In recognition of our commitment to keep the citizens of Manatee County informed and engaged, it is with great pride that I present to you the 2019-2021 Strategic Plan.

The Strategic Plan is a proactive tool designed to provide guidance and structure for the agency to continually improve its service to the citizens of Manatee County. The following four strategic goals will provide us direction for the next three years:

- Reducing Use of Opioids in Manatee County
- Reducing Violent Crime
- Reducing Crime through Educational Programs
- Increase Safety and Security of the Jail

This plan does not cover everything that needs to be accomplished within the agency, instead it places focus on priority areas. Our Strategic Plan is not static, but rather is designed to be a dynamic and flexible document that can evolve as the needs of our community change. The plan is designed with flexibility in mind while at the same time setting a foundation with consideration to best practices to guide the objectives and actions of the Manatee County Sheriff’s Office over the next three years.

The strategic direction set forth in this plan embodies our agency’s core values: Respect for Each Other, Community Focused, Worthy of Trust, and Always Improving. With this plan as a guide, I am confident that the men and women of the Manatee County Sheriff’s Office will continue to fulfill the core mission of professional law enforcement services in partnership with our community.

“Failing to plan is planning to fail.”

- Alan Lakein

Respectfully,

Charles R. Wells, Sheriff
The Manatee County Sheriff’s Office continues to strive to bring our citizens, employees, and community closer together in collaboration for a safer Manatee County. To help meet this endeavor in an effective and efficient manner, the agency practices the philosophy of proactive strategic planning.

Strategic planning is an upper management-initiated process that sets specific goals and identifies measurable steps for a division or an entire organization taking into account personnel and budgetary resources. It is a future-oriented process that deliberately anticipates planned change for an organization over a period of time.

As we proceed with the implementation of this strategic plan, we will continuously measure our progress, evaluate outcomes, and hold ourselves accountable to ensure we are meeting the goals and needs of the citizens of Manatee County. The strategic plan is our pledge to provide outstanding service to our community now and in the future.
Mission Statement
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 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 each and every employee to contribute and grow to his/her fullest potential. We will work together as a team and appreciate the contributions of all.

Community Focused - 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.

Worthy of Trust - 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 or off duty, we will behave according to the highest set of ethical standards. We will protect the rights of all citizens.

Always Improving - 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 examining what we do and to keep improving, in all aspects, always.
Manatee County is located on the Gulf Coast of Southwest Florida. The county currently encompasses a land area of 741 square miles (150 miles of coastline and 27 miles of beaches) with a population of 385,571 as of July 1, 2018. Manatee County was established in 1855, formed from land that was previously part of Hillsborough County. The county was originally as large as the State of Connecticut, comprising more than 5,000 square miles.

The Manatee County Sheriff’s Office is headquartered in the City of Bradenton, which is the county seat. Bradenton is a Tampa Bay coastal community 45 miles south of Tampa-St. Petersburg, on the southern shores of the mile-wide Manatee River. It is one of west central Florida’s oldest cities. Older established neighborhoods are complemented by new residential sections in both urban and suburban settings.

1https://www.census.gov/quickfacts/fact/table/manateecountyflorida
The Manatee County Sheriff's Office is a professional, full-service, Law Enforcement/Correctional Organization that operates under the administration of the Sheriff. The Chief Deputy directly supervises four Majors who in turn supervise the bureaus within the Sheriff’s Office; the Administrative Bureau, the Enforcement Bureau, the Investigative Bureau and the Corrections Bureau. The Executive Bureau contains components directly under the Sheriff; Professional Standards, Fiscal (Comptroller) and Legal Affairs. Fleet maintenance and IT Section are supervised by the agency Comptroller.

The Administrative Bureau consists of certified and civilian employees and is the legal services and support backbone of the Sheriff’s Office. The Administrative Bureau’s components are the Professional Compliance Unit, Communications, Crime Prevention, Records Maintenance, Human Resources, Training, Bailiffs and Civil.

The Enforcement Bureau is comprised of the Patrol Division (District 1 East, District 2 West, and District 3 North) and the Selective Enforcement Division. The Selective Enforcement Division consists of the School Based Programs Section, the K-9 Unit, Special Teams and the Police Athletic League. The Patrol Deputies work twelve (12) hour shifts to patrol the streets on a 24-hour basis.

The Investigative Bureau is where most felony crimes and intricate matters are investigated and is composed of the Special Investigations Division, the Criminal Investigation Division, and the Child Protection Investigation Division.

