for the parking lot to aid in the safe movement of vehicle traffic.

Objective 3 Increase the technician's education and training.

Strategy 1

CONTINUOUS

Improve the technician's overall knowledge, skills and abilities by ensuring they attend appropriate schooling and obtain required certifications.

Technicians are currently studying and taking tests for National Institute for Automotive Service Excellence (ASE) certification and Emergency Vehicle Technician (EVT) certification.

General Motors (GM) training is being planned in order to support current vehicles being purchased.

BASELINE

- Currently in an old facility, constantly in need of repair, numerous structural repairs needed to building
- Insufficient parking space for the size of the Fleet
- 4 technicians, 1 maintenance supervisor

TARGET

- Move into new/newer facility
- Find a new Fleet location with a bigger parking area
- Send technicians to formal training and continuing education courses. Ensure all technicians are National Institute for Automotive Service Excellence (ASE) certified and Emergency Vehicle Technician (EVT) certified

- Send technicians to GM training

TODAY

- MCSO Fleet remains in current facility
 - Improvements are being made to current facility while searching for new Fleet location
 - 4 technicians, 2 of which have current ASE certification
-



INFORMATION TECHNOLOGY (I.T.)

Infrastructure Services

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

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

Strategy 1 **COMPLETED**

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 **COMPLETED**

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

The required interfaces to the data warehouse repository are in production.

Strategy 3 **COMPLETED**

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

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

BASELINE

- Most information exchanges between MSO departments and outside agencies are being done using paper forms and hand created reports
- Little to no automation
- Extensive duplication of effort

TARGET

- Increase efficiency by automating reporting and information file transfer within the MSO and to outside agencies
- Reduce paper costs by automating electronic reporting

TODAY

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

Goal 2 Facilitate the MSO crime, jail, and records information and recording needs by enhancing and expanding features of commercial software.

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

Strategy 1

COMPLETED

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 has been completed

BASELINE

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

TARGET

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

TODAY

- A major upgrade to I/Leads and MPS/IFR was completed successfully in June 2014
-

Goal 3 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 Consolidate the New Applicant Hire Process.

Strategy 1

CONTINUOUS

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

BASELINE

- **Most Human Resources information is recorded manually using multiple software systems; little automation is being utilized**

TARGET

- **Identify commercial applications that can act as repositories for MSO Human Resources information and will provide accurate and timely management reports to reflect collective personnel**

TODAY

- **A cross-functional committee has been formed to consolidate performance management and onboarding processes. Currently in the research and development stage of collecting Human Resources and Training stakeholder requirements**
-

Goal 4 Implement latest Operating System software 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.

Strategy 1

CONTINUOUS

Replace legacy software and services.

BASELINE

- **Operating System software is mixed between Server 2003, Server 2008, and Server 2012R2 Operating Systems**

TARGET

- **Migrate all on premise servers to Server 2012R2**

TODAY

- All new servers have been provisioned with Server 2012R2 Operating Systems if supported by the vendor. Operating System upgrades continue as servers are being refreshed
-

Goal 5 Design, contract, and implement a next generation AFIS system II.

Objective 1 Plan and deploy the implementation.

Strategy 1

COMPLETED

Select AFIS vendor and begin implementation.

BASELINE

- The Morphotrak system has been in production for over 10 years and is operationally at the end of its lifecycle

TARGET

- Migrate all data from Morphotrak to Cogent AFIS system and migrate data from legacy Mugshot System to Cogent Mugshot System (CMS)

TODAY

- The new AFIS system went live May 6th 2012 and is fully operational. The formal project closeout date was August 2014
-

Goal 6 Migrate all Agency Desktops & Laptops from Windows XP to Windows 7.

Objective 1 Plan project to accomplish migration and begin implementation.

Strategy 1

COMPLETED

Inventory application and test systems. Determine deployment strategy and test migration methodologies.

BASELINE

- All agency computers were standardized on Windows XP. Windows XP support ended in April of 2014.

TARGET

- Migrate all agency computers to Windows 7 at or before the April support deadline.

TODAY

- All agency computers were migrated successfully to Windows 7 before the end of support deadline.
-

INFORMATION TECHNOLOGY (I.T.)

Service Desk

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

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

Strategy 1

COMPLETED

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

All Service Desk personnel have successfully completed the HDI Customer Service Training and Certification.

Strategy 2

COMPLETED

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

All Service Desk employees have attended the ITIL Foundations course. This training initiative is a cross collaboration with Manatee County Government IT.

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

- **Improved IT services**
- **Reduced costs**
- **Improved customer satisfaction through a more professional Approach to service delivery**
- **Improved productivity**
- **Improved use of skills and experience**

BASELINE

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

TARGET

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

TODAY

- All 6 Service Desk employees have attended the ITIL Foundations course and the HDI Customer Service training
-

Goal 2 Consolidate the phone switches for the county and the Sheriff's Office. The main phone switch would belong to the county, but the Sheriff's Office would retain administrative rights on all MCSO phone system functions.

Objective 1 Consolidate to improve efficiency and reduce costs.

Strategy 1

CONTINUOUS

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

BASELINE

- The Sheriff's Office has its own phone switches that are at end of life

TARGET

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

TODAY

- A communications panel group was established consisting of personnel from different functional areas of the County. This panel evaluated all the companies

who submitted a bid for the RFP. Presidio who represents Cisco was chosen by the panel as the vendor for the VOIP solution and a statement of work is currently being drafted

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

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

Strategy 1

COMPLETED

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

Laptops and tablets were tested on the vessels and it proved conducive for the Marine unit personnel to continue to communicate directly with Dispatch for their duties. It was difficult to maintain the equipment in the harsh environment and run queries while trying to maintain control of the vessel.

Strategy 2

CONTINUOUS

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

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

Strategy 3

COMPLETED

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

BASELINE

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

TARGET

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

TODAY

- The majority of the agency already has access to these programs and uses them on a daily basis. MCSO IT and Manatee County were successful in facilitating an upgrade to the CAD and Report Writing programs in June 2014. This resulted in increased field capabilities including but not limited to a streamlined Citation workflow, streamlined Tow/Impound workflow, Evidence entry from the field, and increased validation of data
- The Mobile CAD client was upgraded as well to provide a more real-time view of the current Dispatch environment to the Deputies. New capabilities were added to the client to streamline common dispatch functions and put the power in the Deputies hands



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 the Florida Sheriff's Association, the Florida Sheriff's Self-Insurance Fund, the Florida Sheriff's Self-Insurance Fund Legal Counsel and other legal counsel as determined by the Sheriff's Office. Seek to obviate unnecessary litigation by thoroughly reviewing the facts and assertions and upon approval by the Sheriff, negotiate settlement, if applicable.

Strategy 1

CONTINUOUS

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

Strategy 2

CONTINUOUS

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

Strategy 3

CONTINUOUS

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

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

Strategy 1

CONTINUOUS

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

BASELINE

- **Multiple copies of voluminous documents pertaining to legal actions are distributed to the Florida Sheriff's Association, the Florida Sheriff's Self-Insurance Fund, and/or the Florida Sheriff's Self-Insurance Fund Legal Counsel via email at various times during the course of litigation**

TARGET

- **Establish secure litigation files that can be accessed by Florida Sheriff's Association, the Florida Sheriff's Self-Insurance Fund, and/or the Florida Sheriff's Self-Insurance Fund Legal Counsel to reduce the burden on administrative staff**

TODAY

- **Multiple copies of voluminous documents pertaining to legal actions are distributed to the Florida Sheriff's Association, the Florida Sheriff's Self-Insurance Fund, and/or the Florida Sheriff's Self-Insurance Fund Legal Counsel via email at various times during the course of litigation**
-

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, the Florida Sheriff's Self-Insurance Fund, the 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 the establishment of task forces and partnerships.

Objective 4 Keep all contracts current, enter into new contracts for the benefit of the agency, and terminate those contracts that are deemed unnecessary or undesirable by the Sheriff's Office.

Strategy 1

CONTINUOUS

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

CONTINUOUS

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

Strategy 3

CONTINUOUS

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

BASELINE

- **Over 215 contracts are maintained by administrative staff who prepare and review new contracts as well as monitor terms, conditions and expiration dates of existing contracts through use of an excel spreadsheet and reminder system**

TARGET

- Procure and implement contract management software

TODAY

- Over 215 contracts are maintained by administrative staff who prepare and review new contracts as well as monitor terms, conditions and expiration dates of existing contracts through use of an excel spreadsheet and reminder system
-

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 **CONTINUOUS**

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 **CONTINUOUS**

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 **CONTINUOUS**

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 **CONTINUOUS**

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

Strategy 2 **CONTINUOUS**

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

BASELINE

- All public records requests are handled by the Legal Unit or the Records Unit

TARGET

- Designate and train one or more individual in each division to handle complex or voluminous public records requests for records from that division

TODAY

- Designate and train one or more individual in each division to handle complex or voluminous public records requests for records from that division
-

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, or released upon order of the court or forfeited.

Strategy 1 **CONTINUOUS**

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 the release of seized property if no case is initiated.

Strategy 1 **CONTINUOUS**

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

Strategy 2 **CONTINUOUS**

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 **CONTINUOUS**

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

Strategy 2 **CONTINUOUS**

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

Strategy 3

CONTINUOUS

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

BASELINE

- Review, file and pursue forfeiture actions to secure favorable results for agency

TARGET

- Consider impact of settlement versus impact of litigation and resolve cases at early stages where prudent to reduce average litigation time, space needed to store vehicles and personal property and overall forfeiture caseload

TODAY

- Review, file and pursue forfeiture actions to secure favorable results for agency
-

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

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

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

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

BASELINE

- Review emerging case law and determine whether changes to policy and procedures or additional training is necessary

TARGET

- Create legal bulletins, newsletters and/or training materials to be presented to interested units at designated or regular intervals

TODAY

- Review emerging case law and determine whether changes to policy and procedures or additional training is necessary
-

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

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

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

Objective 3 Attend pertinent training and seminars pertaining to representation of law enforcement agencies.

Strategy 1

CONTINUOUS

Upon request, meet with Property and Evidence to determine whether the retention period has been met and the item/s can be purged.

Strategy 2

CONTINUOUS

Continue to provide legal opinions to law enforcement, corrections, and non-sworn personnel.

BASELINE

- Issue legal opinions as requested or address legal questions as presented during day-to-day operations
- Issue bulletins on special matters of concern as other law enforcement agencies encounter legal challenges regarding particular policies or procedures

TARGET

- Facilitate communications with deputies regarding street-level legal concerns which may be frequent or which may reoccur so that concerns may be addressed by issuance of legal bulletins to impacted units

TODAY

- Issue legal opinions as requested or address legal questions as presented during day-to-day operations
 - Issue bulletins on special matters of concern as other law enforcement agencies encounter legal challenges regarding particular policies or procedures
-

Goal 7 Monitor pending legislation potentially impacting law enforcement agencies.

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

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

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

Strategy 1

CONTINUOUS

Work with other Sheriff's Offices and the Florida Sheriff's Association to prepare and advance legislation favorable to law enforcement.

BASELINE

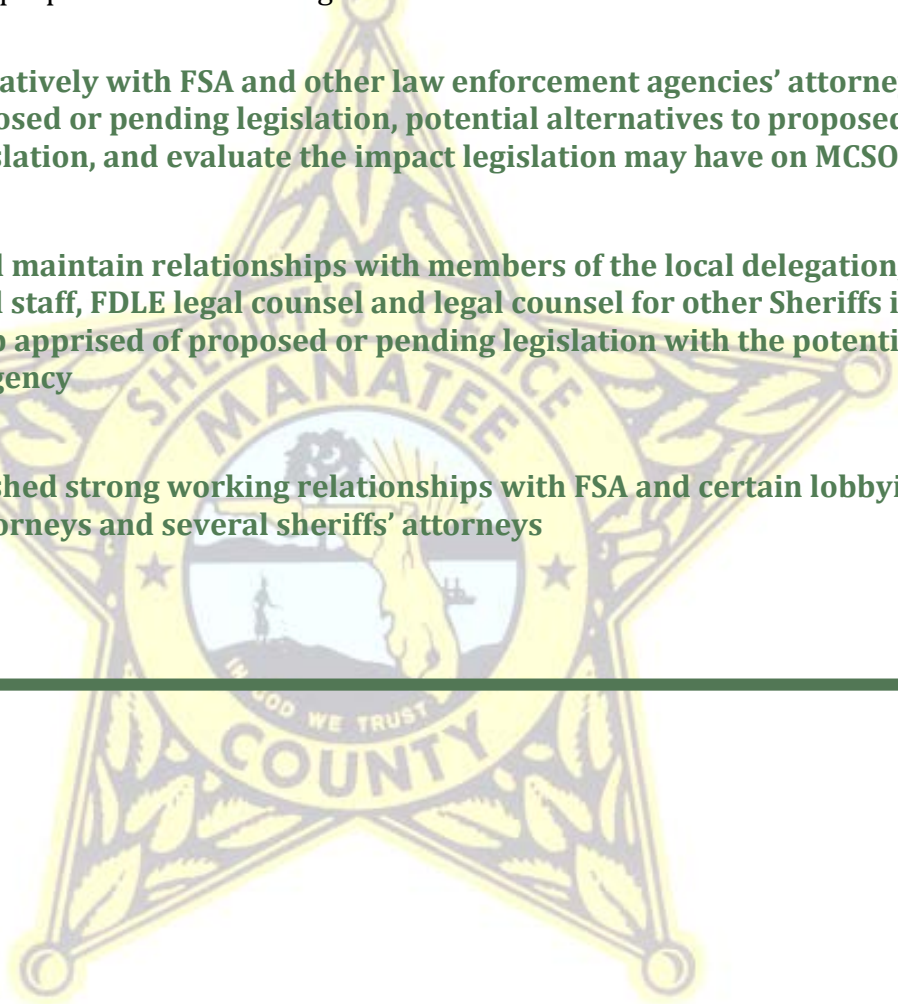
- **Work cooperatively with FSA and other law enforcement agencies' attorneys to discuss proposed or pending legislation, potential alternatives to proposed or pending legislation, and evaluate the impact legislation may have on MCSO**

TARGET

- **Establish and maintain relationships with members of the local delegation, FSA lobbyists and staff, FDLE legal counsel and legal counsel for other Sheriffs in order to keep apprised of proposed or pending legislation with the potential to impact the agency**

TODAY

- **Have established strong working relationships with FSA and certain lobbyists, a few FDLE attorneys and several sheriffs' attorneys**
-



PROFESSIONAL STANDARDS

Goal 1 Redistribution of manpower for administrative investigations

Objective 1 Conduct all disciplinary investigations within Professional Standards.

Strategy 1

CONTINUOUS

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

This strategy is still ongoing. A new web based reporting system is now fully implemented.

Strategy 2

CONTINUOUS

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

This goal is ongoing pending funding for additional positions.

BASELINE

- G.O.1013 resignations in lieu of termination, for 2009:(15); 2010(10); 2011:(11); 2012:(10); 2013: (18); 2014 year to date (12)
- Number of disciplinary actions for 2009: (103); 2010: (140); 2011: (99); 2012: (121); 2013: (93); 2014: year to date (88)
- Sustained violations resulting in appeals for termination to the Career Service Appeal Board for 2009: (0); 2010: (3); 2011: (0); 2012: (1); 2013: (2); 2014: year to date (0)

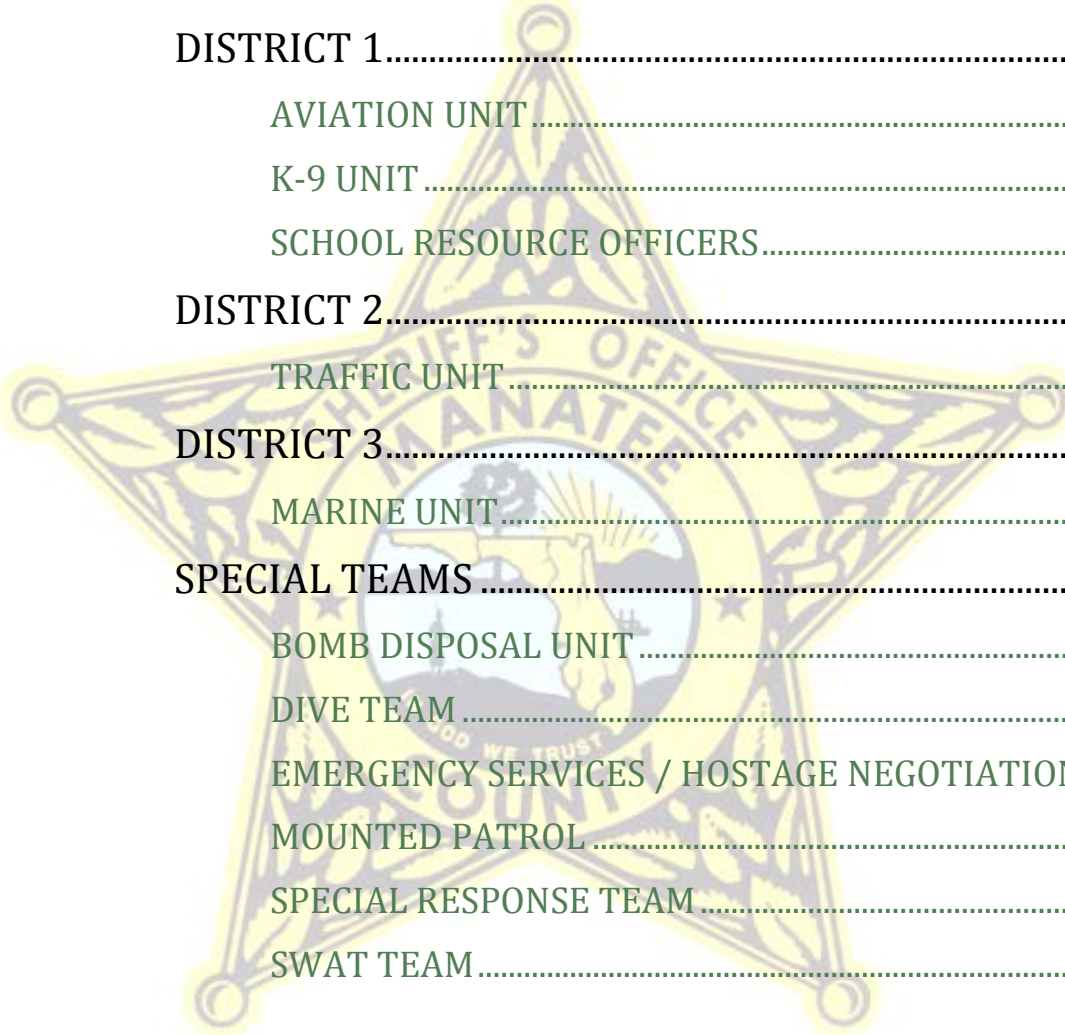
TARGET

- 1% reduction in G.O.1013 resignations in lieu of termination by 2014
- 2% reduction in disciplinary actions by 2014
- Maintain minimum the number of violations resulting in appeals for termination to the Career Service Appeal Board

TODAY

- G.O.1013 resignations in lieu of termination, for 2014: year to date (12). The five year average reflects a 19% reduction from the 2009 baseline
 - Number of disciplinary actions for 2014: year to date (88). The five year average reflects a gain in disciplinary actions from 2009; however this gain now includes any disciplinary actions taken by the "Traffic Incident Review Board." Their disciplinary actions were not reflected in the 2009 baseline. Note: The Traffic Incident Review Board records were implemented at the start of 2010
 - Number of violations resulting in appeals for termination to the Career Service Appeal Board for 2014: (0)
-

ENFORCEMENT BUREAU



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ENFORCEMENT BUREAU

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

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

Strategy 1 **CONTINUOUS**

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

During the budget process no staffing certified law enforcement positions were included in the proposal. A COPS Grant has been submitted but, unfortunately, we were not awarded that Grant.

Strategy 2 **CONTINUOUS**

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

The Sheriff's Office made great strides bringing the beginning salary for certified deputy up to \$43,848 and resolved the compression issues. Currently MCSO is highly competitive with surrounding agencies of similar size.

Strategy 3 **NEW**

Maintain adequate staffing levels to offset personnel retiring from the agency or completing DROP.

Anticipate voids in staffing and hire replacements in advance so training can be completed and personnel can be used to fill vacancies (training takes an average of seven months from hire date to completion of training; when a deputy is able to work independently).

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

Strategy 1 **CONTINUOUS**

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

The MCSO continues to use CORE meetings and other strategies to successfully target known offenders and focus efforts on emerging crime trends. Year to date we are down over 6% in Part I UCR crimes as compared to 2013, which was a year we

reduced crime 3% from the previous year.

Strategy 2

CONTINUOUS

Maintain close relationships between the crime analysis unit and district operations.

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

Strategy 3

CONTINUOUS

Focus directed patrol efforts on crime trends as they are identified.

This is a continuous strategy with the use of Task Forces and directed Power Track details. Also District Commanders utilize hold over units from second shift to target specific areas that have a notable increase in crime or a pattern seems to be developing. Directed Patrol has been used for high visibility patrols in focus areas.

Strategy 4

CONTINUOUS

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.

This goal is completed and remains continuous.

Strategy 5

CONTINUOUS

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

This is done weekly at the CORE meetings. If a specific trend occurs that needs to be addressed, then resources are deployed to put down the trend. The trend is then discussed at the next CORE meeting.

BASELINE

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

TARGET

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

TODAY

- Current Jurisdictional Population served: 279,630
- L/E Certified Personnel/1,000 population ratio =1.77

- 2013 MCSO Jurisdictional crime rate reduction 3.2%
- MCSO Jurisdictional crime rate down from 2009 reduction 11.7%

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

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

Strategy 1

CONTINUOUS

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

In order to accomplish this and still maintain adequate staffing in-service training has been conducted bi-weekly for a duration of two years. The training includes high liability instruction, crowd control tactics and training to improve officer safety and survival. The training also includes an emphasis on teamwork.

Strategy 2

CONTINUOUS

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

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

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

Strategy 1

CONTINUOUS

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

This training is being provided in the current in-service curriculum, which will span over the next two years.

Strategy 2

CONTINUOUS

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

All patrol deputies are being training in field force tactics during Agency Specifics training. Additionally crowd control shields are being provided to each district.

BASELINE

- In previous years most in-service training is completed on line through PowerDMS

- Some supervisors have conducted squad level training at the shoot house
- In previous years only members of the CERT/TACT (SRT) Team have been trained in Field Force Operations

TARGET

- All deputies will attend in-service training, which will include shoot house/active shooter
- All deputies will be trained in basic field force operations

TODAY

- Patrol Squads are able to arrange for refresher shoot house training as a unit
- In-service training is currently being conducted bi-weekly for the next two years to include areas such as active shooter, foot pursuits, and field force/crowd management

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

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

Strategy 1 **CONTINUOUS**

Provide all patrol deputies with digital voice recorders.

Strategy 2 **CONTINUOUS**

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

This is on-going; however alternatives are being reviewed concerning the method of downloading the digital statements to improve the work flow between MSO and the SAO.

Strategy 3 **COMPLETED**

Provide all patrol deputies with digital cameras to photograph evidence.

BASELINE

- Currently 95% of deputies have digital voice recorders and been trained in downloading the files in IFR
- Approximately 95% of Deputies have digital cameras to photograph evidence

TARGET

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

TODAY

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

Goal 4 Expand and improve the utilization of work space for the Telephone Reporting Unit/Front Desk at the Operations Center.

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

Strategy 1

COMPLETED

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

Strategy 2

COMPLETED

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

BASELINE

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

TARGET

- A dedicated room for the livescan system for fingerprinting has been set up
- A dedicated interview room has been set up with all necessary equipment

TODAY

- Both rooms have been built and designated for defined purposes and are in use
-

Goal 5 Provide additional equipment to patrol deputies to ensure enhanced officer safety and preparedness in a hostile confrontation.

Objective 1 Provide all patrol supervisors with a lightweight, portable ballistic shield.

Strategy 1

NEW

Provide training to all patrol supervisors and deputies on the deployment and use of the ballistic shield.

Objective 2 Provide agency issued shotguns to patrol deputies.

Strategy 1

NEW

Revise policy for implementation of shotgun utilization in patrol.

Strategy 2

NEW

Issue and train deputies in the use of shotgun in a patrol setting.

Strategy 3

NEW

Incorporate locking mechanisms for the shotguns in patrol vehicles.

Objective 3 Equip patrol deputies with tactical lights for firearms.

Strategy 1

NEW

Provide patrol deputies training for the tactical lights for firearms and proper use of equipment.

Strategy 2

NEW

Issue patrol deputies a holster that will accommodate the handgun with a mounted light.

Objective 4 Equip each patrol district with crowd management shields.

Strategy 1

NEW

Provide patrol supervisors and deputies with familiarization training during Agency Specific training.

BASELINE

- **Previously this equipment was not available nor provided to deputies**

TARGET

- **To provide the equipment, to include training, and weapons to those patrol deputies who choose to carry them**

TODAY

- **Currently these items have been ordered and received but issuance is being coordinated with training sessions which have not yet been completed**
-



DISTRICT 1

AVIATION UNIT

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

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

Strategy 1

CONTINUOUS

Set a minimum number of flight hours per shift to maximize the effectiveness of the unit while on duty.

Fly 1,000 hours total for the year and set the minimum number of hours to three (3) hours per duty shift. Fly each helicopter 500 hours annually.

