MANATEE COUNTY SHERIFF’S OFFICE

Sheriff W. Brad Steube

Multi-Year Strategic Plan
2016 - 2018
FOREWORD BY SHERIFF STEUBE

To the Citizens of Manatee County

I have been so humbled and grateful for the opportunity to serve as your Sheriff since April of 2007. In January 2017, my tenure will come to an end. I reflect on the past 9 years and marvel at all the amazing things we have accomplished. I am incredibly proud of the achievements and successes of the men and women of the sheriff’s office. The end of 2015 marks the 7th year in which we were able to show a decrease in crime despite enormous budget cuts and decreased staffing levels. Since 2007, violent crime has decreased by thirty percent and all reportable crimes have decreased by thirty-four percent.

Even with increasing calls for service and population growth, this office has worked hard to ensure that the exceptional quality of service we provide to the citizens of Manatee County remains unwavering. This current Strategic Plan will cover the years from 2016 through 2018 and we continue to find new and innovative ways to suppress crime. The implementation of our strategic management model, C.O.R.E., has increased communication throughout the agency, allowed us to identify crime trends more rapidly, and has enabled us to capitalize on the expertise and input from all personnel.

Our strategies include resources for our community as well. In recent years, we have created an interactive website with daily updates featuring, “Can You ID Me?” and “E-watch”, and started utilizing CrimeMapping.com, which provides our citizens real-time information about reported crimes within our County. We have also created Operation Medicine Cabinet, which features 24-hour drug drop boxes for unwanted prescription medication; in 2014, more than 1,000 pounds of medication was collected. Most recently, we have placed Crime Prevention Kiosks around the county; relaying current information on alerts and important notifications to our citizens.

Strategic planning has become a critical component as we continue to work on improving our service to the community. We have identified crime and community issues that are plaguing our community and have built specific goals, objectives, and strategies for combating these issues. We will continue to seek out and implement best practices throughout this agency to reduce crime and promote a high quality of life in Manatee County.

Though I am preparing to enter my final year as your Sheriff, my dedication to the citizens of Manatee County will remain unwavering. My passion has been community service and my love for this community will not end in 2017. Thank you all for granting me the honor of serving this community for the past 40 years.

Respectfully,

W. Brad Steube
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INTRODUCTION

In response to the economic downturn in 2008 Sheriff Steube felt the need to bring our citizens, employees and community closer together in collaboration for a safer Manatee County. The agency immediately started working toward a proactive action plan to intelligently manage, administer, and deploy resources to minimize any foreseeable impacts; thus, the “2010-2012 Strategic Plan” was created to address these concerns.

Since that initial document, the Manatee County Sheriff’s Office has continued to review and refine our processes, producing an annual publication reflecting our growth in service to the citizens of Manatee County. The purposes of this Strategic Plan remain as the following:

- To focus and prioritize the already limited capital and human resources available at the Manatee County Sheriff’s Office for utilization in the most effective, economical, and efficient way
- To capture criminal patterns and trends more rapidly, in order to shift resources and respond immediately to where they are needed the most (adaptability and response)
- To manage deputy time more efficiently allowing for more contact and partnership with businesses, organizations, and citizens at large; in turn creating a bigger and stronger community that will work together toward building a better and safer place to live and enjoy

Over the next 3-years, the Manatee County Sheriff’s Office will continue to be committed to serve our community in a proactive, professional manner, and to be always searching for better and more efficient ways to prevent criminal activities (deterrent factors) and solve crimes (solvability rate). This process will enable us to make the best-combined use of our most important tangible and intangible assets: our technological and human resources.
THE STRATEGIC PLANNING PROCESS

“We must plan for the future because people who stay in the present will remain in the past” – Abraham Lincoln

Whether it is a Fortune 500 company or a local agency serving the public, there is one thing that all successful organizations have in common; they are always planning for the future. In order to be successful, an organization must take an unbiased look at its current position, be honest about its strengths and weaknesses, and be willing to work towards constant improvement. This is most often accomplished with a strategic planning process. The Manatee County Sheriff’s Office has adopted such a process in our continued efforts to provide outstanding service to the citizens of Manatee County.

The strategic planning process provides direction to all elements of an organization and should drive its decisions and actions. During this process, for basic questions must be addressed:

1. Where is the organization now?
2. Where does it want to be?
3. How will we get there?
4. How does it measure its progress?

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1 FBI Law Enforcement Bulletin. Focus on Strategic Planning “SWOT” Tactics. November 2005 (Page 17)
THE STRATEGIC PLANNING PROCESS (continued)

While an organization is seeking to answer these questions, it is critical that they identify their Strengths, Weaknesses, Opportunities, and Threats. This is referred to as a S.W.O.T. analysis. It may seem like an easy process but it can be challenging. This process requires an honest and unbiased approach to truly understand where an organization is in this moment. If you can’t identify your strengths and acknowledge your weaknesses, you cannot truly work toward improvement.

Once you have identified the organization’s Strengths and Weaknesses, you can now begin to look for Opportunities to improve upon your weaknesses and Threats to your existing strengths. This identification is the foundation for future improvements. This is not only important on an overall level but is also important for each individual component.

Every three years, the Manatee County Sheriff’s Office undertakes a review of its Mission, Vision, and Values, and establishes its Strategic Priorities, Goals, and Strategies for the new plan period. Input to this process comes from a variety of sources including interviews with key personnel, assessments of the needs of the community, and an evaluation of current performance levels. During the three years of the plan period, we review and evaluate each of the above components to ensure they are consistent with evolving operating conditions.

**Goals:** broad focus on where you want to direct your efforts

**Objectives:** specific measures taken towards achieving the goal

**Strategies:** what you will do to achieve each objective - plan of action
THE STRATEGIC PLANNING PROCESS (*continued*)

Each Component of the Sheriff’s Office works towards constantly improving; conducting their internal S.W.O.T. analysis and providing their Goals, Objectives, and Strategies for improvement. Strategies are converted to actions and implemented through programs, special projects, and routine operational activities. Each Department or Division/District Commander is responsible for planning, implementing, and reporting on the progress and outcome of that strategy.

This process is designed to promote collaboration and flexibility in the ongoing management of the Strategic Operations Plan. Issues are addressed and solutions or suggestions are proposed, allowing each member of the team to contribute and share intelligence of his or her own area of expertise, with the ultimate goal of all being able to see how each piece relates with each other and draw the whole picture. It promotes an enhanced sense of belonging, responsibility, and critical thinking.
PART 1:

THE OFFICE OF THE MANATEE COUNTY SHERIFF

“Efforts and courage are not enough without purpose and direction”
-John F Kennedy
In 2008, the Manatee County Sheriff’s Office created a baseline for the first Strategic Plan. At that time, Florida was one of the states most impacted by the American economic recession; particularly with regards to the housing market crisis. Counties throughout the state suffered losses in population due to individuals migrating to other states in search of more affordable housing options. In the years since that time, the economy and housing markets have continued to improve.

Unincorporated Manatee County, which is the direct responsibility of the Manatee County Sheriff’s Office, represents over 75% of the entire County. This percentage is in terms of both the population served and the geography of the County. The MCSO jurisdictional population was one of the few exceptional cases in which the population continued to increase year after year regardless of the economic downturn.
Almost 349,330 inhabitants populate Manatee County’s 741 square miles; this number increases significantly when visitors come to appreciate our beautiful beaches and tourist attractions. Incorporated cities include the City of Bradenton, the City of Anna Maria, the City of Bradenton Beach, the City of Palmetto, the City of Holmes Beach, and a portion of the City of Longboat Key.

The Manatee County Sheriff’s Office, both a nationally and state accredited Law Enforcement and Corrections agency, is truly characteristic of the population it serves and represents. Today, it employs over 1,200 employees; with 35% of the workforce are female and 23% of the workforce is minorities. With such a diverse representation, we are proud to be able to better communicate with our citizens; respecting and understanding cultural differences.
MISSION, VISION, AND CORE VALUES

MISSION

It shall be the mission of the Manatee County Sheriff’s Office to provide service to the community and respond to crime in the best tradition of professional law enforcement. In order to meet this objective, the following promulgated policy statements are to serve as goals in the day-to-day operation of the agency.

VISION

The shared vision of the Manatee County Sheriff’s Office is to make Manatee County, Florida one of the safest places in the nation to live, work, and visit.

CORE VALUES

RESPECT For Each Other – Employees deserve a decent working environment, one in which relationships are characterized by mutual respect. We will listen actively, talk straight, and act fairly. We will encourage every employee to contribute and grow to his or her fullest potential. We will work together as a team and appreciate the contributions of all.

FOCUS In The Community – The community is our customer. We will form partnerships with our citizens and listen to them. We will stay close. We will remember that every contact between a member of the community and any part of the Sheriff’s Office is where community opinion is formed.

TRUSTWORTHINESS – The Manatee County Sheriff’s Office has achieved its reputation as a premier law enforcement agency because it has earned the trust of the community. We will safeguard that trust. We will keep our promises. Whether on duty or not, we will behave according to the highest set of ethical standards. We will protect the rights of all citizens.

Constant EVOLUTION – Service is our business. The only way we can improve our business is by elevating our own standards. We are constantly in a learning mode. We are committed to continue to examine what we do and to keep improving, in all aspects, always.
MANATEE COUNTY SHERIFF’S OFFICE - GOALS

PROTECT AND SERVE

The Manatee County Sheriff's Office will protect our communities by enforcing the laws of Florida in an efficient and cost-effective manner, thus providing the best professional services to our citizens.

SAFER NEIGHBORHOODS /

SAFER ROADS

Enhance deputy/citizen communication, promoting mutual proactive efforts through Community Oriented Policing, awareness against victimization through Crime Prevention, and reduction of traffic-related injuries and fatalities through education and enforcement.

PURPOSE AND FOCUS

Provide our employees with the best and most efficient tools available that will assist in their mission to reach agency’s goals emphasizing purpose and focus, and search for the most efficient deployment and utilization of resources in time of funding challenges.

RESPECT AND CARE

Continued respect for the rights of all citizens, on the streets or in our jail, providing reassurance, and deliverance of professional and customer-oriented quality services to every member of our community.

LEARNING ORGANIZATION

Promote intra- and inter-agency communication and exchange of learned processes, elevating accessibility to and sharing of information at all levels, encouraging the development of employee potential and participation, and pride in belonging.
ACCREDITATIONS

The Sheriff’s Office participates in ten accreditation and inspection processes. These processes are voluntary and specifically designed to reinforce our commitment to meeting and exceeding standards of professional excellence. These accreditation and inspection processes illustrate our dedication to professionalism. By our adherence to established standards that promote efficient use of resources and enhance public service delivery, we confirm our ability to serve effectively. Additionally, accreditation gives us the opportunity to evaluate our operations against nationally approved standards.

Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)

The Manatee County Sheriff’s Office was first accredited by CALEA in 1990. This accreditation program recognizes professional achievements for addressing and complying with established standards developed by law enforcement practitioners. The process covers a wide range of up-to-date law enforcement topics. Compliance with 483 standards is required for CALEA accreditation.

Commission for Florida Law Enforcement Accreditation, Inc. (CFA)

This accrediting authority was established by the Florida Sheriff’s Association and the Florida Police Chief’s Association. This law enforcement accreditation process requires compliance with 84 professional standards designed specifically for Florida law enforcement agencies. The agency was first accredited by the CFA in 1996.
American Correctional Association (ACA) and the Commission on Accreditation for Corrections (CAC)

The Commission on Accreditation for Corrections is the official accrediting body of the American Correctional Association. It is specifically designed for enhancement of professionalism in correctional environments and has been an accrediting authority since the late 1970’s. The Corrections Bureau was first accredited by the ACA/CAC in 1992 and must comply with 383 professional standards for accreditation.

Florida Corrections Accreditation Commission, Inc. (FCAC)

This state accrediting authority addresses every aspect of corrections specific to Florida state requirements. This process examines Admissions, Classification, Housing, Sanitation, Food Service, Security, Training, and Medical. The Corrections Bureau has to comply with 267 professional standards and has been accredited since 2011.

Florida Model Jail Standards (FMJS)

The Florida Model Jail Standards are minimum standards which jails across Florida must meet to ensure the constitutional rights of those incarcerated are upheld as outlined by Florida statute 951.23 (4) (a). Inspections are required every year and must be completed by a certified jail inspector. The inspection process involves an evaluation of the physical environment, food services, medical and administrative practices.
ACCREDITATIONS (continued)

ANSI-ASQ National Accreditation Board (ANAB)

The Chemistry Lab is internationally accredited. The laboratory has been accredited through ANSI-ASQ National Accreditation Board (ANAB), formerly known as Forensic Quality Services (FQS), since 2011. The Chemistry Lab has to comply with 355 technical standards based on ISO/IEC 17025:2005 internationally developed and approved standards demonstrating technical competence in the field of Forensic Testing.

The Crime Scene Unit is also internationally accredited. The Crime Scene Unit has been accredited through ANSI-ASQ National Accreditation Board (ANAB), formerly known as Forensic Quality Services (FQS), since 2012. The Crime Scene Unit has to comply with 178 standards based on ISO/IEC 17020:2012 internationally developed and approved standards demonstrating technical competence in the field of Forensic Inspection.

National Bomb Squad Commanders Advisory Board (NBSCAB)

The National Bomb Squad Commanders Advisory Board (NBSCAB) serves as the leadership element of the U.S. Bomb Squad program, giving strong advice to Federal agencies that support bomb squads regarding important bomb squad related issues and acting as the final decision making authority on guidelines and standards for the profession. An agency must meet many stringent standards regarding equipment, certified personnel and specific guidelines for hazardous device procedures. Manatee County Sheriff’s Office Bomb Squad has met these standards and is accredited through April 15, 2016.
ACCREDITATIONS (continued)

International Academies of Emergency Dispatch (IAED)

Accredited Centers share a common goal of improving public care and maximizing the efficiency of 911 systems. The International Academies of Emergency Dispatch has established a high standard of excellence for emergency dispatch, providing the tools to achieve this high standard at both the dispatcher level through Certification, and at the communication center level through the Accreditation Program. Each MCSO Communications employee must become Emergency Police Dispatch (EPD) Certified to work in the Communications Center. The Communications Center received initial accreditation in 2014.
THE OFFICE OF THE MANATEE COUNTY SHERIFF

EXECUTIVE BRANCH

Reporting directly to the Sheriff, the Executive Branch is comprised of the following:

Sheriff Brad Stenbe

Colonel Rick Wells

Administrative Bureau
Corrections Bureau
Enforcement Bureau
Investigative Bureau
Comptroller
  Fiscal Management
  Purchasing and Supply
  Fleet Maintenance
  Grants
  Information Technology
  Computer Telecom

Internal Affairs
  Public Information Officer (PIO)
  Legal Affairs
  Executive Assistant To Sheriff
The Enforcement Bureau’s primary responsibility is to provide law enforcement services directly to the citizens and visitors of Manatee County. The overall goal is to provide for the safety and security of our citizens thereby maintaining order. This is accomplished by responding to calls for service and by self-initiated, proactive activity during patrol. Manatee County has a large population, and due to the equally large physical area of the county, the population density is unevenly distributed.

The Enforcement Bureau is the primary catalyst for the agency’s community policing efforts and patrol deputies are frequently able to develop problem-solving strategies in partnership with the community in an effort to improve safety and the quality of life in the neighborhoods throughout Manatee County.

The county is divided into three (3) patrol districts. This helps deliver faster response times and shows our concern with the safety of our citizens. Each district provides law enforcement coverage 24 hours a day, 7 days a week by means of assigned resources to specific shifts and patrol rotations. Although they are geographically divided to provide full county coverage, each district is also available for emergency situations in other districts. The district distribution allows for better management of personal and equipment alike. Deputies have also become more familiar with their assigned district and neighborhoods, allowing each deputy the ability to recognize emerging trends and quickly respond to unusual changes during their routine patrols.
The Office of the Manatee County Sheriff

Investigative Bureau

There are three (3) divisions within the Investigative Bureau. The Special Investigations Division is responsible for investigating matters of Homeland Security, drug trafficking, organized crime, as well as documenting, tracking, and prosecuting criminal street gang members. The Criminal Investigations Division is responsible for the follow-up investigation of all reported criminal activity not solved by patrol deputies. The Child Protection Division is responsible for investigating all alleged or actual crimes against children.
An impressive enterprise on its own merit, the Corrections Bureau is responsible for the operation of the Manatee County Central Jail (MCCJ). On any given day, the MCCJ houses an average of 1,100 to 1,300 inmates. In order to secure, maintain, and smoothly operate the jail, 333 combined certified and civilian employees work diligently to preserve the safety of the citizens of Manatee County, while maintaining the care and custody of the inmates. A more detailed description of the jail and the jail activities is provided in a later section.
The Administrative Bureau is responsible for the “backstage” activities in support of all law enforcement, investigations, and corrections objectives. The services provided by this Bureau are vital for the successful operations of the whole agency. It is here that calls are taken, reports are generated, crime is analyzed, customers are helped, and quality employees are selected and hired.
CALL AND REPORT DISTRIBUTION

Careful internal and external environmental analyses of past workload levels of service required from our deputies, combined with social and economic factors and reported crime, helps us to evaluate the anticipated needs and demands that are expected from our deputies in the near future; thereby assisting us to plan accordingly.

2015 Calls-for-Service
By Zone

MANATEE COUNTY SHERIFF’S OFFICE
PART I CRIME UCR COMPARISON
January 1-December 31, 2014/2015

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<th>2014</th>
<th>2015</th>
<th>DIFF</th>
<th>% CHANGE</th>
<th># CLEAR</th>
<th>% CLEAR</th>
<th># CLEAR</th>
<th>% CLEAR</th>
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<td>MANSLAUGHTER</td>
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<td>184</td>
<td>18.2%</td>
<td>640</td>
<td>63%</td>
<td>624</td>
<td>52%</td>
<td>15%</td>
</tr>
<tr>
<td>VIOLENT CRIME</td>
<td>1,511</td>
<td>1,697</td>
<td>186</td>
<td>12.3%</td>
<td>864</td>
<td>57%</td>
<td>836</td>
<td>49%</td>
<td>21%</td>
</tr>
<tr>
<td>BURGLARY</td>
<td>1,597</td>
<td>1,471</td>
<td>(126)</td>
<td>-7.9%</td>
<td>247</td>
<td>15%</td>
<td>204</td>
<td>14%</td>
<td>18%</td>
</tr>
<tr>
<td>LARCENY</td>
<td>5,258</td>
<td>4,725</td>
<td>(533)</td>
<td>-10.1%</td>
<td>1,110</td>
<td>21%</td>
<td>1,119</td>
<td>24%</td>
<td>58%</td>
</tr>
<tr>
<td>AUTO THEFT</td>
<td>333</td>
<td>297</td>
<td>(36)</td>
<td>-10.8%</td>
<td>85</td>
<td>26%</td>
<td>92</td>
<td>31%</td>
<td>4%</td>
</tr>
<tr>
<td>NON-VIOCRIME</td>
<td>7,188</td>
<td>6,493</td>
<td>(695)</td>
<td>-9.7%</td>
<td>1,442</td>
<td>20%</td>
<td>1,415</td>
<td>22%</td>
<td>79%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>8,699</strong></td>
<td><strong>8,190</strong></td>
<td>(<strong>509</strong>)</td>
<td><strong>-5.9%</strong></td>
<td><strong>2,306</strong></td>
<td><strong>26.5%</strong></td>
<td><strong>2,251</strong></td>
<td><strong>27.48%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Totals do not include manslaughter
N/C=Not Calculable
The MCSO District 1 encompasses the east and south central portions of Manatee County and accounts for about 30% of the County's crime. District 1 patrol covers six geographic zones; they are designated as E10, E20, E30, E40, E50, and E60. The K-9 Unit, Aviation Unit, and Telephone Reporting Unit are all assigned to District 1 and fall under the responsibility of the District Captain. District 1 also has a Community Oriented Policing (COPS) Unit to quickly respond to identified local crime trends and issues using intelligence led policing.
DISTRCT 1 (continued)

Aviation

The Aviation Unit supports Patrol by providing additional safety during pursuits. The Aviation Unit also assists during search warrants and missing persons. The use of the Aviation Unit is largely proactive. The addition of a moving map system has improved response time and increased apprehensions. The future of the Aviation Unit includes the Downlink System being initiated for Patrol Deputies. The use of this device will increase the communication between the Aviation Unit and Patrol Deputies.