The Corrections Bureau is charged with control of the Central Jail at Port Manatee. It is composed of the Operations Division, the Support Division, the Services Division, and the Administrative Division. Approximately 217 Corrections Deputies monitor inmate activity to ensure security on a 24-hour basis. The Central Jail is a maximum-security facility which houses approximately 1,100 inmates, and was designed to provide adequate jail space for Manatee County. Security staff works twelve (12) hour shifts to provide security and control of inmates on a 24-hour basis.

The Manatee County Sheriff's Office supports the needs of the unincorporated areas as well as those of the incorporated cities when called upon. They share the Air Support Unit, SWAT, DIVE, HNT, MOUNTED PATROL and other special teams when they are requested.
GOAL 1: THE MANATEE COUNTY SHERIFF’S OFFICE IS COMMITTED TO REDUCING THE AMOUNT OF OVERDOSES AND DEATHS RELATED TO THE USE OF OPIOIDS IN THE COUNTY.

OBJECTIVE #1: The Sheriff’s Office will provide education, prevention, and treatment options for drug addiction to the citizens of Manatee County.

Strategy 1: Ensure Safe Drug Disposals
Prescription drug disposal containers are available at each district and there will be promotions to the public about the availability of these containers.

Strategy 2: Prevent Overdose Deaths with Naloxone
Naloxone will be deployed to all patrol deputies so they can be equipped for immediate action when responding to an overdose.

Strategy 3: Provide Treatment Options for Opioid Users
Deputies will be equipped with “Your Life Matters” cards, which contain resource information to those seeking help/relief from their addiction.

Additionally, the Sheriff’s Office will participate in specialized intervention and assistance programs such as the Operation LifeSaver Program and the Intervention Assistance Program.

Operation LifeSaver is a proactive intervention initiative in which the Sheriff’s Office visits individuals who have overdosed two or more times. The purpose of the visit is to encourage the drug user to seek assistance for their addiction and, if they are willing, they can relinquish their drugs (without fear of arrest) and will be transported to a drug treatment facility.

The Intervention Assistance Program is a program in which a drug user can call 911 and request assistance for their addiction. They can relinquish their drugs (without fear of arrest) and be transported to a drug treatment facility by the Sheriff’s Office.

Strategy 4: Drug Treatment in the Jail
The Manatee County Correctional Facility will provide two jail recovery pods for those inmates who are seeking assistance for the treatment of drug addiction.

Strategy 5: Education About the “Good Samaritan” Act
All inmates who have been arrested for any narcotic related offense will receive a “Good Samaritan” card upon their release from jail. This card encourages them to call 911 if they or someone else is experiencing an overdose and is a reminder that they can seek assistance for the victim of an overdose without fear of being arrested.
Strategy 6: Public Awareness
The agency participates, with numerous community stakeholders, in the monthly Addictions Crisis Taskforce (ACT) meetings. This taskforce was created by Drug Free Manatee in 2015 specifically to address the opioid crisis. In addition to participating on the Addictions Crisis Taskforce (ACT), representatives from the Sheriff’s Office provide public presentations throughout the community on the opioid crisis and the programs that are available to individuals who suffer from drug addiction.

Strategy 7: Education through Social Media
The agency will use social media platforms to educate our community on important matters regarding the epidemic; specifically by the use of Twitter, Facebook, and the MSO website.

Strategy 8: Education for Drug Addicted Parents
The Child Protection Investigation Division (CPID) will provide education to the parents who test positive for drugs during an investigation. The education will be focused on the dangers associated with narcotics use and where to go for assistance.

OBJECTIVE #2: The Sheriff’s Office will combat the opioid epidemic through enhanced enforcement and investigative techniques.

Strategy 1: Strategic Investigative Initiatives That Enhance Successful Prosecution on High Impact Cases
The Special Investigations Division (SID) will carefully evaluate the sale/trafficking cases of opioids and narcotics related deaths to determine the best venue for prosecution: the state or federal system.

Strategy 2: Cooperative Efforts with State and Federal Partners
The agency will provide office space for attorneys from both the state and federal offices.

Strategy 3: Accountability for Drug Dealers
Both the Special Investigations Division (SID) and the Criminal Investigations Division (CID) will work together on all narcotic related death cases to ensure those who contribute to an overdose death by providing narcotics to the victim are held accountable.