Strategy 2

CONTINUOUS

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

The weekend coverage has been accomplished; however, the collateral positions are an on-going venture.

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

Strategy 1

CONTINUOUS

Schedule bi-annual aircraft proficiency training for pilots and send one pilot per year to a manufacturer's initial or recurrent training on the current aircraft that we operate.

Strategy 2

CONTINUOUS

Schedule annual maintenance courses for each certified mechanic.

Chief Mechanic holding IA certificate is currently attending an approved FAA 8 hour maintenance course, at a minimum, to retain IA certificate. A Chief Mechanic is also attending one manufacturer's 40-80 hr school every other year to retain proficiency on either the airframe or engine components that we are currently operating.

Strategy 3

CONTINUOUS

Schedule tactical observer training for all full-time and part-time observers.

Full-time observers will attend the ALEA conference or Bell Helicopters Tactical Flight Officer training courses for proficiency to better understand his/her primary job in the helicopter. Part-time observers will receive regimented training from primary observers on a quarterly basis.

Strategy 4

COMPLETED

Get both pilots trained with helicopter ratings.

BASELINE

- Number of acquisitions/apprehensions made by the aviation unit in 2013: 131/53
- Number of calls for assistance or service handled by the unit in 2013: 7,334
- Number of Aviation personnel in 2013: 5
- Flight hours for 2013: 779.7 hours

TARGET

- Number of acquisitions made by the aviation unit in 2015 : 200
- Number of calls for assistance or service handled by the unit in 2015: 8,000
- Number of Aviation personnel in 2015: 5
- Flight hours for 2015: 1,000 hours

TODAY

- Number of acquisition/apprehensions made by the aviation unit in 2014: 128/38
- Number of calls for assistance or service handled by the unit in 2014: 5,805
- Number of Aviation personnel in 2014: 5
- Flight hours for 2014: 626.3 hours

Goal 2

Fly annually a total of 1,000 combined hours with both helicopters assigned to the Aviation Unit.

Objective 1 Ensure the aircrews fly both helicopters and assist other entities of the agency.

Strategy 1

COMPLETED

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

DISTRICT 1

K-9 UNIT

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

Objective 1 Maintain a unit of highly trained canine teams, consisting of nine (9) teams; six (6) dual purpose apprehension and drug detection teams, two (2) dual purpose apprehension and bomb detection teams, and one (1) passive track bloodhound team.

Strategy 1

DISCONTINUED

Conduct eight (8) hours of maintenance training each pay period after initial canine certification.

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

Strategy 2

COMPLETED

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

Strategy 3

DISCONTINUED

Standardize response by patrol when anticipating a K-9 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 K-9 team to the area where a subject was last seen.

This strategy has been met. K-9 trainers attend roll calls and provide training. Additionally, each handler routinely addresses those on squads that overlap the Handler Team shifts. The trainer(s) teach a mandated block of training for agency specifics.

Strategy 4

DISCONTINUED

Standardize K-9 Unit's Drug training, verification, and certification. This will require open lines of communication between the K-9 unit and legal counsel due to recent case law verdicts that significantly affect the use of K-9'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 K-9 supervision and trainers have met on numerous occasions to discuss case law and to streamline drug training. Demonstrations have yet to be scheduled with the judges.

Strategy 5

COMPLETED

Co-train with the SID K-9s to provide standardized training throughout the agency.

Strategy 6

COMPLETED

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

Strategy 7

NEW

Standardize Patrol's response to calls that will likely utilize a K-9 team. K-9 trainers would attend scheduled squad meetings to provide response and K-9 use training, to include but not limited to establishing perimeters and scene contamination. K-9 Trainer(s) would teach a K-9 utilization class to new hire deputies as part of agency specifics training.

Strategy 8

NEW

Incorporate the Command Operation Review Evaluate (CORE) approach to the utilization of the K-9 unit. It is expected that the K-9 Unit will respond to K-9 related calls to assist Patrol. Additionally, it is expected that K-9 teams will conduct training during downtime between calls. K-9 team downtime can be focused on directed patrols in crime hotspot areas. Additionally, K-9 training between calls for service can be conducted, if feasible, in these hotspot crime areas.

Objective 2 Equalize the current disproportionate distribution of K-9 teams throughout the County.

Strategy 1

DISCONTINUED

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

CONTINUOUS

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

DISCONTINUED

Attempt to acquire funding for a second K-9 Sergeant. K-9 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. At this time it is not feasible to add a second K-9 sergeant.

Strategy 4

NEW

Create a second K-9 trainer position to allow for a trainer on each rotation. Each trainer will be assigned to an afternoon shift to ensure access to all the K-9 teams on their rotation. Training will be coordinated through the two (2) trainers, the K-9 sergeant, and K-9 lieutenant to ensure it is uniformity with both rotations.

Objective 3 Create a standardized training program for the K-9 Unit to ensure uniformed training for all the K-9 teams.

Strategy 1

NEW

Each certified K-9 team shall conduct eight (8) hours of K-9 maintenance training each pay period.

Each K-9 team attends an organized agency eight (8) hour K-9 training session every other Tuesday, once a pay period. This training is documented by each handler and submitted to the K-9 sergeant.

Strategy 2

NEW

K-9 teams shall maintain and pass the FDLE mandated certification standards, as required each October.

Strategy 3

NEW

Maintain each of the six drug canines' proficiency in various thresholds of assigned narcotic odors. Keep the K-9 trainer(s) and handlers updated on relevant case law. There are no Federal or State requirements for canine drug detection certification at this time. In order to confirm the drug detection proficiency of the six (6) drug K-9 teams, we will attend and certify each team with a nationally recognized association.

The K-9 teams conduct regular drug detection training established by the trainer(s). General Counsel has provided updated case law to the Unit. Drug certification procedures are still being discussed.

Strategy 4

NEW

Maintain each of the two (2) bomb canine's proficiency in various thresholds of assigned explosives odors. Keep the K-9 trainer(s) and handlers updated on relevant case law. There are no Federal or State requirements for canine bomb detection certification at this time. In order to confirm the explosive detection proficiency of the two (2) bomb K-9 teams, we will attend and certify each team with a nationally recognized association.

Strategy 5

NEW

Conduct regular training sessions with the SID K-9 teams.

Strategy 6

NEW

Conduct joint training sessions with the Bomb Unit and the Bomb K-9s to ensure a more cohesive relationship.

BASELINE

- Number of apprehensions made by the canine teams in 2012: 207
- Number of calls for assistance or service handled by the unit in 2012 is unknown; K-9 data for 2013 was not provided when unit was taken over in 2013
- Eight (8) well-trained and equipped K-9 teams covering the entire county
- Unknown dogs were injured and replaced in 2012; K-9 data for 2013 was not provided when unit was taken over in 2013

TARGET

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

TODAY

- Number of apprehensions made by the canine teams in 2013: 212
 - Number of K-9 Deployments in 2013 is unknown (K-9 data for 2013 was not provided when unit was taken over in 2013)
 - As of 2012, there were 30 apprehensions with a bite, 182 apprehensions without bite, and two Missing Person's recovered by K-9 (K-9 data for 2013 was not provided when unit was taken over in 2013)
 - There are nine (9) active K-9 in patrol; eight (8) dual purpose patrol canines and one (1) blood hound as of 2013
-

DISTRICT 1

SCHOOL RESOURCE OFFICERS

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

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

Strategy 1

CONTINUOUS

Conduct periodic seatbelt checks of student drivers at the high schools.
During the 2013-2014 school year, 4 seatbelt checks were completed at four (4) high schools, 3 helmet checks at eight (8) middle schools.

Strategy 2

CONTINUOUS

Instruct the "Crossroads, It's Your Choice" to seventh grade students in the middle schools.

Crossroads is taught at Braden River, King, Haile, Lee, and Nolan Middle schools, a total of 1,320 students received the program during this school year.

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

Strategy 1

CONTINUOUS

Distribute the Campus Crime Stopper information pamphlets to schools.

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

Strategy 2

CONTINUOUS

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

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

BASELINE

- Number of SROs (to include 2 Sergeants) in 2012: 14
- Number of tips received by Campus Crime Stoppers in 2012: 26

TARGET

- Maintain the number of SROs to at least the current number
- Increase in the number of tips received by Campus Crime Stoppers in 2014

TODAY

- 2013 number of SROs (to include 2 sergeants): 14
 - 2013 number of tips received by Campus Stoppers: 13
-

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

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

Strategy 1

CONTINUOUS

Allow Deputies to use flex-time to participate in PTA and Site Meetings as often as possible. This will help promote a positive SRO relationship with parents and guardians of MCPSS students.

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

Strategy 2

CONTINUOUS

SRO should attend at least 4 meetings a year (PTA, Community, Site, etc).
Meetings attended during the 2013-2014 school year:
Aug- 0, Sept- 0, Oct- 1, Nov- 3, Dec- 1, Jan- 1, Feb-1, Mar- 1, Apr- 2,
May- 1, Jun- 0
Total of 10

BASELINE

- Currently, SRO's are required to attend PTA or Site meetings

TARGET

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

TODAY

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

Goal 3 Increase participation by the SRO's and students in the Take Stock in Children Program.

Objective 1 The Take Stock in Children Program is a mentorship program for low income or at risk children in Manatee County.

Strategy 1 **DISCONTINUED**

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

Strategy 2 **DISCONTINUED**

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

BASELINE

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

TARGET

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

TODAY

- The program is no longer being utilized
-

Goal 4 To initiate and participate in a Truancy Pick Up program in coordination with the Manatee County School Board Staff.

Objective 1 To improve communication with the school board that will allow the deputies to identify juveniles who are enrolled in school, truant, suspended, or involved in the delinquency system.

Strategy 1 **NEW**

Give deputies the ability to radio directly into the School Board Staff on group 8 (Ex. MSO deputy to "School Board Truancy") and School Board staff will advise whether or not the youth is enrolled in school, truant, suspended, or involved in the delinquency system.

Strategy 2

NEW

If a youth is truant, Law enforcement will transport the youth to the JBF(Juvenile Booking Facility), using the front entrance (north side) not the sally port, unless the youth has a pick up order or VOP. In cases where the youth has a pick up order or VOP, the sally port shall be used.

BASELINE

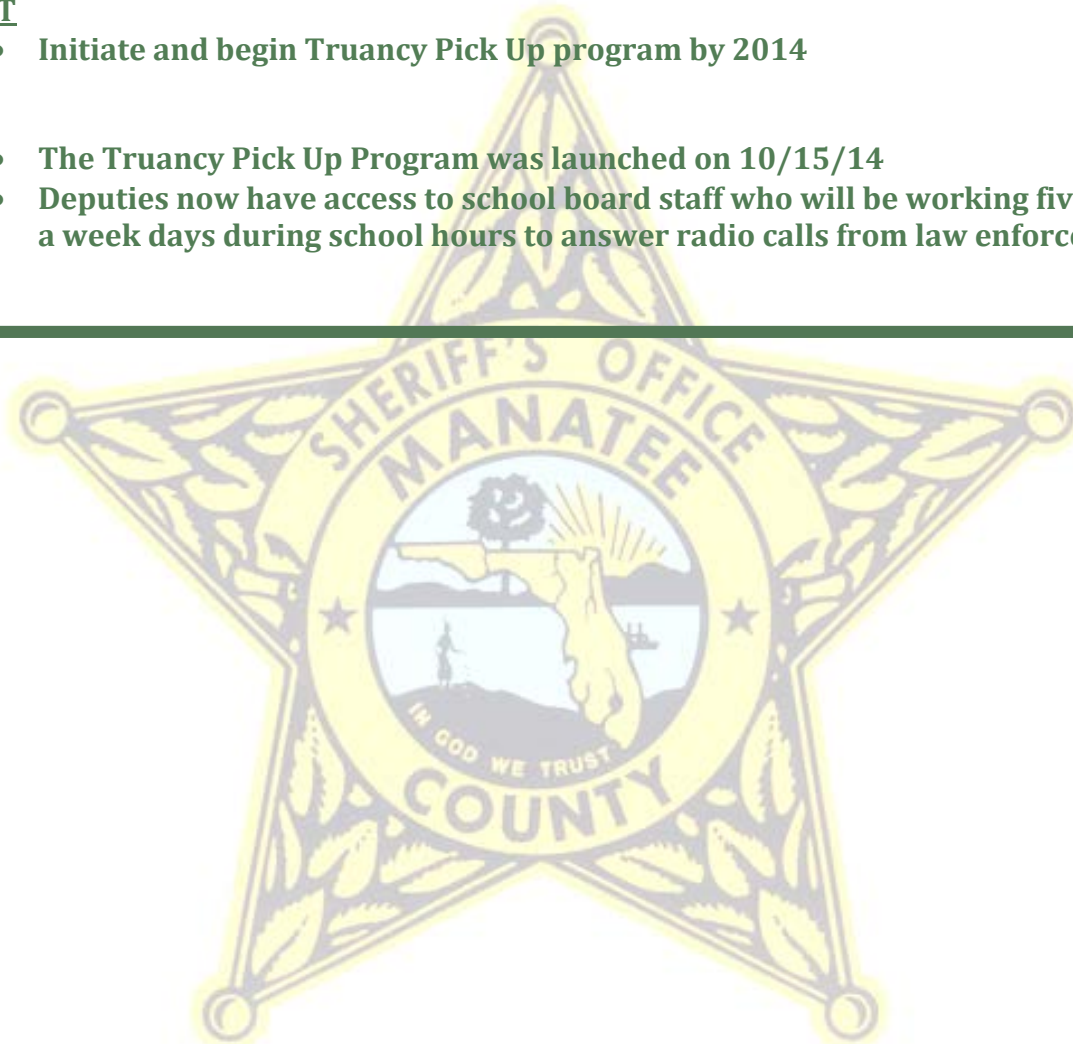
- No truancy pick up program utilized

TARGET

- Initiate and begin Truancy Pick Up program by 2014

TODAY

- The Truancy Pick Up Program was launched on 10/15/14
- Deputies now have access to school board staff who will be working five days a week days during school hours to answer radio calls from law enforcement



DISTRICT 2

TRAFFIC UNIT

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

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

Strategy 1

CONTINUOUS

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

The Traffic Unit continues to conduct weekly Traffic Enforcement details at high-risk intersections or problematic locations.

Strategy 2

CONTINUOUS

Conduct speed and traffic enforcement in school zones.

School zone speed enforcement is done on a daily basis when schools are in session. Traffic personnel are rotated amongst the school zones within our jurisdiction.

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

Strategy 1

CONTINUOUS

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

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

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

Strategy 1

CONTINUOUS

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

There were 488 DUI arrest for 2013 compared to 332 for 2012. This is a 46% increase from the previous year. The Traffic Unit in conjunction with the Patrol Division continues to make impaired driving a priority mission as we strive to make the roadways safer.

BASELINE

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

TARGET

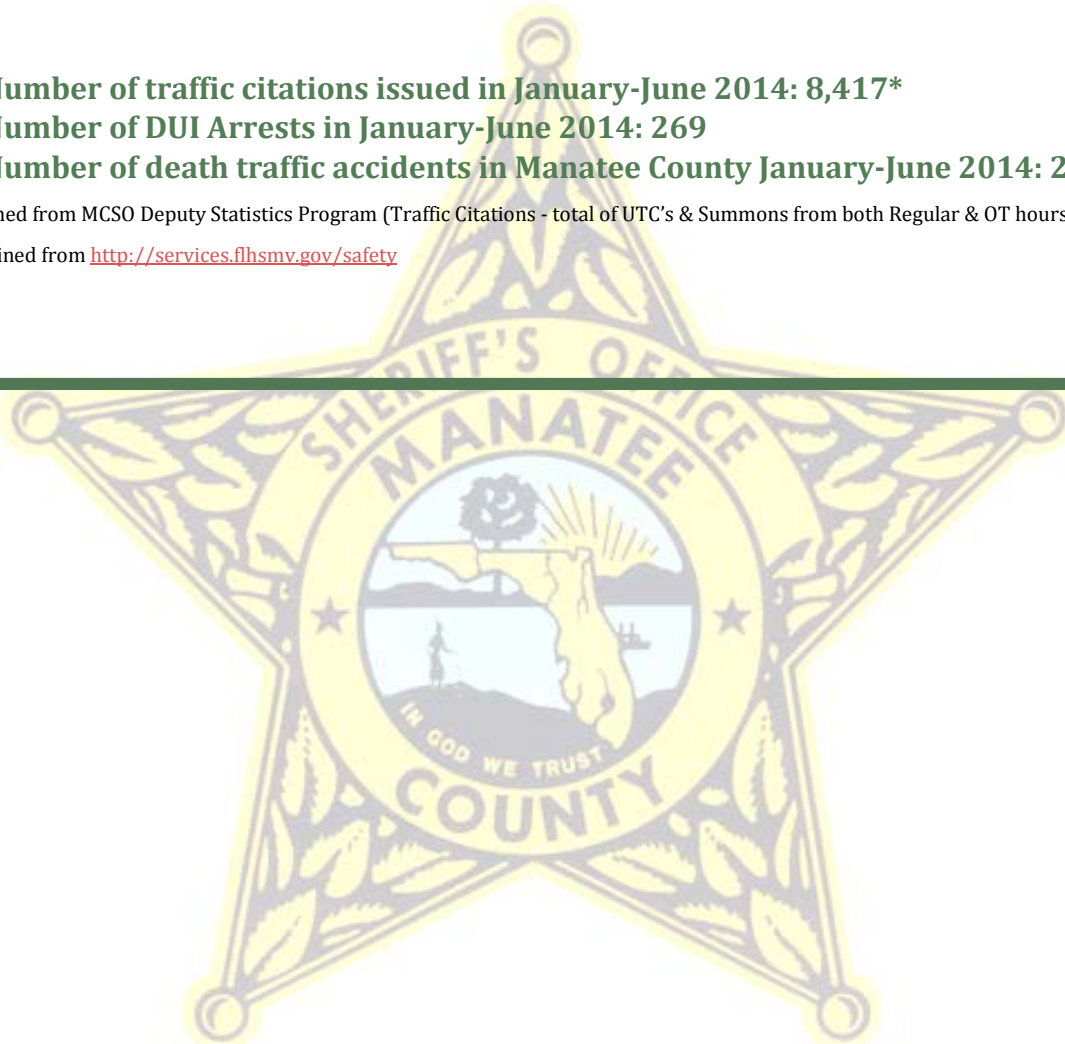
- **Decrease in death traffic accidents in Manatee County**
- **Increase DUI arrests**

TODAY

- **Number of traffic citations issued in January-June 2014: 8,417***
- **Number of DUI Arrests in January-June 2014: 269**
- **Number of death traffic accidents in Manatee County January-June 2014: 28**

* Data obtained from MCSO Deputy Statistics Program (Traffic Citations - total of UTC's & Summons from both Regular & OT hours)

** Data obtained from <http://services.flhsmv.gov/safety>



DISTRICT 3

MARINE UNIT

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

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

Strategy 1

CONTINUOUS

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

This has been achieved in part. This year the unit participated in a three day nationwide enforcement campaign directed by National Association of Boating Law Administrators (NASBLA). The three day event, coordinated by NASBLA was named "Operation Dry Water". The operation targeted the impaired boater and stressed boating safety, while on the waterways.

Objective 2 Increase enforcement on boating violators through education, issuance of citations and or warnings.

Strategy 1

CONTINUOUS

Increase patrols especially on holidays and weekends.

During the two summer holiday weekends (Memorial Day & Labor Day) the unit teamed up with the MCSO DUI Traffic Unit and conducted enhanced enforcement targeting the impaired boater.

Strategy 2

CONTINUOUS

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

Manatee County waterways were mapped and zoned for better patrolling access and control; this effort will also allow better tracking of deputies and global positioning.

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

Strategy 1

CONTINUOUS

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

The Marine Unit currently maintains three Side Imaging Sonar systems. The two fixed mount systems are utilized on a daily basis. The portable unit is mission specific and training on the system is conducted on a bi-annual basis. The Marine Unit during this fiscal year participated in a Tampa Bay area joint training session, which utilized all three of the Side Imaging Sonar Systems.

Strategy 2

CONTINUOUS

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.

The Marine Unit issues a bi-weekly report, which specifically outlines the operational status of the units' fleet of patrol vessels and current state a readiness. The unit, throughout the year, provides mutual aid assistance to the Tampa Bay area for such events as: The Gasparilla Invasion on Tampa Bay and the Sarasota Suncoast Offshore Gran Prix Boat Race.

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

Strategy 1

CONTINUOUS

Recruit and cross-train collateral personnel to operate the various vessels in the fleet.

Recruited and trained 1 deputy in a collateral capacity; a new deputy position was funded through a 1-year grant. This grant funded position expired, but was renewed for an additional year. The unit is also currently training four additional collateral duty deputy positions; one additional collateral position has been allocated, but is currently vacant. This position will be filled during the 2014/2015 fiscal year.

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 other Federal, State and local maritime law enforcement agencies.

Strategy 1

CONTINUOUS

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

The unit will be working with the two organizations to coordinate the training of recreational boaters, through courses offered by the groups.

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

Strategy 1

CONTINUOUS

Fill in 1 (one) deputy vacant position that has been held due to budgetary restrictions.

This has not been achieved due to budgetary constraints.

BASELINE

- Number of boating violation warnings and citations for fiscal year 2012/2013: Citations = 268, Warnings = 1,512 , Boat Safety Inspections for 2011 = 1,729
- 1 Sergeant and 3 deputies, 1 grant-funded position
- Number of water patrol hours for 2012/2013: 3,478.5 hours

TARGET

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

TODAY

- Number of boating violation warnings and citations for fiscal Year 2013/2014: Citations = 269, Warnings = 1,803, Boat Safety Inspections for fiscal year 2013/2014 = 1,982
- 1 Sergeant and 3 deputies, 1 grant-funded position, 1 collateral position.
- Number of water patrol hours for fiscal year 2013/2014: 3,986.5
- During the fiscal year 2013/2014, the unit saw an increase in all areas of activity, including a 14% increase in water patrol hours.
- The increase in all categories can be attributed to numerous factors.
 - Manpower (The addition of collateral duty personnel)
 - Fuel Cost (Decrease in fuel cost for the recreational boaters)
 - Weather (Favorable weather conditions during weekends and holidays)
 - Mutual Aide Commitments
 - Equipment failure (limited time for vessels out of service)
 - Education of public relating to rules and regulations (Increased vessel safety inspections)
 - Increased enforcement from previous years

Goal 2 Improve the internal and external flow of information from the Marine Unit through the Patrol Division, the Enforcement Bureau, and the community.

Objective 1 Improve internal communication efficiency with land-based units and communications and the use of GPS for safety.

Strategy 1

CONTINUOUS

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

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

BASELINE

- No CF-30s on vessels
- Improved exposure on MSO Website

TARGET

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

TODAY

- The Marine Unit continues to evaluate new systems and changing technology for adaptation to a maritime application
 - The MSO Marine Unit website upgrade has been completed and is available for viewing; the website will be periodically reviewed and updated accordingly
-

Goal 3

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

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

Strategy 1

CONTINUOUS

In order to enhance the now limited storage spaces, a second level is to be built above the current allotted storage space at the new facility.

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 \$1,000. Once a design is approved, the job will be placed out for bids.

Strategy 2

CONTINUOUS

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

The Marine Rescue facility storage bays are inspected daily and cleaned weekly. The fenced storage area has been improved

with the installation of an opaque fence barrier. The facility grounds are maintained by the Manatee County Government.

BASELINE

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

TARGET

- Building of second level storage space

TODAY

- This project has been tabled and will be reviewed for consideration at the conclusion of the 2013/2014 fiscal budget year
- The Marine Unit, during the fiscal year 2013/2014 did complete the expansion of the Marine Rescue facilities trailer storage yard
- The Marine Unit also enhanced the security of the Marine Office with the installation of a monitored security system

Goal 4 To safely and efficiently evacuate essential Marine Unit assets from the Marine Rescue Facility during a state of emergency.

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

Strategy 1 **CONTINUOUS**

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

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

Strategy 2 **CONTINUOUS**

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

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

Strategy 3 **CONTINUOUS**

Identify specific arrangements that need to be made such as obtaining

fuel and credit cards from Fiscal.

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

Strategy 4

CONTINUOUS

Document a detailed, thorough evacuation protocol for the Marine Unit. The development of the evacuation plan is pending and will be completed during the fiscal year 2014/2015.