Telephone Reporting Unit (TRU)

The Telephone Reporting Unit (TRU) is located at the front entrance of the Manatee County Sheriff’s Operation Center and there are two satellite TRU offices located at District 2 and District 3. The unit is tasked with taking citizen reports on site. Recently, there has been an increase in the reports taken at this location. This greatly assists patrol deputies by decreasing the amount of reports taken during a call. Examples of reports taken at this location include identity theft, lost property, lost tags, theft, criminal mischief, missing persons, and various other reports.
DISTRICT 1 (continued)

*K-9 Unit*

The K-9 Unit is used as a tool to enhance the capabilities of patrol. This unit supports the agency by assisting patrol deputies in the search for suspects and their apprehension. The K-9’s are also utilized in locating evidence left by suspects and assisting in missing persons.

There are eight K-9’s and handlers in the unit. The agency budgets for one dog per year to maintain the status quo of the Unit. The initial cost of the dogs is the largest investment. The upkeep costs are relatively inexpensive and most K-9’s serve 6-7 years; this does not account for a K-9 becoming ill or injured.

Concerns for the future

District 1 has three Wal-Mart Supercenters that have caused an increase in the larceny statistics. Deputies have increased their visibility both inside the stores and outside in the parking lots to help deter this crime. The additions of these stores have caused an increased need for police services in the district.

District 1 has also seen an increase in commercial and infrastructure development. University Parkway is a large retail area including a multiple shopping plazas, major retailers, and the University Town Center mall. The area has been steadily gaining new retail locations. This area is patrolled by MCSO District 1 and Sarasota County Sheriff’s Office. A new I-75/ University Parkway interchange is being developed to control the increase in traffic to this area.
District 2 patrol covers six geographic zones; they are designated as W10, W20, W30, W40, W50 and W60. District 2 also covers a seventh zone, W70, which is Anna Maria Island; an incorporated city that contracts law enforcement services through the Manatee County Sheriff’s Office. Anna Maria has a separate designated squad assigned to provide those services. The Anna Maria Squad, the Traffic Unit, the Field Training Evaluation Program, and District 2 COPS (Community Oriented Policing) Unit are all under the direction of the District 2 Captain.

The West District has experienced a significant shift in the demographic makeup of their population. This shift will directly affect police service requirements. Many mobile home communities are located in the West District, particularly along the 14th Street corridor, from the city limits, south to 63rd Avenue.
DISTRICT 2 (continued)

The south county area is largely populated by duplexes. This is an area of approximately two square miles located from 53rd Avenue West, south to 63rd Avenue West and from 14th Street West, east to 15th Street East. This area is the W30 location in District 2. This zone continues to be one of the highest crime zones in the county. The West 30 area of the county saw a 10 percent increase in crime YTD October 12, 2015.

Foreclosures

Foreclosed homes stand empty; and have received significant damage from looters and vandals. Some are not livable without significant investment in rehabilitation. These areas are vulnerable to become prime locations for homelessness and drug sales to occur. Even though the economy is improving, this trend is still significant which is creating a damaged and blighted area. It is anticipated that these nuisance properties will result in more service calls and more dangerous crime trend areas.

Traffic Unit

District 2 is responsible for the traffic unit. The dayshift traffic unit’s goal is to promote public safety and reduce crashes/injuries upon roadways in Manatee County. They also encourage voluntary compliance of traffic laws by the public, concentrate efforts to reduce the speed of vehicles within school zones, and respond to patrol requests from the public. The evening shift focuses on the reduction of DUI related crashes and/or fatalities. In addition, they respond to patrol requests from the public, educate and assist patrol deputies that handle DUI’s, and provide ongoing traffic training for DUI enforcement/investigators, and deputies conducting traffic homicide investigations.

Red light cameras have been installed in Manatee County for the first time. The cameras were installed on September 1, 2012. As of October 2015, there have been 3,864 citations. There are 8 red light camera intersections. This has not affected the Traffic Unit, as the County agreed to fund one full time deputy to this assignment, thereby alleviating the pressure of the added workload.

MCSO Anna Maria Unit

The Anna Maria unit nurtures crime prevention cooperation with both visitors and residents. The unit increases awareness of business owner’s rights concerning shoplifting and internal theft, reduces criminal activity through the encouragement of “See something, say something” and fosters voluntary adherence to traffic laws.
Concerns for the future

**Staffing**

For District 2, the staffing issue is problematic. As of October 12, 2015, District 2 has 47% of the crime and many deputies are opting to work a district that is less busy so they are not going call to call. There has been additional growth of subdivisions in Northwest Bradenton which has continued to result in more calls for service. Discussions are underway for redistricting but that will take a great deal of time and funding.

Other staffing issues for District 2 are in the Traffic Unit. If a deputy leaves the Traffic Unit, it takes about three months to get a deputy up and running to become a Traffic Deputy, as they have to attend a DUI Symposium, Traffic Homicide Investigation and Advanced Traffic Homicide Investigation training.
District 3 of the Manatee County Sheriff’s Office encompasses the northern and eastern portion of the county. District 3 patrol covers eight geographic zones; they are designated as N10, N20, N30, N40, N50, N60, N70, and N80. Zones N40, N50, and N60 are the most rural parts of Manatee County. These areas have the lightest population density and the fewest calls for service.

The Marine and the Reserves Units are also assigned to the District 3 Captain. District 3 has two Community Oriented Policing Units (COPS); COPS North and COPS Rural. COPS North Deputies respond to identified local crime trends and issues, and COPS Rural Deputies routinely patrol the rural parts of Manatee County; more specifically N50 and N60 zones. COPS Rural also responds to crime trends and issues in the rural zones at the direction of the District Captain and the Operations Lieutenant.
The largest challenge to this District is the increased population and density. District 3 continues to see the greatest increase in population density within the County. This growth brings a significant increase in the demand for police services, and increased population in certain zones may require the allocation of additional deputies; due to the volume of calls along with longer travel time between zones.

**Rural COPS**

This is a unique Unit present only in District 3 due to the primarily rural areas of Manatee County designated as N50 and N60 zones. Aside from the normal duties of a Deputy, these Deputies also maintain communication with local farmers, work with animals, assist Manatee County Parks & Recreation, perform surveillance for poaching cases, and monitor illegal dumping. They also attend community meetings for the Sheriff regarding these specific issues.

**Marine Unit**

The MCSO Marine Unit must provide enforcement duties for the coastline and of beaches in Manatee County. During the past three years, Marine zones were created to more effectively provide service. The Marine Unit has five main patrol boats and is responsible for the maintenance and storage of the boat assigned to the Dive Team. Additionally, the Marine Unit provides critical support to the Dive Team when they are conducting open water operations, providing essential resources to perform their tasks safely.
DISTRICT 3 (continued)

One of the future concerns of the Marine Unit is that the boats are over 10 years old and, although still operational, the maintenance costs continue to increase. Additionally, the technology of the navigation systems used by the Marine unit constantly need to be updated. Navigational units continue to increase in price but are necessary for patrolling the extensive coastline of Manatee County.

**Reserve Unit**

Reserve Deputy Sheriffs are part-time, volunteer Deputy Sheriffs. They assist the agency in patrolling and work special events. They provide additional manpower on the road during critical times of the year. This relief is a valuable asset to the agency for both budget constraints and officer safety.

**Future Concerns**

Population growth and response time are the main concerns for District 3 while trying to maintain quality police service to this vastly growing area. The fastest growing areas of the County are the areas north of the river and east of Interstate 75. The construction of additional housing and commercial areas has dramatically increased in these areas. In addition to the residential and commercial development, infrastructure demands are being addressed. For example, the creation of the Ft. Hamer Bridge was designed to provide an additional route for emergency personnel and commuting relief for the additional residents.

As these communities grow and commercial development flourishes for shopping, faith-based facilities, and other services, the demand for police services will continue to increase.
In 2012, the Analytical and Strategic Planning Unit conducted a comprehensive redistricting analysis to study and compare statistics of reported Part 1 Crimes and Calls for Service (CFS) between District 1 (East side), District 2 (West side), and District 3 (North side). The criminal activity continues to be disproportionate among the districts. The semi-annual Part 1 Uniform Crime Report published in August 2015, reveals that during the first 6 months of 2015, 49% of all reported crime in Manatee County occurred in District 2 (West side). District 1 (East side) had 31% of the crime, while 21% of the crime occurred in District 3 (North side).

This continues to be a priority goal of the Enforcement Bureau to redistrict and have 4 Patrol Districts, especially considering the rapid growth in the Eastern and Northern areas of the county. But currently the lack of funding, staffing and infrastructure prevent this from becoming a reality. In addition of the need for a viable building to house the 4th District, it would require additional resources (patrol deputies as well as supervision) to accomplish this. We are also unable to accomplish this goal without a 4th dispatch console (with staffing) being added to the Communications Section, with the addition of two radio groups.

The calls-for-service statistics are similarly disproportionate. Similarly, Calls for Service statistics for the same period reveal that 45% of calls for service occurred in District 2, 27% in District 1, and 28% in District 3. An uneven distribution of crime exhausts resources, personnel, and potentially creates officer safety issues due to the ratio of crime and calls-for-service vs. the number of deputies available during a shift.

**PROPOSED Boundary changes:**
The New Central District boundary is 44th Ave E (North boundary), 26th St W (West boundary), and US 301 (East boundary), and University Parkway (South boundary).
C.O.R.E

“C.O.R.E - The collection and analysis of information related to crime and conditions that contribute to crime, resulting in an actionable intelligence product intended to aid the Manatee County Sheriff’s office in developing tactical responses to threats and/or strategic planning related to emerging or changing threats.”

In 2012, the Manatee County Sheriff’s Office launched its new strategic management model, Command Operational Review and Evaluation (C.O.R.E) in both the Enforcement and Investigative Bureaus. This management model continues today. C.O.R.E. combines key strategies and principles from both the CompStat and Intelligence-Led Policing models. This management tool is a strategic, future-oriented and targeted approach to crime control, focusing upon the identification, analysis, and 'management' of persisting and developing 'problems' or 'risks', which guides our operations.

C.O.R.E. emphasizes accountability at all levels within the organization and promotes the rapid identification of problems with creative solutions. Sheriff Brad Steube has been instrumental in the success of the C.O.R.E. model, facilitating the C.O.R.E. meetings and holding Commanders accountable for knowing their districts, the crime problems within their districts, and for providing measurable solutions to reducing those crime problems.

Crime statistics and reports are frequently published by the Analytical and Strategic Planning Unit and used by Commanders to discern emerging and established crime trends. C.O.R.E meetings are data and intelligence driven. Invaluable information is shared amongst the Bureaus in an unprecedented caliber. This allows Commanders to rapidly deploy personnel and resources to alleviate crime.

During the three years since its implementation, the success of the model is clear. The agency’s crime fighting components report better communication and coordination. The agency’s continued reduction in crime is an excellent indicator of the C.O.R.E. model benefits. Instead of simply reacting to crimes as they occur, the C.O.R.E. model ensures that the Manatee County Sheriff’s Office is strategically and efficiently using resources and time while capitalizing on the expertise and input from all personnel to reduce crime and promote the quality of life in Manatee County.
MANATEE COUNTY CENTRAL JAIL (MCCJ)

One of the main functions assigned to the Sheriff’s Office is the housing and security of the inmates for the entire county. Besides housing defendants who have been adjudicated guilty and are serving sentences of up to a year, the MCCJ also houses many more guests in its facilities. This list includes persons arrested for alleged crimes, and could not pay or were not designated bail bonds and are awaiting trial.

MCCJ houses inmates who are waiting transportation to other facilities; such as the Department of Corrections or Immigration Customs Enforcement. Lastly, it houses inmates who are being treated medically, mentally ill inmates, or waiting to be transported to other medical or mental health treatment facilities.
MANATEE COUNTY CENTRAL JAIL (continued)

The Services Division provides other services for inmates:

- The Transportation Unit provides inmate transportation to and from court, outside appointments, medical and mental health appointments, and to and from other agencies; Transport One/Transport Two pick up arrestees for MCSO and other agencies and delivers them to the jail.

- Classification determines security levels, housing assignments, working status and related documents.

- The Programs Unit provides notary service, security for Juvenile Education classes, and maintains the inmate library and recreation materials.

- The Booking Unit processes new arrestee and new intake paperwork and is a vital part of the release process in which it shares duties with the Intake and Release Unit and the Property Unit.

- The Property Unit holds inmate property safely and securely until the inmate property is returned upon release.

- Intake and Release processes new inmates and released inmates. The Intake Unit is also responsible for taking quality fingerprints and collecting DNA samples for submission to FDLE.

- The Sentence Calculation Unit calculates when inmates are to be legally released or transferred.

- Warrants Deputies serve warrants, and make warrant arrests in the field.

- Warrants Clerical Unit processes the physical warrants, obtains information relevant to the service of Warrants, and assists with research related to locating wanted subjects.
The Support Division consists of the units responsible for providing inmates with additional support. This includes Vocational training and working programs. These programs help to keep the Manatee County Central Jail somewhat self-sustaining for the basic inmate subsistence, allowing the maintenance of the jail with minimal cost to citizens.

- Vocational Programs provide a variety of job training, and in-house work assignments for sentenced inmates. Participation is dependent on previous skills, security level, health limitations, and disciplinary history. Unsentenced inmates can volunteer also. MTI-partnered programs include Horticulture and Welding. Other classes include Aquatics (Fish Farm), Auto Painting, Carpentry, Dry Cleaning (Officer Uniforms), Hydroponic (soil-less vegetable, and lettuce production), and Uniform Production/Sewing.

- Meat Processing uses inmate labor to butcher, cut, package, and wrap beef, pork, and fish for inmate consumption.

- Food Service provides nutritious, palatable, properly prepared meals for inmates, using inmate and staff labor, including delivery and clean-up.
The Operations Division is responsible for the day-to-day maintenance and operation of the Central Jail:

- Enforcing housing assignments.
- Replacing clothing, bedding, and shoes when needed.
- Supervise the feeding of inmates.
- Supervise the administration of medication by health care professionals.
- Escort inmates in and out of the housing units.
- Maintain accurate inmate counts.
- Provide hygiene supplies and equipment.
- Provide for inmate safety.
- Apply first aid when needed.
- Exert due diligence in searching for weapons or other harmful items.
- Supervise the cleaning of housing areas.
- Reporting maintenance concerns.
- Oversee the welfare of all inmates in each housing unit.
- Writing reports to record incidents and information regarding inmates.
- Recognizing health issues requiring medical treatment and ensuring inmates are treated.
- Processing and/or answering inmate grievances, requests, complaints, and questions.
- The Chaplaincy Unit provides for inmates’ religious needs.
- The Housekeeping Unit uses inmate labor to keep the facilities clean and sanitary.
- The Inmate Laundry Unit uses inmate labor to launder inmate bedding and uniforms.
CORRECTIONS - COST SAVING INITIATIVES

The Corrections Bureau continually looks for cost-savings endeavors to reduce expenses, and to produce its own food items or products that would normally be purchased at a higher cost. Approximately $1 million in cost savings annually alone can be attributed to these endeavors. In addition, the jail uses its own farm-grown vegetables, farm-raised beef, pork, eggs, and fish to sustain itself. Required by statute, sentenced inmates work (unless exempted for medical or security reasons). Un-sentenced inmates may volunteer to work. Working, sentenced inmates can shave up 5 days off his/her sentence for each 30 days of labor provided they do not create any discipline problems. Examples of how using inmate labor saves taxpayers’ money are:

Inmates screened to work inside the building:

Each pod has at least four pod stewards and at least two each for the Medical and Intake and Release areas. Some of the “jobs” include:

- Housekeeping crews dust, sweep, mop, strip and wax floors, vacuum carpets, resupply paper goods and soap, clean restrooms, move and straighten chairs, move furniture as needed, and empty trash in Administrative offices, common areas, hallways, classrooms, Muster Room, court rooms, Lobby, and Staff Dining Room.

- Assist in Law Library by locating requested materials, making photocopies, and assist with resupply of book carts.

- Volunteer to use hair clippers to cut hair in their own dorm.

- Push food or juice carts from prep area to dorms and return.

- Collect, wash, dry, fold, and stack inmates’ personal laundry in the dorms.

- Work in the Laundry to wash, dry, fold, and stack linens and uniforms; and replace torn/worn uniforms.

- Numerous Food Services assignments include unloading trucks, pulling food items from dry storage, coolers, freezers, or warehouse; wash, peel, slice or chop vegetables and fruits; unwrap and place food items in appropriate cooking vessels per instructions, remove and place in serving containers; measure and mix food components; clean cooking vessels, serving containers, food carts, trays, dishes, utensils, prep surfaces, floors; load/unload and move rolling trays of food and bread to various locations; serve inmates meals from food cart; collect trash and dirty trays; clean the dock and dumpster areas; discard bulk items not suitable for use.
CORRECTIONS - COST SAVING INITIATIVES (continued)

- Renovations and construction projects throughout the facilities (sanding, painting, floor tiling, etc.).

Inmates screened and approved to work outside the building are assigned to Vocational Programs, Cost Avoidance, Document Development Unit, County Maintenance, the Commissary Unit, Road Gang, Port Manatee, Palmetto Police Department, Bradenton Police Department, Florida Highway Patrol, Port Manatee, and MCSO District offices. Some of the “jobs” include:

- Collect and wash eggs.
- Clean animal stalls, coops, cages.
- Resupply animals’ food and water.
- Plant, water, fertilize, till, weed, and harvest food crops and ornamental plants, shrubs, and trees on facility grounds or in Earth Boxes.
- Load/unload vehicles.
- Use tractors or other vehicles to work the land or move items.
- Assist in herding cattle moving to other pastures or separate those needing vaccinations or for breeding. Slaughter, cut, and package various types of meat using specialized equipment including care of the equipment.
- Operate specialized equipment to grind corn for use in inmates’ meals.
- Follow instructions for maintaining the hydroponic vegetable gardens and proper harvesting.
- Use commercial sewing equipment to produce uniforms, underwear, mattresses, pillows, sheets, pillow cases, hats, hair ties, and other items used by inmates.
- Assist in making biodiesel for the diesel farm vehicles.
- Repair MCSO gas and diesel small engine equipment.
- Body and paint booth work on MCSO and other agencies’ vehicles.
- Routine and preventative maintenance on MCSO vehicles.
- Welding class makes or repairs structural components and equipment.
- Carpentry projects include furniture, shelving, and storage units.
- Use specialized equipment and chemicals to clean staff’s uniforms.
- Assist Document Development Unit with photocopying, moving boxes of paper, other office functions.
- Assist the Commissary Unit with scanning sheets and other office functions.
- Work at one of the MCSO District Offices for cleaning and maintenance tasks.
- Perform cleaning, maintenance, and/or car wash tasks at various government entities.
- Road Gang crews clear and clean highway rights-of-way and drainage ditches for the County and maintain landscaping and parking areas of MCSO buildings, and miscellaneous clean-up and moving projects.
MCCJ – HOK STUDY UPDATE

Introduction:

A key strategic planning issue for the Corrections Bureau is the inadequate facilities of the main jail; which is now twenty years old. Significant issues have been brought to the attention of Manatee County regarding mechanical, security, and safety at the jail site. Manatee County contracted with HOK, an engineering architectural firm, to perform a complete assessment and provide a report of recommendations. The report identified some of the needs outlined below. It is critically important that the issues identified in this report are corrected in this strategic planning period. However, several recommendations are currently unfunded; due to the financial status of Manatee County, it is unlikely that these changes can be afforded.