Strategy 4: Sharing Information
The agency will collaboratively work to identify, disrupt, and dismantle drug trafficking organizations by sharing information at the local, state, and federal levels. This includes real-time intelligence that is gathered by patrol deputies combined with the investigative efforts of the Special Investigations Division (SID).
Strategy 5: Training
All Manatee County Deputies will be provided training through PowerDMS, on relevant matters, related to the opioid epidemic.

Strategy 6: Compile Crucial Stats for Monitoring and Tracking
The Crime and Intelligence Analysis Unit will track overdoses and narcotic related deaths in an effort to identify overdose spikes that may be contributed to highly potent opioids such as Fentanyl or Carfentanil.

Strategy 7: Working with Community Partners
The agency will work with community partners, such as Emergency Management Services (EMS), Manatee Memorial Hospital (MMH), and the Medical Examiner’s (ME) office to review and share data.

**GOAL 2: THE MANATEE COUNTY SHERIFF’S OFFICE IS COMMITTED TO REDUCING VIOLENT CRIME IN THE COUNTY.**

**OBJECTIVE #1:** The Sheriff’s Office will use varying methods to effectively disseminate information to the public regarding emerging violent crime trends.

**Strategy 1: Notification Through Social Media**
The agency will notify the public of any violent crime trends and will include photos of suspects to assist in identifying perpetrators of these crimes.

**Strategy 2: Providing Crime Stoppers Information**
The agency will post “Crime Stoppers” signs/information in areas that are experiencing violent crime trends or increased criminal activity.

**OBJECTIVE #2:** The Sheriff’s Office will provide education/training to deputies on firearms violations according to standards set by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). This will allow deputies to recognize charges used by ATF and work with them to pursue federal charges when applicable.

**Strategy 1: ATF Sponsored Courses**
The agency will educate deputies through courses sponsored by the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) to better gather facts related to firearms charges used for prosecution.

**Strategy 2: Informing Deputies on Firearms Offenses and Offenders**
The Violent Crimes Task Force (VCTF) will provide information on firearm offenses and offenders to the Enforcement Bureau. This information will be published to the Enforcement Bureau’s intranet page for deputies to access.
Strategy 3: Roll Call Briefings
The agency’s assigned Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) task force member will conduct roll call briefings to further educate patrol deputies on firearm violations.

Strategy 4: Proactive Contact with Repeat Violent Offenders
The agency will initiate interactions with repeat violent offenders that have been released from the Florida Department of Corrections (FDOC) into our community. This will allow patrol deputies to become familiar with those offenders and to become aware of their release conditions, if applicable.

OBJECTIVE #3: The Sheriff’s Office will utilize Intelligence-led Policing (ILP) through the use of the agency’s Crime Analysis Unit, CORE meetings, the Violent Crime Task Force (VCTF), analytical software such as Command Central and Crime View, and other criminal intelligence as it arises, to enhance patrol operational efforts for combating violent crime.

Strategy 1: Data Driven Approach
Patrol deputies will use real time data pertaining to hot spot locations, common times of day/days of week that incidents are occurring, and any relevant suspect information for the purposes of proactive patrols and Power Track deployments.

Strategy 2: Enforcing Compliance
Patrol deputies will follow-up with known offenders or individuals that have been released from prison who have curfew and/or probation conditions, to ensure they are in compliance with their set conditions.

Strategy 3: Overtime Initiatives
The agency will utilize overtime initiatives for patrol deputies that focus on emerging violent crime trends specifically addressing gun violence, gang activity, and illegal drug sales.

GOAL 3: THE MANATEE COUNTY SHERIFF’S OFFICE IS COMMITTED TO REDUCING CRIME THROUGH EFFECTIVE EDUCATIONAL PROGRAMS THAT ENGAGE OUR CITIZENS IN REDUCING THE FEAR ASSOCIATED WITH CRIME.

OBJECTIVE #1: The Sheriff’s Office will develop and implement educational programs that teach citizens about the various types of crimes and prevention techniques.

Strategy 1: Neighborhood Watch
The Crime Prevention Unit will teach Neighborhood Watch programs to already established communities. This program helps citizens recognize criminal activity and report it to the Sheriff’s Office.
Strategy 2: Specific Education on Potential Threats
The Crime Prevention Unit will teach courses that specifically address Active Shooter, Scams and Fraud, and Identity Theft at the Sheriff’s Office and at community events.

Strategy 3: General Citizen Education
The agency will develop and deploy signs that educate citizens that if they “See Something, Say Something” and to lock their vehicles.