BASELINE

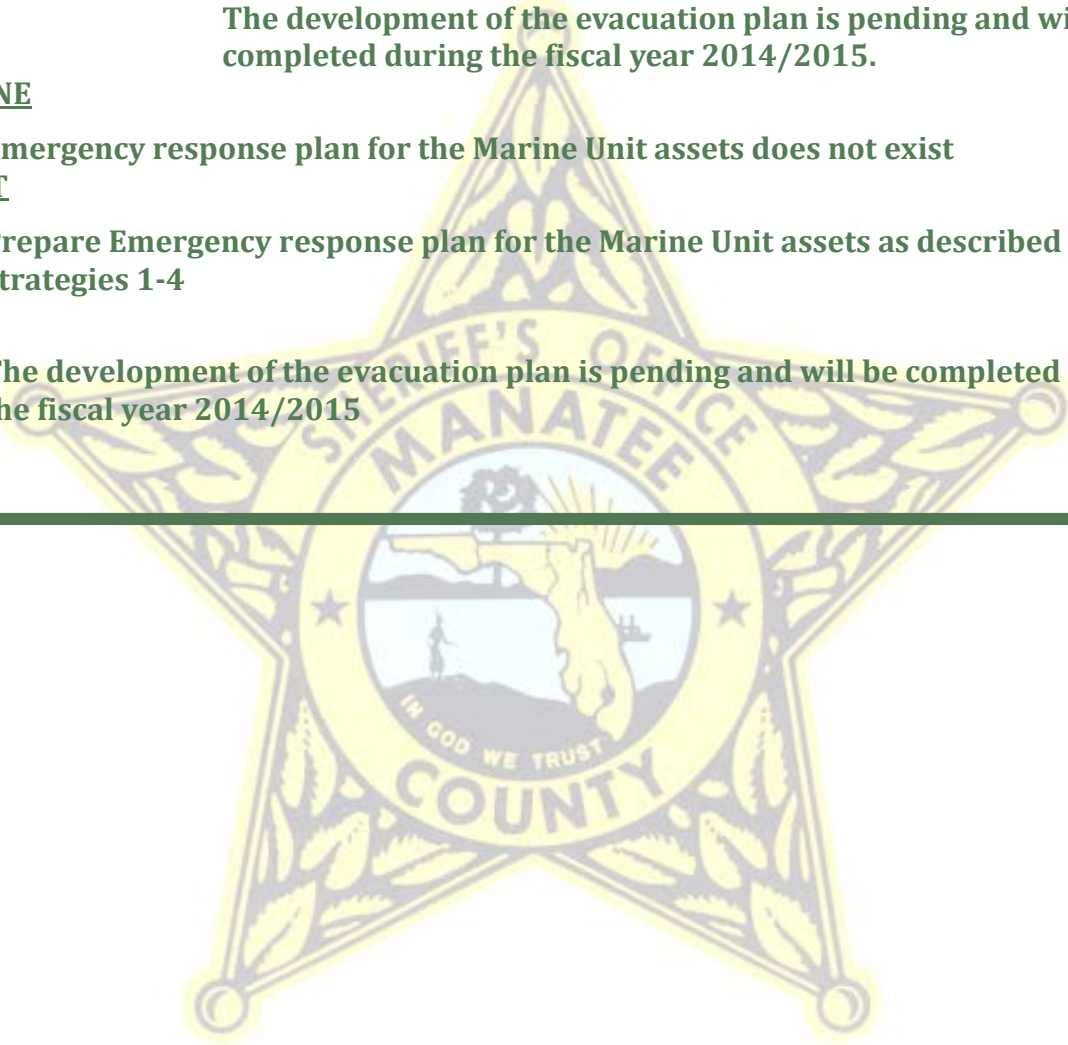
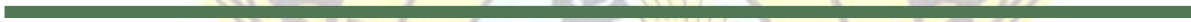
- Emergency response plan for the Marine Unit assets does not exist

TARGET

- Prepare Emergency response plan for the Marine Unit assets as described in Strategies 1-4

TODAY

- The development of the evacuation plan is pending and will be completed during the fiscal year 2014/2015



SPECIAL TEAMS

BOMB DISPOSAL UNIT

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

Objective 1 Create 2 additional collateral duty Bomb Technician positions.

Strategy 1

COMPLETED

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

The unit was able to gain and fill two additional bomb technician positions.

Objective 2 Provide additional training to Bomb Technicians to increase safety.

Strategy 1

NEW

Provide Advanced Explosive Entry Training (2 weeks) for 4 technicians and Basic Explosive Entry Training (1 week) for 2 technicians by the end of 2015.

The unit was unable to send anyone to training due to time constraints; will continue to try and meet this goal.

Strategy 2

NEW

Send each bomb technician to the FBI/Army Hazardous Device School. **This will make the whole team certified in handling explosive devices.**

Strategy 3

NEW

Have all members of the bomb squad attend a driver's course focused on large response trucks used on the team.

BASELINE

- 2013 - 5 Trained Bomb Disposal Technicians

TARGET

- 6 Trained Bomb Disposal Technicians

TODAY

- Currently there are 5 trained Bomb Disposal Technicians; anticipated that the new 6th Bomb Squad member will begin in 2015.

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

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

Strategy 1 **ON HOLD**

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

This is on hold due to Federal sequestration and the budgetary restraints that resulted from it.

Strategy 2 **ON HOLD**

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

The regional team is still training to prepare for the finalization plan, but the needs assessment is on hold due to Federal Sequestration and the budgetary restraints that resulted from it.

Objective 2 Prepare certified Bomb Technicians to respond to incidents in the Maritime domain and Water Borne Improvised Explosive Device situations.

Strategy 1 **CONTINUOUS**

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

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

Strategy 2 **ON HOLD**

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

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

Unknown expected completion date.

BASELINE

- **0 Certified Bomb/Maritime Disposal Dive Technicians**

TARGET

- 2015- 1 certified Bomb/Maritime Disposal Dive Technician

TODAY

- 0 certified Bomb/Maritime Disposal Dive Technicians
-

Goal 3 Increase the capability of certified bomb technicians in active- shooter events.

Objective 1 Speedy mitigation of suspected IED's and booby traps to assist Patrol and SWAT to reach objective target in a safe manner.

Strategy 1

NEW

Advance training with issued go bags at structured locations.

Strategy 2

NEW

Integrate training with SWAT and EOD.

The bomb technicians participated in the active-shooter training with multiples public safety agencies and MCSO special teams in August 2014.

BASELINE

- No baseline as of 2014

TARGET

- Participate in 1 large event with other agencies and special teams
- Quarterly training within the agency; including SWAT

TODAY

- Participated in 1 large event with other agencies and special teams
-

SPECIAL TEAMS

DIVE TEAM

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

Objective 1 Ensure Dive Team resources availability 24/7.

Strategy 1

CONTINUOUS

Coordinate Dive Team coverage with Dive Team Commander.

This is done on a continuous basis, through MCSO Dispatch, FHP Dispatch, and the Dive Team Commander augmented by a Diver on-call schedule.

Objective 2 Recruit quality divers that meet dive team standards.

Strategy 1

CONTINUOUS

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

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

Strategy 1

CONTINUOUS

Conduct specialty training in the following areas: Advanced Open Water, Enriched Air, Public Safety Diver, Underwater Navigation, Dry Suite, AGA Evidence and Body Recovery, HAZMAT Diving, Underwater Crime Scene Investigations, Hull Searches, Search and Recovery Overhead Environment, Remotely Operated Vehicles (ROV'S).

Dry suit and AGA certifications are conducted and accomplished for all team members. Additional training is performed in underwater navigation and search and recovery operations. Also, constant refresher training is provided for existing team members as well as new members.

Strategy 2

CONTINUOUS

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

Approximately 60% of the team has attended level 3 Decon training conducted by Diving Unlimited International (DUI) at Manatee Springs; 40% still need to be trained.

Strategy 3

CONTINUOUS

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

Sites have been identified and training is conducted several times annually.

Objective 4 Measure contamination levels of lakes / ponds within Manatee County.

Strategy 1

CONTINUOUS

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

CONTINUOUS

Research grant funding/allocate budget for equipment.

The unit is continuing to pursue grant funding for ROV and vessel and commercial training for Supelite Helmet diving.

BASELINE

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

TARGET

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

TODAY

- **Presently have 12 members with tryouts this year and will bring the team to 100%**
-

SPECIAL TEAMS

EMERGENCY SERVICES / HOSTAGE NEGOTIATIONS

Goal 1 Enhance public safety in regards to crisis situations.

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

Strategy 1

COMPLETED

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

Strategy 2

CONTINUOUS

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

The agency has designed a new Mobile Command vehicle and has picked a vendor to build the Mobile Command vehicle. It will have slide-outs on both sides of the vehicle; it will have also three monitors, a conference table, storage compartments and a lavatory. It'll be composed of four separate areas: the driver's cab area, the main conference area, the negotiating area and the communications area. The satellite phone on the Command Bus has been upgraded, and when the new Mobile Command vehicle is completed it will have an upgraded phone system including satellite, monitoring capabilities, numerous flat screen monitors / television for weather and local news and video conferencing and other updated electronic equipment including a downlink for the helicopter.

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

Strategy 1

CONTINUOUS

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

Sgt. DeVries has been performing functions of Emergency Services/Hostage Negotiation Commander. The agency is in the process of purchasing a new Mobile Command vehicle.

Strategy 2

CONTINUOUS

Develop protocols for obtaining and providing assistance with surrounding counties on a state level.

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

Strategy 3

CONTINUOUS

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

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

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

Strategy 1

CONTINUOUS

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

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

Strategy 2

CONTINUOUS

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

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

Strategy 3

COMPLETED

In the event of a large scale incident in Manatee County, such as a large fire, air plane 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.

This is now available through WEB EOC and Dispatch and EOC is now accredited.

Strategy 4

CONTINUOUS

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. They will assist any agency within the County on any type of an event when manpower or equipment is needed.

The All-Hazards Incidents Management Team has been formed and the team is now in the training phase. A member of MCSO needs to become a member of the team.

Strategy 5

CONTINUOUS

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 SRT team. The training should be hands-on and include a variety of different training locations and venues.

The Hostage Negotiators trained with the SWAT team and the Bomb Team with a school scenario in 2014. Upcoming training for the courthouse is scheduled.

Strategy 6

NEW

Upon delivery of the new command vehicle, training will increase to four hours bi-weekly to become proficient in the technology provided on the command vehicle.

Strategy 7

NEW

Designated drivers of the Emergency Command Vehicle will attend a driver's course focused on the large response trucks used by the team.

BASELINE

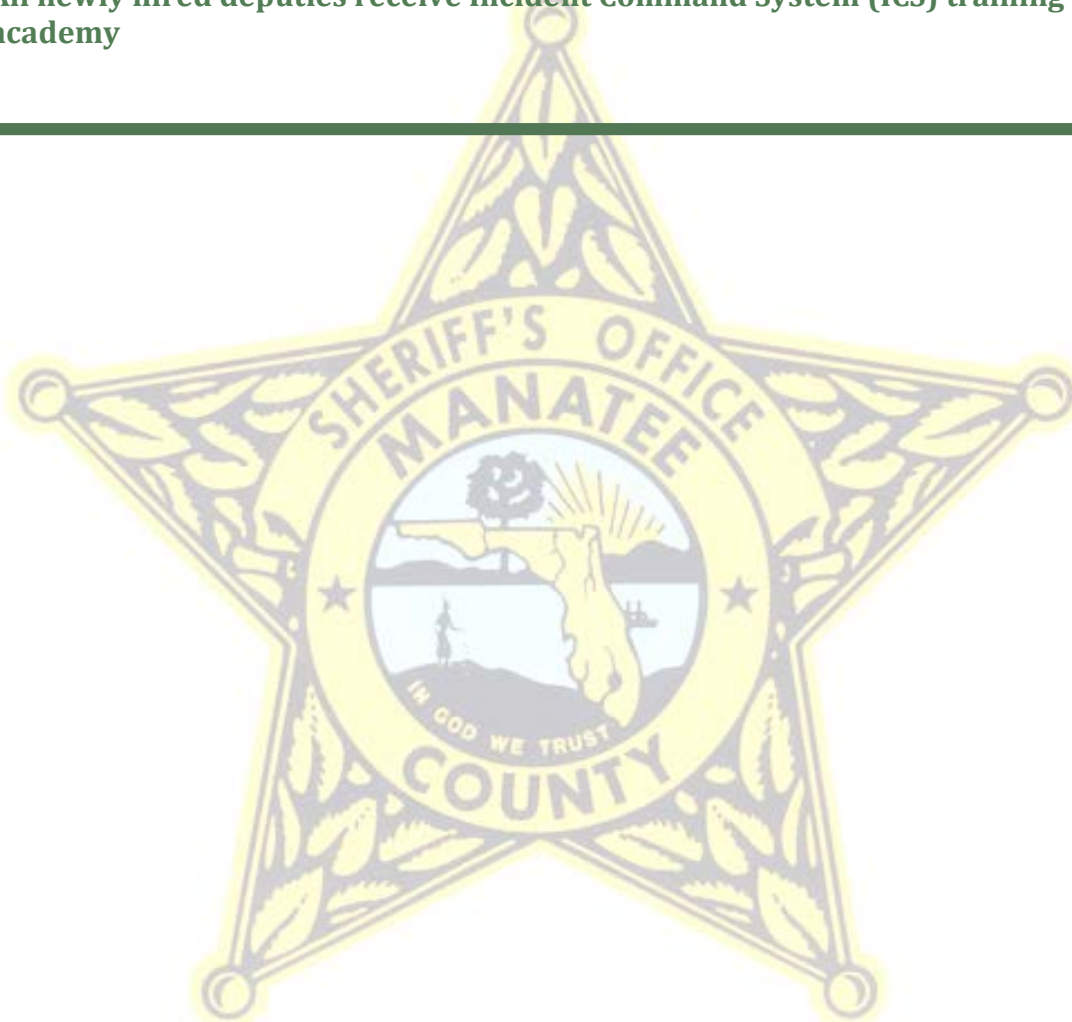
- **No full-time commander**
- **The agency has not been fully trained in the utilization of the ICS concept at the upper levels of command**

TARGET

- Full-time commander to liaison, organize, and coordinate
- Implement the Manatee County All Hazards Incident Management Team, and to have the agency fully implement the Incident Command System (ICS) concept
- New command Vehicle is on order and should be delivered before 2015

TODAY

- The agency has designed a new command vehicle and it has been ordered
 - All newly hired deputies receive Incident Command System (ICS) training in the academy
-



SPECIAL TEAMS

MOUNTED PATROL

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

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

Strategy 1

CONTINUOUS

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

We continue to train and work with Tampa Police. Several members of our unit will also be training with the Royal Canadian Mounted Police, one of the elite units in the world.

Strategy 2

CONTINUOUS

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

We did not attend the North American Mounted Unit Commanders Association (NAMUCA) conference this year since it was held in Los Angeles. We hope to attend next year. A demonstration was performed at the MCSO BBQ. We will continue to improve upon and perform at future BBQs. We continue to plan trainings with SRT.

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 regular daytime patrols in power track areas.

Strategy 1

CONTINUOUS

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

This goal has not been attained due to budget restraints.

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

Strategy 1

CONTINUOUS

Implement a program for interaction with the boys at the FSYR facility and team members. This program will aid in the socialization of the

mounts by exposing them to a variety of stimuli and diverse personal interaction.

Program implemented and is ongoing. Riding lessons are ongoing and now the boys are taking the horses swimming as well. The Boys Ranch has been shut down. It is expected they will operate as a summer camp. I have already been contacted by the new camp directors and have been asked to develop a summer riding program.

Strategy 2

CONTINUOUS

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

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

Strategy 3

CONTINUOUS

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

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

Strategy 4

COMPLETED

Renovate mount stalls and install new mats.

The mats have been delivered and the stalls are 90% complete.

BASELINE

- Still no full-time mount and facility care positions

TARGET

- New full-time mount and facility care position

TODAY

- New stalls and fences have been completed
 - A program with FSYR has been implemented and a new program will be implemented in the summer
-

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 and reduce medical and feed costs for the Unit.

Strategy 1

CONTINUOUS

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

No suitable donations were obtained; all donations failed the testing process.

Strategy 2

CONTINUOUS

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

Due to severe rains this summer it was not completed but will need to be done this year. We have purchased a mower that will allow us to better maintain the pasture.

Strategy 3

CONTINUOUS

Research the cost of fertilizing the pasture.

Research was completed such as size and requirements, however has not been implemented due to weather.

Strategy 4

CONTINUOUS

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

Research was completed and no grants were located.

BASELINE

- **Two replacement mounts received from the MCC Jail; one is usable and the other will need to be retired soon**
- **Pasture not fertilized due to funding**

TARGET

- **Obtain one new replacement mount**
- **Looking to purchase a horse for 2015**

TODAY

- **One mount was replaced this year**
- **The pasture is in great condition! Pasture is better than ever and continues to improve.**



SPECIAL TEAMS

SPECIAL RESPONSE TEAM

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

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

Strategy 1

CONTINUOUS

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

45% of the team has attended the FEMA Basic Field Force training in Anniston, Alabama. An additional 25% are going to be sent by the end of 2015, with the remaining 30% to be sent by the end of 2016.

Strategy 2

CONTINUOUS

Allow all team members to attend the 24-hour training in "Protester devices."

4 current members have attended the FEMA Protestor Devices class in Anniston, Alabama, and 6 more members are to attend this course by the end of 2015.

Strategy 3

CONTINUOUS

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

A basic response to civil disturbances class has been included in the Patrol in-service training. Approximately 200 certified officers have attended this training to date.

Strategy 4

CONTINUOUS

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

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

Strategy 1

CONTINUOUS

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

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

Objective 3 Provide Special Response Team members with specialized non-FEMA sponsored training.

Strategy 1

CONTINUOUS

Utilize in-house instructors for yearly trainings and refreshers on the proper deployment of chemical munitions.

100% of the Special Response Team members have completed the yearly chemical munitions training provided by our in-house instructors. We currently have 6 certified chemical munitions instructors.

Strategy 2

CONTINUOUS

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

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

Strategy 3

COMPLETED

Increase the amount of chemical munitions instructors to 6.

Certify 3 additional team members as chemical munitions instructors.

Strategy 4

CONTINUOUS

Increase the amount of Pepper Ball instructors to 6

Certify 3 additional team members as Pepper Ball instructors.

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

Strategy 1

CONTINUOUS

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

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

Strategy 2

COMPLETED

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

BASELINE

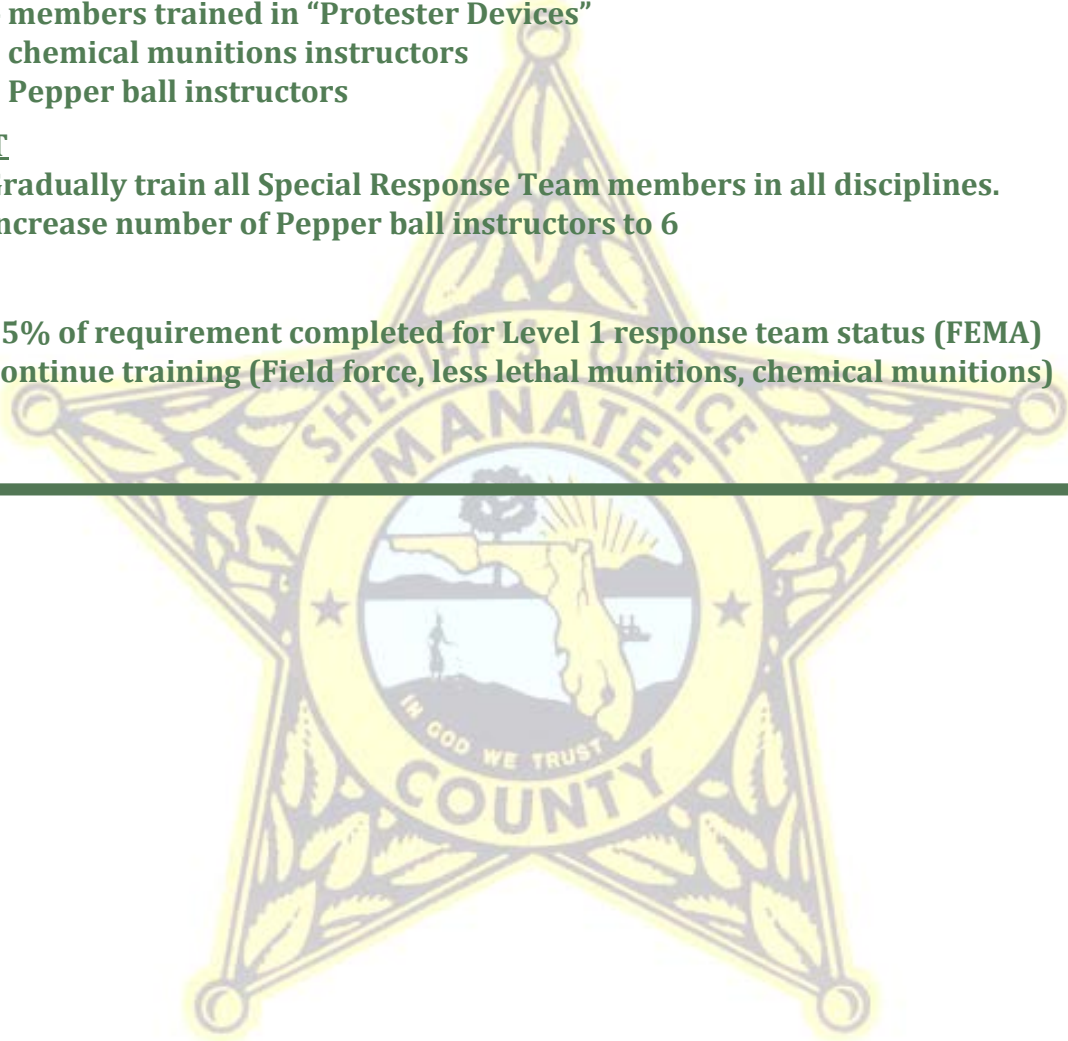
- 32 members trained in “Field Force”
- 4 members trained in “Protester Devices”
- 3 chemical munitions instructors
- 3 Pepper ball instructors

TARGET

- Gradually train all Special Response Team members in all disciplines.
- Increase number of Pepper ball instructors to 6

TODAY

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



SPECIAL TEAMS

SWAT TEAM

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

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

Strategy 1 **CONTINUOUS**

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

Strategy 2 **CONTINUOUS**

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

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

Strategy 1 **DISCONTINUED**

Plan for the purchase of 27 additional sets of SCBA (for 36 members plus 3 spares)

Strategy 2 **DISCONTINUED**

Plan for the purchase of a video system with mesh video capabilities.

Objective 3 Development of a full time SWAT element at the agency by 2016.

Strategy 1 **CONTINUOUS**

Full time SWAT element to be composed of a 6-team member unit and one supervisor/sergeant.

The SWAT Team has been successful in the suppression detail, power tracks; we have only one full time commander assigned to the unit.

Strategy 2 **CONTINUOUS**

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

This strategy is dependent upon completion of strategy 1.

Objective 4 Provide SWAT Team members with training necessary to achieve and sustain Tier 1 Status as well as other related trainings.

Strategy 1

CONTINUOUS

Send some SWAT Team members to a shotgun breaching school.

MCSO will be hosting shotgun breaching school in January 2015.

Strategy 2

NEW

Maintain one 40 hour week of training per year to achieve Tier 1 status with NTOA.