Overview:

Security at the Central Jail is achieved by coordinating three elements:

- Physically hardened, secure, enclosed buildings
- A technological element comprised of electronic security monitoring with controls of the systems
- A human element comprised of systems and procedures designed by trained corrections personnel and enforced by qualified and competent staff

Each of these elements was considered in the analysis and recommendations contained in the engineering report. In addition to these security related matters, other mechanical and architectural considerations pertaining to the overall operation of the facility were recommended.
Medical Suite:

The Medical Unit is located adjacent to the intake area; it is seriously undersized for the current use and for the segregation of different population elements. The infirmary holds 28 beds; it constantly holds more people, up to 60 or more. The current inmate population requires more frequent and intense medical care; many inmates do not receive adequate medical care outside of jail. Separate secure housing is required for juvenile females and for inmates under suicide watch, which has become a frequent occurrence. This creates further pressure for medical cells. It is difficult to separate juvenile inmates from adult inmates by sight and sound in the Medical Unit. The construction of a new building designed to house both medical and juvenile inmates would greatly improve the efficiency of the jail.

The security summary report from HOK, the engineering/architectural firm, clearly indicates that significant improvements be made to the jail immediately to allow the proper handling and care of the current and expanding inmate population.

Security Cameras:

Master Control uses cameras to monitor the movement of inmates and Corrections Deputies throughout the jail building. The Control Room Operator uses the cameras to determine whether to open a cell or hallway door (55 cameras added for security in the Central Jail). A camera added in B Building of the Annex to monitor the Centralized Control area for increased security. All 385+ cameras now are capable of recording on a 30-day loop). Twelve cameras were added to the Farm area for additional security.
**MCCJ – HOK STUDY UPDATE (continued)**

**Kitchen:**

The kitchen was initially intended to be a cook/chill operation, but at some point in the design or construction phase, it was changed to standard cooking-only kitchen operation. Given the current demand for the preparation of 3,900 meals per day, the kitchen is undersized. A lack of storage space is a critical issue for the kitchen and warehouse area. Originally intended for a jail population of 900 inmates, it currently feeds more than what it was designed for. The dishwashing area is insufficient to handle the large volume of dishes and pots that must be cleaned. The floor tiles and drains were replaced in 2012 as well as some of the cooking equipment.

**Programmable Logic Control (PLC) Door Control System:**

The existing PLC door control system is a model GEM 80 installed by Trentech. It is currently operational and has been supported in the past by the installation company, but presently, there is no continuing agreement. In the past year however, numerous failures have occurred in the GEM 80 systems. These failures, which were caused by overheating and poor performance from the 20-year-old system, resulted in the unintentional opening of cell doors, which is an extreme security issue.

During this strategic plan period, all GEM 80 systems at the jail should be upgraded to models of newer design. All of the controller cards in the system should be replaced as well.
Laundry:

The report indicates that the Laundry is well run and clean but has reached its capacity (The jail has added a few small washers as an interim stopgap solution). The old commercial equipment is original to the building and needs to be replaced.

Security Recommendations:

- Replace the door security hardware in the Annex with a system compatible with that in the Main Jail; A and B Building (complete).
- Install a new PLC Control System with mouse controlled interfaces for greater longevity compared to touch-screen (complete).
- Install large monitors in all the jail’s control rooms, so that the Control Room Operators can monitor all the cameras (complete).
- Completely replace the entire intercom system with the exception of the paging speakers.
- Replace all intercom substations, in addition to the wiring for the substations.
- Pod renovation in F-Pod, G-1, G-2, Medical (Increased beds by 4) (complete).
- Provided padded cells in Medical, and Female FDE, and FDW with cameras for observation of at risk inmates (complete).
- Added three new chiller systems to the jail (complete).
- Add an emergency generator power for the emergency air condition system in Medical and Administration (complete).
- Update the Emergency Siren with a new Emergency Broadcast System (complete).
- Convert the AC system to a web-based electronic temperature controls (complete).
- Update equipment in wiring in all facility data rooms.
- Update analog cameras with digital IP cameras.
FLEET SERVICES

The Fleet Services Section will continue to have significant challenges going forward into the next strategic planning period; 2016 - 2018. The following are main issues that will affect Fleet services along with their proposed solutions and recommendations.

New vehicles

The Manatee County Sheriff’s Office (MCSO) continues to look for ways to reduce costs in Fleet operations and has been successful in extending the service life of the agency’s vehicles to 115,000 miles; in most cases. The challenge going forward is the constant replacement of vehicles which reach their end-of-life and the ever-increasing cost of new vehicle purchases. Each year the costs of vehicles are estimated to increase from the current prices.
FLEET SERVICES (continued)

MCSO’s standard patrol vehicle is the Chevrolet Caprice - Police Package Vehicles (PPV) which has an average cost of $35,500, depending on vehicle configuration. While this price does include the accessories (lights, cage, siren, etc.) it does not include the mobile radio. When adding the cost of the radio, the price per vehicle is approximately $39,500. Over the next few years MCSO will also need to purchase replacement Chevrolet Tahoes for K9, SWAT, and other specialty units. The Tahoes have an average cost of $45,000 including accessories. Again, this price does not include the mobile radio. When adding the cost of the radio the vehicle is approximately $49,000 depending on vehicle configuration. Overall, we are estimating that 40 new vehicles will need to be purchased each year to replace vehicles that have reached their end-of-life and to support an increase in deputies and staff. These vehicles include patrol cars, SUV’s, trucks, administrative vehicles, and undercover vehicles. We are also estimating a conservative 2% price increase on vehicle and accessories pricing for each subsequent year.

Fuel Costs

Fuel costs are always difficult to predict from year to year as many factors beyond our control affect prices at the pump. What remains consistent is our strategy to reduce fuel consumption. MCSO continues to implement technology which allows deputies to perform administrative functions from their vehicles independently of their district offices. This significantly reduces their need to travel to their district offices which reduces fuel consumption. In addition, each MCSO vehicle has a WEX fuel card enabling the vehicle to be fueled at gas stations that offer cheaper prices. Lastly, in July 2015, MCSO opened a satellite Fleet facility at the Manatee County Central Jail (MCCJ) location. This new location allows the MCCJ staff and those MCSO employees working in close proximity to the MCCJ to have their vehicles serviced at a much closer and convenient location which also reduces fuel consumption.
FLEET SERVICES (continued)

Vehicle service

MCSO continues to reduce vehicle maintenance costs by outsourcing most oil changes, routine inspections, tire replacements, brake services, and other general preventive maintenance on agency vehicles. MCSO has outsourced this work for the past two years and this maintenance program is working well. In addition, Fleet opened a satellite facility at the MCCJ location which provides a closer and more convenient location than the main Fleet location for many deputies. This new location keeps deputies closer to their districts and allows them to get their vehicle serviced in a more timely fashion due to the reduced travel time to the main Fleet facility.

Fleet Facility

The current Fleet facility is a metal building which was originally designed and operated as a State of Florida vehicle inspection station. The design is ill-suited for a garage facility as it has no open bay door access for all of the service areas. This requires the constant rearranging of vehicles to conduct repairs. The facility is undersized and has insufficient parking for the level of maintenance services required for vehicle maintenance operations for a fleet of over 800 vehicles. Although a large percentage of Fleet operations are outsourced, the sheer volume of MCSO vehicles is more than the current building and parking space can accommodate. A portable administrative office building has been added to the site which does allow for more office space, however, it reduces the available parking.

Due to the age of the building it is recommended that the entire second story storage space be demolished and rebuilt using modern structural processes. Currently, a minimal amount of weight is placed on this second story floor storage area for safety reasons. This storage space still needs to be utilized to support Fleet operations and should be structurally sound. The windows in the building also need to be replaced. They are old, single-pane windows, many of which are cracked and/or broken, causing security and inclement weather concerns. While many improvements have been made to the facility over the past two years which have extended our ability to stay at the current location, limited space and the continued aging of the building are constant causes of concern.
PROFESSIONAL DEVELOPMENT

All of these outward oriented efforts would be diminished if we did not look inward as well. The key to success rests within us – our knowledge, ability, hopes and values and our attitudes towards ourselves and others. Listed below are some of the key features and components of MCSO’s professional development strategy.

**Professional Development Program**

Our Agency developed and implemented the MCSO Professional Development Program (PDP) to provide the education needed to complement individual training, operational experience, and self-improvement. These focus areas will produce the most technically proficient, professionally competent, and self-confident deputy possible. The Professional Development Program consists of a three-tiered approach to professional growth and career development: Primary Training/Education, Intermediate Training/Education (MCSO Sergeant’s Course), Senior Training/Education (Command Officer Management Program).

**Professional Reading Program**

The Professional Reading Program consists of a library containing essential resources for today’s Law Enforcement and Corrections professionals. This program benefits deputies and supervisors during all stages of their careers. It is intended to provide a selection of readings that will support continuing education efforts within the Manatee County Sheriff’s Office. A reading program not only adds depth and breadth to a deputy’s career development, but also is an important component of any leadership development process.

**Promotional Process**

A Promotional Process for certified deputies is divided into three main categories: (a) Deputy Second Class and Deputy First Class, (b) promotion to Sergeant and Lieutenant, and (c) promotions to other grades. Requirements for promotion include time in grade, completion of required training, required score on fitness evaluation, overall Scores on written examinations (including Critical Thinking Skills, Grammar, Professional Reading, Florida Legal Guidelines and MCSO General Orders); Oral Boards (critical thought and decision making); and annual performance evaluations and used to comprise the ranking and selection for this process.
PROFESSIONAL DEVELOPMENT (continued)

**Power DMS**

MCSO provides on-line access to General Orders, training information and other programs. Embracing the culture of knowledge via Power DMS, this allows access to all employees in their cars & workstations via intranet.

**Halogen Performance Management**

The implementation of this new performance management system will focus on improving employee performance, support employee development and push for better organizational results. Employees will have a clearer vision as to what they are expected to accomplish and receive continual direction and feedback through the utilization of Feedback Central. Halogen Feedback Central™ utilizes coaching tips, feedback and recognition from managers. This feature records employee performance feedback throughout the year and then pulls feedback directly into employee performance appraisals to provide richer, less subjective reviews.

**NEOGOV**

NEOGOV is a paperless system that automated the majority of the hiring process including position advertisements, web-based applications, and an automatic minimum qualification screening feature that reduces time wasted on non-qualified applicants.

**Compensation Classification Study**

MCSO continuously monitors the classification and compensation of approximately twelve hundred (1200) employee positions in approximately 180 classifications to ensure that base pay is fair, equitable, and competitive with both private and public employers in the surrounding areas. This enables MCSO to attract, motivate, and retain top quality employees.

**State mandated 232-hour Public Safety Telecommunication Training (PST)**

All newly hired Public Safety Telecommunicators are mandated, by State requirements, to not only receive the 232-hour PST training, but also to take the State of Florida, PST Exam to work in ANY Communications Center within the State of Florida.
PART 2:

THE PRESENT - CURRENT TRENDS AND HOT TOPICS

“Greatness is not where we stand, but in what direction we are moving...”
- Oliver Wendell Holmes
RESOURCES

Crime Prevention - Kiosks

The kiosks receive current information on alerts, missing and wanted individuals, and important notifications from the Manatee County Sheriff’s Office. This network of kiosks will be placed at various locations throughout Manatee County and will have the most critical information that the Sheriff’s Office wants you to know. Make sure to keep an eye out for the one most convenient to you.

Operation Medicine Cabinet

The Florida Department of Environmental Protection began Operation Medicine Cabinet to educate citizens on the proper disposal of medications. This program helps to protect our environment and prevent unused medications from falling into the wrong hands.

In January of 2013, the Manatee County Sheriff’s Office began the Citizen Medication Collection and Disposal Program. This program provides a drop off location for proper disposal of unused medications. There are three drop off locations provided and can be found at each of the MCSO District Offices. Citizens can simply bring in their unused medication to one of these locations and a deputy will assist them in collecting the medications.

In 2014, the Sheriff’s Office collected over 1,108 pounds of medication. We continue to collect medication at each District and expect this figure to increase as the program is discovered.
RESOURCES (continued)

Can You ID Me?

In 2011, the Sheriff’s Office created a webpage where videos or photos of wanted criminals or people of interest in active investigations, are posted: http://www.manateesheriff.com/CanYouIDMEMCSO

If you recognize one of these individuals, you can contact the investigating Detective or you can remain anonymous and submit a tip through Crime Stoppers. **DO NOT EVER ATTEMPT TO APPROACH OR APPREHEND ONE OF THESE INDIVIDUALS – THEY MAY BE ARMED AND DANGEROUS.**

Crime Mapping

The Sheriff’s Office has made crime statistics available to the public at www.crimemapping.com. This is a completely free service where you can search by a date range and/or crime type near an address, or the entire county. The queries are customizable and can be printed or emailed according to your preference. Not only can you search for crime, but you can sign-up to receive a crime alert email whenever a new incident has been reported to the Sheriff’s Office.
HOT TOPICS – CONSTRUCTION THEFTS

As Manatee County’s population continues to grow, the need for addition housing and goods is expanding. Due to this need, an increase in thefts from construction sites has been identified. Construction sites are target rich environments that are left unattended and unsecured for periods of time. There are multiple items being targeted from the construction sites. Metal such as copper and aluminum, appliances, building materials, and construction equipment have all been taken.

Residential and commercial construction sites have all been targeted. Sites are targeted at different stages of construction depending on the items being stolen. Home builders, excavation companies, roofing companies, and other subcontractors have felt the impact of this increase in thefts.

The Manatee County Sheriff’s Office continues to work with the builders and contractors of the construction sites to combat this crime. Theft prevention, including locking job sites or storage trailers, has been suggested to those targeted frequently. Similar construction site thefts have occurred throughout the state of Florida and MCSO and surrounding agencies are working together to combat the increase in thefts from new construction sites.

While the Manatee County Sheriff’s Office remains diligent in our efforts to identify suspects in these incidents, the growth of Manatee County continues to provide construction sites which may be targeted.
HOT TOPICS – TRAVELING THIEVES

There has been an increase in crimes likely to be associated with Eastern European Traveler Groups. The groups are likely to work together and travel together as a familial organization. The groups usually travel from northern to the southern states during the winter months when there is an increased amount of seasonal residents; who are often their intended target.

Some of the most common crimes committed by the groups in the Manatee County area are daytime burglaries, in which the suspect will pry a rear sliding glass door, and target jewelry in the home. Another common crime is to gain entry into the home through a planned ruse, such as distracting a homeowner, in order to make entry into the home. Some of the most common ruses are to engage the homeowner into believing they need work done on their home; some examples are tree trimming, fence installation, pest control, and water checks. During those incidents, the suspect will attempt to get the victim to go outside of their home and look at some implied issue, while a second suspect will enter the home and steal items. This group has a tendency to target elderly victims for the ruse burglaries. Often times the individuals committing the burglaries are of Eastern European descent and described as having a dark complexion and an accent.

Information obtained from the National Association of Bunco Investigators (2015), www.nabihq.org.
HOT TOPICS – GAS/ATM SKIMMERS

While increased technology has made many things more convenient for our lives, it has also made it easier for criminals to find new ways to victimize unsuspecting people. As our society has moved away from using cash and towards using debit/credit cards, criminals have targeted their victims by trying to steal their debit/credit card information.

With certain technological devices, they can capture this information before the victim even realizes they have been compromised. A small device called a “skimmer” can be attached to any location where you slide a credit card for payment. These are most often located on ATM machines and gas pumps; particularly ones that are unsupervised or located in poorly lit areas. When you swipe your card to make a payment, the “skimmer” scans the magnetic strip on the back of your debit/credit card. This magnetic strip contains more than just your card number; it contains other personal information such as the name of the issuing institution, the account holder’s name, and the account holder’s address.

Many times, the device is simply affixed on top of the actual point-of-sale device and victims of these crimes are not even aware their card has been compromised until they receive fraudulent charges on their account. More sophisticated devices may even capture the pin number when it is put into the keypad.

Photos courtesy of the Collier County Sheriff’s Office (www.naplesnews.com)
There are steps you can take to protect yourself. First and foremost, go inside and pay for gas with an attendant. It is not as convenient, but avoiding the point-of-sale device is the number one way that you can protect yourself. If you must use a point-of-sale device, try choosing a gas pump that is viewable from the store or use an ATM machine that is located inside of a building rather than outside or even free-standing. These are less likely to contain skimming devices because the offender does not want to be seen when affixing the device. Additionally, many companies are now attaching a security seal along the seam of the point-of-sale device which should be unbroken.

Always be cautious and know that in the event that someone’s information is stolen, the Manatee County Sheriff’s Office remains dedicated to pursuing these criminals to the fullest extent of the law.
HOT TOPICS – HEROIN OVERDOSES

The battle to remove drugs from the streets of America has been going on for decades, however, one drug in particular has been gaining national attention; Heroin. Heroin is a Schedule I drug that is derived from the Opium poppy plant and in the same family as Morphine.

While Heroin is not a new drug, it has gained increased popularity in recent years, in part, because of the growing number of people who have become addicted to prescription Opiates. When legislation tightened the regulations on prescribing physicians, many people who were abusing and addicted to prescription medications turned to the streets to feed their addiction. Subsequently, the number of individuals who are overdosing on this powerful drug is at an all-time high.

Heroin exists as a global commodity in large part due to the age old microeconomic factors that influence all goods and services – supply and demand. US officials who study illicit drug trade have concluded that at the present time the supply of heroin on the world market is at an all-time high and there exists a very strong consistent level of demand; especially in America.

Heroin producers, responding to market’s demand for a more potent product, have changed their manufacturing processes and are no longer using inert cutting agents like flour, chalk, starch, talcum powder, and powdered milk. Instead, a much more deadly alternative is the analgesic and sedative Fentanyl. Fentanyl is a fast acting synthetic drug that is \( 40 \text{ to } 50 \) times more potent than Heroin. Heroin cut with Fentanyl is known on the streets as “fire”. This “new” and “improved” Heroin product has spiked demand here in the United States. Not surprisingly, this also correlates to the spike in overdoses and deaths related to Heroin at near-epidemic levels.
HOT TOPICS – HEROIN OVERDOSES (continued)

From the law enforcement perspective every initiative undertaken must produce positive steps in achieving the goal of reducing or eliminating the number of Heroin overdose incidents. With regards to combating the insatiable demand, the opportunities for law enforcement efforts to make positive gains toward achieving this goal are limited. Attacking the supply side of the Heroin trade presents many more opportunities for law enforcement to have a positive influence in achieving the goal.

Law enforcement efforts that significantly disrupt just one of the main Heroin supply side components, manufacturing – transportation – distribution, offer the highest probability of success. Given the international structure of the Heroin trade, specifically that manufacturing takes place outside the borders of the United States; Law Enforcement Agencies should focus their time, money, and efforts on the transportation and distribution components of the Heroin trade.

LEGISLATION AND REGULATIONS

The trending heroin overdose epidemic is not unique to Manatee County or even to the state of Florida. It has developed into a national matter of concern. Florida State Legislators have limited purview with respect to the supply side of the heroin issue since, as federal government officials readily admit, the origin of the heroin found on the streets of America can be traced back to foreign sources.

There exists few viable opportunities for the creation of an effective remedy through comprehensive legislation. State Legislators are evaluating the merits of introducing legislation that would allow for involuntary detainment of an addict that has overdosed, for a limited time, to ensure they can be evaluated by a medical professional. This proposed law would be similar in nature to the existing Marchman Act and Baker Act.
One area that the Florida State Legislature has been able to influence, is the expansion of individuals who can legally possess and administer Naloxone; commonly known as Narcan. Naloxone is a pure antidote for an opioid overdose and, if administered promptly, can prevent the overdose from becoming fatal. The law, HB-751, was signed by Florida Governor Rick Scott in June of 2015. This law ensures that individuals, who make an effort to save an overdose victim’s life, would not face legal ramifications associated with the incident.

At the local level, the Manatee County Sheriff’s Office is also committed to serving justice on the dealers of this powerful drug. MCSO, in collaboration with the State Attorney’s Office, has been exploring options such as imposing substantially higher bond amounts and requesting the maximum of the sentencing guidelines for those individuals who are charged and convicted of felony drug crimes involving Heroin.

In addition, these same parties are discussing the procedures and burden of proof requirements associated with indicting a drug dealer for murder if the Heroin they supplied is the clear and direct cause of death for an individual who dies from the overdose. Jurisdictions in other regions of the United States are employing similar deterrent measures in an attempt to amplify the legal risk associated with individuals who manufacture, sell, distribute, or possess Heroin.

The Manatee County Sheriff’s Office is also participating in a collaborative effort with federal, state, and other local area Law Enforcement Agencies. This effort is focused on identifying and dismantling drug trafficking organizations (DTO) involved in the transportation and distribution of Heroin within the County. The objectives associated with this initiative are two fold 1) disrupt the flow of Heroin into Manatee County and 2) destroy the Heroin distribution networks by dismantling the upper levels. In support of this effort, a parallel initiative is underway at the Sheriff’s Office in which dedicated investigative resources are tasked with identifying and arresting individuals at the lowest level of the distribution network. The goal of these initiatives is to greatly reduce the availability of Heroin on the streets of Manatee County.
“The future depends on what we do in the present.”
-Mahatma Gandhi
CRIME AND THE ECONOMY

The population growth in Manatee County has been, on average, approximately 1%-2% per year and is anticipated to grow more rapidly in the upcoming decades due to economic growth. In spite of the on-going growth of Manatee County, and due to the continued diligence of the Sheriff's Office, the crime rate has continued to decline.

The 2035 Long Range Transportation Plan published by the Sarasota/Manatee Metropolitan Planning Organization has projected that the unincorporated areas of Manatee County will likely gain in excess of 100,000 residents by the year 2035. In addition to the anticipated population growth, they are also forecasting that the same area will experience significant economic growth.

These projections have the potential to have a significant impact on the crime in Manatee County. In part, because a number of crime trends that the county has been experiencing directly relate to the current and anticipated construction in the growing communities (reference page). In addition, the anticipated growth will likely have a serious impact on the economy of the county.

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2 Manatee County Planning Commission. How will we grow? (pg.10)
CRIME AND THE ECONOMY (continued)

For many years, researchers have questioned what factors contribute to increases in criminal activity. While specific elements, such as drug or gang activity, are often found to correlate with crime, the overwhelming theme across these elements continues to be the economic status of the affected area. Areas that experience economic stress are often the areas with the highest amount of criminal activity; this was particularly notable during the economic crisis in 2008.\(^3\)

While the Sarasota/Manatee Metropolitan Planning Organization is using these projections to plan for anticipated transportation issues, the Manatee County Sheriff’s Office must also plan for this growth. Currently, the Sheriff’s Office maintains a deputy-to-population ratio of 1.9 sworn law enforcement per 1,000 population; less than the national average of 2.6 sworn law enforcement/per 1,000 population.\(^4\) Technological advances that can aid the Sheriff’s Office law enforcement efforts are constantly being evaluated but expanding the size of the agency will be a critical component of maintaining the low crime rate in Manatee County.

In order to proactively work towards preventing increases in criminal activity, the anticipated economic and population growth for Manatee County must be carefully considered. It is imperative that the Manatee County Sheriff’s Office continue to grow in order to be able to maintain the high quality of service that the citizens of Manatee County deserve.

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BUSINESS ANALYSIS

It is recommended that a full or part time position be created to conduct analysis of business operations at the Manatee County Sheriff’s Office (MCSO). While management has already accomplished staffing and workflow studies, these were limited by a lack of staffing to conduct them throughout the agency. Primarily, the Information Technology Section and the Chief Deputy with limited assistance from the Strategic Planning Unit had taken on this necessary role.

MCSO has completed two Requests for Information (RFI) associated with the Agency’s fleet copiers and the replacement of the Document Development Unit. This effort has resulted in the replacement of all copiers with new units. This work will prove to save the Agency an additional $10,000 per year. At this time an active Invitation to Negotiate (ITN) is in the evaluation stage for the Records Management and the Jail Management Systems. Our current systems have to be replaced due to the vendor, Intergraph, discontinuing system support. This new contract is expected to be awarded during January 2016 and in place by 1st quarter of 2017.

Throughout the past year, a complete staffing and workflow analysis was conducted on the Property and Evidence Section in anticipation of significant upgrades to the property management systems in early 2013. The In Field Reporting (IFR) system, which includes a property and evidence module, will have a considerable impact on staffing levels in both the Records Unit and the Property and Evidence Section. Due to these recent adjustments, significant time is saved for the units that will allow the redistribution of personnel making them available for other important functions within the agency, along with reduction in force if necessary.

During the past year Fleet Services has continued its successful partnership with McGee Tire. This partnership has resulted in tens of thousands in vehicle maintenance savings each year. A Request for Proposals (RFP) for maintenance work was submitted during this fiscal period and no one was able to beat our current pricing levels. During 2015 a new Fleet maintenance location was opened at the Corrections Facility. This has proven to be a success by saving deputies considerable time by not having to come into town to have their vehicles serviced.

The examination of agency operations and functions to assure maximum efficiency is of paramount importance in these lean economic times. A superior analysis of operations will result in many saved person-hours and better customer service as well as significant financial savings. A skilled analyst will save the agency significantly more than their compensation costs.
BUDGET

For the 2015/2016 Fiscal year our adopted budget increased by 10.4%. This increase consisted of three categories,

1. The State Legislature had an increase in FRS rates starting this July. For high risk employees the increase is 2.23%, only partially offset by a 0.10% decrease for civilian employees. This equated to a $959,547 increase to the budget.

2. The Board of County Commissioners (BOCC) approved a 4% increase for employees at a cost of $3,032,000. These funds went to finalize our compression issues and allow for a 3.25% salary increase for all employees.

3. We were also able to increase the starting salaries of deputies by nearly 1% beginning in October of this year. This increase will help maintain our ability to be competitive with surrounding Law Enforcement Agencies.

4. At the Correction’s facility we were able to receive a $176,000 increase for inmate meals. Due to rising food costs the increase was needed to cover rising inmate meal expenses. Last year we saw a 5% average increase in inmates, a 23% reduction in donated food ($103k), and a mandate for more specialty meals for inmates due to medical and religious reasons. These specialty types of meals are considerably more expensive, ranging from 40% to 425% more per meal. Included is a $176k increase in the proposed budget for inmate meals.

5. We were unsuccessful in our attempt to receive additional deputies. The County is experiencing tremendous growth and we are unable to add deputies to support this growth. In a recent discussion with the BOCC it was stated the County now has over 350,000 residents. Using the CAFR as the 2013 reference, this indicated an increase of approximately 16,000 residents in 2014. This growth has put a demand on the Sheriff’s Office to provide adequate services. The latest FBI staffing ratios (2012) indicate that, for county agencies throughout the nation, there is an average of 2.6 officers per thousand residents. We currently are at 1.9 deputies per thousand. The same FBI report does a further breakdown for the South Atlantic area within the Southern region. This area has an average of 3.1 deputies per thousand residents. Just using the smallest ratio of 2.6 deputies per thousand (in the unincorporated county) the Sheriff’s Office is in need of 183 more deputies. It is for this reason we asked for twelve more deputies - 8 road deputies and 4 corrections deputies. All statistics support the need to have additional deputies to keep citizens safe and provide quality service. We will again request additional deputies next year.
PART 4:
2016 – 2018 GOALS AND OBJECTIVES

“Alone we can do so little; Together we can do so much…”
-Helen Keller
“A leader is one who knows the way, goes the way, and shows the way.”

- John C. Maxwell
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.
In 2015 two major purchases were completed for copiers. Contracts were signed for Document Development copiers as the result of using the RFP process. A new contract for the agency’s fleet of copiers was also negotiated. Purchasing staff analyzed copy volumes for more than 65 machines and did a price comparison among four vendors to determine if it would be more cost effective to take the offered 5th year option or initiate a new lease. The new lease resulted in new machines throughout MCSO and a cost savings over the 5th year option. Purchasing staff continues to explore possibilities to use the competitive solicitation process to get greater value for goods and services purchased.

Strategy 2  CONTINUOUS
Standardize products to utilize volume discounts.
Paper products were standardized throughout the agency in 2014; however in 2015 we tested electric hand dryers to see if we could reduce the quantity of paper towels needed in restrooms. As a result of successful implementation in those test locations, we will begin a slow transition to electric hand dryers throughout the agency.

Volume purchasing saves the agency dollars in two ways: not only is pricing better, but fewer orders reduces the workload for staff. We continue to purchase products in volume wherever possible. This resulted in a twofold savings. Products purchased in quantity this year include CPUs, CF3s, binoculars, and shirts.

Strategy 3  CONTINUOUS
Obtain competitive pricing for all good and services.
Goods and services purchased by the agency are competitively priced. 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 40 items was reviewed during 2015. The overall reduction average is 4% cost savings.
Competitive pricing was also a factor when CPID needed to lease new space. Four buildings were considered with regard to space offered and cost per square foot. The building that the unit moved to in June was purchased by the County, and Fiscal worked with the County to lease the building with CPS funds. CPS staff now occupies more square footage for less cost per square foot.

Renegotiation of communications contracts resulted in a savings of nearly $30,000 annually for 2015/2016.

**Strategy 4**
**CONTINUOUS**
Utilize technologies to track and notify requestor of order status.
We continue to strive for more success with email notification

**Strategy 5**
**CONTINUOUS**
Create a more knowledgeable and professional purchasing staff through training.
The Purchasing Director renewed his certification with UPPCC in 2015 and the Grant and Bid Coordinator achieved her certification during this past year. In 2015, the Purchasing staff participated in charting all the work functions of the unit. The flowcharts will be beneficial as the Fiscal Division works through the transition to One Solution. Purchasing staff will participate in training that will improve the understanding of fiscal processes for all Fiscal Section staffers in the move to new software. A fresh perspective of fiscal functions will result in better service for the 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 process is currently a major focus for Fiscal staff due to the fact that the One Solution software is being configured for use at MCSO. All accounts payable and asset data will be readily accessible with the new software. This will not only eliminate paper, but the new software will also simplify the retrieval process, saving staff time and improving service to our customers.

**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 electronically as opposed to going through the courier service as it was previously done. Although the strategy is completed, the process will be improved with the implementation of the new One Solution software. Fiscal is involved in ongoing meetings to get One Solution configured for MCSO. Staff is also working to ensure that Accounts Receivable data in the IFAS system is ready for transition to the new system. Staff has reviewed about 35% of the data to date. This will increase the speed for General Ledger activities and will allow more time to ensure accuracy in all accounts.

**Baseline**

No online financial information is 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 continues to be stored within On-Base and is 100% available in a user friendly format. We continue to expand the information that is scanned and stored. Fiscal continues to deliver 48-hour average turnaround time, and is striving to reduce that time wherever possible. This work will be included in One Solution software, which is underway. Recommendations resulting from the Salary Compensation (MAG Study) were implemented on October 5, 2014 as planned.

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

This strategy is 100% complete. SunGard’s One Solution software has been selected as the new general ledger package. The focus has now shifted to training and implementation.

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

Fiscal staff has begun weekly and sometimes daily meetings with SunGard staff and County staff to configure the new system so it will be needed for MCSO’s fiscal functions. Work assignments include: Purge data, including cleaning up vendor data, accounts receivable and general ledger; Review SunGard’s standard report samples; Determine how training hours will be used; Develop plan to address OnBase needs for the agency; provide input for formalization of plan to address CDD reports.

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
Fiscal staffers are meeting with SunGard staff weekly to provide requested information needed to configure the software to meet MCSO’s operational needs. Based on the County’s current schedule, training and implementation for the new system will be 2016.

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
Purchase NIGP templates and establish them on MCSO Fiscal website.
We have determined that using the five-digit version of the commodity codes will be most effective for the agency. We have had initial conversations with staff at the County to see if we can do a cooperative purchase or a county-wide purchase of the commodity codes. Discussion about using the commodity codes in One Solution has already begun. The codes will not be used on MCSO’s Fiscal website until One Solution is fully implemented.

**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.  
It is not possible to interface IFAS with the proposed database. However, we may still be able to import vendor information into the One Solution software. This continues to be discussed in meetings with SunGard.

**Strategy 3**  
CONTINUOUS  
Categorize each of the vendors into commodities they sell in order to facilitate users to quickly identify vendors to contact.  
The majority of the vendors have been assigned commodity categories. This information will make transition to the new software cleaner, resulting in vendor information that is more accurate for agency users. In the coming months we will transition to SunGard’s One Solution software. We are currently working with SunGard staff to ensure implementation.

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

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

**Today**  
In order to ensure that data is accurate, the initiative began with a clean-up of vendor data. We are currently working with SunGard to configure the new One Solution software system to manage our vendor data in association with NIGP commodity codes.
**INFORMATION TECHNOLOGY**

**GOAL 1**  
Achieve greater efficiency throughout the agency by applying business process management to agency operations.

**Objective 1**  
Streamline Agency Processes through the application of Business Process Analysis.

**Strategy 1**  
CONTINUOUS

IT will deliver and implement a detailed recommendations list for improving efficiency in the Records section by developing an in depth workflow analysis of operations.

**Strategy 2**  
CONTINUOUS

IT has base-lined the Applicant Hiring process in the Human Resources department and is consolidating multiple redundant data sources to a centralized HR database.

**Strategy 3**  
CONTINUOUS

IT is developing an improved Probable Cause Affadavit (PCA) workflow which will negate the requirement for paper copies and signatures.

**Baseline**  
Multiple data sources, manual workflow, and paper driven processes define areas of opportunity in this initiative.

**Target**  
Paperless workflow defined by electronic submission, approval, and e-signature processes.

**Today**  
Analysis is complete. A detailed remediation plan is nearing completion for the strategies defined within.

**GOAL 2**  
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**  
COMPLETED

Replace legacy software and services.

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 3  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 IT department to move toward a joint phone switch.

The current MCSO phone switch has reached end of life and is in 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. Presidio and Cisco are the vendors that were chosen for the implementation of the county wide unified communications system. Implementation is expected to materialize by the 3rd quarter of 2016.

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  Presidio who represents Cisco was chosen by the panel as the vendor for the VOIP solution and a statement of work has been drafted. Presidio and Cisco are reviewing the current architecture of the phone system and developing the county wide unified communications system. Implementation is expected to materialize by the 3rd quarter of 2016.
GOAL 4  
Enhance the flow of information throughout the agency by providing Deputies with quick, reliable data communication in the field.

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

Strategy 1  
**CONTINUOUS**

Deploy mobile laptops to be used 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 2  
**CONTINUOUS**

Leverage the use of E-signatures on documents and forms throughout the agency to reduce printing, scanning, and Deputy effort on signing paperwork.

Legislation was passed in July 2015 authorizing the use of electronic signatures on documents and forms. IT is using the Probable Cause Affidavit (PCA) as a prototype for this endeavor. The MSO Applications team along with the Booking section and Deputies from TRU are developing an acceptable workflow that will take the PCA from the squad car to the State Attorney’s office without ever being printed.

Strategy 3  
**CONTINUOUS**

Increase the speed and efficiency within the Enforcement Bureau for filing citation and crash reports.

IT will implement an eCitation/eCrash application throughout the Enforcement Bureau in order to speed up the Citation/Crash procedures, comply with State request to move to electronic documentation, increase capability for statistical analysis, and increase the efficiency of our Deputies. The system that was chosen to accommodate this goal is the TraCS Florida application developed by FSU. IT is currently scheduling the necessary demos and work milestones to complete the implementation.
Strategy 4  CONTINUOUS
Optimize the Service Desk by utilizing an ITIL supported software tool to manage Incidents, Service Requests, Problems and Change Management.

The Cherwell Service Desk software is currently being implemented to provide a single point of contact for IT, and the Service desk. Cherwell provides the Service Desk team with the tools to efficiently and skillfully handle incidents, requests, problems, and change management. This will enable IT to restore service operations with minimal business impact, within agreed service levels and business priorities.

Strategy 5  CONTINUOUS
Integrate audio, video, interview room, and in-car camera repository for use and easy access throughout the agency.

IT is currently working to outfit CID and CPID interview rooms with new camera’s and recording devices that will be managed by the "iRecord" system. IT is currently configuring an audio, video and in-car video repository called "Arbitrator" that will allow agency personnel the ability to upload audio and video data to a file server rather than a DVD for evidentiary purposes. This system will allow traffic deputies to upload all traffic video data to a server and burn discs only when required. It will also provide a retention area for voice interviews and audio recordings.

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.

IT is in the process of leveraging new software and systems to increase speed, efficiency, and user access throughout the agency.
GOAL 5  Train IT 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 & HDI Customer Service certifications.

Strategy 1  CONTINUOUS
Train Service Desk Incident Managers on Service Capability: Operational Support and Analysis.

1 Incident Manager on the Service Desk has been scheduled for training in ITIL® Service Capability: Operational Support and Analysis for 2015. The 2nd Incident Manager on the Service Desk will be scheduled to attend this training in 2016.

Strategy 2  CONTINUOUS
Train Service Desk employees in additional HDI Customer Service classes.

Service Desk employees will be scheduled to attend advanced HDI customer service training in 2016 as training funds are available to utilize.

Baseline  IT personnel are currently trained in ITIL Foundations and HDI Customer Service training.

Target  Train and certify IT Incident Managers in ITIL Service Capability. Train Service Desk personnel in advanced HDI frameworks to better address the agency needs through organization and increased customer service.

Today  IT personnel are currently trained in ITIL Foundations and HDI Customer Service training. The Service Desk supervisor, Infrastructure Manager and lead are certified in ITIL Service Capability: Operational Support and Analysis.

GOAL 6  Deliver new technology infrastructure and applications to the agency to achieve greater effectiveness in enforcement and administrative operations.

Objective 1  Refresh, upgrade, and implement new server infrastructure which scales in parallel with agency requirements.

Strategy 1  CONTINUOUS
IT is participating in the implementation of the nextgen R/JMS system to replace the legacy Intergraph system.
Strategy 2  
**COMPLETED**
IT has upgraded the mobile device management system (Airwatch) to provide security policy and administrative control of agency owned mobile assets.

Strategy 3  
**CONTINUOUS**
IT has implemented a new Audio/Video repository to centrally upload, retrieve, and share digital media files.

Strategy 4  
**CONTINUOUS**
IT is upgrading the NetMotion Server infrastructure to provide a secure, highly available connectivity solution to agency vehicles.

**Baseline**
The production IT applications and services described within are supported by obsolete software and hardware. Media files are stored unstructured throughout the network without a centralized solution in place.

**Target**
All Tier1 services and applications will run on virtualized, redundant, and highly available server platforms. Media files will be centrally hosted and accessible without the manual processes of burning DVDs and physical shipment.

**Today**
IT has defined the technical specifications for the nextgen R/JMS system. The mobile device management platform has been upgraded to the latest version. The centralized audio/video repository has been brought online and will be deployed to the agency in the near future.

**GOAL 7**
To leverage cloud and/or hosted solutions where applicable to provide maximum availability and resiliency of agency applications.

**Objective 1**
Migrate candidate applications to cloud solutions.

**Strategy 1**  
**COMPLETED**
IT has migrated the on premise PowerDMS system to a hosted solution in order to provide greater reliability and resiliency.

**Strategy 2**  
**CONTINUOUS**
IT has completed the planning phase of the migration of employee performance data from the legacy PMP application to the hosted Halogen solution.
**Strategy 3**  
**COMPLETED**  
IT has completed the migration of on premise training data from local servers to Adore hosted services.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Many servers are onsite which consume valuable IT resources to support while also vulnerable to environmental risks.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>Migration of PowerDMS, Halogen, and Adore data to cloud hosted platforms.</td>
</tr>
<tr>
<td>Today</td>
<td>IT has completed the migration of PowerDMS and Adore. Halogen (PMP) Migration will occur in Q1 2016.</td>
</tr>
</tbody>
</table>
PROFESSIONAL STANDARDS

GOAL 1  Redistribute 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 terminations and resignations in lieu of termination, for 2009: (15); 2010: (10); 2011: (11); 2012: (10); 2013: (18); 2014: (15); 2015 year to date (9).
Number of disciplinary actions, for 2009: (103); 2010: (140); 2011: (99); 2012: (121); 2013: (93); 2014: (113); 2015 year to date (58)
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: (0); 2015 year to date (0).