BASELINE

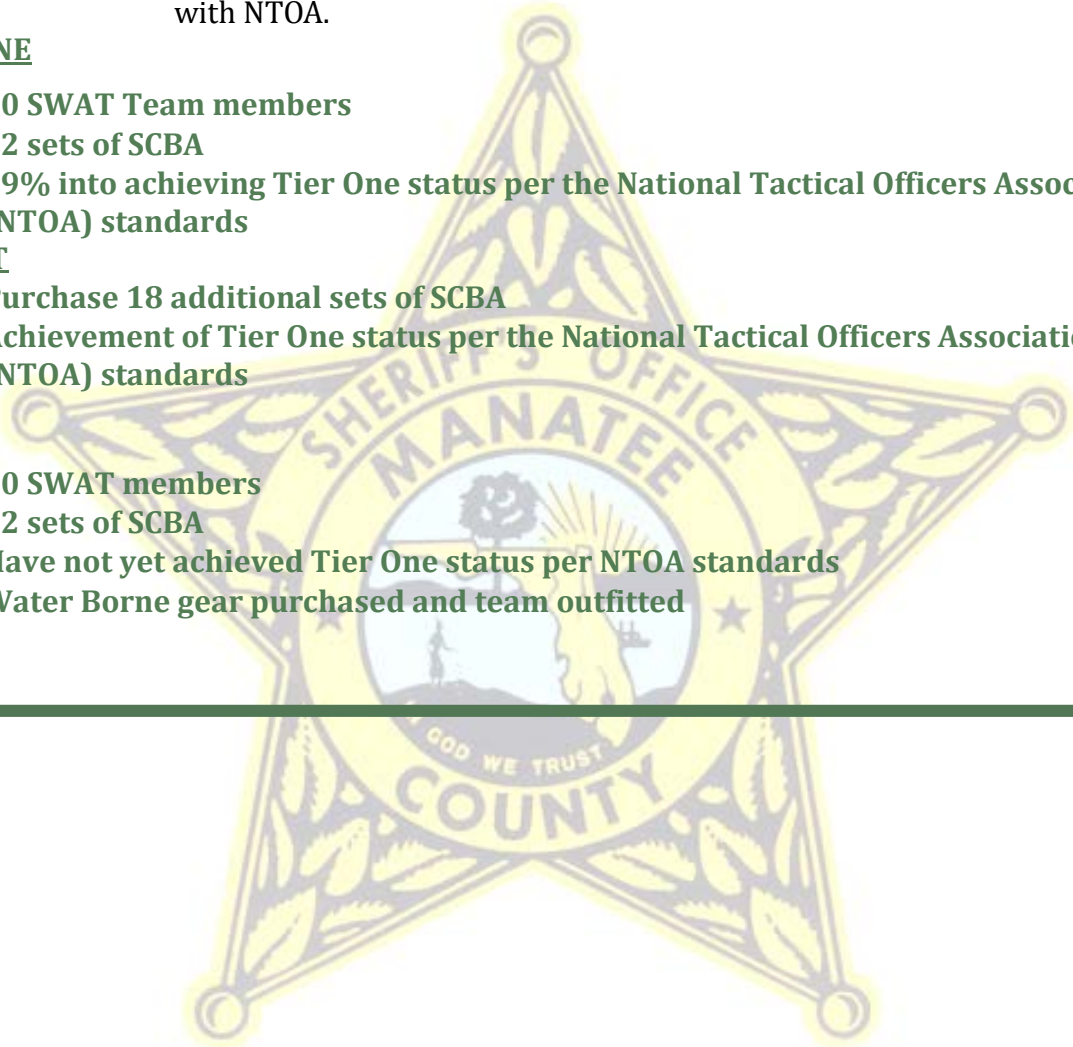
- 30 SWAT Team members
- 12 sets of SCBA
- 99% into achieving Tier One status per the National Tactical Officers Association (NTOA) standards

TARGET

- Purchase 18 additional sets of SCBA
- Achievement of Tier One status per the National Tactical Officers Association (NTOA) standards

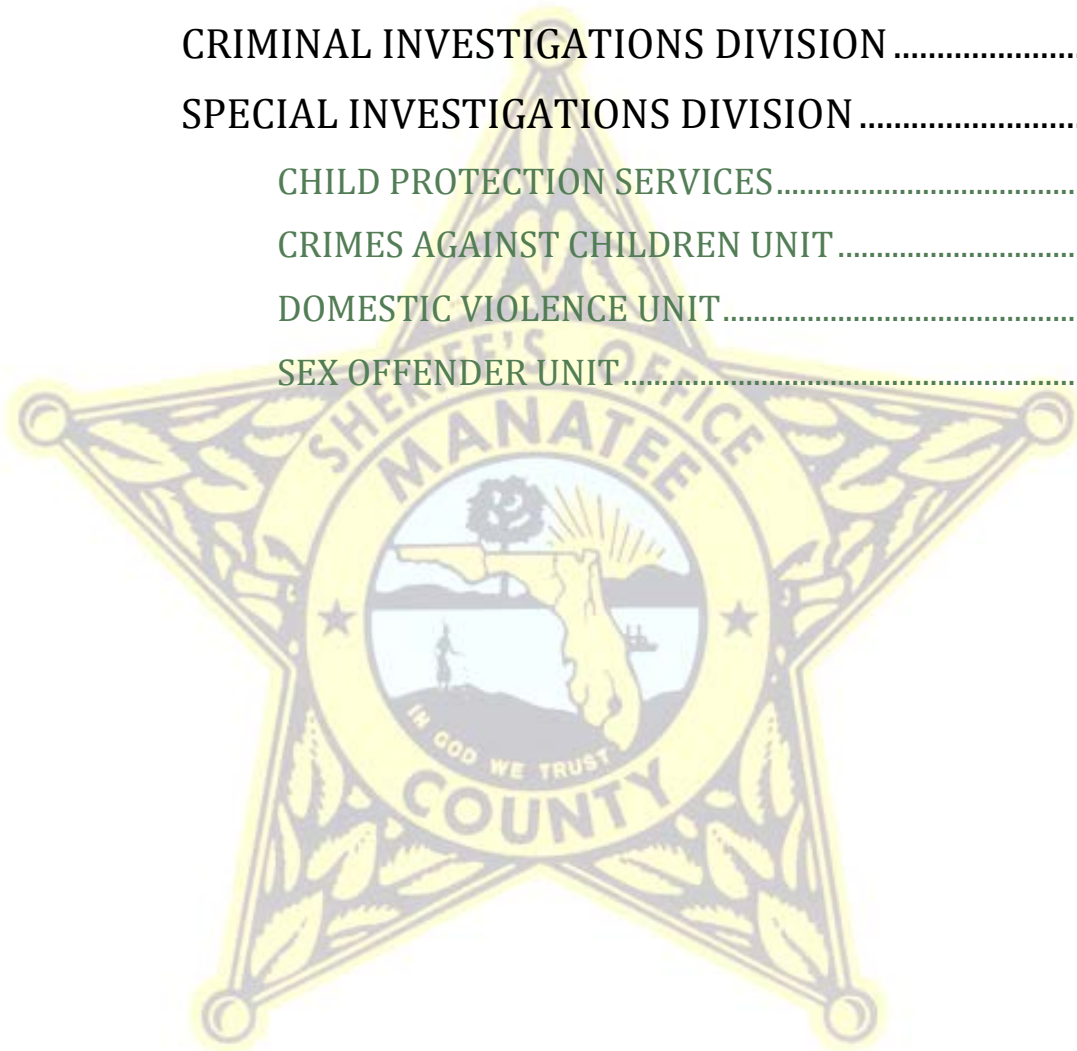
TODAY

- 30 SWAT members
 - 12 sets of SCBA
 - Have not yet achieved Tier One status per NTOA standards
 - Water Borne gear purchased and team outfitted
-



INVESTIGATIVE BUREAU

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CRIMINAL INVESTIGATIONS DIVISION

Goal 1 Enhance the solvability of homicides and death investigations.

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

Strategy 1

CONTINUOUS

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

CID has been working closely with the SAO, Bradenton PD, Sarasota PD, and Sarasota SO regarding homicide investigations. Internally, with the assistance of the MCSO Gang Unit, a RICO investigation of criminal activities was performed on numerous individuals suspected of being involved in another homicide case (Martinez-Rosales). ASA Brian Iten has been embedded into CID to assist with the prosecution of violent crime.

Strategy 2

CONTINUOUS

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

CID has been working cooperatively with federal agencies such as A.T.F., US Marshalls, SAO, and other local agencies on Home Invasion Robbery /Murder investigations. A close working relationship has been established with ATF through a permanent designated ATF Agent attached to our region.

Objective 2 Maintain the Manatee Homicide Investigative Unit (1 MSO Sergeant + 5 MSO detectives). Continue to coordinate and supervise homicide investigations within unincorporated Manatee County and its incorporated municipalities. Continue cooperation with local Police Departments in conducting homicide investigations.

Strategy 1

CONTINUOUS

Distribute Homicide Cold Cases to Detectives for analysis and review.

Strategy 2

NEW

Ensure all MSO Homicide Unit detectives are trained in conducting officer involved shooting investigations.

BASELINE

- **UCR Homicide arrests in 2013: 2 (MCSO Jurisdiction)**

- UCR Homicide closure in 2013 : 67%

TARGET

- 2% increase in homicide arrests per year until 2017
- 4% increase in UCR homicide closures per year by 2017

TODAY

- UCR Homicide arrests Jan thru December 2014: 7
- UCR Homicide closure Jan thru December 2014: 70%

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

Goal 2 Enhance investigations utilizing DNA evidence

Objective 1 Increase DNA testing

Strategy 1

CONTINUOUS

Work closely with both DNA International and FDLE on new techniques or technologies including utilization of web based submissions and results.

Objective 2 Track data of all DNA submissions as well as DNA identifications made including CODIS submissions and results.

Strategy 1

CONTINUOUS

Maintain a database of all DNA related items.

Objective 3 Ensure personnel collecting DNA samples are properly trained.

Strategy 1

CONTINUOUS

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

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

BASELINE

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

TARGET

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

TODAY

- Full DNA profile obtained from submission:
 - 2012: 40 of the 448 submitted or 8.93%
 - 2013: 76 of 535 submitted or 14.20%
 - First 2 Quarters of 2014: 16 of 55 submitted or 29.09%
-

Goal 3 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 **CONTINUOUS**

Develop sources to provide information on possible robbery and burglary suspects.

CID has been consistently updating the repeat offender hotlist and working in conjunction with the State Attorney's Office to keep abreast of repeat offender status. Additionally, CID attends Command Operation Review and Evaluation (C.O.R.E.) weekly meeting and has members of the Crime Analysis Unit attend the Property Section monthly meetings.

Strategy 2 **CONTINUOUS**

Provide training on proper intelligence-gathering, documentation and interviewing techniques.

Strategy 3 **CONTINUOUS**

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

A representative from the State Attorney's office is now imbedded in the Criminal Investigation Division.

Strategy 4 **CONTINUOUS**

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

Strategy 5 **CONTINUOUS**

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

Strategy 6

NEW

Ensure 100% adherence to the second hand dealer ordinance from second hand dealers and metal recycling businesses.

Strategy 7

NEW

Provide training for the CVSA, Computer Voice Stress Analyzer, for select Persons, Property and VCTF detectives or supervisors.

Strategy 8

NEW

Provide training for, and implementation of, social media tracking programs.

Strategy 9

NEW

Utilize Crime Analysis Unit for mapping and tracking of violent crime trends.

BASELINE

- **Current compliance to second hand dealer ordinance is currently 30%**
- **Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives in 2013: 935**
- **Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives in 2011: 9,920, in 2012: 10,956 (includes S3 cases)**
- **Part I UCR closure (MCSO Jurisdiction) for 2013: 25.8%**

TARGET

- **100% Compliance to second hand dealer ordinance by 2015**
- **2% reduction in Violent Crime and Property Crime by 2017**
- **1% increase in UCR closure per year by 2017**

TODAY

- **Currently there are 61 second hand dealers or metal recyclers of which approximately 18 are in compliance**
- **Number of persons-related crimes assigned to both VCTF and Crimes Against Persons detectives thru Sept 2014; 698**
- **Number of property crimes assigned to Burglary, Fraud, and Auto Theft/Pawn detectives thru August 2013: 6477 (includes S3 cases)**
- **Part I UCR closure (MCSO Jurisdiction) for 2014: 23.87%**

Goal 4

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

Objective 1 Establish a 'Memo of Agreement' between the agencies to officially recognize the joint efforts that have taken place over the last two years to prosecute suspects under stiffer federal guidelines.

Strategy 1

CONTINUOUS

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

BASELINE

- 0 (New Goal)

TARGET

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

TODAY

- The Memorandum of Agreement is in progress

Goal 5 Designate a detective/liaison from the Auto Theft Unit to assist the DMV in registration of rebuilt title vehicles and possible VIN fraud verification.

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

Strategy 1

CONTINUOUS

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

Goal 6 Utilize the Rural COPS unit to combat second hand metal recycling violations assisting the Property Crimes Unit.

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

Strategy 1

CONTINUOUS

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

Strategy 2

CONTINUOUS

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

BASELINE

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

TARGET

- 100% compliance over the 2013-2015 time frames

TODAY

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

Goal 7 To enhance the storage capacity and ability to track and organize property and evidence.

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

Strategy 1 **CONTINUOUS**

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

This strategy has been accomplished but it should be changed to a continuous strategy as it is an ongoing process.

Objective 2 Expand shelving capacity to meet the needs of property coming into the facility.

Strategy 1 **CONTINUOUS**

Enhance the shelving needs and space that will be needed for future property storage

Objective 3 Establish a system to track Property and Evidence.

Strategy 1 **CONTINUOUS**

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

Strategy 2 **CONTINUOUS**

Barcode readers interfacing items into the RMS.

BASELINE

- Review the existing inventory of property located in the current housing facility for disposals in order to maintain adequate storage space

TARGET

- 100% of all property and evidence being barcoded and stored

- All received property and evidence entered into the RMS system and consistently reviewed for disposal opportunities

TODAY

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

Goal 8 Develop a Field Training Officer (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 **CONTINUOUS**

Verbalize and perform each task so that it can be documented

Strategy 2 **CONTINUOUS**

Document tasks and procedures

Strategy 3 **CONTINUOUS**

Establish the ADORE program for Property & Evidence Processors.

Strategy 4 **CONTINUOUS**

Retrain all existing Property & Evidence Processors

BASELINE

- Property and Evidence personnel require additional training and constantly updating procedures

TARGET

- 100% of all property and evidence personnel have been trained and all training documented
- Create a FTO position

TODAY

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

SPECIAL INVESTIGATIONS DIVISION

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

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

Strategy 1

ON HOLD

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

Placed on hold due to budgetary constraints

Strategy 2

ON HOLD

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 September 2013 - October 2014: 49
- Number of deaths attributed to a drug overdose from January - December 2014: 44 (data obtained from the Medical Examiner's Office)
- No Diversion Unit
- Still 1 Lieutenant overseeing Division

Goal 2 Enhance the intelligence collection capabilities of our unit through the more

efficient use of human sources

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

Strategy 1

COMPLETED

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”

ABM Pegasus was purchased.

Strategy 2

CONTINUOUS

Transfer current paper files to the appropriate electronic format

We have purchased new tablets through IT and are awaiting their activation in order to facilitate the documentation of informants. Old paper files will be maintained, and only new informant activity will be computerized.

Strategy 3

CONTINUOUS

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

Training on the new tablets will commence as soon as they are activated by IT.

BASELINE

- **Currently use a paper filing system to manage our confidential informants**

TARGET

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

TODAY

- **The application is fully operational but we had significant downtime due to the need for a change of hardware**

Goal 3

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

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

Strategy 1

CONTINUOUS

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

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

Strategy 2

CONTINUOUS

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

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

Strategy 3

CONTINUOUS

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

The Special Investigations Division K-9 teams conduct annual certification during the last quarter of each year to evaluate their proficiency. Two new K-9's are being trained to replace the two current K-9's that will be retiring. In addition, the K-9 detective teams attend a joint monthly training with the Enforcement Bureau's K-9 teams.

BASELINE

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

TARGET

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

TODAY

- K-9 Seizures January 2014-September 2014:
 - Marijuana: 202 lbs.
 - Methamphetamine: 233 grams
 - Cocaine: 0
 - Currency: 0
-

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

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

Strategy 1

CONTINUOUS

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

Strategy 2

CONTINUOUS

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

Strategy 3

CONTINUOUS

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

BASELINE

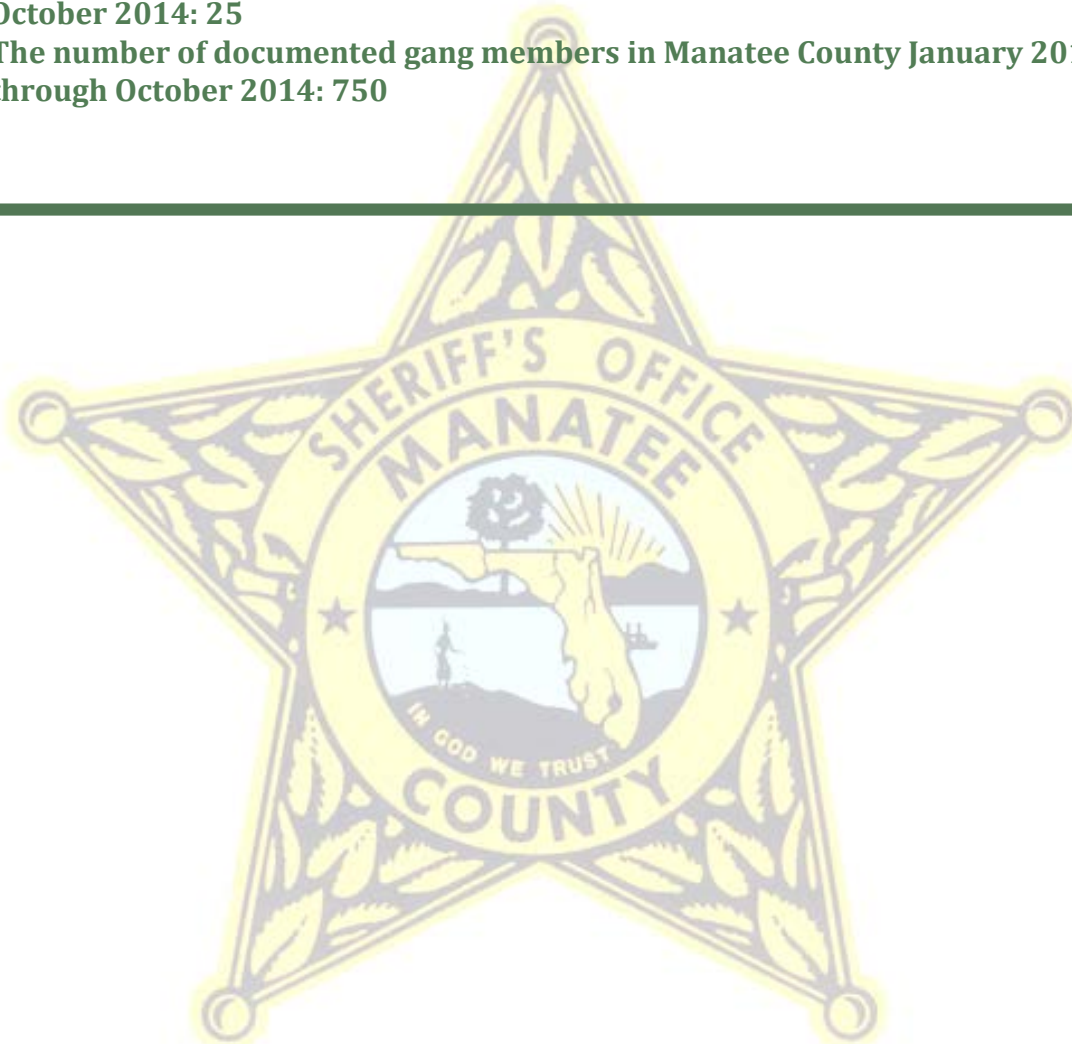
- None (New Goal)

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 2014 through October 2014: 25
 - The number of documented gang members in Manatee County January 2014 through October 2014: 750
-



CHILD PROTECTION INVESTIGATIONS DIVISION

CHILD PROTECTION SERVICES

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

Objective 1 Establish innovative measures to supplement traditional discipline.

Strategy 1

CONTINUOUS

Engage with MCSO Crime Prevention to liaison with Whole Child Project-Manatee to promote referrals to the system to assist families with questions regarding available area service providers to reduce stressors.

Currently working on implementation

BASELINE

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

TARGET

- Manatee County 12-month percent average of children without a reoccurrence of abuse to meet or exceed State's average of 94.6%

TODAY

- Manatee County 12-month percent average of children without a reoccurrence of abuse: currently ranked 1 in the State at 94.83%
-

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

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

Strategy 1

CONTINUOUS

A status report will be sent to all CPS daily contingent upon 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

CONTINUOUS

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

Strategy 3

CONTINUOUS

CPS 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

- The implementation of and transition to the new DCF Child Protection Transformation in the statewide FSFN system had been delayed. No County has fully implemented it as it has not been proven to be a successful model. DCF changed the name of the system from Transformation to Methodology. This goal continues and should have some form of measure/outcome July of 2015 if there are no further delays.
- It should be noted that the strategies are being performed and there has been no unjustified backlog with the current statewide FSFN System.

Goal 3 Child victims are to be seen within 24hrs of receiving the FSFN report.

Objective1 Per DCF Operating Procedures cases must be commenced within 24hrs from when the hotline intake counselors decision time to accept intake. The commencement should be made at the victim’s location.

Strategy 1

NEW

CPS will make diligent efforts to locate and see all child victims from the time intake received till the end of their shift

Strategy 2

NEW

CPS will contact the on call CPSS when a child victim has not been located by end of their shift. The on call CPSS will task an on call CPS to make additional efforts to locate the victim during the on call shift.

Strategy 3

NEW

CPS will utilize the Intel staff when no address or location is known to obtain addresses and to make diligent efforts to locate victims.

Strategy 4

NEW

CPS will contact a MSO Intelligence Analyst to issue a BOLO when it is determined that a family is evading CPS and there is concern for child safety.

BASELINE

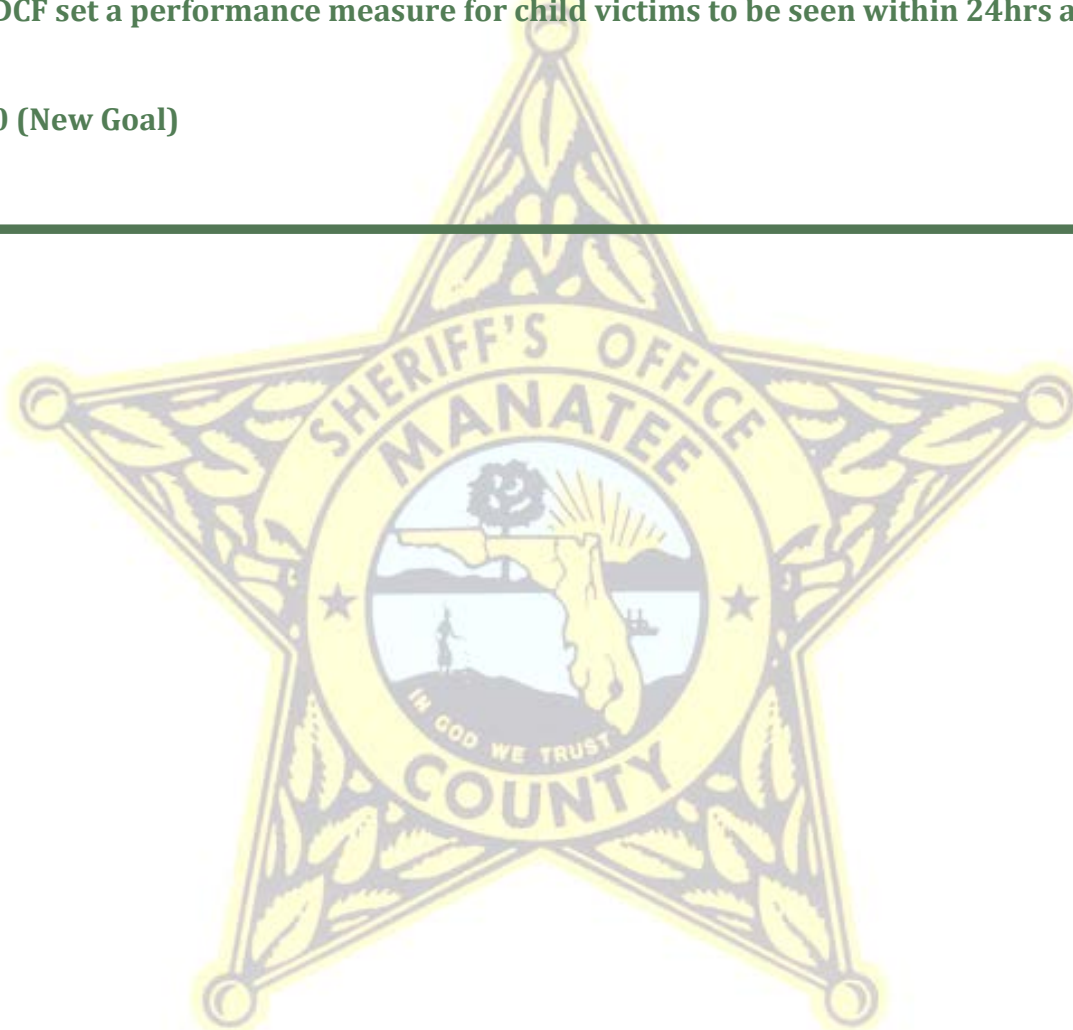
- 0 (New Goal)

TARGET

- DCF set a performance measure for child victims to be seen within 24hrs at 85%

TODAY

- 0 (New Goal)



CHILD PROTECTION INVESTIGATIONS DIVISION

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

COMPLETED

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

COMPLETED

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

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

Strategy 3

COMPLETED

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

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

involvements are known, strengthening detective's knowledge of the offender

Strategy 4

COMPLETED

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

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

BASELINE

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

TARGET

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

TODAY

- The Crimes Against Children Unit has conducted 3 on-line operations that have resulted in the capture of over 100 offenders. Operations like this will randomly continue. As staffing levels and funding permits we will continue to seek a full-time dedicated detective to work solely on internet crimes related to children.

Goal 2 Identify and locate offenders that use the internet to commit crimes against children.

Objective 1 Conduct an undercover operation(s) to identify persons that use the internet to sexually exploit children and who are violating F.S.S. 847.0135, the "Computer Pornography and Child Exploitation Act", (Traveling to Meet Minors) for the purpose of a sexual act as defined in Chapter 794, Chapter 800 and Chapter 827.

Strategy 1

COMPLETED

Utilize aggressive investigative techniques and technologies to capture offenders.

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

Strategy 2

COMPLETED

Utilize other components/units within MSO to maximize efforts that increase the enforcement and capture of offenders online.

CAC detectives routinely work with Patrol, SID, and the SOU to gather information that could lead to the identification and apprehension of on-line predators.

Strategy 3

COMPLETED

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

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

Strategy 4

COMPLETED

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

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

Strategy 5

COMPLETED

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

CPID personnel provided three separate presentations to the community regarding child internet safety. Presentations were

conducted for Supper with the Sheriff, the Women's Republican Forum, and the Let's B-Safe Program.

BASELINE

- Zero (New Goal)

TARGET

- Conduct at least 1 proactive operation that targets online predators

TODAY

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

Goal 3 Enhance and improve the interviewing and interrogation skills of the detectives assigned to the Crimes Against Children (CAC) Unit to better identify and prosecute child abuse, neglect, and child sexual abuse offenders.

Objective 1 Improve quality of interviews, interrogations, and confessions obtained by Crimes Against Children Unit detectives.

Strategy 1

NEW

Identify and purchase equipment, train selected personnel, and implement the use of Computer Voice Stress Analysis (CVSA) technology during suspect interviews for various Crimes Against Children Unit investigated crimes.

Strategy 2

NEW

Conduct initial and on-going training in the area of interviews and interrogations, to include specialized training in advanced interview and interrogations, kinesics, the Reid Technique, and Computer Voice Stress Analysis.

Strategy 3

NEW

Update and improve the camera technology in the Crimes Against Children Unit interview rooms to current available technology in order to make the environment more conducive to obtaining confessions.