Target
1% reduction in G.O.1013 resignations in lieu of termination by 2015.
2% reduction in disciplinary actions by 2015.
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: (15); 2015 year to date (9); The six year average reflects a 19.33% reduction from the 2009 baseline.
Number of disciplinary actions for 2014: (113); 2015 year to date (58); the six year average reflects a gain in disciplinary actions from 2009. Note: The Traffic Incident Review Board Disciplinary Actions were implemented at the start of 2010.
Number of violations resulting in appeals for termination to the Career Service Appeal Board for 2014: (0); 2015 year to date (0).
ENFORCEMENT BUREAU

“The best way to find yourself is to lose yourself in the service of others”
-Mahatma Gandhi
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.

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.
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 / 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 trained in field force tactics during Agency Specifics training. Additionally crowd control shields are being provided to each district.
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.

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

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.

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.

All patrol deputies are to be issued digital voice recorders and will be provided with training on 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.

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  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  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  Revise policy for implementation of shotgun utilization in patrol.

Strategy 2  Issue and train deputies in the use of shotgun in a patrol setting.

Strategy 3  Incorporate locking mechanisms for the shotguns in patrol vehicles.

Objective 3  Equip patrol deputies with tactical lights for firearms.

Strategy 1  Provide patrol deputies training for the tactical lights for firearms and proper use of equipment.

Strategy 2  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  Provide patrol supervisors and deputies with familiarization.

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

Objective 1  Provide an aerial platform to assist enforcement, investigations and special investigations 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 four (4) 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.
The weekend coverage has been accomplished.

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 40-80hr 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.
**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/arrests made by the aviation unit as of October 1, 2015: 139/47; Number of calls for assistance or service handled by the unit as of October 1, 2015: 4,017; Number of Aviation personnel in 2015: 5; Flight hours as of October 1, 2015: 480 hours.

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**GOAL 2**  Increase the number of Collateral flight deputies from two (2) to eight (8).

**Objective 1**  Advertise new collateral duty flight deputy positions.

**Strategy 1**  NEW

Have applicants participate in flight orientation maneuvers and aviation unit familiarization procedures.

This process started September 14, with eight (8) candidates.

**Baseline**  Currently the unit has one (1) Collateral flight deputy.

**Target**  The addition of more Collateral Flight Deputies would provide the agency a trained pool to select from when the time comes for; an additional flight crew or replacement of current Tactical Flight Deputies. Having trained Tactical Flight Deputies on duty will provide for a quicker response time getting our aircraft in the air when called out.

**Today**  Currently the unit has one (1) Collateral flight deputy.
K-9 UNIT

GOAL 1  Provide K-9 support services to enforcement personnel in their efforts to combat crime and ensure 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; the Bloodhound was retired and the program discontinued.

Strategy 1  CONTINUOUS
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.

K9 sergeant and trainer attended Patrol squad meetings and provided training. Deputy Sutton and Deputy Gerholdt provided four hour training segments to the new FTO deputies during agency specifics.

Strategy 2  CONTINUOUS
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  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 2  COMPLETED
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 uniform with both rotations.

Deputy Tom Franklin was added as a second trainer. Deputy Franklin is the trainer for A rotation. Deputy Gerholdt is the trainer for B rotation.

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

**Strategy 1** CONTINUOUS
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** CONTINUOUS
K-9 teams shall maintain and pass the FDLE mandated certification standards, as required each October.

All eight (8) teams passed the FDLE mandated certification standards.

**Strategy 3** CONTINUOUS
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** CONTINUOUS
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.

Both EOD K9 teams passed NPWDA EOD certification.
Strategy 5

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

Strategy 6

**CONTINUOUS**
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 as data prior to 2013 is unavailable.
Eight (8) well-trained and equipped K-9 teams covering the entire county.
The number of dogs who were injured and replaced in 2012 is also unknown as data prior to 2013 is unavailable.

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

**Today**
For 2014 the K9 Unit had 186 total apprehensions, of which 30 were bite and hold; for 2015, as of October 1, the K9 Unit has 141 apprehensions, of which 24 were with a bite and hold.
For 2014 the K9 Unit had 1101 canine deployments; for 2015, as of October 1, the K9 Unit has 910 canine deployments.
There are eight (8) active K-9 in patrol; eight (8) dual purpose patrol canines.
K9 Frankie retired in 2014. Deputy Bertolino was promoted to sergeant and transferred to Patrol. Deputy Drymon was transferred to K9 and was assigned newly purchased K9 Boss. K9 Chico retired, and was replaced by K9 Bouy. Canines Timo and Rex retired October 1st, 2015; Canines Echo and Loki started training the same date.
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 YTD October, 9 2015: 5,235*
Number of DUI Arrests YTD October 9, 2015: 258
Number of traffic fatalities in Manatee County YTD October 9, 2015: 1

* Data obtained from MCSO Deputy Statistics Program (Traffic Citations - total of UTC’s & Summons from both Regular & OT hours)
** Data obtained from [http://services.flhsmv.gov/safety](http://services.flhsmv.gov/safety)
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 and 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. We have added an additional Side Imaging Sonar System on our "John Boat" which will enhance our search capabilities in our more inland lakes and shallow waterways. Unit conducts regular bi-annual training with all the systems to maintain proficiency.

**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 aide assistance to the Tampa Bay area for such events as: The Gasparilla Invasion on Tampa Bay, the Sarasota Suncoast Offshore Gran Prix Boat Race, the City of Bradenton Riverwalk Regatta Boat race and the City of Palmetto fireworks off the Green Bridge.

**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.

This unit is allotted 6 collateral positions which we have filled 5. The training of these 5 collateral deputies is an ongoing process. A new deputy position was funded through a 1-year grant. This grant funded position expired, but was renewed for an additional year. This position will be filled during the 2015/2016 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 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), and Increased enforcement from previous years.

Target  
Increase positive citizen contacts by 2%.
1 Sergeant and 4 deputies, - 1 grant-funded position.
5% annual increase in water patrol hours.

Today  
Number of boating violation warnings and citations for fiscal Year 2014/2015: Citations = 150, Warnings = 1,402, Boat Safety Inspections for fiscal year 2014/2015 = 1,603. 1 Sergeant and 3 deputies one of which is a grant-funded position, 5 collateral position, Number of water patrol hours for fiscal year 2014/2015: 3,828, During the fiscal year 2014/2015, the unit saw an decrease in all areas of activity, including a 3.97 decrease in water patrol hours. The decrease in all categories can be attributed to numerous factors: Manpower (one deputy out on workman comp), Weather (Unfavorable weather conditions during weekends and holidays), Mutual Aide Commitments, Equipment failure (one vessel out of service for 2 months), Education of public relating to rules and regulations.

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

Objective 1  
Improve internal communication efficiency with land-based units and communications and the use of GPS for safety.
Strategy 1
Install CF-30 computer with Verizon air cards, together with all necessary programs that will allow exchange of information and AVL capabilities.

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

Baseline  No CF-30s on vessels and improved exposure on MSO Website.

Target  Look for alternatives for CF-30s on vessels and 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 2015/2016 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: COMPLETED
Establish specific criteria for the evacuation of Marine Unit assets from the Marine Rescue Facility.
The specific details for the evacuation of the Marine Unit assets will be detailed in the Marine Unit’s Emergency Preparedness Evacuation Plan.

Strategy 2: COMPLETED
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: COMPLETED
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  Provide additional training to Bomb Technicians to increase safety.

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 2015.

This strategy was partially completed. Two technicians went for 1 week of Explosive entry training. Time restraints restricted the two other members from attending.

Strategy 2  CONTINUOUS
Send one bomb technician to the FBI/Army Hazardous Device School.
One individual is on the list to attend the 2016 class. This is the only member of the team who needs to attend this training.

Strategy 3  COMPLETED
Have all members of the bomb squad attend a driver’s course focused on large response trucks used on the team.
Two members have attended this training and are now instructors; the other four are scheduled to attend the December 18, 2015 course.

Baseline  In 2013, there were 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  DISCONTINUED
Bridge the gap between the capabilities and responsibilities of the first responders and those of Bomb/Maritime Disposal Team.
Federal sequestration has been lifted and is a grant funded Maritime school for non-divers.
**Strategy 2**  
**DISCONTINUED**  
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 are now two schools available. One of these schools is for the maritime domain to the 3 foot waterline. The school will be available for our area in 2016.

**Strategy 2**  
**CONTINUOUS**  
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.

There is a need for 1 technician that will be used for the 3 foot waterline and beyond according to upcoming FBI Diver standards. This school is separate from the maritime domain to the 3 foot waterline. The school will be available for our area in 2016.

**Baseline**  
0 Certified Bomb/Maritime Disposal Dive Technicians.

**Target**  
1 certified Bomb/Maritime Disposal Dive Technician.

**Today**  
0 certified Bomb/Maritime Disposal Dive Technicians.

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**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**  
CONTINUOUS  
Advance training with issued go bags at structured locations.

**Strategy 2**  
CONTINUOUS  
Integrate training with SWAT and EOD.  
The bomb technicians participated in the active-shooter training with multiple public safety agencies and MCSO special teams in August 2014. More training is expected in the future.

**Strategy 3**  
NEW  
Send two bomb technicians to the two week FBI sponsored Tactical Bomb Technician Course.  
Bomb team members would need to be approved by SWAT Commander prior to attending the course.

**Baseline**  
Participated in 1 large event with other agencies and special teams in 2014. Quarterly training within the agency; including SWAT.

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

**Today**  
Last participated event with other agencies and special teams was in 2014.
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  
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 as well as maintain a list of qualified divers that have passed the annual tryouts. The annual list of qualified divers will be maintained to replace exiting team members to ensure the team will be staffed to capacity.

Strategy 1  
Effectively utilize reliable and valid screening tools during Dive Team tryouts, in order to identify applicants who will meet standards. Annual tryouts are conducted November of each year.

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

Strategy 1  

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  
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.

Currently approximately 50% of the team has been trained for these decontamination procedures. Additional steps are being taken to supply the team with a set of fully functional decontamination equipment for post dive decontamination.
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.

Currently the Dive Team utilizes the area next to the Marine Unit headquarters as the main training site for grid search, body and other evidence recovery training. This area allows fair underwater visibility for the purposes of instruction during the training.

Strategy 4
NEW
Fully train and equip all dive team members for Level B/Category 2 and Level C/Category 3 contamination diving.

Currently all dive team members have the equipment to conduct dive operations in Category 3 contaminated diving. Additional equipment is needed for Category 2 contaminated diving. This equipment will be budgeted for in the next few fiscal years.

Strategy 5
NEW
Fully train and equip at least 4 dive team members for Category 1/Level A contaminated diving.

We currently have equipment to support 2 divers in a Category 1/Level A contaminated dive operation. Training has been identified and will be conducted to accomplish this strategy.

Strategy 6
NEW
Fully train and equip all dive team members in the use of "Hard Hats"/Dive Helmets for vehicle retrieval operations.

We currently have 2 steel dive helmets equipped with surface supplied air and communications. Plans have been made to purchase an additional surface supplied system with 2 additional helmets to accomplish this strategy. Additionally, training has been identified and will be conducted to utilize these systems for vehicle retrieval.

Strategy 7
NEW
Fully train all dive team members for underwater port security operations.

We currently conduct training throughout the year specifically utilizing side scan sonar devices in the Port of Manatee to locate targets to mark, dive and identify. We also conduct hull searches on vessels from foreign ports and practice locating suspicious devices.
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.

Objective 6  Provide regular maintenance on all issued dive gear to ensure the safety of all divers during dive operations.

Strategy 1  
NEW
Appoint a member of the dive team to serve in the role of Quartermaster.  This individual will be responsible for maintaining all issued dive equipment as well as conduct inspections on the issued gear.

We currently have a member of the dive team appointed as our Quartermaster.  He has devised a maintenance schedule for all issued dive gear, in particular our 1st and 2nd stage regulators as well as our Aga masks.  Detailed maintenance logs for all issued equipment as well as all non-issued equipment are being maintained by the Quartermaster to adequately track the servicing of the equipment.

Strategy 2  
NEW
Provide for training in the servicing and repair of all life supporting equipment used in dive operations.

4 dive team members are currently trained in the maintenance and repair of our Aga masks.  Training has been scheduled for 3 members of the team to maintenance and repair for our Scuba Pro brand regulators.

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 we have 14 members bringing us up to 100%. We also maintain an annual list of replacement divers in the event a member of the team resigns. This list is compiled annually of candidates that participate in the team's annual tryouts which takes place in November of each year.
EMERGENCY SERVICES/HOSTAGE NEGOTIATIONS

GOAL 1   Enhance public safety in regards to crisis situations.

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

Strategy 1   CONTINUOUS
Update, obtain, and replace outdated equipment critical for effective response to crisis events.

The agency has acquired a new Mobile Command vehicle. It is 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 is in the process of being upgraded, and IT is in the process of ensuring all areas of communication are functional. Headsets for the Hostage Negotiation Rescue phones are in the process of being upgraded.

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.

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 are continuing to attend 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 and has sent members to their annual conference. 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. The team has increased training to four hours a month with some of the training being applied to familiarization with the new command vehicle. IT is also creating a User’s training manual for the electronic components on the Command Vehicle.

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 of training its Lieutenants and Captains in the upper level Incident Command Systems as the classes become available.

Strategy 3 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. The will assist any agency within the County on any type of 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. Sgt. DeVries and Detective Litschauer are in the application process with the IMT.
Strategy 4  
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 5  
COMPLETED
Upon delivery of the new command vehicle, training will increase to four hours monthly to become proficient in the technology provided on the command vehicle.

Strategy 6  
CONTINUOUS
Designated drivers of the Emergency Command Vehicle will attend a driver’s course focused on the large response trucks used by the team.

Large vehicle training will occur as the need arises. Training is currently scheduled for December 2015 and there will be two drivers attending for Emergency Services.

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.

Today  
The agency has a newly designed command vehicle.
All newly hired deputies receive Incident Command System (ICS) training in the academy.
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  DISCONTINUED
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.  
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.

Baseline  
Still no full-time mount and facility care positions.

Target  
New full-time mount and facility care position.

Today  
A full time position is needed more than ever as the unit becomes busier and increases the number of details. New stalls and fences have been completed. Additional fencing materials have been purchased in order to increase and strengthen both current and future fencing. A program with FSYR has been discontinued since there are no boys at the FSYR.

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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 mount is currently being used. The other mount will be retired and replaced.

**Target**  
Obtain one new replacement mount; looking to purchase a horse for Fiscal Year 2015/2016.

**Today**  
One mount was replaced this year. I am looking to replace an older mount sometime this fiscal year (2015-2016). The pasture has been fertilized twice this year. The pasture was also mowed several times this year thereby decreasing the weeds. The two mounts that were requiring expensive supplements to keep them sound for police work have been retired, thereby reducing feed costs.
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).
75% 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 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 2016.

Strategy 3  CONTINUOUS
Train all law enforcement 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 27 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 event.

Strategy 1  COMPLETED
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 team members during the 2015 budget year.
**Strategy 2**  
Attend team specific vendor shows to keep abreast of new technology available.

**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 4 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**  
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.

**Baseline**  
45 members trained in “Field Force”.  
4 members trained in “Protester Devices”.  
4 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).
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. Due to required equipment inspections we are now reduced to 10 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  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 3  Provide SWAT Team members with training necessary to achieve and sustain Tier 1 Status as well as other related trainings.

Strategy 1  COMPLETED
Send some SWAT Team members to a shotgun breaching school.
MCSO will be hosting shotgun breaching school in January 2015.

Strategy 2  COMPLETED
Maintain one 40 hour week of training per year to achieve Tier 1 status with NTOA.
We held a 40 hour week of training August 10 thru 14 2015.
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 19 additional sets of SCBA.
Achievement of Tier One status per the National Tactical Officers Association (NTOA) standards.

Today
28 SWAT members.
10 sets of SCBA.
Have not yet achieved Tier One status per NTOA standards.
Water Borne gear purchased and team outfitted.
"Try not to become a man of success, but rather try to become a man of value."

-Albert Einstein
CRIMINAL INVESTIGATION DIVISION (CID)

GOAL 1  Enhance the solvability of homicides and death investigations.

Objective 1  Establish a homicide unit dedicated to conducting death investigations (homicides, suicides, suspicious deaths, 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 (SAO)/ Federal prosecutor during investigations.

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

Strategy 2  CONTINUOUS
Coordinate efforts with Federal, state, and local agencies during investigations when applicable.

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

Objective 2  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.

Objective 3  Review the existing procedures and detective training to ensure the Homicide Unit is utilizing the most advanced forensic tools and investigative methods.
Strategy 1
Facilitate attendance of regional homicide investigator conferences by MCSO Homicide Detectives and require their participation in ongoing training.

Strategy 2
Coordinate with the Crime Scene Unit Manager for familiarization with updated forensic science techniques.

Objective 4
Ensure Crimes Against Persons Detectives are prepared to assist the Homicide Unit in conducting death investigations.

Strategy 1
Provide Injury and Death Investigation training for all Crimes Against Persons Detectives.

Baseline
UCR Homicide arrests in 2013: 1 (MCSO Jurisdiction).
UCR Homicide closure in 2013: 33%.

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

Today
UCR Homicide closure Jan thru Sept 2015: 40%.
**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
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
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.

The 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 profiles obtained from submissions in 2013: 76 of 535 submitted or 14.20%; in 2014: 74 of 118 submitted or 62.71%; First 2 Quarters of 2015: 83 of 134 submitted or 61.94%.

GOAL 3  Create safer neighborhoods in Manatee County by suppressing violent and property crimes.

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.

Consistently updating the repeat offender hotlist; Working in conjunction with the State Attorney’s Office to keep abreast of repeat offender status. Have members of the Crime Analysis Unit attend the Property Section monthly meetings in addition to the Command Operation Review and Evaluation (C.O.R.E.) weekly 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 embedded 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 in computer voice stress (CVS) analysis for select Persons and VCTF detectives.

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 2015: 757.

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 ‘Memorandum 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 a 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.

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**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.

**Baseline** Auto theft detectives have been able to assist DMV and FHP with approximately 75% of the VIN verifications conducted on a weekly basis.

**Target** Increase auto theft detective participation rate with weekly VIN verifications to 100% by 2018.

**Today** Today, MCSO auto theft detectives have assisted with approximately 75% of the VIN verification operations.

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**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 2013-2018 time frame.

**Today** 11 metal businesses currently open and inspected; 1 current investigation.
GOAL 7  Enhance storage capacities 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 remains a continuous effort.

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 property and evidence logged, barcoded, and entered into the RMS.

GOAL 8  Develop an FTO program for Property & Evidence Processors (Property & Evidence Unit).

Objective 1  Produce a procedure manual documenting routine tasks performed by Property & Evidence Processors.

Strategy 1  
CONTINUOUS
Verbalize and perform each task so that it can be documented.
Strategic Plan

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. FTO position was created.

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

GOAL 9  
Eliminate the physical retention of written documents located in the Victim Advocate Unit, Crime Scene Unit, Property and Evidence Unit, Fingerprint Unit and the Chemistry Lab.

Objective 1  
Identify and designate an online program for retention of documents.

Strategy 1  
NEW
Work with IT to determine which program/network can be used for retention.

Objective 2  
Create a written policy and procedure for the electronic storage of documents and the disposal of same.

Strategy 1  
NEW
Research public records retention requirements with the help of Legal Affairs and Records to determine requisite retention periods.

Strategy 2  
NEW
Designate personnel to be responsible for the scanning and archiving of documents.

Strategy 3  
NEW
Designate personnel responsible for the removal/destruction of documents no longer required for retention.
Objective 3  Dispose of existing documents that are no longer required for retention.

Strategy 1  NEW
Coordinate date and time for proper shredding of existing documents.

Objective 4  Scan and archive existing documents.

Strategy 1  NEW
Utilize current scanning capabilities to create electronic records of existing documents.

Strategy 2  NEW
Organize and archive electronic files by unit.

Objective 5  Maintain electronic storage for future documents and conduct proper training and education for new/current personnel.

Strategy 1  NEW
Conduct training for each unit’s personnel who is designated for the scanning and entering of electronically archived documents.

Baseline  Currently, there is no policy and procedure in place for electronic retention of written documents.

Target  For all retained documents to be scanned and electronically stored into an online database which is consistently reviewed for disposal opportunities.

Today  There is currently only limited electronic retention for written documents in each unit and no policy and procedure in place for such.

GOAL 10  Obtain accreditation for the Fingerprint Unit.

Objective 1  To meet the accreditation standards for the Fingerprint Unit.

Strategy 1  NEW
Work with the Fingerprint Unit Manager as well as our Accreditation Unit to determine what accrediting authority best serves our needs.

Objective 2  Compare conformities required by designated authority to current practices and procedures.

Strategy 1  NEW
Have designated authority conduct on-site visit or telephone conference to evaluate the unit.
**Strategy 2**  
Take proper steps to ensure policies and procedures are congruent with expectations of the authority by amending current policies or creating new ones.

**Objective 3**  
Achieve accreditation and maintain same in future years.

**Strategy 1**  
Have designated authority conduct requisite visit for consideration of accreditation.

**Strategy 2**  
Set forth future dates for review by accrediting authority.

**Baseline**  
There is no current accreditation with the exception of the current agency-wide accreditation.

**Target**  
Successful completion of standards set forth by designated accrediting body and receipt of accreditation designation.

**Today**  
There is no current accreditation with the exception of the current agency-wide accreditation.

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**GOAL 11**  
Improve the customer service of the Investigate Bureau support units.

**Objective 1**  
Develop a customer service survey for each unit.

**Strategy 1**  
Work with Document Development as well as the current unit managers to develop a survey (form) to be utilized for accepting feedback.

**Strategy 2**  
Take proper steps to keep survey forms in compliance with current accreditation requirements.

**Objective 2**  
Develop a system for customers to receive, access, and/or submit completed surveys.

**Strategy 1**  
Work with IT to create shortcuts on each respective unit’s webpage for access to the survey form.

**Strategy 2**  
Develop a system for submitting completed surveys electronically.
Objective 3  Review each submitted survey and take proper steps in an effort to address the issue(s) outlined and/or recognize those in which high levels of customer service feedback was received for.

Strategy 1 NEW  
Develop procedures for receiving, reviewing and responding to, if necessary, all completed surveys.

Strategy 2 NEW  
Designate persons responsible for receiving and/or reviewing each survey.

Baseline  Currently, only annual customer service surveys are completed per request by the units which are accredited.

Target  Develop a process for submitting, receiving and/or reviewing customer service feedback.

Today  No current system for positive/negative customer feedback other than complaints procedure outlined by General Orders.

GOAL 12  Reduce the number of fingerprint cards being stored in the Fingerprint Unit.

Objective 1  Identify requisite retention periods for fingerprint cards.

Strategy 1 NEW  
Work with the Fingerprint Unit Manager, State Attorney’s Office, Legal Affairs and the Records Unit to determine retention periods.

Objective 2  Create policies and procedures that outline retention periods and destruction process.

Strategy 1 NEW  
Work with the Fingerprint Unit Manager, Records Director and Legal Affairs to complete a policy reflective of current F.S.S. and public records requirements.

Objective 3  Destroy cards currently held that are determined to have met their requisite retention periods.

Strategy 1 NEW  
Coordinate date and time for proper shredding of old cards.

Objective 4  Create process for identifying cards that become ready for destruction.
Strategy 1
Work with Property and Evidence in an effort to mirror their notification process.

Strategy 2
Set automated alerts for retention periods.

Baseline
There is no current policy for destruction of fingerprint cards that have met their requisite retention per F.S.S. and public records retention.

Target
Develop a system in which fingerprint cards are purged once they have met their retention periods by F.S.S. and public records retention periods.

Today
There is no current policy for the destruction of physical fingerprint cards which have met their retention periods.

GOAL 13
To reduce the number of unlicensed contractors operating in Manatee County.

Objective 1
Attempt to discourage people from soliciting unlicensed contractor work to citizens of Manatee County by increasing the number of arrests of people engaged in such activity.

Strategy 1
Conduct semi-annual operations targeting unlicensed contractors.

Baseline
0 (new goal).

Target
Annual increase in the number of arrests of individuals providing illegal unlicensed repair work.

Today
There were 20 arrests made in 2015.
SPECIAL INVESTIGATION DIVISION (SID)

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  DISCONTINUED
Create a new Diversion Unit staffed with 1 sergeant and 4 detectives.
Due to recent legislative changes governing prescription drugs, the violations have decreased significantly.

Strategy 2  DISCONTINUED
Create 1 SID Lieutenant position to balance the span of control level upon creation of this new unit.
The Diversion Unit is currently not a focus of SID’s strategic Plan.

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 October 1, 2014 - September 30, 2015: 42.
Overdose deaths related to Opiates in 2015: 57.
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 **CONTINUOUS**  
Transfer current paper files to the appropriate electronic format.  
ABM is the vendor for our electronic filing system, but they have recently announced their abrupt departure from the marketplace. We are actively searching for a suitable replacement. Several other agencies in the State of Florida are suffering the same set-back and are also investigating potential solutions. We will likely wait for those agencies to contract with an alternative vendor so that we may benefit from their experiences.

Strategy 2 **CONTINUOUS**  
Train investigative personnel in the proper procedures regarding the electronic filing system.  
Until software capable of meeting the requirements consistent with our policies and procedures is developed, we will continue to utilize our current paper filing system regarding documentation of confidential informants. In the meantime, we will thoroughly vet all of our replacement options.

**Baseline**  
Currently, there is a paper filing system to manage confidential informants.

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

**Today**  
We are reevaluating all options to ensure a reliable paperless system can be consistently utilized effectively.

**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, SID is coordinating efforts to disrupt this activity by having the two specialized canine teams assigned to the Special Investigations Division proactively work parcel interdiction at the various parcel/shipping facilities.
Strategy 1
Develop additional sources to provide information as to where illegal narcotics are being shipped.

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

Strategy 2
Provide case law updates to the canine detective teams.

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

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

The Special Investigations Division canine teams conduct annual certification during the last quarter of each year to evaluate their proficiency. In addition, the canine detective teams attend a joint monthly training with the Enforcement Bureau’s canine teams.

Baseline

Target
A 5% increase in the following items by 2018: Marijuana, Methamphetamine, Cocaine, Heroin, and Currency.

Today

GOAL 4
Enhance public safety regarding Gang Activity through an accurate account of the gangs within Manatee County.

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

Strategy 1
Update documentation of Manatee County Gangs and Gang Members within the FDLE run computer 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**  
The number of Documented Gangs in Manatee County January 2015 through October 2015: 25.  
The number of documented gang members in Manatee County January 2015 through October 2015: 750.

**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 2015 through October 2015: 25.  
The number of documented gang members in Manatee County January 2015 through October 2015: 750.

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**GOAL 5**  
Increase the number of illegal narcotics trafficking investigations conducted by the Special Investigations Division.

**Objective 1**  
Target those individuals who are identified as illegal narcotics traffickers within Manatee County or who have a direct impact to the community.

**Strategy 1**  
**NEW**  
Partner with both state and federal agencies when investigating large scale drug traffickers in an effort to dismantle as much of the organization as possible with various resources.

**Strategy 2**  
**NEW**  
Work with the local State Attorney’s Office (SAO), Statewide Prosecutor (SWP) and the Assistant United States Attorney (AUSA) when arresting offenders on trafficking charges to ensure the best prosecutorial setting.
<table>
<thead>
<tr>
<th><strong>Baseline</strong></th>
<th>Total number of narcotics trafficking cases conducted by the Special Investigations Division October 2014 – October 2015: 23 cases.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target</strong></td>
<td>3% increase in illegal narcotics trafficking investigations by 2018.</td>
</tr>
<tr>
<td><strong>Today</strong></td>
<td>Total number of narcotics trafficking cases conducted by the Special Investigations Division October 2014 – October 2015: 23 cases.</td>
</tr>
</tbody>
</table>
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**  COMPLETED
Develop a training program designed for new line personnel.

**Strategy 2**  COMPLETED
Train personnel on importance of accurate information collection and documentation while ensuring accountability.

**Baseline**  There is no department-wide Crime Analysis program in place with the agency.

**Target**  The goal is to have a department-wide Crime Analysis program that assists each facet of the agency with useful and timely analytical products.

**Today**  Currently, the Crime Analysis program continues to grow and supports many of the areas throughout the Sheriff’s Office.

GOAL 2  Control for sustainability of goals in regards to equipment and personnel.

**Objective 1**  Plan for and retain human resources along with technological applications and equipment for foreseeable expansion of the unit.

**Strategy 1**  DISCONTINUED
Create 2 new Crime Analyst positions.

The Intelligence Analysts have been organizationally aligned to the Analytical and Strategic Planning Unit.

**Strategy 2**  NEW
Create a senior designation for analysts who have achieved certain milestones in their career such as 5 years of experience as an analyst with MCSO and a state or regional certification.

The creation of a senior designation would provide growth potential for analysts within their position and would be a good prequalification for future promotion to the manager position.

**Baseline**  1 Crime Analyst and 1 Manager.

**Target**  4 Crime Analysts and 1 Manager.
2 Crime Analysts, 2 Intelligence Analysts, 1 UCR Coordinator, and 1 Manager.

GOAL 3 Streamline the Strategic Plan Process Agency Wide.

Objective 1 More efficient reporting process.

Strategy 1 COMPLETED
Create template and automate participant updates for future Strategic Plans.

MCSO Goals and Objectives are now available online for personnel to update throughout the year.

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 2015 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 CONTINUOUS
Train all personnel to equal skill levels in advanced crime analysis techniques.

Currently, personnel are skilled at varied levels; training has been scheduled to enhance their education of advanced analytical techniques.

Strategy 3 CONTINUOUS
Train all personnel to equal skill levels in SQL.

Personnel are not currently trained in this skill.

Strategy 4 CONTINUOUS
Cross train all personnel in the unit, including the UCR Coordinator, to be able to perform any analytical function that may be needed.
Strategy 5  
**COMPLETED**  
Create an internal training curriculum for all newly hired and existing analysts that identifies the knowledge and skills needed for the position along with monitoring 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.

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**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**  
**CONTINUOUS**  
Create an analytical process for identifying and relaying information on individuals who are recently released from Florida State Prison.

**Strategy 2**  
**CONTINUOUS**  
Build interactive reports that identify individuals who have had multiple contacts with the agency.

**Baseline** The Crime Analysis Unit has numerous products that have been created; many of these products were requested by the varying areas that utilize the data.

**Target** The goal is to be able to anticipate analytical needs throughout the agency as they arise and create new analytical products to meet those needs.

**Today** Currently, the Crime Analysis Unit has numerous products that have been created; many of these products were requested by the varying areas that utilize the data.
CHILD PROTECTION SECTION (CPS)

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  **DISCONTINUED**
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.

The Crime Prevention Unit does not liaison with Whole Child Project-Manatee on a regular basis to promote referrals.

Strategy 2  **NEW**
Provide MCSO Crime Prevention with pamphlets regarding referral resources and other information to reduce parents’ stressors, which can be distributed throughout the community at scheduled events.

Strategy 3  **NEW**
Use the MCSO kiosks to broadcast PSAs and provide additional information to educate parents and caregivers about safe practices.

**Baseline**  State of Florida 12-month percent average of children without a reoccurrence of abuse: 93.7%.

**Target**  Manatee County 12-month percent average of children without a reoccurrence of abuse to meet or exceed State’s average of 93.7%.

**Today**  Manatee County 12-month percent average of children without a reoccurrence of abuse: currently ranked 1 in the State at 94.4%.

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 cases that are awaiting Medical Examiner documentation, law enforcement, and Child Protection Team reports are exempt from being closed within 60 days.
Strategy 1 **DISCONTINUED**
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 **DISCONTINUED**
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 **DISCONTINUED**
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**
The target is 100%.

**Today**
CPS is fully implemented in the Florida Safety Decision Making Model; this goal has been discontinued.

---

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

**Objective 1**
Per DCF Operating Procedures, cases must be commenced within 24hrs from the hotline intake counselor's decision time to accept intake. The commencement should be made at the victim's location.

**Strategy 1** **CONTINUOUS**
CPS will make diligent efforts to locate and see all child victims from the time intake is received until the end of their shift.

**Strategy 2** **CONTINUOUS**
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** **CONTINUOUS**
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  CONTINUOUS
CPS will contact a MCSO Intelligence Analyst to issue a BOLO when it is determined that a family is evading CPS and there is concern for child safety.

Baseline  85%.
Target    DCF set a performance measure for child victims to be seen within 24hrs at 85%.
Today     91%.

GOAL 4  Have no unjustified backlog.
Objective 1 With assistance from supervision and the use of status reports, the Child Protection Specialists will investigate cases and bring all of those cases to closure within 60 days. Per DCF guidelines and Florida State Statutes, only those cases awaiting Medical Examiner documentation, law enforcement and Child Protection Team reports (child death investigations) are exempt from being closed in 60 days.

Strategy 1  NEW
A status report will be sent to all CPS supervisors daily contingent on FSFN/BOE program functionality. This report will provide supervisors a list of all open cases and case aging information to allow for appropriate supervisory advice.

Strategy 2  NEW
All cases over 30 days old will be discussed weekly in unit meetings. The supervisor will provide direction and guidance to bring the targeted cases to closure.

Baseline  0 (New Goal).
Target    No cases in backlog.
Today     There are no cases in backlog.
CRIMES AGAINST CHILDREN (CAC)

GOAL 1  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  COMPLETED
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.

A CVSA has been purchased and three supervisors and one detective have been trained on its use. It is used regularly during suspect interviews.

Strategy 2  CONTINUOUS
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.

Detectives are offered and attend training regarding advanced interview techniques.

Strategy 3  COMPLETED
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.

There are two interview rooms outfitted with a new technologically current camera and recording system (I-Record).

Strategy 4  CONTINUOUS
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.

The I-Record system will provide the State Attorney’s Office the ability to watch live interviews and/or access interviews at a later date. The process for this is forthcoming.

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 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. New camera and recording equipment was purchased and installed; an upgrade to the IRecord system is complete.

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**GOAL 2**

Enhance public safety in regard to enforcing the laws relating to the downloading, possession and sharing of child pornography.

**Objective 1**

Improve the effectiveness and efficiency of the Crimes Against Children detectives in detecting, identifying, locating and prosecuting offenders.

**Strategy 1**

NEW

Purchase and install necessary equipment to conduct ongoing child pornography investigations to include: a dedicated Internet access point, updated file sharing monitoring equipment, establish a collection of images for file sharing investigations, and conduct refresher training on the use of all equipment and current practices.

**Strategy 2**

NEW

Proactively monitor peer-to-peer software to identify and initiate child pornography file sharing investigations to locate, apprehend and prosecute offenders.

**Strategy 3**

NEW

Purchase a specialized canine and necessary equipment to be utilized during the service of search warrants to aid in locating hidden electronic storage media.

**Strategy 4**

NEW

Conduct initial and ongoing training for the specialized canine and handler to be able to effectively conduct scene searches during the service of search warrants.
**Baseline**  
Currently, the detective responsible for conducting these investigations does not have the most current equipment and investigative practices, nor does the detective have an established base of known child pornography images to share following accepted investigative practices. The Crimes Against Children Unit does not have a canine with the specialized training necessary to assist with the execution of search warrants for computer equipment.

**Target**  
Have the capabilities for on-going monitoring of multiple peer to peer networks to identify and target offenders sharing and downloading large volumes of known child pornography images. Purchase a specialized canine and necessary equipment to be utilized during the service of search warrants. Train the canine and canine handler in the specific search process to locate hidden and unidentified electronic storage media.

**Today**  
A dedicated Internet line with multiple access points has been installed in the new ICAC office. A hard drive containing an established base of child pornography images for file sharing investigations has been obtained. A canine has been purchased. Training has been started and is ongoing.
DOMESTIC VIOLENCE UNIT (DVU)

GOAL 1  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 the Domestic Violence Unit detectives by transitioning to more full-scale investigations.

Strategy 1  CONTINUOUS
Conduct initial and on-going specialized training in areas such as significant injury, domestic related death investigations, and sex abuse investigations.

- Detectives have attended advanced training in the areas of sex crimes and domestic violence this past year.

Strategy 2  CONTINUOUS
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  COMPLETED
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 along with familiarization with the Records Management System and the jail phone monitoring system.

- The comprehensive initial training was completed and is conducted for detectives newly assigned to the Domestic Violence Unit.

Strategy 4  CONTINUOUS
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.

- Domestic Violence detectives are available on call to assist patrol deputies when needed and domestic violence changes/concerns are discussed at quarterly meetings with the Enforcement and Investigative Bureaus.

Baseline  Currently, a DVU specific training program is being developed and detectives have only had basic interview and interrogation training.
<table>
<thead>
<tr>
<th><strong>Target</strong></th>
<th>Require that 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.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td>A DVU specific training program has being developed and detectives are continuing to receive specialized training when available.</td>
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**SEX OFFENDER UNIT (SOU)**

**GOAL 1** Enhance public safety regarding tracking of Homeless/Transient Sex Predators, Sex Offenders, and Career Offenders.

**Objective 1** 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 took effect on October 1, 2014.

**Strategy 1** \[CONTINUOUS\] Due to changes in Florida State Statues 775.21 and 943.0435 that took effect October 1, 2014, require Homeless/Transient Sex Predators and Sex Offenders to physically show up for registration at the Sex Offender Unit office monthly to report their whereabouts.

- Transient/homeless predators and offenders report monthly for registration. Currently, there is 100% compliance.

**Strategy 2** \[CONTINUOUS\] 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.

- A form was created detailing the requirements and is kept on file for documentation purposes.

**Strategy 3** \[CONTINUOUS\] Prepare arrest warrants for any Homeless/Transient Sex Predator, Sex Offender, or Career Offender who fails to comply with the new requirements.

**Strategy 4** \[CONTINUOUS\] 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.

- Checks are made biannually at the locations provided by the predators/offenders.

**Baseline** Verification rate is approximately 80%.

**Target** Maintain a minimum of an 80% verification rate on an annual basis.

**Today** Current verification rate for both Sex Predators (quarterly) and Sex Offenders (twice a year) was 100% at the conclusion of 2015.
GOAL 2  Effective and efficient monitoring of the Sexual Predator, Sexual Offender and Career Offender population in Manatee County.

Objective 1  Enhance the effectiveness of the Sex Offender Unit detectives in reporting, monitoring, arresting and prosecuting Sexual Predators, Sexual Offenders and Career Offenders in Manatee County.

Strategy 1  NEW
Change the reporting process in which the monitored offenders are documented with the agency.

Strategy 2  NEW
Transition from a part-time to a full-time detective in the Sex Offender Unit to more efficiently complete the various required monitoring tasks.

Strategy 3  NEW
Purchase and install a second, fully functioning registration station in the Sex Offender registration office.

Strategy 4  NEW
Utilize agency owned CVSA equipment in the registration and interviewing of sex offenders.

Baseline  There is one full-time and one part-time detective assigned to the Sex Offender Unit. Offenders are documented in the statewide FDLE database and a file is opened in the ACISS intelligence database.

Target  To have two full-time detectives in the Sex Offender Unit. Initiate an agency RMS report with a case number for each offender to ensure the information is available to all entities within the agency. Conduct CVSA examinations on all registrants at random times to ensure compliance with registration requirements.

Today  There is one full-time and one part-time detective assigned to the Sex Offender Unit. The process of initiating RMS reports has been started but full transition is forthcoming. Offenders are not given CVSA exams as part of the registration process. There are two registration stations.
SCHOOL RESOURCE OFFICERS (SRO)

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 2014-2015 school year, 5 seatbelt checks were completed at four (4) high schools, 6 helmet checks at eight (8) middle schools.

Strategy 2  **COMPLETED**
Instruct the "Crossroads, It’s Your Choice" to seventh grade students in the middle schools.
Crossroads was taught at Braden River, King, Haile, Lee, and Nolan Middle schools during this school year. It is being replaced with the new "Know the Law" program for seventh and ninth graders.

Strategy 3  **NEW**
Instruct the new "Know the Law" program to all seventh and ninth grade students in Manatee County Public Schools.

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.
Pamphlets and posters display the contact number for the campus Crime Stopper program. A PSA has yet to be produced.

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.
2015 number of SROs (to include 2 sergeants): 17.  
2015 (Sept 1, 2015) number of tips received by Campus Stoppers/arrests: 8/3.