Strategy 4

NEW

Utilize technological improvements to enhance communication between the Crimes Against Children Unit and the State Attorney's Office and, where appropriate, seek immediate guidance from the State Attorney's Office during on-going interviews and interrogations.

BASELINE

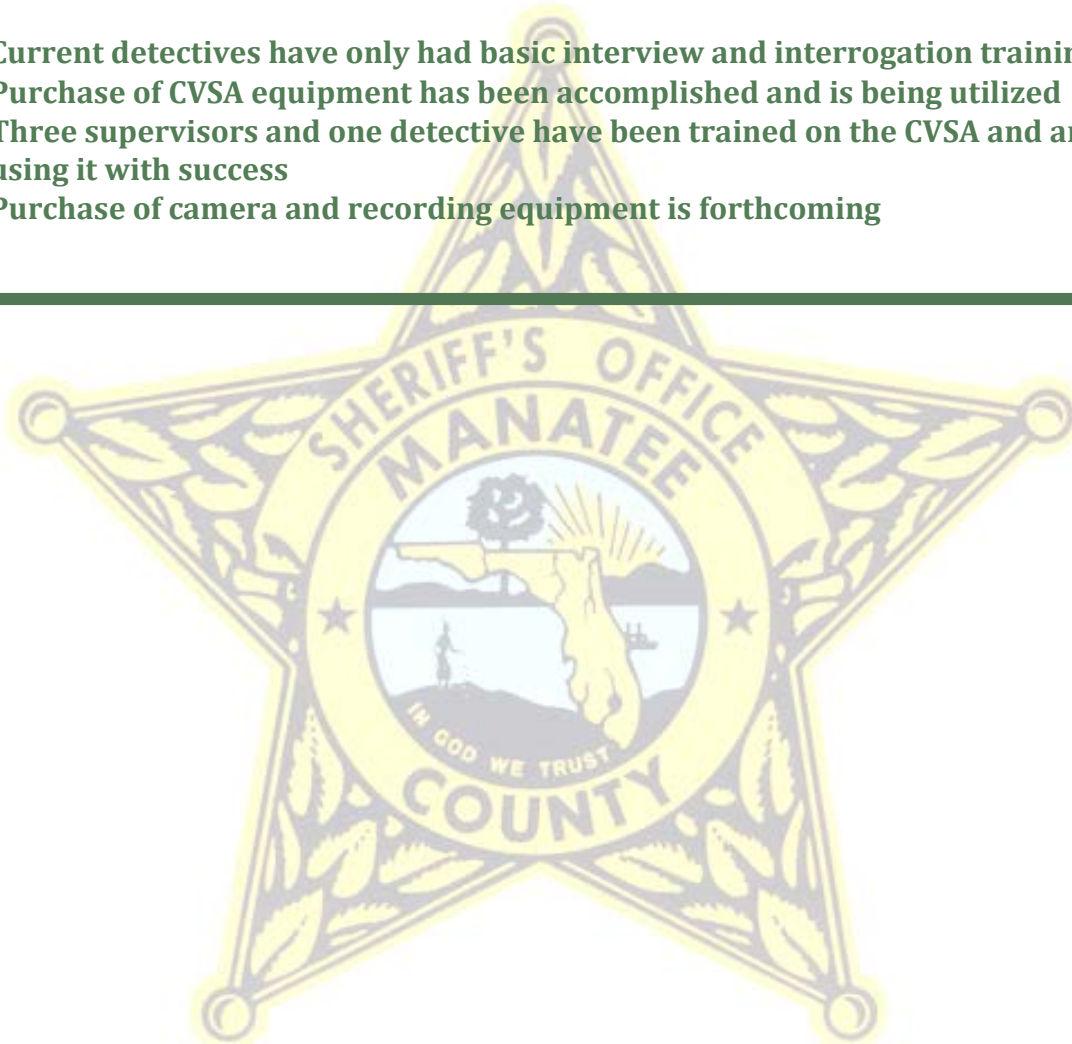
- Current detectives have only had basic interview and interrogation training
- Current camera and recording equipment is in need of replacement

TARGET

- Provide additional specialized interview and interrogation training to all detectives assigned to the CAC as time and manpower permit
- Purchase CVSA equipment to be utilized in CAC-related interviews and interrogations whenever possible
- Replace current camera and recording equipment with current technology equipment

TODAY

- Current detectives have only had basic interview and interrogation training
 - Purchase of CVSA equipment has been accomplished and is being utilized
 - Three supervisors and one detective have been trained on the CVSA and are using it with success
 - Purchase of camera and recording equipment is forthcoming
-



CHILD PROTECTION INVESTIGATIONS DIVISION

DOMESTIC VIOLENCE UNIT

Goal 1 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

COMPLETED

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

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

Strategy 2

COMPLETED

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

When warrants are obtained or officer safety matters are discovered, the information is sent to all MSO users for their assistance and/or warning through the Intelligence Unit.

Strategy 3

COMPLETED

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

BASELINE

- Number of arrests made by the DVU in 2010: 106

TARGET

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

TODAY

- Number of arrests made in 2011 by the DVU: 309 (191% increase from 2010)

- Number of arrests made in 2012 by the DVU: 209 (97% increase from 2010)
- Number of arrests made in 2013 by the DVU: 204 (92.5% increase from 2010)
- Number of arrests made in 2014 by DVU as of 11/13/2014: 170 (60.37% increase from 2010)

Goal 2 Increase the closure rate of UCR Part 1 Aggravated Assault offenses reported to MSCO.

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

Strategy 1 **COMPLETED**

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

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

Strategy 2 **COMPLETED**

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

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

Strategy 3 **COMPLETED**

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

This is conducted quarterly by CPID supervision.

Strategy 4 **COMPLETED**

Aggressively search, locate, and arrest domestic violence offenders who have absconded.

Strategy 5

COMPLETED

Share critical information with other units about offenders by utilizing the electronic media provided by the sheriff's office (i.e. email, Intel bulletin, Aciss, etc.).

Strategy 6

COMPLETED

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

BASELINE

- Zero (New Goal)

TARGET

- 70% Closure Rate for the Domestic Violence Unit

TODAY

- In 2013, it was noted that the anticipated closure rate was expected to be 95%; pending outstanding warrants and SAO decisions. The actual closure rate was 91.4% which exceeded our target closure rate by 21.4%

Goal 3

Expand the scope of investigations conducted by the detectives assigned to the Domestic Violence Unit.

Objective 1 Enhance and improve the quality and type of the investigations conducted by Domestic Violence Unit detectives by transitioning to more full-scale investigations.

Strategy 1

NEW

Conduct initial and on-going specialized training in areas such as significant injury, domestic related death investigations, and sex abuse investigations.

Strategy 2

NEW

Conduct initial and on-going training in the area of interviews and interrogations, to include specialized training in advanced interview and interrogations, kinesics, the Reid Technique, and Computer Voice Stress Analysis.

Strategy 3

NEW

Develop and implement a comprehensive initial training for detectives newly assigned to the Domestic Violence Unit to include areas such as arrest and search warrant completion and submission, investigation and apprehension techniques, and familiarization with Records Management System and the jail phone monitoring system.

Strategy 4

NEW

Continually provide education and feedback to the Enforcement and Investigative Bureaus on the evolving role of the Domestic Violence Unit as it relates to domestic-related investigations.

BASELINE

- **Currently, a DVU specific training program is being developed**
- **Current detectives have only had basic interview and interrogation training**

TARGET

- **Have all newly assigned CPID DVU detectives complete an introductory training program**
- **Provide additional specialized interview and interrogation training to all detectives assigned to the DVU as time and manpower permit**

TODAY

- **Currently, a DVU specific training program is being developed**
 - **Current detectives have only had basic interview and interrogation training**
-

CHILD PROTECTION INVESTIGATIONS DIVISION

SEX OFFENDER UNIT

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

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

Strategy 1 **COMPLETED**

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 **COMPLETED**

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 **COMPLETED**

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 **COMPLETED**

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

This is done whenever violation is discovered.

Strategy 5 **COMPLETED**

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

- 2014 Number of New Registrants through 08/31/2014: 69
 - 2014 Number of Re-Registrants through 08/31/2014: 699
 - 2014 Number of Arrests through 08/31/2014: 4
 - 2014 Number of Residential Checks through 08/31/2014: 467
-

Goal 2 The Sex Offender Unit Detective(s) will aggressively search, locate and arrest those Career Offenders that are not in compliance with their F.S.S. obligations

Objective 1 Increase the Career Offender compliance rate for offenders living within Manatee County

Strategy 1 **COMPLETED**

Conduct on site verifications at least twice a year

This is accomplished by the designated detective.

Strategy 2 **COMPLETED**

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

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

Strategy 3

COMPLETED

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

BASELINE

- Compliance Rate in 2010: 68%

TARGET

- 90% Compliance Rate by the end of 2011

TODAY

- 92% Compliance Rate by the end of 2012
- 96.8% Compliance Rate by the end of 2014
- As of 09/15/2014, the Sex Offender Unit is at a 96.875% Compliance Rate for this goal

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

COMPLETED

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

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

Strategy 2

COMPLETED

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

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

Strategy 3

COMPLETED

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

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

Objective 2 Adjust the number of contacts with Homeless/Transient Sex Predators, Sex Offenders, and Career Offenders to comply with changes in Florida State Statutes 775.21 and 943.0435 that take affect October 1, 2014

Strategy 1

NEW

Due to changes in Florida State Statues 775.21 and 943.0435 that take affect October 1, 2014, require Homeless/Transient Predators, Sex Offenders, and Career Offenders to physically show up for registration at the Sex Offender Unit office monthly to report their whereabouts.

Strategy 2

NEW

Educate the Homeless/Transient Sex Predators, Sex Offenders, and Career Offenders as to the changes in Florida State Statutes 775.21 and 943.0435, and how it affects their registration requirements.

Strategy 3

NEW

Prepare arrest warrants for any Homeless/Transient Sex Predator, Sex Offender, or Career Offender who fails to comply with the new requirements.

Strategy 4

NEW

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

BASELINE

- Verification rate is approximately 80%

TARGET

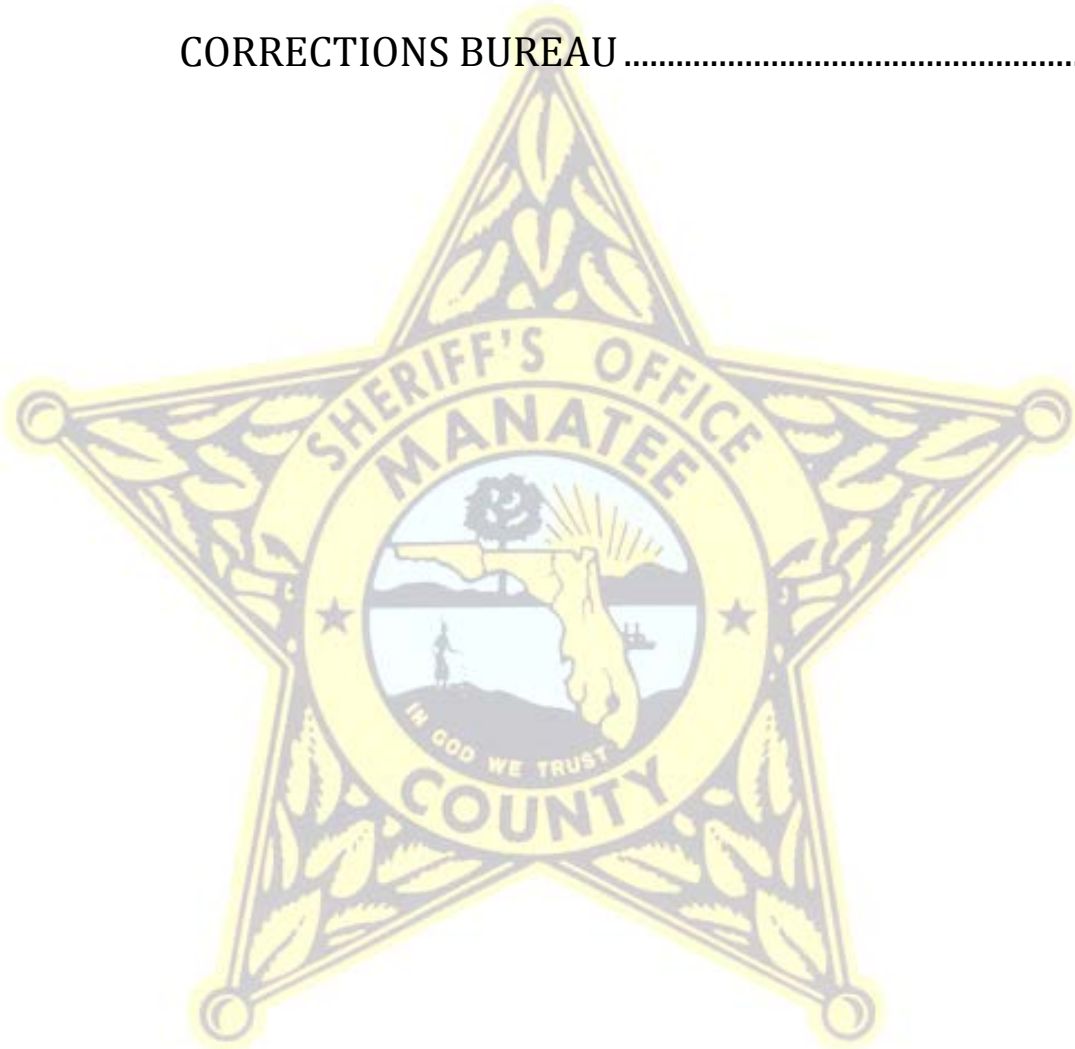
- Maintain a minimum of an 80% verification rate on an annual basis

TODAY

- Current verification rate as of 09/15/2014 is 81.8%
-

CORRECTIONS BUREAU

CORRECTIONS BUREAU 103





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CORRECTIONS BUREAU

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

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

Strategy 1

CONTINUOUS

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

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

Strategy 2

ON HOLD

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

Strategy 3

ON HOLD

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

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

Strategy 4

CONTINUOUS

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

The Annex is being used to house jail inmates while their housing units are being refurbished, with a start date of November 1, 2013. The female pod and the working inmate pod will stay at the Annex until the work is done, and then they will be moved back to the jail. This is an ongoing project.

BASELINE

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

TARGET

- 321 total Corrections certified positions by FY 2014-15

TODAY

- Authorized Corrections Certified positions for 2014: 226
-

Goal 2 Increase technological applications 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 **CONTINUOUS**

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

The current JMS system cannot be expanded and has had multiple patches and fixes. Current plans include a Request for Proposal for a new jail management system.

Strategy 2 **CONTINUOUS**

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

ADORE training has been made available; some staff has participated. The number of ADORE licenses has increased from around 30 to unlimited, and two Lieutenants have been trained.

Strategy 3 **CONTINUOUS**

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

Strategy 4 **CONTINUOUS**

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

Strategy 5 **CONTINUOUS**

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

Strategy 6 **CONTINUOUS**

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.

Advisory is now paperless, and Booking is ready to begin scanning PCAs to SAO, PDs, Clerks, and Supervised Release.

BASELINE

- Some Corrections processes are still manual and paper-handed

TARGET

- A virtually paperless booking/property release cycle by 2015

TODAY

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

Goal 3

Increase the number of educational and faith-based initiatives available to inmates.

Objective 1 Increase cost-savings to taxpayers, while attempting to reduce criminal recidivism.

Strategy 1

Add a new faith-based initiative, educational, or substance abuse program annually.

CONTINUOUS

BASELINE

- Existing programs available to inmates

TARGET

- Add 1 new program in 2014-15

TODAY

- One new program "Selah" for building female inmates' self-esteem (100%)

Goal 4

Increase overall safety and security of the jail facilities.

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

Strategy 1

CONTINUOUS

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

G-1 dorm has been completely renovated, G3 and T-Pod were painted and some repairs were made. The kitchen floor has been replaced and the equipment was reinstalled. The County maintains that they can only afford to renovate one dorm per year and the kitchen work will count as one dorm in 2012 (100% complete).

The chillers have been replaced in 2014 but there are still some bugs to work out in the system since there are still unexpected shutdowns; some of the stenciling, exterior door painting and overspray repairs have been done. MSO pressure-cleaned the exterior of the building. The County repaired the grout on the building exterior that was damaged by animals (50% complete).

Add fencing to the east side of the Annex building to improve security (0% complete).

Add razor wire to the east perimeter of the Farm area to improve security (100% complete).

Clean drainage ditches of debris to prevent flooding in the exercise yards during heavy rains (ONGOING).

Enclose the Carpentry Shop to create more work area for future projects by inmates (100% complete).

Installed new Secure Pass full body scanner in Intake & Release to detect contraband and weapons on arrestees (100% completed).

Female Pod has been totally refurbished by MCSO in fiscal years 2013-2014 (100% complete).

Objective 2 Issue two less-lethal weapons to all Corrections deputies to maintain the safety and security of the jail facilities, due to increasing violence of incarcerated individuals.

Strategy 1

CONTINUOUS

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

The majority of the Deputies who wished to carry ECW were trained and issued the weapons. Not all initially chose to be certified in and carry an ECW, since carrying this weapon was not mandatory. Deputies are required to carry two (2) non-lethal weapons, and now are required to carry the ECW since training does not require being “tased.” (98%)

BASELINE

- Buildings have numerous maintenance issues
- 125 of 203 Deputies carrying Tasers in 2013

TARGET

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

TODAY

- Renovations ongoing, with completion expected by 2014
- Approximately 8 Deputies need to be certified in ECWs and issued the equipment. 98% complete

Goal 5

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.

CONTINUOUS

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

Strategy 2

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

CONTINUOUS

Devices are inspected 90% of the time.

Strategy 3

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

COMPLETED

Strategy 4

CONTINUOUS

Continue to thwart escape attempts or threats by observation and awareness by all staff members.

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

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

Strategy 1

CONTINUOUS

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

We just completed the accreditation cycle in 2014, so the inspections will be done in 2015 (95%).

Strategy 2

CONTINUOUS

Ensure compliance with accreditation standards for conformation to all applicable federal, state, and local building codes as indicated by appropriate licensing or certificates of compliance.

As the licenses and certificates come due, the Accreditation Coordinator is obtaining copies for the appropriate files; this is approximately 95% complete.

Strategy 3

CONTINUOUS

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 the contracted health care provider is a 9 on a scale of 1 to 10 (90%).

Strategy 4

CONTINUOUS

Minimize the number of non-expected inmate deaths.

Since arrestees tend to be sicker than in the past, there will be "expected" health related deaths that are not preventable (98%). There were two inmate suicides in 2014.

BASELINE

- Security is a top priority, but improvements can be made
- Security Team does not exist; some training is required due to staffing issues

TARGET

- Upgrade camera systems
- Complete cross-training of Booking

- Train current employees interested in the Court Services Director's job
- Purchase cameras for the fence line at the Farm
- Comply with accreditation standards

TODAY

- Nightly perimeter checks are completed hourly
- Cross training of Warrants Clerks complete; Booking Clerks not cross-trained (33%)
- Fire Safety Officer initial training is scheduled complete (100%)
- A current employee has not yet been selected to train for the Director's job but one is being trained and a second one is planned (10%)
- A proposal is complete for the cameras for the Farm and installation is complete (100%)
- Accreditation compliance is in progress (80%)
- Camera systems were upgraded (100%)

Goal 6

The Corrections Bureau shall comply with all applicable federal, state, and local laws and regulations, as well as American Correctional Association's (ACA's) and Florida Corrections Accreditation Commission, Inc.'s (FCAC's) standards, and shall follow agency policy as established by the Sheriff and described in the Corrections Manuals and the department General Orders, and shall comply with all contractual requirements. All Bureau personnel shall be professionally trained and shall demonstrate a thorough understanding of agency policy and procedures.

Objective 1 Obtain recertification by ACA, FMJS, and FCAC in 2014 and a new audit for PREA in 2014.

Strategy 1

CONTINUOUS

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

Approximately 98% of the documentation required has been provided.

Strategy 2

CONTINUOUS

Successfully pass ACA inspection in 2014.

100% of the documentation required has been provided. The panel hearing in August 2014 resulted in our ACA reaccreditation.

Objective 2 Obtain recertification using initial guidelines by FCAC, which is based on Florida Model Jail Standards.

Strategy 1

CONTINUOUS

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

Approximately 95% of the documentation required has been provided.

BASELINE

- Reaccreditation audit by ACA was completed
- FCAC to audit the jail on 12/10/2014
- Posting of and signatures for policies, procedures, manuals, and training are online with PowerDMS application

TARGET

- Pass all mandatory standards for FCAC, ACA, FMJS, and PREA in 2014
- Improve employee compliance with required reading, testing, training, and signature for policies and procedures
- Prepare to be audited for PREA standards

TODAY

- Work in progress on ACA, FCAC, FMJS, and PREA compliance for 2014 (80%)
- FCAC inspection scheduled for 12/10/14
- Supervisors responsible for employee PowerDMS compliance
- Modification of manuals, General Orders, Post Orders, some forms used, introduction of, and implementation of, new PREA Awareness forms for all visitors, volunteers, contractors, and employees has been accomplished (85%)

Goal 7

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

CONTINUOUS

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 2

CONTINUOUS

Continue to enforce the jail's non-discriminatory policies.

Virtually all bureau policies are non-discriminatory (100%).

Strategy 3

CONTINUOUS

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 4

CONTINUOUS

Reduce the number of inmate-initiated lawsuits.

There is one pending lawsuit at this time (98%).

Strategy 5

CONTINUOUS

Continue to expedite the processing of mail and scheduling of inmate visitation appointments.

Two Inmate Mail Clerks handle all incoming postcards, magazines, books, newspapers, staff mail and authorized visitors. The two rotations at the Visitation Center are run with 2 CROs each (100%).

Strategy 6

CONTINUOUS

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

Contract with GTL was renewed (100%).

BASELINE

- There were 848 grievances in 2010
- Staff members encourage program participation when inmates sign up for them
- Inmate phone contract is current until the end of the Sheriff's term

TARGET

- Reduce 2015 inmate grievances by 3% over 2014
- Supervisors begin to require staff to encourage inmate program participation and investigate all inmate allegations of sexual abuse or assault

TODAY

- Grievances have increased from 884 in 2011, to 1135 in 2012, and are estimated to decrease to 628 for 2014 for a decrease of 45% over 2 years
- One inmate lawsuit regarding inmate mail is pending
- Inmate phone contract is current (100%)

Goal 8

The Corrections Bureau shall provide inmates with a clean and orderly living

area, nutritious meals, medical and mental health care, religious programs, education and work opportunities, and a range of other social services and programs based on inmates' needs.

Objective 1 Continue providing excellent housekeeping, laundry, pest control, Food Service, medical and mental health care, programs, work assignments, and other social services demonstrated by obtaining recertification by ACA, FMJS, and PREA in 2014, and obtain recertification using initial guidelines by FCAC, which is based on Florida Model Jail Standards.

Strategy 1

CONTINUOUS

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

The FCAC inspection was completed in December 2011 and the accreditation files are being built over a 3 year period in preparation for the audit scheduled for December 2014 (95% complete).

Strategy 2

CONTINUOUS

Successfully pass ACA, FMJS, FCAC and PREA inspections in 2014.

We are continuing to build files for 2014 (95% complete).

BASELINE

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

TARGET

- Successfully pass ACA, FCAC, FMJS, and PREA inspections and meet 100% of mandatory standards
- Continue requesting County's following of HOK recommendations for building upgrades

TODAY

- FMJS, PREA, and ACA reaccreditations successful. Preparing for 2014 FCAC audit (90% complete)
 - Kitchen renovations complete
 - Jail Commanders following up with pending repairs / renovations to be completed by County and County Maintenance staff members have been given access to the jail's electronic maintenance logging system for task delegation and follow-through
 - Annex renovation is complete and the dorms are 100% habitable
-

Goal 9 Increase the amount of dry, chilled, and frozen food storage capabilities in the Food Service Section.

Objective 1 Construct a new warehouse building for storage of dry, chilled and frozen food items due to outgrowing the current storage areas.

Strategy 1

CONTINUOUS

Coordinate with Manatee County staff and engineers to plan and execute construction of a commercial building approximately 70' x 170' with prep work (water, electric, sewer, gas and concrete pad) to be completed by MSO and inmate staff.

BASELINE

- The warehouse's cooler and dry storage areas are limited and maxed out
- In order to obtain the best price for food items, the buyer needs to have the space to store larger quantities of food items, paper goods, bottled water, etc
- Currently we rent trailers with refrigerated units to store end of the year food and dry goods purchases, which are an additional expense and require continual refueling of the refrigerated units; the electric freezer trailers also add to the cost of goods with the electricity consumed

TARGET

- Add chilled, dry, and freezer storage space near the loading dock area for maximum efficiency by constructing a free standing building on the jail's grassy area to the west of the Meat Plant

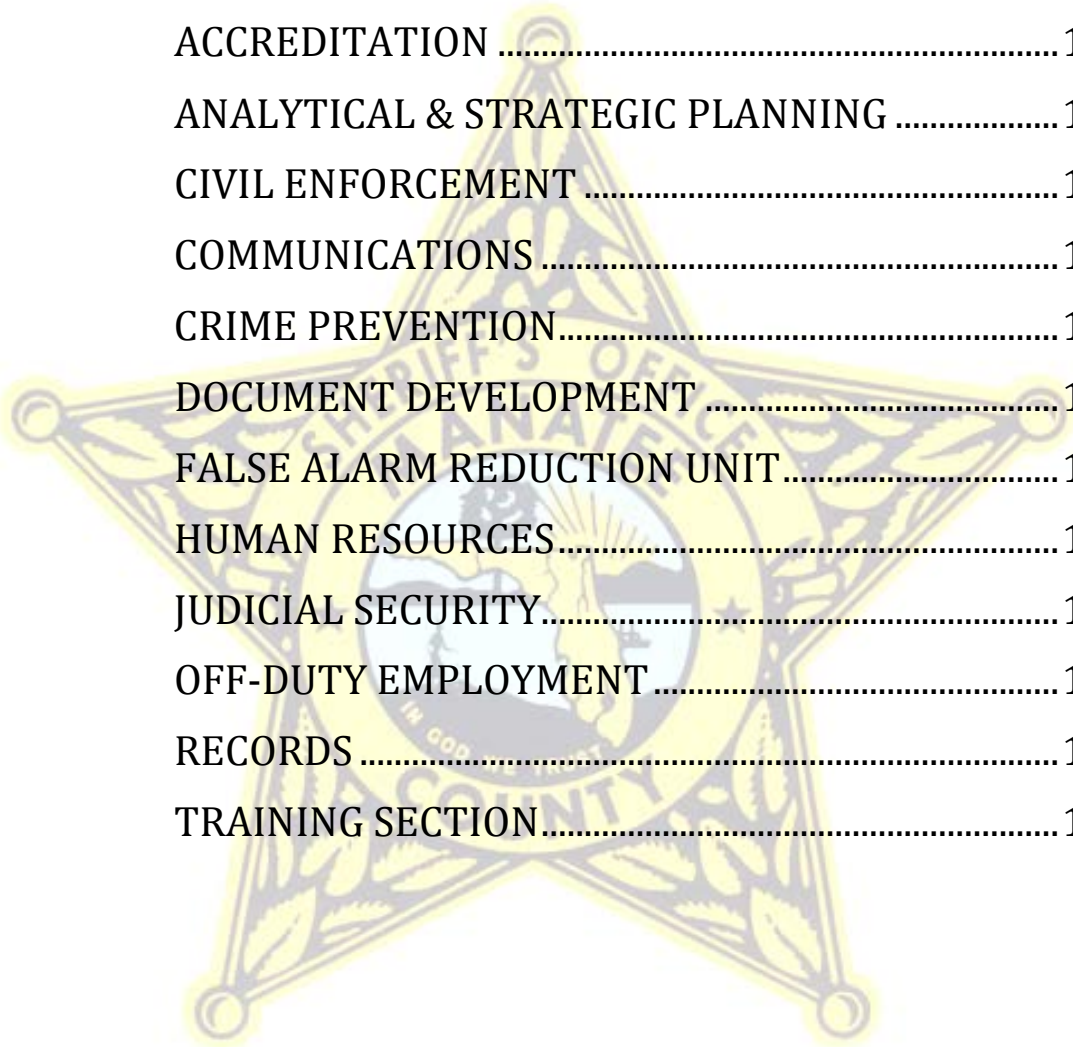
TODAY

- Bids have been received for the building itself and plans are pending for starting the utilities and concrete pad work (5%)
-



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ADMINISTRATIVE BUREAU



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ACCREDITATION

Goal 1 Enhance public safety through the continued application of accreditation standards to facilitate best practices in both Law Enforcement and Corrections.

Objective 1 Remain active in the development of policies to enhance the delivery of services in Corrections and Law Enforcement.

Strategy 1

CONTINUOUS

Inform components most affected by accreditation standard changes, additions, and deletions of requirements.

Changes and updates to operational manuals and written directives are ongoing with an emphasis on a more complete modernization of agency written directive system.

Objective 2 Utilize technologies to automate Accreditation Reporting requirements

Strategy 1

CONTINUOUS

Increase the application of software programs specifically designed for accreditation.

The accreditation unit has fully implemented electronic file building through the development of our own PDF file building and through the use of PowerDMS software. The Accreditation Unit continues to develop technology to alert components when time sensitive information is due and to increase the Unit's capability to research agency databases for compliance documentation. This is an ongoing process.

Strategy 2

CONTINUOUS

Regularly contribute with articles for agency publications on current accreditation issues that are relevant to the MCSO operations.

Articles are published in the agency newsletter, "The Deputy" and information on accreditation is included on the agency web page. This is an ongoing process.

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

Strategy 1

CONTINUOUS

Provide roll-call training on accreditation standards relating to the operations of that component.

Continue providing roll-call training throughout the year. This is an ongoing process.

Strategy 2

CONTINUOUS

Continue cross-training of accreditation staff in both Law Enforcement and Corrections accreditation processes.

Cross training continues within the Accreditation Unit. There were increased applications of the accreditation function between Corrections and Law Enforcement disciplines combined with cross training at conferences for both disciplines.

Strategy 3

CONTINUOUS

Provide regular training on accreditation standards and procedures that directly address agency goals and objectives, emphasizing the nexus.

Training on accreditation is provided in each new employee orientation class. Training is also conducted during each staff inspection and prior to each re-accreditation cycle. Training on accreditation is now included in agency supervisor training as well.

Strategy 4

COMPLETED

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

For 2013 lesson plans were updated for each training class with specific information on accreditation changes and their application within our agency.

Strategy 5

CONTINUOUS

Develop and implement an early warning system

The Accreditation Unit utilizes a feature in PowerDMS that allows accreditation staff members to set up a "To Do List", which also acts as an alert system of documentation that is due soon or overdue. The accreditation unit then notifies the component that documentation is needed.

GOAL 2 Improve communication on accreditation processes.

Objective 1 Provide more information on accreditation via agency publications and frequent updates to the agency intranet page

Strategy 1

CONTINUOUS

Provide articles on a regular basis for publication in the agency newsletter, "The Deputy".

Strategy 2

CONTINUOUS

Use the agency intranet page for information sharing on accreditation standards, training and “real life” applications within the agency.

BASELINE

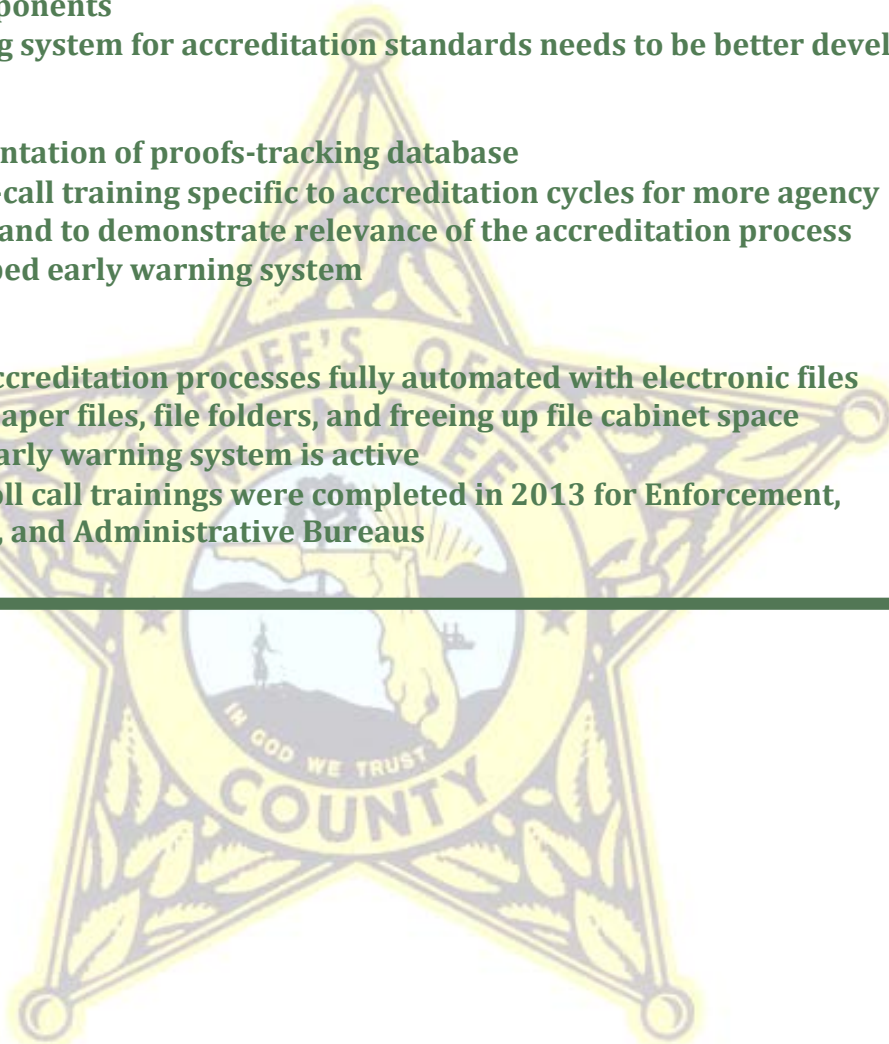
- **Electronic file maintenance of proofs for standards does not exist**
- **Training is being provided but needs to be expanded and more specific to affected components**
- **Early warning system for accreditation standards needs to be better developed**

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

- **75% of the accreditation processes fully automated with electronic files eliminating paper files, file folders, and freeing up file cabinet space**
 - **40% of our early warning system is active**
 - **A total of 8 roll call trainings were completed in 2013 for Enforcement, Investigative, and Administrative Bureaus**
-



ANALYTICAL & STRATEGIC PLANNING

Goal 1 Define, develop, and implement department-wide Crime Analysis program; develop operational strategies to ensure use of ongoing, proactive information for sustainable results.

Objective 1 Develop and conduct department-wide crime analysis education.

Strategy 1 **CONTINUOUS**

Develop a training program designed for new line personnel.

The unit is currently in the process of streamlining a training program for the agency on the use of Crime Analysis and the analytical resources that are available.

Strategy 2 **CONTINUOUS**

Train personnel on importance of accurate information collection and documentation while ensuring accountability.

The unit has been holding quarterly UCR meetings and provides pertinent information to the Matters of Concern memorandums which are disseminated to sworn personnel.

Goal 2 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 **CONTINUOUS**

Create 2 new Crime Analyst positions.

More analysts are needed to expand the capabilities of the unit. A request was submitted to budget for one new position.

BASELINE

- 1 Crime Analyst and 1 Manager

TARGET

- 4 Crime Analysts and 1 Manager

TODAY

- 2 Crime Analysts, 1 UCR Coordinator, and 1 Manager
-

Goal 3 Streamline the strategic plan process agency wide.

Objective 1 Create a more efficient reporting process for the strategic plan.

Strategy 1

DISCONTINUED

Create template and automate participant updates for future strategic plans.

The template was created to test in 2013. The plan was to have the MCSO Goals & Objectives available online for personnel to update; however, that process is being re-evaluated.

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

TODAY

- New template created in 2013 in one format for ease in updating
-

Goal 4

Train and cross-train unit personnel for efficiency and timely response to requests and enhance current skills and abilities for the future.

Objective 1 Cross train all personnel in software packages.

Strategy 1

CONTINUOUS

Train all personnel to equal skill levels in Crime View Desktop and Dashboard.

Currently personnel are skilled at varied levels in this software.

Strategy 2

COMPLETED

Train all personnel to equal skill levels in RMS.

Strategy 3

COMPLETED

Train all personnel to equal skill levels in ArcGIS and plotter printing.

Strategy 4

COMPLETED

Train all personnel to equal skill levels in UCR requirements.

Strategy 5

CONTINUOUS

Train all personnel to equal skill levels in advanced crime analysis techniques.

Currently personnel are skilled at varied levels but training has been scheduled to enhance their education of advanced analytical techniques.

Strategy 6

CONTINUOUS

Train all personnel to equal skill levels in SQL.
Currently personnel are not trained in this skill.

Strategy 7

NEW

Cross train all personnel in the unit, including the UCR Coordinator, to be able to perform any analytical function that may be needed.

Strategy 8

NEW

Create an internal training curriculum for all newly hired and existing analysts that identifies the knowledge and skills needed for the position and monitors when training was provided on each critical skill set.

BASELINE

- **Personnel are skilled at various levels in these software packages or have not had any training**

TARGET

- **Every individual in the unit trained to equal or close to equal skill levels in all software packages and techniques**

TODAY

- **Personnel have received in-house and external training on a number of analytical functions**
- **A training curriculum is being designed and implemented so employees are aware of the expectations of the position and can keep track of their training**

Goal 5

Evaluate the analytical needs of the agency and create new analytical products to fill these needs.

Objective 1 Implement an analytical process for evaluating the threat level of repeat offenders.

Strategy 1

NEW

Create an analytical process for identifying and relaying information on individuals who are recently released from Florida State Prison.

Strategy 2

NEW

Build interactive reports that identify individuals who have had multiple contacts with the agency.

CIVIL ENFORCEMENT

Goal 1 Improve optimization and efficiency of the Civil Enforcement Unit.

Objective 1 Utilize technological advancements for the processing and execution of court papers electronically.

Strategy 1

CONTINUOUS

Utilize technological advancements for the processing and execution of court papers, mainly the issuance and acceptance of subpoenas by patrol deputies. IT Section will develop a program to accomplish this.

We are now receiving both temporary and permanent injunctions electronically except any orders modifying or extending T.I.'s.

We are receiving most of the free papers (the papers we do not charge to serve per state statute) which are sent electronically. These include Baker Acts, Marchman Acts, traffic court subpoenas, and tax deeds.

The next phase will be trying to receive the paid papers electronically. These include writs of possession, replevins, and 5 day summons'.

Strategy 2

CONTINUOUS

Increase deputy awareness of what databases are available to them for search of persons needing service. This will allow for a 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

COMPLETED

Dedicate existing trained personnel to become unit Field Training Officers.

Strategy 2

CONTINUOUS

Modify current training program to include updated polices and new information crucial to the proper service of court documents.

Strategy 3

CONTINUOUS

Ensure deputies and civil clerks attend yearly training to keep updated on changes to new rules/procedures.

BASELINE

- **2011 average of all civil paperwork served (enforceable and non-enforceable): 86%**

TARGET

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

TODAY

- For the first half of this year we have exceeded our goal with a service rate of 87%



COMMUNICATIONS

Goal 1 Elevate the level of managing and proficiency in dispatching Law Enforcement calls for service.

Objective 1 Increase allotted full time staff for communications, to allow eleven (11) staff members per squad.

Strategy 1

DISCONTINUED

Secure budget and grant funding for the hiring of candidates and allocation of new positions.

Due to budget constraints this strategy has been placed on hold.

Objective 2 Secure, equip, and allocate position for a fourth radio console.

Strategy 1

DISCONTINUED

Due to the increases of call volume and increasing number of field units, which have exceeded capacity levels, there is a growing need to implement a 4th radio console.

The equipment has been secured but the staffing is not available.

Strategy 2

DISCONTINUED

Secure the manpower required to activate/allocate the Administrative Radio/Console.

The equipment has been secured but the staffing is not available. Personnel that is needed to activate a 4th radio console requires approval of additional staffing in the Fiscal Budget.

BASELINE

- Authorized staff level of 39
- Current staff - 38 (not all fully trained - 9 in CTEP) 1 vacancy
- 3 Radio consoles, 1 Supervisor/Backup control, 5 Call takers workstations

TARGET

- Authorized staff level to reach 48
- 4 Radio consoles, 1 Supervisor/Backup control, 5 Call taker consoles

TODAY

- As of September 11, 2014, 3 Radio Consoles, 1 Supervisor/Backup console, 5 Call taker consoles, 35 staff (1 still in training) - 4 vacancies

Goal 2 Improve radio communications within the Manatee County Sheriff's Office.

Objective 1 Ensure that the dispatching of calls is being followed accordingly and in compliance with the MCSO General Orders and the

Strategy 1

CONTINUOUS

Conduct random monthly radio checks – this is to ensure that proper radio procedures are being followed. These checks can be conducted, documented and reviewed with the employee by Supervisor / OIC or possibly become part of the Quality Assurance position.

We are in the development stages. A couple of “test” sessions have been completed.

Strategy 2

CONTINUOUS

Correct deficiencies in a timely manner.

BASELINE

- We are currently queuing incoming telephone calls and will be working toward establishing something for radio later in the year

TARGET

- Establish a fixed number of radio calls to be reviewed monthly, per employee on all squads. At the end of each month, review with employee what can be improved on as well as what was handled well. Accomplished and in place by 2013

TODAY

- A work in progress, set to implement in October 2013.
 - Currently these deficiencies are corrected on a case by case basis, as they become known, generally through a complaint. We will be working toward creating an official Radio Queuing program by the end of 2015
-

Goal 3 Provide required training to Communications Training Officer (CTO) to help enhance their training skills.

Objective 1 Establish requirements for CTO's to receive continued training and instruction on being a CTO by creating benchmarks for CTO's to reach in order to remain in a CTO position.

Strategy 1

COMPLETED

Continue in-service training for all CTO's on the Communications Training and Evaluation Program to ensure unity among trainers.

Strategy 2

COMPLETED

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

In September 2014, we implemented quarterly in-service training for CTO's to satisfy Strategy 1 & 2.

Strategy 3

COMPLETED

Set standards for a CTO to be involved on a regular basis in personal development of their skills of teaching and motivating others. PST III Program was implemented in April 2013 and Individual CTO interviews have been initiated by Training Coordinator.

Strategy 4

COMPLETED

Research and implement online training courses that could be utilized to improve CTO's knowledge of dealing with conflict, developing critical thinking, teaching, multi-tasking, etc. We have purchased a Communications on-line training library.

Strategy 5

COMPLETED

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.

This is being completed through one-on-one meetings between the Training Coordinator and the CTO.

BASELINE

- **No set requirements exist today**

TARGET

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

TODAY

- **This goal is barely in-progress at this time. It will be reviewed in more detail and it is projected that by October 2013 this program may be ready to start**
- **As of today, September 18, 2014, the PST III position is in place, CTO's receive quarterly in-service training, throughout the year CTO's meet one-on-one with the Training Coordinator to discuss personal growth in becoming a better Training Officer**
- **Current Training Officers (CTOs) 8**
- **Current 8 Training Supervisors**

Goal 4 For communications staff to become more involved in “their” Communications Center.

Objective 1 Establish ways Communications Staff can become more involved in the day-to-day operations of the Communications Center, working together to make “THEIR” Center the best it can be.

Strategy 1 **COMPLETED**

Become more involved in Communication Center committees.
Staff are assisting in meetings/committees, center tasks, training, etc.

Strategy 2 **COMPLETED**

Prepare and present continued education articles for training.

BASELINE

- About a handful of staff has taken on the responsibility of different projects in Communications

TARGET

- For all staff take part and participate in some way

TODAY

- A work in progress. Development of PST III Position included becoming more involved in the center, meetings, training, etc
 - As of 9/11/2014 - PST III are fully involved in teaching and preparing Continued Dispatch Education
 - As of 9/11/2014 - Communication staff are involved in various committees; DRC, CAD, Radio User’s Group, After-hour Business contact updates, Phone directory updates, etc
-

Goal 5 Recognize Communications Staff as “A Center of Excellence” (ACE).

Objective 1 Achieve accreditation from International Academies of Emergency Dispatch (IAED) for use of Emergency Police Dispatch Protocols.

Strategy 1 **COMPLETED**

Maintain center-wide ACE defined levels of protocol compliance through monthly Quality Assurance Case Reviews.

Strategy 2

COMPLETED

Provide timely Case Review feedback to individual employees to reinforce positive actions and identify areas for improvement as needed.

Strategy 3

COMPLETED

Review monthly compliance average reports at Dispatch Review Committee (DRC) meetings to identify any areas for center-wide quality improvement training, as needed.

Strategy 4

COMPLETED

Complete the Academy's 20 Points of Accreditation as a joint team with ECC staff.

Strategy 5

COMPLETED

Submit application to IAED.

BASELINE

- **The Communications Center is not accredited through IAED**

TARGET

- **For the MCSO Communications Center to become accredited through IAED, recognizing MCSO as "A Center of Excellence"**

TODAY

- **The Communications Center received IAED Accreditation on September 2, 2014**

Goal 6 Promote better working relationships within Public Safety.

Objective 1 Improve communications / relationships within the Communications Center.

Strategy 1

COMPLETED

Ensure emails are sent to all supervisors when it is a center wide topic.

Strategy 2

COMPLETED

Create a "who to notify list" when sending emails out to ensure notification is reaching the proper person(s) (Director, Chief Dispatcher, Training Coordinator, QA Officer, etc.).

Strategy 3

COMPLETED

Supervisors disseminate information as soon as it becomes available, via emails, Supervisor meetings, etc.

Strategy 4

COMPLETED

Disseminate results on any ideas/issues that may require additional research after discussions.

Strategy 5

COMPLETED

Research & implement team building games and tasks for the squads.

Objective 2 Improve working relationships with Emergency Communications Center (ECC) staff.

Strategy 1

NEW

Identify key areas/topics that both Communications Center staff can benefit from knowing about each other.

Strategy 2

COMPLETED

Develop necessary training materials/presentations.

Strategy 3

NEW

Implement on-going in-service training between both agencies.

Strategy 4

ON HOLD

Develop a sit-in training program that would allow staff to 'see' what the other's role and responsibilities are.

Objective 3 Improve working relationships with Patrol responders.

Strategy 1

COMPLETED

Develop and implement on-going training for Patrol Squad Briefings regarding Emergency Dispatch Protocols for call-taking and dispatching.

Strategy 2

COMPLETED

Expand role of Dispatch Review Committee (DRC) meetings to include policy/procedure recommendations for Communications/Patrol use beyond current EPD topics.

Strategy 3

COMPLETED

Develop a sit-in/ride-along training program that would allow staff to 'see' what the other's role and responsibilities are.

BASELINE

- **There is an "Us-vs.-Them" mindset. Need to break through this mold**

TARGET

- Create a better working environment and understanding of the roles each other play in the field of Public Safety

TODAY

- Communications SharePoint site has several pages to assist personnel depending on the information needed; Main SharePoint page with On-Call Lists, Phone Numbers, Contacts, Announcements, etc. Additional pages have been added; CAD page, Supervisor specific page, Training page, Quality Assurance page, etc
 - Team building exercises were implemented during National Public Safety Telecommunicator Week
 - MSO and ECC Training Coordinators are working together and bringing new hires together in the same class for like training topics
 - 911 staff received approval from FDLE to sit in the MSO Communications Center after they successfully complete the required CJIS on-line training. We are waiting for 911 staff to complete CJIS Training
 - QA Officer attended all Patrol Briefings in preparation of the CAD/Paramount Upgrade in June 2014 and will continue with these briefings as needed. This new process is also mandated in through IAED Accreditation
 - Communications new hires participate in a ride along with Patrol, while they are in training
 - Communication staff is given the option to ride with a Patrol Zone Unit as staffing permits
 - Patrol sends Recruits to sit in Dispatch while in training
-

Goal 7 Ensure proper training for Supervisors in Communications.

Objective 1 Create new "Supervisor" Training Program for Communications Supervisors.

Strategy 1

CONTINUOUS

Identify duties/responsibilities necessary for a new supervisor to know.

Strategy 2

CONTINUOUS

Develop necessary lesson plans, practical scenario exercises and appropriate testing and evaluation materials.

Strategy 3

CONTINUOUS

Implement a training schedule for all current and future Supervisor IIs.

Objective 2 Create new “Introduction to Supervision” training program for Communications PST III.

Strategy 1

CONTINUOUS

Identify key topics and tasks appropriate for a basic introduction to supervision.

Strategy 2

CONTINUOUS

Develop necessary lesson plans, practical exercise scenarios and appropriate testing and evaluation materials.

Strategy 3

CONTINUOUS

Implement a training schedule for all current and future PST III.

BASELINE

- No “formal” supervisor training exists in the Communication Center. Currently new Supervisors learn “as they go”. With the implementation of the PST III position in April 2013, staff will begin to become familiarized in some of the responsibilities of supervision

TARGET

- Develop formal documented training to be provided to new Supervisors, prior to being released into the Supervisory position

TODAY

- This is an “active” project currently being worked and should be completed by end of October 2014. It will be provided to all newly promoted supervisors, within the Communications Center
- Once this project is completed, this same supervisor training material will be offered to any current Supervisor as a refresher and to any PST III, as an in-service training to them as preparation to anyone interested in career advancement
- Current staffing: 8 Supervisor positions 6 PSTIII positions

Goal 8 Use the Florida Interoperability Network (FIN) equipment more effectively.

Objective 1 Ensure Communications staff are thoroughly familiar with the equipment.

Strategy 1

CONTINUOUS

Develop in-service training to include lesson-plans, practical exercise scenarios and appropriate testing and evaluation materials.

Strategy 2

CONTINUOUS

Implement a training schedule for all current and future staff.

BASELINE

- FIN set up in Communications, majority of Communications staff received State initiated training, several years ago, in how and when to use the FIN. A handful of staff can answer and/or conduct the monthly testing of the FIN, but many Communications personnel remain unsure of how and when to use it

TARGET

- For all Communications personnel to become proficient in how and when the FIN can be used

TODAY

- FIN is currently being taught in the classroom for new hires and no in-service classes have been scheduled yet for current staff
-

Goal 9 Use Emergency Police Dispatch (EPD) ProQA software more effectively.

Objective 1 Correlate EPD protocols to CAD events for Telephone Reporting Unit (TRU) calls.