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 2014-2015 school year: August - 0, September - 2, October - 1, November - 5, December - 2, January - 1, February - 0, March - 1, April - 2, May - 0, June - 0; Total of 114.

Baseline Currently, SROs 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 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**

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, and/or involved in the delinquency system.

Deputies now have access to school board staff via the radio.

**Strategy 2**

DISCONTINUED

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.

Truant youths are now transported to the Family Resources Center, 1001 9th Ave. W. Bradenton, FL.

**Strategy 3**

NEW

If a youth is truant, law enforcement will transport the youth to the Family Resource Center unless the youth has a pickup order or VOP. In those cases, the youth will be transported to the Juvenile Booking Facility.

**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 during school hours to answer radio calls from law enforcement. During the 2014-2015 school year, 37 youths were picked up for truancy.
"You have to go wholeheartedly into anything in order to achieve anything worth having."

-Frank Lloyd Wright
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  
Inform components most affected by accreditation standard changes, additions, and deletions of requirements.
Periodically review agency general orders and the Corrections Bureau manuals, updating and amending any language necessary to reflect agency practice and ensuring compliance with accreditation standards.

Strategy 2  
Increase the application of software programs specifically designed for accreditation.
The accreditation unit has fully implemented electronic file building through the development of an internal PDF file building and through the use of PowerDMS software.

Strategy 2  
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.

Objective 2  Utilize technologies to automate Accreditation Reporting requirements.

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

Strategy 1  
Provide training on accreditation standards relating to the operations of that component.
Training is provided during New Employee Orientation, prior to accreditation assessments, and is provided to all employees in the agency newsletter, "The Deputy". Information on accreditation is also available on the agency website.
**Strategy 2**

**CONTINUOUS**

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

Personnel assigned to the Accreditation Unit work together on a regular basis, reviewing all law enforcement and corrections accreditation standards that are applicable to the agency and ensures that responsibilities of each standard is met on a timely basis. Currently, personnel are skilled at varied levels.

**Strategy 3**

**COMPLETED**

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

Training is provided during New Employee Orientation, prior to accreditation assessments, and is provided periodically to all employees in the agency newsletter, “The Deputy”. Information on accreditation is also available on the agency website.

**Strategy 4**

**COMPLETED**

Develop and implement an early warning system.

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

**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. Personnel are skilled at various levels in the Law Enforcement and Corrections accreditation process.

**Target**

Full implementation of proofs tracking database. Increase training specific to accreditation for more agency involvement and to demonstrate relevance of the accreditation process. Fully develop an early warning system. Every member of the unit trained to equal or close to equal in the Law Enforcement and Corrections accreditation process.

**Today**

100% of the accreditation process is fully automated with electronic files eliminating paper files; file folders, and freeing up file cabinet space. Early warning system is active. Accreditation related training is provided by the Accreditation Unit during New Employee Orientation, prior to accreditation assessments, and periodically throughout the year by agency newsletter, “The Deputy”. Personnel are skilled at various levels in the process.
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**  **COMPLETED**
Provide articles on a regular basis for publication in the agency newsletter, "The Deputy".
Articles are submitted periodically.

**Strategy 2**  **CONTINUOUS**
Use the agency intranet page for information sharing on accreditation standards, training and "real life" applications within the agency.
Currently, a SharePoint page for the Accreditation Unit does not exist.

**Baseline**  Accreditation information is provided but needs to be expanded.

**Target**  Create a SharePoint page on the agency intranet to share accreditation related information agency-wide.

**Today**  The Accreditation Unit provides training to all new employees during New Employee Orientation, prior to accreditation assessments, and submits articles for publication in the agency newsletter, "The Deputy". The SharePoint page is a project that has not been completed.

GOAL 3  Maintain agency integrity and accreditation

**Objective 1**  Continue the accreditation process to maintain standards of professional excellence.

**Strategy 1**  **NEW**
Successfully pass the Commission for Florida Law Enforcement Accreditation, Inc. (CFA) reaccreditation assessment.
The agency received reaccreditation award in October 2014; reaccreditation status is for 3 years. The Accreditation Unit is preparing for the CFA assessment in July 2017.

**Strategy 2**  **NEW**
Successfully pass the Florida Corrections Accreditation Commission, Inc. (FCAC) reaccreditation assessment.
The Corrections Bureau received reaccreditation award in February 2015; reaccreditation status is for 3 years. The Accreditation Unit is preparing for the FCAC reaccreditation assessment in December 2017.
Strategy 3  
Successfully pass the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) reaccreditation.  
The agency participated in the CALEA assessment August 2015. Reaccreditation status was decided upon by the Commission in November 2015. The Accreditation Unit is preparing for the CALEA reaccreditation assessment in August 2019.

Strategy 4  
Successfully pass the American Correctional Association (ACA) reaccreditation assessment.  
The Corrections Bureau received reaccreditation award in August 2014; reaccreditation status is for 3 years. The Accreditation Unit is preparing for ACA reaccreditation assessment in April 2017.

Strategy 5  
Successfully pass the Prison Rape Elimination Act (PREA) audit.  
The Corrections Bureau participated in the PREA audit July 2014. The Manatee County Sheriff’s Office, Central Jail was the 2nd in the State of Florida to successfully pass; certification is for 3 years. The Accreditation Unit is preparing for PREA recertification in July 2017.

Strategy 6  
Continue to participate in training seminars and conferences.  
The Accreditation Unit actively participates in accreditation related training to remain current and up-to-date on changes made to accreditation standards and practices.

Baseline  
Passed CFA, FCAC, PREA, and ACA in 2014; CALEA in 2015.

Target  
Receive accreditation/certification status by the CFA, FCAC, PREA, and ACA in 2017; CALEA in 2019.

Today  
Preparing for reaccreditation/recertification assessments by the CFA, FCAC, CALEA, ACA, and PREA.
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.

The Civil Enforcement Unit is now receiving both temporary and permanent injunctions electronically with the exception of any orders modifying or extending T.I.’s. Additionally, most of the free papers (the papers we do not charge to serve per state statute) are being received electronically. These include Baker Acts, Marchman Acts, traffic court subpoenas, and tax deeds. The next phase will include appropriating the paid papers electronically. These include writs of possession, replevins, and 5 day summons.

Strategy 2 COMPLETED
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.

Strategy 3 NEW
Utilize mapping program to redesign zones based on prior services for a more equal distribution of papers to the civil deputies.

Objective 2 Enhance the Civil Enforcement Training Program to ensure uniform procedures are followed throughout the unit.

Strategy 1 CONTINUOUS
Modify current training program to include updated polices and new information crucial to the proper service of court documents.

Strategy 2 CONTINUOUS
Ensure deputies and civil clerks attend yearly training to keep updated on changes to new rules/procedures.

Baseline In 2011, the 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 In 2014, the service rate exceeded the target goal by achieving an 89%.
COMMUNICATIONS

GOAL 1  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.

Strategy 1  DISCONTINUED
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. This goal is being closed and will be replaced with 2 separate goals; both still geared for improving radio communications and measured on separate levels as they are two completely different approaches. This goal will be recreated but given a new goal definition.

Strategy 2  DISCONTINUED
Correct deficiencies in a timely manner.

Baseline  We are currently queuing incoming telephone calls and will be working toward establishing radio capabilities 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. Currently these deficiencies are corrected on a case by case basis as they become known, generally through a complaint.

GOAL 2  Promote better working relationships within Public Safety.

Objective 1  Improve working relationships with Emergency Communications Center (ECC) staff.

Strategy 1  DISCONTINUED
Identify key areas/topics that both Communications Center staff can benefit from knowing about each other. Due to the 911 Call Taker consolidations with other Manatee County City LE agencies, this goal will be closed and recreated to involve all these agencies.
Strategy 2  DISCONTINUED
Implement on-going in-service training between both agencies.

Strategy 3  DISCONTINUED
Develop a sit-in 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
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 and the majority of their staff have completed CJIS training; with the exception of a few new trainees. Communications new hires will 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 3
Ensure proper training for Supervisors in Communications.

Objective 1
Create "New Supervisor" Training Program for Communications Supervisors.

Strategy 1  COMPLETED
Identify duties/responsibilities necessary for a new supervisor to know.

Strategy 2  COMPLETED
Develop necessary lesson plans, practical scenario exercises and appropriate testing and evaluation materials.

Strategy 3  NEW
Conduct Supervisor Training class for all current supervisors to receive, as an in-service refresher class, using the new Supervisor Communications Training & Evaluation Program.

Strategy 4  CONTINUOUS
Implement a training schedule for all current supervisors to attend.
Objective 2  Conduct an in-service “Introduction to Supervision” class for all Communications PST III positions.

Strategy 1  Identify key topics and tasks appropriate for a basic introduction to supervision.

PST III is a certified training officer position who by nature of the position, act in a supervisory capacity, when assigned to a Trainee. (PST III is also a stepping stone (though not mandatory) to becoming a Supervisor one day and be able to oversee a squad in the absence of both the Shift Supervisor and Supervisor I.)

Strategy 2  Develop necessary lesson plans, practical exercise scenarios and appropriate testing and evaluation materials.

Training will come from the new Supervisor Communications Training & Evaluation Program (SCTEP).

Strategy 3  Implement a training schedule for all current and future PST III to receive this training.

This is a 2016 goal.

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 in addition to providing the same training to current Supervisors and PST III’s as a refresher/in-service training.

Today  This program has been created for newly promoted supervisors, going forward. Current Supervisors and/or PST III’s have not been through this new program yet.

GOAL 4  Use the Florida Interoperability Network (FIN) equipment more effectively.

Objective 1  Ensure Communications staff is thoroughly familiar with the equipment.

Strategy 1  Develop in-service training to include lesson-plans, practical exercise scenarios and appropriate testing and evaluation materials.
Strategy 2  
ON HOLD
Implement a training schedule for all current and future staff.  
This will be a 2016 Goal.

Strategy 3  
NEW
Conduct a Train-the-Trainer class.  
This will be a 2016 Goal.

Strategy 4  
NEW
Conduct routine weekly/monthly tests of the FIN.

Baseline  
FIN set up in Communications. The majority of the 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; however, 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 equipment is currently being taught to new hired personnel during the classroom session of the CTEP. We are currently working on putting together an in-service session to be offered to all current Communications staff.

GOAL 5  
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  
ON HOLD
Identify TRU CAD event types and match to appropriate EPD protocols.

Strategy 2  
ON HOLD
Create and input CAD translation tables.

Strategy 3  
ON HOLD
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 to identify it as a TRU call.

**GOAL 6**
Open a 4th Radio Console to accommodate the need for a 4th Patrol District.

**Objective 1**
Budget for eight (8) additional Communications staff, to operate the 4th Radio Group, by placing 2 additional staff members on each of the 4 Communications Squads.

**Strategy 1**
CONTINUOUS
Continue gathering and submitting data from monthly push-to-talk (PTT) reports received from the Radio Shop, showing the continued growth in radio usage on each of the 3 primary radio groups; North, East, West.

**Strategy 2**
CONTINUOUS
Continue to submit data gathered from the monthly Calls for Service Report and place in a spreadsheet to show the steady increase of Calls for Service over the years and how they are continuing to grow going forward.

**Strategy 3**
NEW
Hire and train personnel.
The testing, hiring and training of new Public Safety Telecommunicators takes at minimum 12 -18 months. The Communications Training & Evaluation Program alone takes at minimum 7 months to complete, and it would be dependent on all new trainees passing the program before this radio group could be implemented.

**Baseline**
MCSO currently operates with three primary radio groups; North, East, West. The need for a 4th Radio Group has reached the "must have" level to ensure more effective and efficient communications between Dispatch and field personnel. There are times when a field unit cannot get on the radio to ask for assistance due to units stepping over one another’s transmissions.

**Target**
Our target is to evenly divide radio usage between 4 Radio Groups; North, East, Central, West and facilitate a more efficient radio system that would provide a better and safer communications tool for both field and Dispatch personnel.
Today  The Communications Center is unable to provide a 4th radio console at this time due to our current allotted staffing numbers of 39. As a result, all three radio groups are bogged down with heavy radio traffic leaving Dispatchers and field units overlapping each other’s transmissions. This creates an officer safety issue for field units when they need to request assistance.

GOAL 7  Develop a Quality Assurance program for the Radio position.

Objective 1  Ensure that the dispatching of calls is being followed accordingly and in compliance with the MCSO General Orders and CPM.

Strategy 1  Conduct random monthly radio checks to ensure that proper radio procedures are being followed to include, but not limited to: calls are dispatched promptly, update information being aired in a timely manner, use of proper radio codes/signals, proper articulation and voice tone, etc.

Strategy 2  Establish a set number of transmissions to be reviewed monthly, per employee on all squads.

Strategy 3  QA reviews are discussed with employees, letting them know what may require improvement and also what they are handling properly.

Baseline  We currently do not review radio transmissions on a routine basis. Generally, radio traffic is reviewed when a request is received for a recording to be made or a complaint is received.

Target  To have all Public Safety Telecommunicators operating within proper policy/procedures, provide training where weaknesses are identified. Detect and correct deficiencies and recognize for a job well done. Create an informed, professional environment while building a constructive working relationship between Communications and field personnel.

Today  Currently these matters are addressed on a case by case basis as they become known, generally through a complaint or observed during requests received for copies of recordings.

GOAL 8  Provide the DOH PST State Certification Curriculum to all Communications personnel as an in-service class/refresher.
Objective 1  Provide DOH PST Study Guide to all PST staff over the course of 2016 as an in-service for those that were "Grandfathered" in, and a refresher to those who have taken the actual exam in past CTEP classes.

Strategy 1  
NEW  
Divide the 12-chapter study guide into 12 separate in-service training topics.

Strategy 2  
NEW  
Assign training topic to all PSTs, one month at a time, over the course of one year.
   Chapter 1 - January, Chapter 2, February, Chapter 3 - March, etc.

Strategy 3  
NEW  
Provide PSTs with worksheets, moc exams for studying.
   PSTs can work at their own pace, work together as squad, assisting and quizzing one another throughout the month.

Strategy 4  
NEW  
Create an exam in PowerDMS that will be pushed out to all Communications personnel at the end of each month, for the topic/Chapter they just worked on.

Baseline  
The DOH PST training and testing became a State of Florida mandated program effective October 1, 2012 to work in any Communications Center in the State of Florida. All those hired prior to April 1, 2012 were "grandfathered" in and not required to receive the training or take the exam.

Target  
For all PSTs to have received this training material so all staff are operating with the same knowledge that the new hires are receiving.

Today  
Currently, there are 22 PSTs that were "grandfathered in" who never received this training material; giving the trainees since 2012 the added knowledge received in this training.

GOAL 9  
Continue building strong working relationships with Manatee County 911 and the other Manatee County law enforcement agencies.

Objective 1  Conduct regularly scheduled meetings between all Manatee County LE Dispatch centers.
Strategy 1
Invite the other Manatee County City agencies to send representative to the monthly Dispatch Review Committee meetings already in place. These meetings include Communications and field personnel and discuss the usage of police protocols.

Strategy 2
Form a committee of Communications Center managers to meet on a regular basis to discuss Communications Center matters at a managerial level to discuss current operations in each center, establish guidelines and procedures for each agency as it pertains to emergency and non-emergency situations, backup center usage, resources shared/available/needed.

Objective 2  Share training resources with all agencies.

Strategy 1
Gather and evaluate training needs from all agencies for joint training sessions by establishing a list of classes that each agency could take part in hosting and bring to Manatee County. Bringing classes to our County could help to reduce training money spent by each agency covering travel and hotel accommodations.

Strategy 2
Share agency created training materials with one another as it pertains to Continued Dispatch Education required for DOH PST recertification. Sharing eliminates the need for each agency to produce a CDE every month on their own.

Baseline  The Communications Unit currently works with all these agencies; however, regularly scheduled meetings are not being held. Meetings today generally are a result of a situation that may have occurred and the need to discuss how it should be handled in the future.

Target  Bring all the Manatee County agencies together, sharing knowledge, experience and providing the best service to each other as well as the citizens of Manatee County.

Today  MCSO Communications works on a daily basis with the 911 team. If any issues occur, these matters are discussed as needed. There are no regularly scheduled meetings with other local city agencies.
CRIME PREVENTION

GOAL 1  Enhance the efficiency and the effectiveness of the MCSO Crime Prevention initiatives.

Objective 1  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 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  To 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; other current databases are still being updated.
**Strategy 2**  
CONTINUOUS
Email a quarterly newsletter to each Neighborhood Watch captain with current information about crime trends and scams.  
This has not been accomplished as of yet.

**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.  
Members of the unit do receive some training from the Attorney General’s Office when participating in Basic crime prevention classes to attain the designation of Crime Prevention Practitioner.

**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.  
Currently, the MCSO PIO and Facebook administrator know about upcoming CP 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, one of the deputies has completed both classes to obtain this designation.

One of the deputies assigned to Crime Prevention is now a CPTED practitioner. Two more will be attending training in early 2016.

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.

Deputy Yvonne Daniels has attended several local (free) classes dealing with today’s relevant crime prevention issues. She has attended two different "Safety in churches" classes. This is currently a hot topic in our country.

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.

Members of the CP unit attend patrol squad meetings and disseminate pertinent information. The Business Trespass program and CAT program are the most popular presentations during these meetings.

Strategy 2
CONTINUOUS
Update the MSO Crime Prevention Intranet page with current information on programs, personnel, and contacts.

This task has been completed and is an on-going venture. The CP unit has published FAQs on this page which can help patrol deputies glean needed information when dealing with a situation on the road.

Baseline  None of the Crime Prevention Deputies were Crime Prevention through Environmental Design (CPTED) practitioners. There is 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**  
One of four deputies assigned to Crime Prevention is a CPTED practitioner. There is updated information and details on the programs most helpful to patrol deputies on the Crime Prevention Intranet page.

---

**GOAL 4**  
Expand the current electronic kiosk program.

**Objective 1**  
Distribute a kiosk to every Walmart within Manatee County.

**Strategy 1**  
Currently, there are six Walmart stores in Manatee County. Of those six, one is within the City of Palmetto and one is within the City of Bradenton.

Additional electronic kiosks will be purchased by the agency; those kiosks will be deployed to the aforementioned Walmart stores. Currently, we have one kiosk deployed at one Walmart location.

**Strategy 2**  
Promote the electronic kiosks to the public during presentations and contacts with the public.

Currently, members of the unit do promote the kiosks to the public. There has been a great response and positive feedback from the community.

**Baseline**  
Number of CP kiosks currently in circulation in 2015: 12.

**Target**  
Number of CP kiosks in circulation in 2016: 24.

**Today**  
Number of active kiosks currently in circulation during 2015: 12.
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 vendor database constantly updated.

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 industry’s latest technology associated with printing, graphic design, and other related unit obligations.

Objective 2  Assist the MCSO in general and Crime Prevention in specific, in the education of Manatee County citizens of law enforcement and prevention activities.

Strategy 1  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 effort 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 time 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 2
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

COMPLETED
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 solutions with compatibility with electronic devices in the community.
<table>
<thead>
<tr>
<th><strong>Target</strong></th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Today</strong></td>
<td>This goal has been completed.</td>
</tr>
</tbody>
</table>
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 advice and education to alarm users. These efforts are performed in the office, on the telephone, and/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  DISCONTINUED
Conduct an analysis to identify deputies assigning incorrect disposition codes and provide these deputies training on coding.
For the past two years the False Alarm Unit has received what has proven to be consistently inaccurate data regarding alarm call dispositions from the Manatee County Computer Assisted Dispatch system. The problem lies not in the database itself, but in the software scripts provided to extract this data. Due to the inaccuracy of the data this unit can no longer rely on this, as the only source of the information needed to fulfill what was the original purpose of this objective which is to provide the identification of individual deputies needing guidance or further training in preventing improper or inaccurate alarm call dispositions. Deputies will continue to train, 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.