Strategy 1

CONTINUOUS

Identify TRU CAD event types and match to appropriate EPD protocols.

Strategy 2

CONTINUOUS

Create and input CAD translation tables.

Strategy 3

CONTINUOUS

Provide in-service training for all Communications staff.

BASELINE

- TRU Calls are received and then recoded, after the call is processed through software

TARGET

- For the software to “automatically” code the TRU calls at the initial acceptance of the call

TODAY

- Protocols are used to process calls without consideration as to whether they are to be dispatched calls or referred to TRU. After determining that the call meets TRU criteria, the call taker must then manually update/modify the original event screen and then re-accept it a second time
-

CRIME PREVENTION

Goal 1 Enhance the efficiency and the effectiveness of the MCSO Crime Prevention initiatives.

Objective 1 Increase the number of Crime Prevention materials available to the community by utilizing different media and resources.

Strategy 1

COMPLETED

Provide additional training to agency personnel during in-service classes and squad meetings to enhance their knowledge of Crime Prevention techniques. Crime Prevention techniques are regularly taught at agency specifics. In-Service videos for deputies are in the planning stage.

In service training is conducted at squad meetings regarding the business trespass program and other programs. The crime prevention section was eliminated from Agency Specifics due to time constraints and in service videos for deputies will not be completed.

Objective 2 Enhance the effectiveness of the E-Watch program.

Strategy 1

DISCONTINUED

Train all components of the agency of the importance of the E-Watch program and how to promote the system to the public. Crime Prevention trained all patrol and investigations lieutenants on E-Watch. They use it to send out alerts and information to the public at large.

The E-watch website has been down since June 2013 and efforts to remedy this have been unsuccessful. This is an issue with the website host. Other options are being explored at this time to replace E-watch.

Strategy 2

DISCONTINUED

Utilize message boards and marquees throughout the county to solicit member participation.

Strategy 3

DISCONTINUED

Utilize agency volunteers to distribute E-Watch flyers to local civic organizations and community events.

Objective 3 Enhance the effectiveness of the Volunteer program.

Strategy 1

CONTINUOUS

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

The volunteer program is discussed at every function Crime Prevention attends and it is advertised on the website.

Strategy 2

CONTINUOUS

Enhance current training methods to expand the duties performed by volunteers. We constantly try to match volunteers with different programs and provide appropriate training so they can succeed and be satisfied with volunteering.

Training for volunteers is conducted on a regular basis and they volunteer in different capacities throughout the agency.

BASELINE

- Number of volunteers in 2009: 55 2010: 80
- Number of citizens reached by various means: 40,000
- No online statistical data collection capabilities

TARGET

- Number of volunteers by 2012: 120
- Number citizens reached by various means: 75,000
- Online statistical data collection tool available by January 2012

TODAY

- Number of volunteers in 2014: 71
- Number of citizens reached by various means in 2014: 15,181

Goal 2

Enhance the avenues of communication between the Crime Prevention Unit and the community.

Objective 1 Increase communication between the Crime Prevention Unit and established Neighborhood Watch programs.

Strategy 1

CONTINUOUS

Create an online data base for active Neighborhood Watch programs with updated contact information and email addresses.

The online database has been updated with the new Neighborhood Watch programs and the current ones are still being updated.

Strategy 2

CONTINUOUS

Email a quarterly newsletter to each Neighborhood Watch captain with current information about crime trends and scams.

Objective 2 Increase the use of social media by the Crime Prevention Unit for community outreach.

Strategy 1

CONTINUOUS

Provide training to ensure all members of Crime Prevention are familiar with all of the various types of social media.

Strategy 2

CONTINUOUS

At least one deputy assigned to the Crime Prevention Unit will have access to the social media sites to post information related to current trends and tips.

Crime Prevention tips are sent weekly to the administrator of MSO social media sites. There are no plans at this time to give access to additional personnel.

Strategy 3

CONTINUOUS

Coordinate with the public information office and use social media to creatively promote crime prevention programs and events.

BASELINE

- **Outdated database listing Neighborhood Watch programs**
- **Minimal contribution to social media from the Crime Prevention Section**

TARGET

- **Update Neighborhood Watch database to aid in increasing communication with active NW programs**
- **Contribute regularly to social media posts**

TODAY

- **The neighborhood watch database has been updated and is current**
- **There is at least one post regarding a crime prevention tip weekly on social media**

Goal 3 Enhance the effectiveness of the Crime Prevention Unit.

Objective 1 Update the training/skills of the deputies assigned to the Crime Prevention Unit.

Strategy 1

CONTINUOUS

Provide the necessary training for all of the deputies assigned to Crime Prevention to be designated as Florida Crime Prevention through Environmental Design (CPTED) practitioners. Currently, none of the deputies have completed both classes to obtain this designation.

Two of the deputies assigned to Crime Prevention are now CPTED practitioners. The remaining two will be attending training as it becomes available.

Strategy 2

CONTINUOUS

Provide the updated training for deputies to maintain their Florida Crime Prevention Practitioner Designation; which is every three years.

All deputies in the unit are current on their designations.

Strategy 3

CONTINUOUS

Attend any local training that is of low to no cost dealing with current issues relevant to crime prevention and/or the community.

Objective 2 Ensure that other agency personnel are updated on the available crime prevention programs.

Strategy 1

CONTINUOUS

Attend patrol squad meetings to discuss the purpose of crime prevention and discuss the programs deputies are able to offer to victims/citizens while on calls for service.

Strategy 2

COMPLETED

Update the MSO Crime Prevention Intranet page with current information on programs, personnel and contacts.

The Crime Prevention MSO Intranet page has been updated with contact information and details of the common programs that are relevant to other MSO personnel.

BASELINE

- None of the Crime Prevention Deputies were Crime Prevention Through Environmental Design (CPTED) practitioners
- Limited education for patrol deputies on Crime Prevention programs

TARGET

- All deputies assigned to Crime Prevention will be CPTED certified
- Increase education for patrol deputies on Crime Prevention programs

TODAY

- Two of four deputies assigned to Crime Prevention are CPTED practitioners

- There is updated information and details on the programs most helpful to patrol deputies on the Crime Prevention Intranet page



DOCUMENT DEVELOPMENT

Goal 1 To provide the MCSO with high quality, all-purpose, document development in the most economical way; regardless of media.

Objective 1 Obtain competitive prices for base materials.

Strategy 1

CONTINUOUS

Constantly research for vendors and work closely with Fiscal to maintain a vendor database.

Strategy 2

CONTINUOUS

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

CONTINUOUS

Continue to pursue the 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, on the education of Manatee County citizens about law enforcement and prevention activities.

Strategy 1

CONTINUOUS

Create and administer information and education programs that will aid in the prevention of crime.

Strategy 2

CONTINUOUS

Maintain Crime Prevention certifications and keep up with all new crime trends.

Strategy 3

CONTINUOUS

Give law enforcement personnel the tools they need to be informative and/or assist citizens/victims upon contact.

Strategy 4

CONTINUOUS

Update all Crime Prevention programs to ensure current information and their relationship with present crime patterns.

Strategy 5

CONTINUOUS

Provide and maintain agency exposure through marquee, website videos, booklets, posters, etc.; and promote interest and support for Victims First, CopShop, and Flight to the North Pole.

Objective 3 Enhance productivity and cost savings by making the agency's workflow more efficient and paperless.

Strategy 1

CONTINUOUS

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

Strategy 2

CONTINUOUS

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

Strategy 3

CONTINUOUS

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

BASELINE

- Continuing cost saving effort through the implementation of paperless projects and competitive pricing processes
- Increase Crime Prevention Programs each year
- Increase Crime Prevention website traffic from year to year
- 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 efforts through the implementation of paperless projects and competitive pricing processes
- 246 Crime Prevention programs in 2013, numbers will be increasing since the new practitioners will complete all classes and will be certified
- Crime Prevention website traffic: these numbers will not be accessible at this point due to changes made on MCSO web site and not being able to access accurate reports
- 1 DDU clerk position lost due to retirement

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

CONTINUOUS

Sustain the needs of the community and agency.

BASELINE

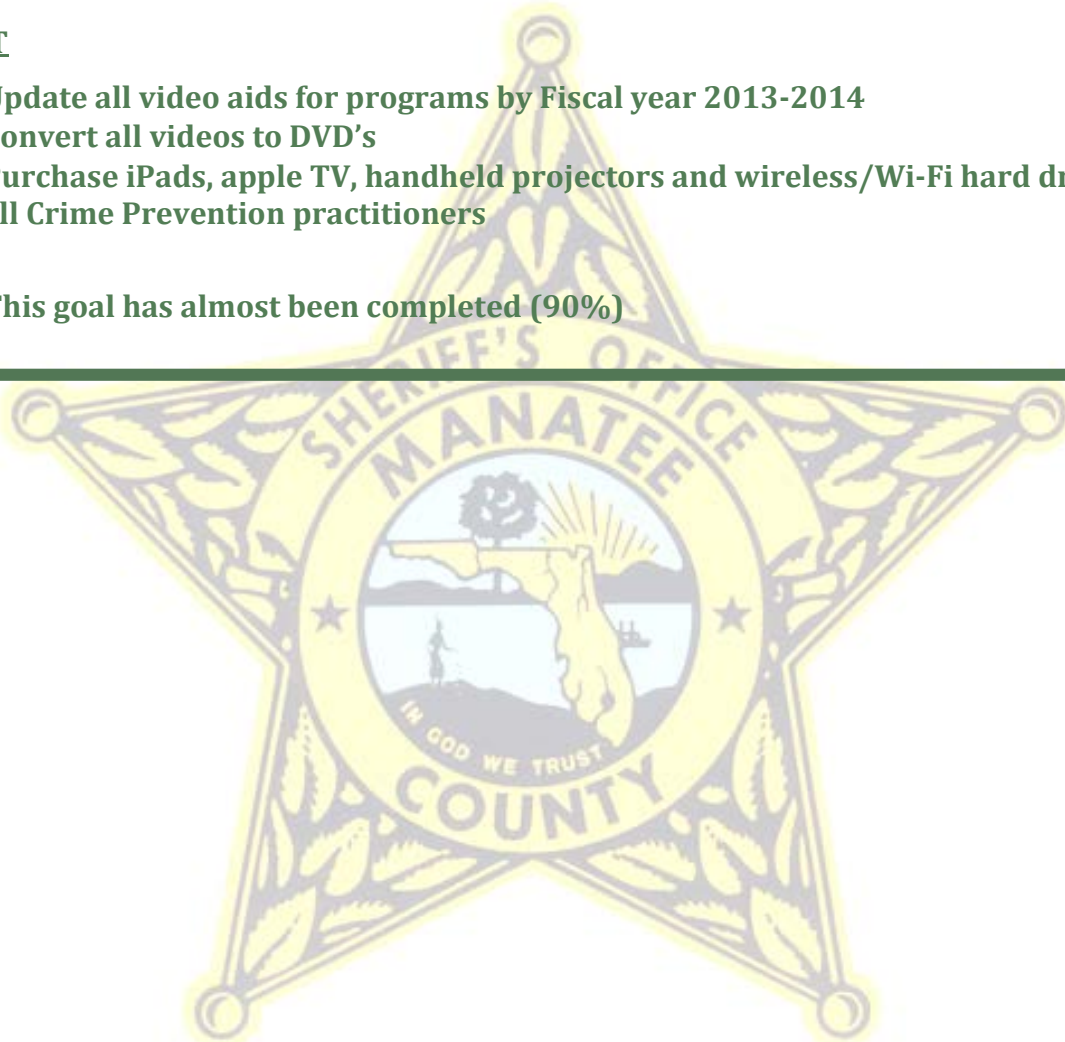
- All video aids for programs are outdated and on VHS
- All videos need to be updated to DVD's
- Update all A/V equipment (TV, DVD player, Screen, Sound) to more portable solution with compatibility with electronic devices in the community

TARGET

- Update all video aids for programs by Fiscal year 2013-2014
- Convert all videos to DVD's
- Purchase iPads, apple TV, handheld projectors and wireless/Wi-Fi hard drives to all Crime Prevention practitioners

TODAY

- This goal has almost been completed (90%)
-



FALSE ALARM REDUCTION 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

CONTINUOUS

Reach out to alarm users suffering numerous false alarm activations and through advice, education and/or written materials, help them to remedy the causes of these false activations, whether because of faulty equipment or improper alarm practices.

Approximately 60% of the Alarm Administrators' effort, and 33% of the two false alarm clerks, is directed towards providing this advice and education to alarm users. These efforts are performed in the office, on the telephone, or at the alarm site as needed.

Objective 2 Decrease the number of improper codes given as dispositions for false alarms so as to more accurately count and increase enforcement with false alarm fines.

Strategy 1

CONTINUOUS

Conduct an analysis to identify deputies assigning incorrect disposition codes and provide these deputies training on coding.

This year we learned that the figures from the Manatee County Computer-Assisted Dispatch System we have relied on in the past are not consistently available, accurate, or reliable, and this situation will apparently continue in the future; therefore we have been forced to discontinue the metric portion of this objective. We will continue the Deputy training, primarily at agency-specific sessions.

Objective 3 Improve standards and procedures for declaring an account as uncollectable.

Strategy 1

CONTINUOUS

Collect and review empirical data from our records relating to delinquent accounts, and use our decision matrix to identify those accounts that should be declared uncollectable.

Collection rules, tactics, and abatement decision standards are updated as required by an ongoing analysis of the economy at large, the history of our previous collection efforts, and debtor history and behavior.

Strategy 2

CONTINUOUS

Continually prepare, modify, and update a list of delinquent accounts, writing off and closing those found to be uncollectable.

This is being done on a daily basis.

Objective 4 Increase community security and protection and at the same time decrease the number of false alarms associated with sliding glass doors

Strategy 1

CONTINUOUS

Educate alarm users about safe ways of securing sliding doors

This is accomplished by dealing with alarm users on a case by case basis who have sliding doors. Recommendations are made and information is given to them personally or by literature, illustrating how they can make their sliding doors more secure.

Strategy 2

CONTINUOUS

Routinely ask each alarm user we encounter as to the existence of sliding doors on the premises in order to increase our present base of information about the community

Strategy 3

CONTINUOUS

When appropriate, inform the alarm user of the availability of a Security Survey performed by Crime Prevention

This is offered on a case by case basis as alarm users are contacted.

BASELINE

- **Number of false alarms for 2013: 7,518**

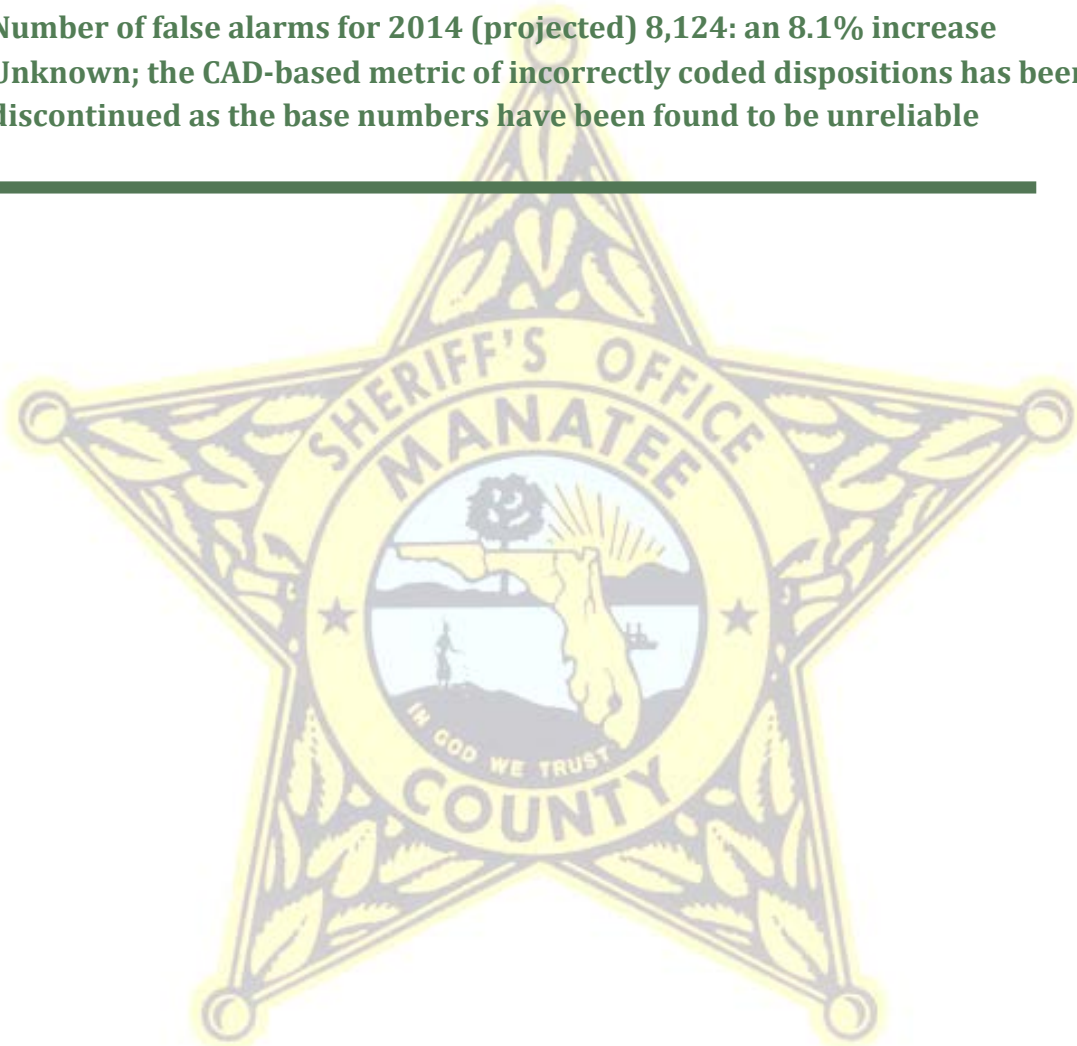
- **Number of incorrectly coded dispositions in 2013: Unknown as the figures provided by CAD are not reliable**

TARGET

- **2% reduction of number of false alarms**
- **5% reduction of incorrectly coded dispositions**

TODAY

- **Number of false alarms for 2014 (projected) 8,124: an 8.1% increase**
 - **Unknown; the CAD-based metric of incorrectly coded dispositions has been discontinued as the base numbers have been found to be unreliable**
-



HUMAN RESOURCES

Goal 1 Proactively recruit and retain a diverse, professional workforce.

Objective 1 Recruit quality applicants who meet or exceed agency position standards.

Strategy 1 CONTINUOUS

Coordinate the start date of Agency Specifics, Corrections Academy, and Crossover Academy with the Training Sector and the Bureau Chiefs to forecast recruitment demands, determine pace of new hires, and establish appropriate recruitment goals.

Started two groups of Agency Specifics, and one group of Corrections Academy.

Strategy 2 CONTINUOUS

Effectively utilize reliable and valid screening tools in order to efficiently identify applicants who will meet agency standards. Continue to utilize Critical, Select Advantage and TABE testing for qualified MSCO applicants.

Strategy 3 CONTINUOUS

Effectively utilize resources to evaluate alternative solutions for accelerating the screening and testing requirements of Law Enforcement applicants.

Objective 2 Promote internal MCSO culture of Professional Development

Strategy 1 CONTINUOUS

Continue full implementation of the MCSO Professional Development Program (PDP), Sergeants Course, Command Officer Management Program, and Civilian Supervisor Training.

The Civilian Supervisory Training course was offered in September, 2013.

Objective 3 Strive to maintain competitive classification / compensation systems

Strategy 1 CONTINUOUS

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

Strategy 2 CONTINUOUS

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

BASELINE

- Fiscal year 2013/2014: Agency-wide vacancy rate between 3.3% and 6.3%

TARGET

- Agency-wide vacancy rate between 2% and 6%

TODAY

- As of September 2014: Agency-wide vacancy rate at 3.6%
-

Goal 2 Constantly review and enhance HR systems, processes, policies, and procedures.

Objective 1 Develop a customer service approach that is built upon providing knowledge and education to our customer base which includes all MCSO employees, applicants, and the citizens of Manatee County.

Strategy 1 **CONTINUOUS**

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

HR is actively working with IT to streamline database administration for application processing.

Strategy 2 **NEW**

Actively work with IA in the utilization of a part-time background investigator to assist with background checks during peak recruitment periods.

Strategy 3 **CONTINUOUS**

Measure and evaluate customer satisfaction and performance metrics.

HR collects customer satisfaction survey on all new hires. Exit interviews are also collected on employees leaving the agency.

Strategy 4 **CONTINUOUS**

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

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

Strategy 1 **CONTINUOUS**

Annually conduct / review the MCSO Promotional Process.

MCSO promotional process conducted in April.

Objective 3 Maintain current General Orders, Policies, and Procedures that are

impacted by Human Resources.

Strategy 1

CONTINUOUS

Conduct Annual Review of Policies that are impacted by Human Resources.

To be conducted by the end of calendar year 2014.

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

Strategy 1

CONTINUOUS

Develop, implement, and provide effective performance management training to supervisors and HR Staff.

Continue to redefine and reorganize HR functions.

Strategy 2

CONTINUOUS

Continue to upgrade the MCSO Performance Evaluation System (PMP, PMPWeb, Job Descriptions).

As-needed, job descriptions will continue to be revised/re-written in PMP.

BASELINE

- **Fiscal year 2012/2013: Average applicant processing time of 34 days.**

TARGET

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

TODAY

- **As of September 2014: Average applicant processing time = 40.6 days.**
-

Goal 3 Enhance the Human Resources Section to further the agency's fulfillment of its mission.

Objective 1 Effectively organize and staff the HR Section with properly trained Human Resources Specialists and Generalists.

Strategy 1

CONTINUOUS

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

Strategy 2

CONTINUOUS

Obtain minimum staffing requirements as recommended by the 2009 MAG study.

Strategy 3

CONTINUOUS

Continuously evaluate the organizational structure of the Human Resources Section.

Objective 2 Automate manual procedures in order to enhance the effectiveness and efficiency of Human Resources processes.

Strategy 1

CONTINUOUS

Continue the implementation of Information Access System (OnBase) Data Storage. This program will provide HR with a complete document management and workflow solution to provide quality customer service to our applicants and employees.

Strategy 2

CONTINUOUS

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

CONTINUOUS

HR staff will continue to receive training in all aspects of HR providing them with knowledge in all HR responsibilities.

Strategy 2

CONTINUOUS

Continue to implement technology in Human Resource Operations (PMP, MAG, NeoGov, IFAS, OnBase, Medical Leave, WLT).

IT is streamlining HR databases.

Objective 4 Develop and implement a framework to facilitate the identification of future agency needs.

Strategy 1

CONTINUOUS

Conduct demographic analysis, career planning, succession planning, and determine workforce needs in the areas of change, risk, opportunity, and succession planning.

BASELINE

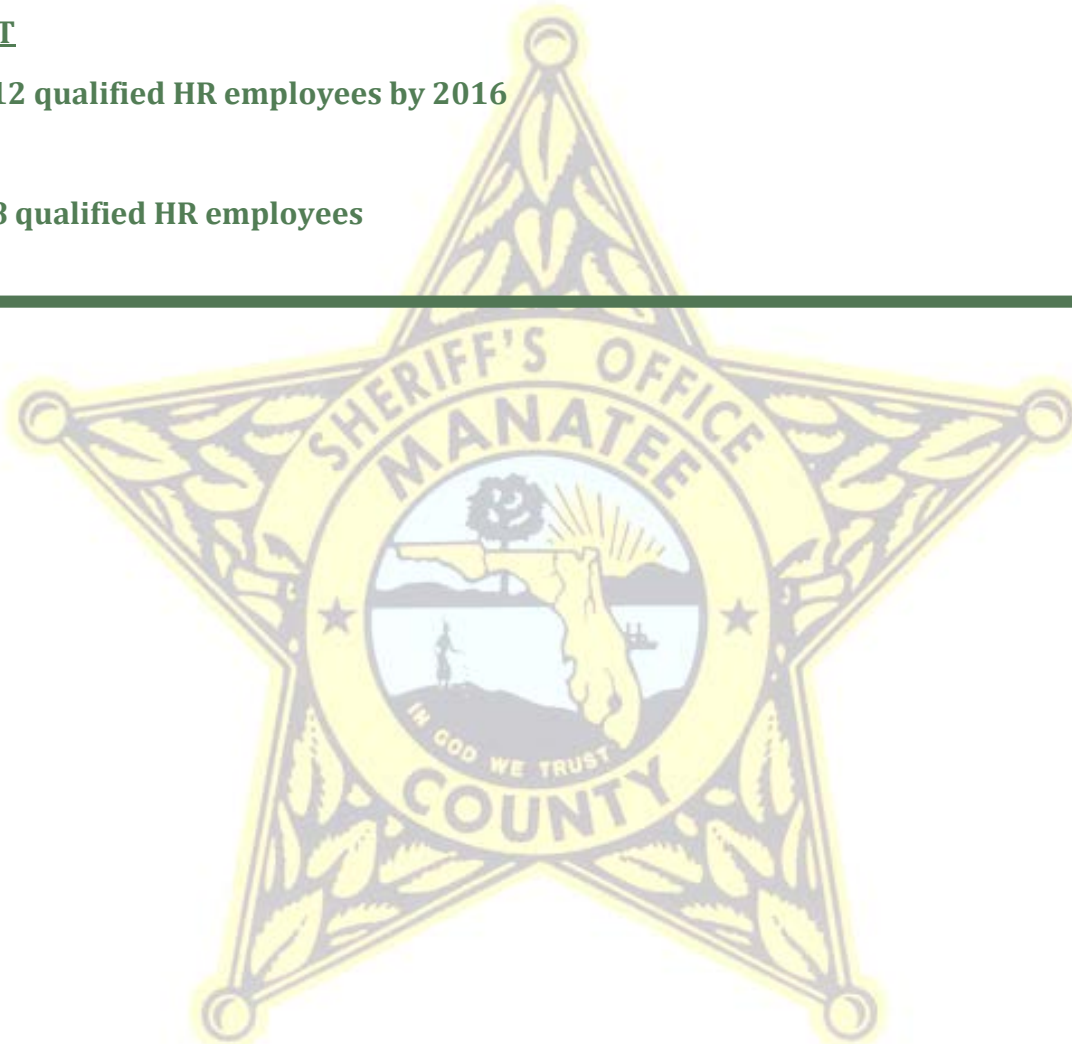
- 8 qualified HR employees in 2013

TARGET

- 12 qualified HR employees by 2016

TODAY

- 8 qualified HR employees
-



JUDICIAL SECURITY

Goal 1 Enhance security at the Manatee County Judicial Center and Historic Courthouse.