**Objective 5**  
Institute a new metric element to help measure the impact of false alarms on agency workload.

**Strategy 1**  
*NEW*  
Adopt a new metric to provide relevant numbers for the annual report.  
Since 2005 there has been a large increase in population in Manatee County combined with the vast increase in the number of alarm companies doing business within the county targeting public fear of crime and of victimization; which has led to a correspondingly large increase in alarm users. While the agency has also grown, the use of these raw alarm numbers has become an irrelevant metric to measure agency impact as they bear no rational relation to the increase or decrease of Deputy and staff work.
Therefore, starting with the known alarm figures for calendar year 2013 (establishing the Alarm Factor for calendar year 2014) and going forward, the agency is adopting the metric now used throughout the country to determine the impact of false alarms on an agency’s total workload, the Alarm Factor Ratio, which is the ratio of false alarms compared to the number of alarm users.

Strategy 2

**NEW**

Develop a new data collection system to capture numbers and calculate the Alarm Factor for the annual report.

While this ratio is based on the raw numbers of alarms to alarm users, this metric, sometimes also described as “false alarms per average user,” provides a quickly understood indicator, positive or negative. For example, an alarm factor going from 1.0 alarms per user per year down to 0.9 is an instant and understandable indicator of improvement, no matter what the raw numbers are.

Starting with the figures available on December 2014; using the number of active alarm users on the last working day of the year to calculate the annual Alarm Factor Ratio. The baseline will be the Alarm Factor Ratio for 2013.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Alarm Factor Ratio (number of false alarms per alarm user) for 2014: 0.63.</th>
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</thead>
<tbody>
<tr>
<td>Target</td>
<td>2% improvement in Alarm Factor Ratio each calendar year.</td>
</tr>
<tr>
<td>Today</td>
<td>The Alarm Factor for 2015 is 0.48, a 24% improvement over baseline.</td>
</tr>
</tbody>
</table>
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 effective to do so.

Strategy 2   COMPLETED
   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   COMPLETED
   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 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 and spraying on of new insulation, removal of old flooring and 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**  **COMPLETED**

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 a new Fleet location. 5 technicians, all except one are ASE and EVT certified.
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 Psychological, Polygraph, CritiCall, Select Advantage, Typing, Data Entry 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), Sergeant’s Course, Command Officer Management Program, and Civilian Supervisor Training.

   A Command Officer Management Program was offered beginning October 20, 2014 through March 19, 2015, the Sergeant’s Course was offered in June, 2015 and the Civilian Supervisory Training course was offered in April, 2015.

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 MSCO 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 2014/2015: Agency-wide vacancy rate between 3.2% and 5.4%.

**Target**  Agency-wide vacancy rate between 2% and 6%.

**Today**  As of September 2015: Agency-wide vacancy rate at 2.5%.

**GOAL 2**  Constantly review and enhance HR systems, processes, policies, and procedures.

**Objective 1**  Develop a customer service approach that is built upon providing knowledge and education to our customer base which includes all MCSO employees, applicants, and the citizens of Manatee County.

**Strategy 1**  **CONTINUOUS**
Continue to improve the implementation and use of software to reduce applicant processing time.
HR is actively working with IT to streamline database administration for application processing.

**Strategy 2**  **CONTINUOUS**
Actively work with Professional Standards 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**
Annually conduct / review the MCSO Promotional Process.  
MCSO promotional process conducted in April.

**Objective 3**  
Maintain current General Orders, Policies, and Procedures that are impacted by Human Resources.

**Strategy 1**  
Conduct Annual Review of Policies that are impacted by Human Resources.  
To be conducted by the end of calendar year 2015.

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

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

**Strategy 2**  
Develop, implement and continue to upgrade the MCSO Halogen Performance Management System. Revise/rewrite job description in NeoGov and provide access to employees and applicants via the internet/intranet.

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Fiscal year 2014/2015: Average applicant processing time of 46 days.</th>
</tr>
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<tbody>
<tr>
<td>Target</td>
<td>Average applicant processing time of less than 42 days.</td>
</tr>
<tr>
<td>Today</td>
<td>As of September 2015: Average applicant processing time =50 days.</td>
</tr>
</tbody>
</table>

**GOAL 3**  
Enhance the Human Resources Section to further the agency's fulfillment of its mission.

**Objective 1**  
Effectively organize and staff the HR Section with properly trained Human Resources Specialists and Generalists.

**Strategy 1**  
Continue to improve the implementation and use of software to reduce applicant processing time.
Strategy 2
Obtain minimum staffing requirements as recommended by the 2009 MAG study.

Strategy 3
Continuously evaluate the organizational structure of the Human Resources Section.

Objective 2
Automate manual procedures in order to enhance the effectiveness and efficiency of Human Resources processes.

Strategy 1
Continue the implementation of Information Access System (OnBase) Data Storage. This program will provide HR with a complete document management and workflow solution to provide quality customer service to our applicants and employees.

Strategy 2
Continue to manage the Absence Case Tracking (ACT) Workforce Software which was implemented to modify the time and attendance module providing functionality with employee absences under FMLA and Worker’s Compensation, as well as employee disability status.

Objective 3
Provide ongoing training, development, and leadership to all members of the HR Section to successfully implement and manage changes.

Strategy 1
HR staff will continue to receive training in all aspects of HR providing them with knowledge in all HR responsibilities.

Strategy 2
Continue to implement technology in Human Resource Operations (Halogen, MAG, NeoGov, One Solution, OnBase, Medical Leave, Directory Manager, ACT, Empliant, Facility Commander).

IT is streamlining HR databases.

Objective 4
Develop and implement a framework to facilitate the identification of future agency needs.

Strategy 1
Conduct demographic analysis, career planning, succession planning, and determine workforce needs in the areas of change, risk, opportunity, and succession planning.
**Baseline**
8 qualified HR employees in 2013.

**Target**
12 qualified HR employees by 2017.

**Today**
8 qualified HR employees.
JUDICIAL SECURITY

GOAL 1  Enhance security at the Manatee County Judicial Center and Historic Courthouse.

Objective 1  Create a Judicial Security Response Team.

Strategy 1  Create a General Order and Operations Plan.
            Currently, in the process of approval through the agency.

ON HOLD

Strategy 2  Develop, outfit, and train deputies to create the Response Team.
            Presently, process of approval.

ON HOLD

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.
        Training will continue for new deputies in the RAD Court Security Training
        and start training deputies in the Advance RAD Court Security Training.
        Additional training will continue for new deputies on the operation of the
        DNA equipment.

Today  Holidays and/or other days that the Courthouse is closed will continue to be
        used for 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  Automate inter- and intra-agency communications and processes.
            Re-written and clarified procedures have been distributed to all
            involved parties as well as awareness to the Manatee County Bar
            Association.

CONTINUOUS

Strategy 2  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.

CONTINUOUS
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: Currently, 1 deputy is provided for all Board of County Commissioners meetings.

GOAL 3: With keeping in line with the way technology improves; our intentions are to implement electronic fingerprints in the courtrooms.

Objective 1: Researching the budgetary constraints on purchasing the electronic fingerprint equipment and compare the different equipment available that meets the Judicial Security Unit’s requirements.

Strategy 1: NEW
Receive quotes from companies that participate with electronic fingerprint systems.

Strategy 2: NEW
Purchase the electronic fingerprint system.

Baseline: Currently, ink fingerprints are used in the courtrooms.

Target: To use electronic fingerprints in the courtrooms.

Today: Currently, ink fingerprints are used in the courtrooms.
OFF-DUTY EMPLOYMENT

GOAL 1 Continuous goal from 2008 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 the services that the office provides to address those needs.

Strategy 1 Continuous
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 clients, and guidelines to define special needs such as traffic details, and large events.

Baseline No baseline.

Target Ensure customer satisfaction.

Today The unit has been attending board meetings and visiting event sites 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 MCSO 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, and other documents, to be scanned at once.

Strategy 1 Continuous
Using the Adobe splitter program, Off-Duty personnel may scan multiple documents directly to their MCSO 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**  Scan all renewal contracts received.

**Objective 1**  Update employer information in the CYA Off-Duty system.

**Strategy 1**  
*CONTINUOUS*  
In accordance with Goal #2, use the Adobe Acrobat Splitter program to scan all contracts into the F Drive.  
As renewal contracts are received throughout the year, the employer information is updated in the CYA Off-Duty Software system. The rate of pay for hiring an Off-Duty deputy increased as of July 1st, 2015. New contracts were mailed to employers. Upon receipt, their information was updated in CYA and the renewal contracts were scanned 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.

---

**GOAL 4**  Research online survey technology.

**Objective 1**  Obtain information for online surveys available.

**Strategy 1**  
*NEW*  
Search online for available websites and research the quality of free surveys offered to determine best choice.  
Perhaps creating an online survey to make available via email would aid in the ease of participation of the employer. An online survey would give the employer the option of remaining anonymous when providing feedback and/or comments.
**Baseline**  Less than 50% of paper surveys were completed and returned in 2014.

**Target**  Ensure customer satisfaction. Receive more feedback from employers.

**Today**  Surveys were sent out via US mail in 2014, however many employers did not return them.
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 Records Clerk position has been reallocated to a Quality Control Specialist position to increase the number of Quality Control Specialists to three.

Strategy 2  CONTINUOUS
Conduct post-implementation assessment and control.

Strategy 3  NEW
Complete quality assurance check on all recent "historical" stolen gun entries in order to designate the SharePoint entry as the record copy and eliminate the paper.

This check will be completed by the Teletype Manager to ensure complete accuracy.

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

Civil related. Civil is no longer organized under the Records Section. All Goals related to Civil should be redirected to Civil Enforcement.

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  DISCONTINUED
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 to drop off the papers.

Currently waiting for the electronic signature process to be completed; Civil related. Civil is no longer organized under the Records Section. All Goals related to Civil should be redirected to Civil Enforcement.
Objective 4  Scan backlog Property and Evidence receipts and accompanying paperwork.

Strategy 1  CONTINUOUS
Increase number of volunteers.
Currently, we maintain an average of 3 volunteers who scan. Backlog for Property and Evidence documents is currently 92 documents, which is an 86% decrease from last review, but this continuously changes depending on amount of received volunteer manpower.

Strategy 2  CONTINUOUS
Conduct staff review, then re-organize and re-allocate freed personnel as needed.
One Records clerk position has been reassigned to a Quality Control Specialist position, increasing the number of Quality Control Specialists to three.

Strategy 3  NEW
For the agency to complete all entry of Property and Evidence electronically, eliminating the need for paper and therefore eliminating this type of scanning and backlog.
With a new Records Management System being implemented, electronic entry of property will be a requirement, eliminating the need for this type of paper record.

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.
As of 9/29/15, sexual batteries up to 2003 have been scanned leaving two un-scanned years (2003 and 2004) to be completed. There are approximately five older homicides remaining to be scanned.

Strategy 2  CONTINUOUS
Potentially allow for public record requests to be able to be completed more time effectively.
As of 9/29/15, sexual batteries up to 2003 have been scanned leaving two un-scanned years (2003 and 2004) to be completed. There are approximately five older homicides remaining to be scanned.
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**  
Civil is no longer organized under the Records Section. All Goals related to Civil should be redirected to Civil Enforcement.

With regard to Records, a request to review all of Records processes has been submitted to the IT Steering Committee and assessment of Records processes has begun. IT will provide additional strategies and tools to assist in automating each Records process to allow for better efficiency. The process is still on-going as of 9/29/15. Cross training is currently on hold due to the training of new personnel and open positions in Records. Once openings have been filled and staff fully trained, the goal of cross training will be reviewed again.

With regard to Teletype, the last "historical" hard copy cards for stolen guns have been entered into SharePoint, making all entries for persons, vehicles, boats, articles, and guns for FCIC/NCIC paperless. All data for these entries are maintained in SharePoint.

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**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**  \textbf{CONTINUOUS}

Identify standardized tasks and timing issues with new clerks.

**Strategy 2**  \textbf{CONTINUOUS}

Maintain better documentation on training.

**Strategy 3**  \textbf{CONTINUOUS}

Allow for accountability.

**Strategy 4**  \textbf{CONTINUOUS}

Ensure the same training for all clerks.

**Strategy 5**  \textbf{NEW}

Move existing training program to an electronic system which will keep documentation electronically for easy distribution and/or access to training data.

This will keep with the current desire to eliminate as much paper as possible and store and access through electronic means.

**Baseline**  No documented training program for Civil Support or Computer Entry in place.  Teletype document training program needs to be updated to incorporate significant workflow changes.

**Target**  Formalize training with a documented program providing consistency and better documentation while training.

**Today**  Civil is no longer organized under the Records Section.  All Goals related to Civil should be redirected to Civil Enforcement.  Teletype and Records have completed their updates to their training program.  Both are in the process up updating their procedure manuals to include new workflows and electronic processes.
GOAL 4 Identify cost free training that may be utilized throughout the year for all employees.

Objective 1 Maintain certifications with new requirements.

Strategy 1 Ensure that all full access FCIC/NCIC section employees successfully complete their next certification the New Limited Access Online Certification module; New Full Access Online Module; Class training; and fifty question exam with a passing score of 80%.

All Limited Access users will continue to complete their recertification online unless requirements are changed by FDLE.

Objective 2 Aim to improve overall efficiency and job knowledge of employees.

Strategy 1 Identify law enforcement website resources available to us such as CJIS, FDLE, Attorney General’s Office, FBI, and other sites that may offer webinars relevant to job tasks or knowledge.

Strategy 2 Identify any areas of remedial training that may be necessary and provide that.

Baseline Currently, the only training offered is at a cost, and with budgetary constraints, not all employees are able to attend training.

Target The ideal target would be for each employee in the section to be able to take, at a minimum, one free training session, for subjects related to the section or their overall improvement to assist them with job performance and career goals.

Today Currently, There are no training opportunities built into the positions unless they are paid classes.
TRAINING

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**
The Training Unit will continue to research online courses that will fulfill training requirements for the deputies. The unit held a subscription to the In the Line of Duty web-based training system and is currently subscribed to the Spanish on Patrol in which Deputies are able to sign up and take the course online. In addition, the unit is currently subscribed to the American Correction Association (ACA) 40 hour paper book training and testing; an official request has been made to convert their paper training and testing to an online automated system. Presently, the Training Unit is also looking into other online courses.

The Training Unit has identified and purchased a subscription to a new online high definition training video library called PoliceOne; training is in process. The content of the PoliceOne training is valuable, current, and is applicable to both Law Enforcement and Corrections deputies. The Training Unit has discontinued the use of ACA books and testing; the company decided to phase out the books and is actively reviewing online training as it becomes available to if the training would meet 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 the workflow between all the different software packages within the MCSO network.

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.

Presently, there is an automated notification system that sends an email to the Deputy and their supervisor that notifies them of impending certification expiration. Additionally, the Training Unit is working with IT Programming to expand this service to include all Law and Correction certifications.

Objective 3  
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.

**Baseline**  
Currently offering to certified personnel in Law Enforcement In-Service Training.

**Target**  
To implement the Vanguard Defensive Tactical System, with Correctional Deputies, with an In-Service Training.

**Today**  
Working on implementing Vanguard Defensive Tactics every year with the In-Service programs for both Law Enforcement and Corrections.

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**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. Attempting to locate funds for this task.

**Baseline**  
There are: 6 Training Rooms, Specific Defense Tactics Room, Specific CPR Training Room, Shoot House, TI Training Classroom, and a Fully Equipped Computer Training Lab.

**Target**  
To acquire a driving pad sufficient to teach all levels of driving skills and a pistol and rifle firing range.

**Today**  
Currently, there are: 6 Training Rooms, Specific Defense Tactics Room, Specific CPR Training Room, Shoot House, TI Training Classroom, and a Fully Equipped Computer Training Lab.

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**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**  
**COMPLETED**  
Pursue additional positions and post internally for additional Training Coordinators.

The Training Unit has hired two additional Training Coordinators, and an Administrative Assistant.

**Baseline**  
The Training Center needs to be fully staffed to continue to be a successful Training Center with the growth of the Sheriff’s office.

**Target**  
The Training Unit would like to see two coordinators for Enforcement, one for Corrections, and one for the Corrections Academy.

**Today**  
The Training Unit has hired two additional Training Coordinators, and an Administrative Assistant.
"The future depends on what we do in the present."
-Mahatma Gandhi
CORRECTIONS

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 was 218; the budget year October 1, 2013 – September 30, 2014 allows the Corrections Bureau to add 4 more certified deputies for a total of 224. 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 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.

Target  321 total Corrections certified positions by FY 2014-15.
Today  Authorized Corrections Certified positions for 2015: 224.
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 COMPLETED
Training Deputies should have a minimum of one paid training session per year for ADORE in order to continue training new deputies and receive compensation for it.

Strategy 4 COMPLETED
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.

Today  80% 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  CONTINUOUS
Add a new faith-based initiative, educational, or substance abuse program annually.

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.

From November 2013 to October 2015, renovations have been completed in the following areas: F-Pod, G-1, G-2, Medical, and Laundry. This includes the total replacement of Plexiglas in all these areas with glass for better visibility in the pod. The objective in the year 2015-2016 is to completely refurbish G-4 pod. The goal is for the County to start construction on a new warehouse in October of 2015 with completion in 2016.

The chillers have been replaced in 2014 but there are still some malfunctions 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 and 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 (100% 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 (on-going).

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

Strategy 2  
Inspect security measures and locking devices on a regular basis with replacements made as needed to prevent escapes.  
Devices are inspected 90% of the time.

Strategy 3  
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; however, all personnel can look for clues. In 2015, a fence was built around the Vocational area for additional security.

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

Strategy 1  
Ensure the County continues to monitor the water, air, and light quality/quantity per standards.  
An accreditation cycle was just completed in 2014; the inspections will be done in 2015 (95%).

Strategy 2  
Ensure compliance with accreditation standards for conformation to all applicable federal, state, and local building codes as indicated by appropriate licensing or certificates of compliance.  
As the licenses and certificates come due, the Accreditation Coordinator is obtaining copies for the appropriate files; this is approximately 95% complete.
Strategy 3

**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. The relationship with the contracted health care provider is a 7 on a scale of 1 to 10 (70%).

The relationship with the contracted health care provider is a 7 on a scale of 1 to 10 (70%).

Strategy 4

**CONTINUOUS**
Minimize the number of non-expected inmate deaths.
Arrestees tend to be sicker at present time in contrast with the past and there will be “expected” health related deaths that are not preventable (98%).
YTD 2015 = 0 suicides and 1 natural death.

Baseline
Security is a top priority; however, 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 complete (100%).
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 and FCAC and a new audit for PREA in 2014 and each 3-year audit cycle and each annual FMJS audit cycle.

**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**  
Reaccredited by FMJS in 2014. (This is an annual inspection.) ACA and FCAC were reaccredited in 2014. (They are done every three years and not due again until 2017). We were newly accredited by PREA in 2014. Supervisors are responsible for employee PowerDMS compliance.  
Modification of manuals, Post Orders, General Orders, some forms used, introduction of and implementation of new PREA Awareness forms for all visitors, volunteers, contractors, and employees is complete.
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  Reduce or eliminate the founded sexual abuse/assault complaints in the jail.

There are 1 or 2 unfounded calls to the hotline per month (90%).

Strategy 2  Continue to enforce the jail’s non-discriminatory policies.

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

Strategy 3  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  Reduce the number of inmate-initiated lawsuits.

There are no pending lawsuits at this time.

Strategy 5  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  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  To 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; a decrease of 45% over 2 years. YTD grievances for 2015 = 483. No pending inmate lawsuits.
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 2014.

Strategy 2  CONTINUOUS
Successfully pass ACA, FMJS, FCAC and PREA inspections in 2014.
Corrections successfully passed all 4 inspections in 2014.

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, ACA, FCAC audits complete and reaccreditations 100% successful; 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  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 MCSO and inmate staff.

Baseline  The warehouse’s cooler and dry storage areas are limited and maxed out. In order to obtain the best prices 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%).

GOAL 10  Replace the old laundry equipment with more energy-efficient machines for inmates’ uniforms, towels and sheets.

Objective 1  Replace the old and broken laundry room equipment.
**Strategy 1**

NEW

These purchases are expected to be completed in the 2015-16 budget.

**Baseline**  Equipment is old and broken and in need of replacement.

**Target**  To be completed by the end of 2015.

**Today**  5% complete; the laundry area has been evaluated; dimensions and measurements taken.