Objective 1 Upgrade X-Ray machines to better detect weapons and contraband.

Strategy 1

DISCONTINUED

Identify enhancements needed to the system to improve visual quality.

Identified the necessity of a full body scanner to be able to detect drugs and small objects, and more cameras to enhance coverage, for security purposes.

Strategy 2

DISCONTINUED

Re-apply for grants to fund for the machine and cameras.

No grants were found and this item may need to be removed until a later date. This is an upgrade in excess of \$100,000.

Objective 2 Implement electronic DNA verification to immediately identify defendants or persons who need to have DNA taken in the courtroom as per F.S.S.

Strategy 1

COMPLETED

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

7 new Dell laptops were purchased and FDLE provided 7 sets of bio-readers, bar code printers, and laser printers.

Objective 3 Enhance video storage capability (30-day storage).

Strategy 1

COMPLETED

Work closely with the county to utilize county's virtual servers.

Strategy 2

COMPLETED

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

Strategy 3

COMPLETED

Request budget from county to purchase equipment.

This was finished in March 2013. We are currently using OmniCast for our security video and Facility Commander for or Security Access. Board of County Commissioners gave us money

along with the Sheriff to purchase servers and equipment that is capable of the 30 day storage requirement. We now comply with the 30 day video storage requirements.

Objective 4 Create a Judicial Security Response Team

Strategy 1

NEW

Create a General Order and Operations Plan

Strategy 2

NEW

Develop, outfit, and train deputies to create the Response Team

BASELINE

- Our deputies have currently completed RAD Court Security Training
- This type of training will continue for the upcoming year

TARGET

- Start selection of deputies for the Judicial Security Response Team
- We will continue to train new deputies in the RAD Court Security Training and start training deputies in the Advance RAD Court Security Training
- We will continue to train new deputies on the operation of the DNA equipment

TODAY

- We continue to use holidays or other days that the Courthouse is closed to continue training
- Started collecting data to create General Order for Judicial Security Response Team

Goal 2 Continue professional relations with Court Administrators, Clerk of Court, State and County Probation, Judges, State and private attorneys, etc.

Objective 1 Protect public interests within the judicial process.

Strategy 1

CONTINUOUS

Automate inter- and intra-agency communications and processes.
Sent out re-written and clarified procedures to all involved parties as well as awareness to the Manatee County Bar Association.

Strategy 2

CONTINUOUS

While additional county/private entities continue to procure office space within the Judicial Center, the need to maintain/increase security measures continues to be of concern.

BASELINE

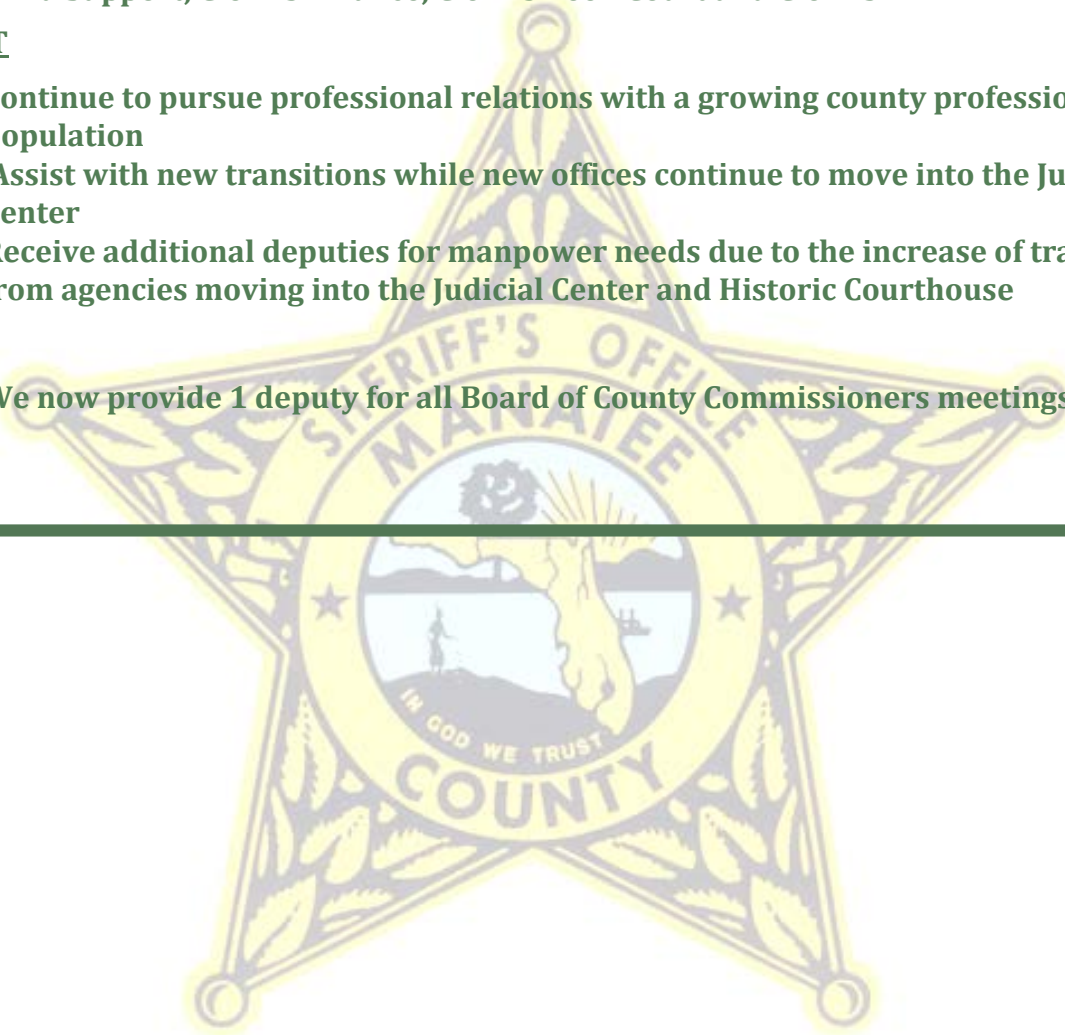
- Tenants continue to increase within the Judicial Center and Historic Courthouse to include Guardian ad Litem, Congressman Vern Buchanan, County Probation, Child Support, Clerk's Finance, Clerk's Teen Court and Clerk's IT

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
- Receive additional deputies for manpower needs due to the increase of traffic from agencies moving into the Judicial Center and Historic Courthouse

TODAY

- We now provide 1 deputy for all Board of County Commissioners meetings
-



OFF-DUTY EMPLOYMENT

Goal 1 Reestablish a goal from 2008 to develop a procedure for on-site visits with long-term employers that will require special needs assessment.

Objective 1 Establish a professional working relationship between the employer and the Off-Duty office that allows for more specific communication regarding the needs of the employer and how the services that the office provides to address those needs.

Strategy 1

CONTINUOUS

Begin to set up meetings with current employers for brief in-person, on-site meetings that will include a Management representative and the Off-Duty Unit Coordinator, establish a time frame for meeting with new clientele, and guidelines to define special needs such a traffic details, and large events.

BASELINE

- No baseline

TARGET

- Ensure customer satisfaction

TODAY

- The unit has been attending board meetings, and visiting event sites, etc. to ensure deputy compliance with employer instructions. This has helped with better communication between the deputy and the employer. Some communication takes place via phone when site visits cannot be conducted
-

Goal 2 Continue with efforts to reduce paper file retention using MSO network scanners

Objective 1 Purchase a full version of Adobe Acrobat in order to run the already purchased auto-splitter program purchased from Adobe. This will allow multiple Off-Duty employer contracts, Law and Non-Law Enforcement Roster applications, deputy W-9's, etc. to be scanned at once

Strategy 1

CONTINUOUS

Using the Adobe splitter program, Off-Duty personnel may scan multiple documents directly to their MSO email. The documents may then be separated and filed in the correct electronic file folders.

Acquired Adobe Acrobat for scanning.

BASELINE

- No baseline

TARGET

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

TODAY

- The full version of Adobe Acrobat was not needed to meet this goal
 - Due to budget concerns, the full version was not cost effective. The “splitter” portion of Adobe provides the unit with the capability to continue maintaining this goal
-

Goal 3 Research available technology regarding surveys made available either online or sent US Mail for employer satisfaction.

Objective 1 Ensure that employers are satisfied with deputy performance when providing Off-Duty security.

Strategy 1

COMPLETED

Research surrounding agencies and inquire as to whether said agencies currently have procedures in place regarding employer surveys, and research available technology online regarding electronic surveys as well as the ability to ensure employer’s anonymity, if they desire.

BASELINE

- No baseline

TARGET

- Ensure customer satisfaction
- Ensure deputy compliance with employer’s instructions

TODAY

- Site visits (see Goal 1) have helped with employer satisfaction
 - The surrounding agencies’ send surveys regarding on-duty work, but not off-duty
 - Most other agencies rely on the employer to either bring their concerns directly to the deputy working or contact the respective off-duty unit
 - Surveys were sent to recurring employers on 5/22/14
-

Goal 4 Scan all renewal contracts received.

Objective 1 Update employer information in the CYA Off-Duty system.

Strategy 1

NEW

In accordance with Goal #2, use the Adobe Acrobat Splitter program to scan all contracts into the F Drive.

BASELINE

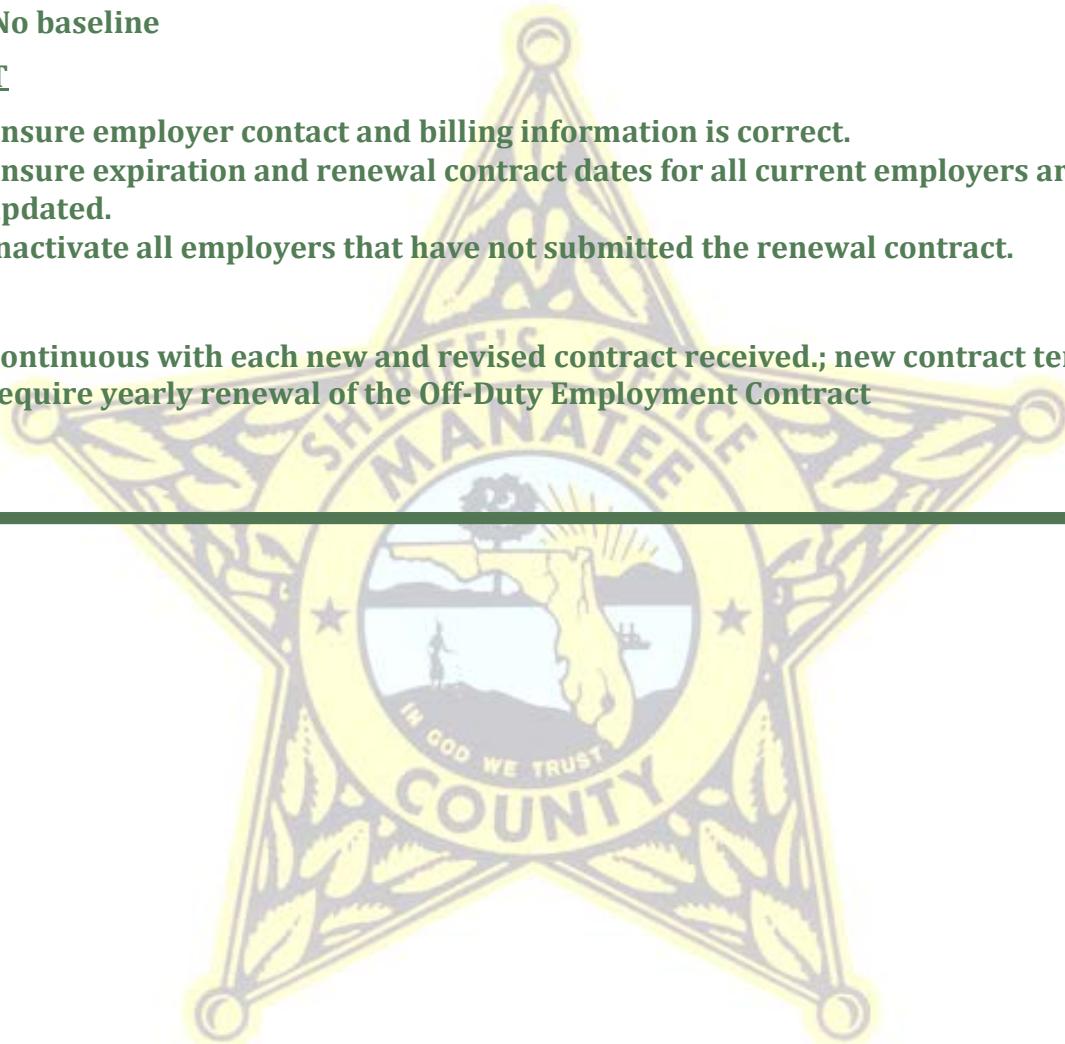
- No baseline

TARGET

- Ensure employer contact and billing information is correct.
- Ensure expiration and renewal contract dates for all current employers are updated.
- Inactivate all employers that have not submitted the renewal contract.

TODAY

- Continuous with each new and revised contract received.; new contract terms require yearly renewal of the Off-Duty Employment Contract



RECORDS

Goal 1 Automate processes and functions of the Records Section and train personnel accordingly; to include cross training.

Objective 1 Automate Incident Reports.

Strategy 1

CONTINUOUS

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

On-going process; a second clerk has been allocated to Quality Control.

Strategy 2

CONTINUOUS

Conduct post-implementation assessment and control.

Objective 2 Automate receipt and delivery of civil processes between the Manatee County Clerk's Office and the Manatee County Sheriff's Office.

Strategy 1

CONTINUOUS

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

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

ON HOLD

IT will develop a process whereby deputies can receive the subpoena, sign it, and return it to civil electronically, making the notification process more efficient, and eliminating the need for a deputy to go to the districts drop off the papers.

Currently waiting for the electronic signature process to be completed.

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

Strategy 1

CONTINUOUS

Increase number of volunteers.

Currently, we maintain an average of 4 volunteers who scan. Current backlog of Property and Evidence receipts and accompanying paperwork is 649. We have decrease of 94%.

Strategy 2

CONTINUOUS

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

Objective 5 Scan all homicides and sexual batteries.

Strategy 1

CONTINUOUS

Provide the capability of documents being viewed by those who need to review it without having to come to Records to view.

Strategy 2

CONTINUOUS

Potentially allow for public record requests to be able to be completed more time effectively.

Strategy 3

CONTINUOUS

Preserve information in documents that are adversely affected by the passing of time.

BASELINE

- 90% automation of targeted processes
- Backlog Property & Evidence project is currently backlogged 649 documents

TARGET

- Full automation of targeted processes / activities
- Eliminate the backlog completely

TODAY

- As of 9/19/14, Backlog Property & Evidence project is currently backlogged 649 documents; that is a 94% decrease
- Objective 2: We are now receiving a majority of the free papers from the Clerk's Office electronically. The paid papers are picked up in a courier run and the courier is now only making one run a day to the Clerk's Office.
- Objective 3: This process is placed on hold indefinitely due to technological issues

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

Objective 1 Automate training through PowerDMS.

Strategy 1

ON HOLD

Work closely with Training to create PowerDMS training and tests to push out to all Records Section personnel.

Out of 10 PowerDMS planned for the initial batch, 1 was submitted to training (Victim Confidentiality) and 1 has been created (Baker Acts).

Strategy 2

ON HOLD

Maintain better documentation on training.

Strategy 3

ON HOLD

Allow for accountability

BASELINE

- On-the-job public record training

TARGET

- Formalize and automate all public record training by 2014
- 20% (2 out of 10 of PowerDMS initial batch) finished

TODAY

- Due to staffing issues, we are unable to complete this at this time and will be placing this goal on hold until a later date

Goal 3

Complete standard training programs for Civil Support, Computer Entry, and Teletype.

Objective 1 Create and maintain a standardized documented training program to ensure that training is the same and documented for each person.

Strategy 1

CONTINUOUS

Identify standardized tasks and timing issues with new clerks.

Strategy 2

CONTINUOUS

Maintain better documentation on training.

Strategy 3

CONTINUOUS

Allow for accountability.

Strategy 4

CONTINUOUS

Ensure the same training for all clerks.

BASELINE

- No documented training program for Civil Support or Computer Entry in place. Teletype document training program needs updated to incorporate significant workflow changes.

TARGET

- Formalize training with a documented program providing consistency and better documentation while training

TODAY

- Teletype has completed their training program; Records is approximately 75% completed with this



TRAINING SECTION

Goal 1 Develop new, innovative, and cost-effective training techniques

Objective 1 Improve use of online training by utilizing and accessing remote training.

Strategy 1

CONTINUOUS

We will continue to research online courses that will fulfill training requirements for the deputies.

We have identified and purchased a subscription to a new online high definition training video library called PoliceOne.

We are continuing to train our Deputies on its use. The content of the PoliceOne training is valuable, current, and is applicable to both Law Enforcement and Corrections deputies.

We were subscribed to the In the Line of Duty web-based training system.

We have discontinued use of this service in place of the newer, more relevant PoliceOne.

We currently are subscribed to the Spanish on Patrol, and Deputies are able to sign up and take the course online.

We have discontinued use of this service in place of the newer, more relevant PoliceOne.

We currently subscribe to the American Correction Association (ACA) 40 hour, paper book training and testing. We have requested that they convert their paper training and testing to an online, automated system.

We continue to speak with ACA about the conversion in order to more easily accommodate our deputies.

We are looking into other online courses

We actively review online training as it becomes available to determine quality and that the training meets the certification needs of our deputies.

Strategy 2

CONTINUOUS

Work with IT to develop in-house online training, utilizing existing hardware and software. IT is figuring out how to get all the different software packages to talk to one another.

Several meetings have been conducted between the IT Programming staff and the Training staff to discuss the integration of our current systems. The goal is to enter data once, and have it flow through to other systems eliminating errors and redundancy.

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

Strategy 1

CONTINUOUS

Ensure that staff is meeting minimum mandate requirements and updated on in-service training requirements by conducting frequent, periodic review of the Deputies training records.

FDLE requires handgun certification every 2 years and MCSO requires it annually. Notifications and reminders are sent automatically.

Strategy 2

CONTINUOUS

Establish a schedule of required training events; range open announcements / salary incentive courses / state issued gun training / CPR / FCIC / Fitness, etc

Strategy 3

CONTINUOUS

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

We currently have an automated notification system that sends an email to the Deputy and their supervisor that notifies them of impending certification expiration. We are working with IT Programming to expand this service to include all Law and Correction certifications.

Objective 3 Develop and implement Easy Drift driving program. Establish driver improvement program that addresses driving dynamic to include skid and slide recovery.

Strategy 1

COMPLETED

Offer program to certified employees to develop their skills in control, pause, and recover.

This program is now included in the In-Service Training.

Objective 4 Implement Vanguard Defensive Tactical System. Establish through demonstration a tactic system dealing with non-compliant resistance and implement techniques to establish control.

Strategy 1

CONTINUOUS

Offer program to agency specifics, corrections academy, and make available to all certified employees.

Currently offering to certified personnel in the In-Service Training.

Objective 5 Develop and provide a virtual training environment (TI Trainer). 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

COMPLETED

Offer the program to certified employees (LEO and Corrections) to develop their decision making skills with the use of force.

The TI Training Lab has been upgraded to Windows 7 in preparation of future virtual training environments. Currently offering this program on a regular schedule.

Goal 2 Develop enhanced training facilities

Objective 1 Establish a driving pad.

Strategy 1

CONTINUOUS

Identify property; fund and develop property for driving pad.

A suitable property has been identified. Funding and development efforts continue. Currently in negotiations with the County to identify and locate funds.

Objective 2 Establish outdoor pistol and rifle firing range.

Strategy 1

CONTINUOUS

Identify property; fund and develop property for firing range.

Property was identified and plans and modifications are completed.

We are attempting to locate funds.

BASELINE

- 6 Training Rooms
- Specific Defense Tactics Room
- Specific CPR Training Room
- Shoot House
- TI Training Classroom
- Fully Equipped Computer Training Lab

TARGET

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

TODAY

- Specific Defensive Tactics Room - Yes
- Specific CPR Room -Yes

- **Shoothouse - Yes**
 - **Driving Pad - No**
 - **Firing Range Pistol and Rifle - No**
 - **TI-Virtual Training Room - Yes**
 - **Computer Lab - Yes**
-

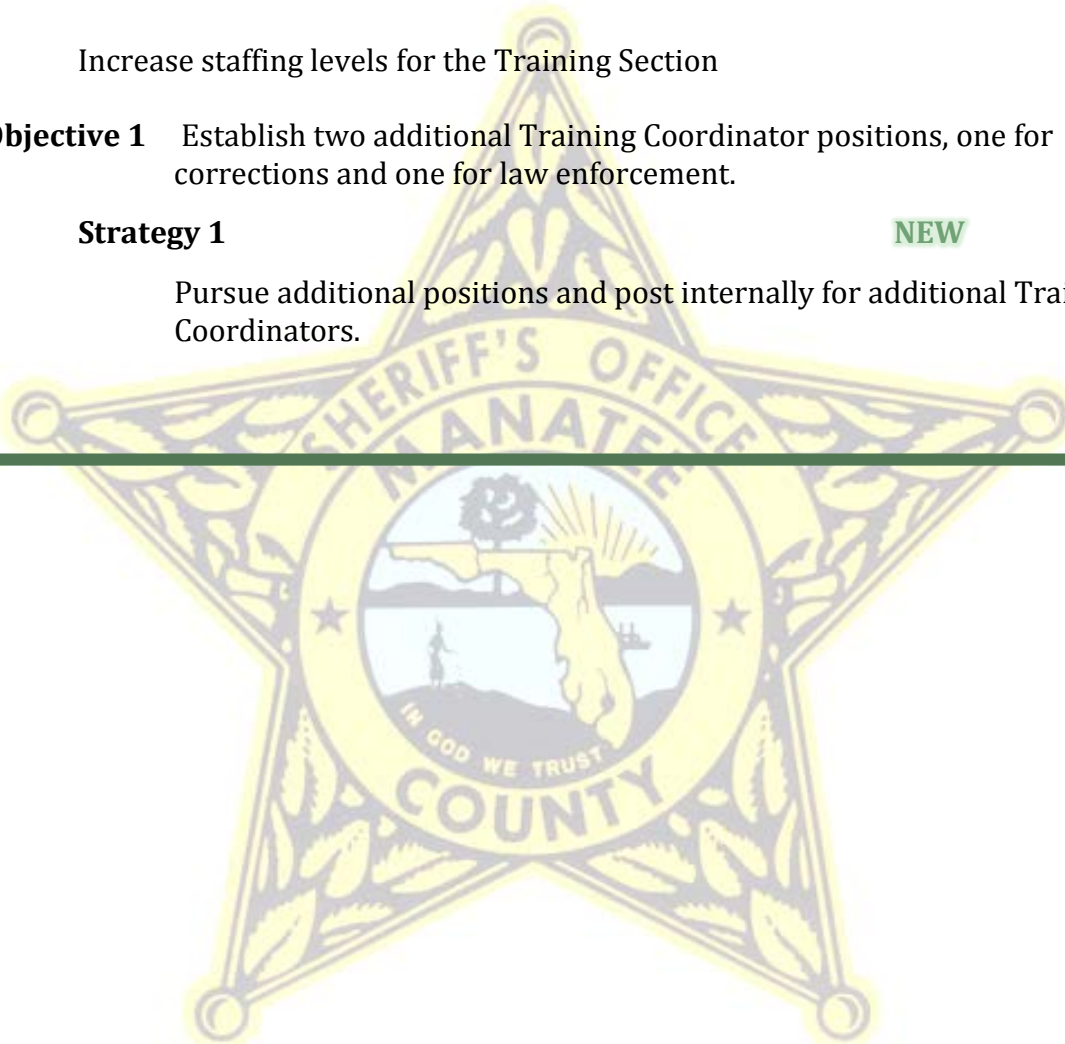
Goal 3 Increase staffing levels for the Training Section

Objective 1 Establish two additional Training Coordinator positions, one for corrections and one for law enforcement.

Strategy 1

NEW

Pursue additional positions and post internally for additional Training Coordinators.





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