Strategy 4: Nextdoor
Nextdoor is a social media program designed to connect neighbors to neighbors, and connect them to services as well. The agency maintains an account which will be used to share important crime prevention messages, as well as current crime trend information.

OBJECTIVE #2: The Sheriff’s Office will combat crime through effective security analysis that seeks to educate our citizens about physical security. This will be supplemented with programs that seek to remove the opportunity for a crime to occur.

Strategy 1: Security Assessments
The Crime Prevention Unit will conduct security assessments for residences and businesses throughout the county. The purpose of these security assessments is to identify physical security weaknesses that can be corrected to prevent the occurrences of criminal activity.

GOAL 4: THE MANATEE COUNTY SHERIFF’S OFFICE WILL INCREASE THE OVERALL SAFETY AND SECURITY OF THE JAIL FACILITIES.

OBJECTIVE #1: The Sheriff’s Office, in coordination with Manatee County Government, will make upgrades and repairs at the jail complex to ensure employee and inmate safety, and to prevent escape.

Strategy 1: Renovations
Several areas within the jail complex are under renovation; including G3, D-Pod, T-Pod and the Intake & Release area.

Strategy 2: Fencing
Fences will be constructed, using specialized mesh materials, for the second floor of the housing areas.

Strategy 3: Security Film
Adhesive film will be applied to windows of the dorms allowing officers to still view the inmates but limiting the inmates from viewing the officer’s movements and security cameras.
Projected Workload

Careful internal and external environmental analyses of past workload levels of service required from our deputies, combined with social and economic factors, 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.

**Breakdown By District**

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. 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.
Population Trends

Bordered on the north by Tampa Bay and to the west by the Gulf of Mexico, Manatee County is one of sixty-seven counties in the state of Florida, with a total area including water and land of 893 square miles. In 1857, there were 900 inhabitants, an average of five persons per square mile. In 2017, there were approximately 518.8 persons per square mile living in Manatee County. According to the Bureau of Economic and Business Research (BEBR), the population of Manatee County was estimated at 377,826 as of April 1, 2018. Population growth continues to outpace that of the state and increased approximately 17.03% since 2010. Manatee County is ranked as the 15th most populated county in Florida.

Like the State of Florida as a whole, Manatee County is experiencing a period of sustained growth, with all indicators suggesting that this trend will continue. The chart below displays the population projections through the year 2040 as according to BEBR. Even by the most conservative estimates, the population in Manatee County is expected to increase by approximately 16% by 2040.

The MCSO accompanied the County’s growth, always present and ahead of time, with a proactive attitude in foreseeing any potential issues that this beneficial County growth could bring with it; presenting solutions, and acting upon them, creating a safe environment to all the citizens and visitors to our beautiful county.

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<tr>
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<td>458,700</td>
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<tr>
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<td>550,900</td>
<td>596,900</td>
<td>645,200</td>
</tr>
</tbody>
</table>

2. University of Florida, Bureau of Economic and Business Research (BEBR), 2017
As of January 2019, the Sheriff’s Office had a total of 1185 positions, of which 503 are sworn law enforcement, 217 are sworn corrections, 384 are civilian positions, and 81 are part-time. Due to the ever-expanding developments and population growth that the County continues to see in the northern and eastern areas, positions for deputies continue to be requested in the annual budget. For fiscal year 2018-2019, the following positions were requested of the County Commission:

**Enforcement Bureau (55 positions)**
- School Resource Officers (27 positions)
- School Resource Officer Sergeants (2 positions)
- Law Enforcement Deputies (24 positions)
- Community Service Officers (2 positions)

**Corrections Bureau (4 positions)**
- Corrections Deputies

**Investigations Bureau (5 positions)**
- Cold Case Detective
- Strategic Unit Detective
- Sexual Predator Unit Detective
- Crime Scene Technician
- Chemist

**Executive (2 positions)**
- Fleet Mechanic
- Community Relations Deputy

These positions are critical in maintaining the agency’s ability to manage crime trends in Manatee County. As the population continues to grow in the north and east portions of the County, the agency is unable to cover the new developments with proactive patrols and are being relegated to only being reactive in those areas.

Of the positions requested, the agency was successful in attaining 10 new law enforcement deputies (plus 2 Anna Maria deputies).
Anticipated Capital Improvement and Equipment Needs

The Manatee County Sheriff’s Office total budget request for the fiscal year beginning October 1, 2018 and ending September 30, 2019 totaled $135,549,843. The budget funds salaries and benefits, operating expenses and capital related items. The agency’s capital and equipment needs totaled $2,275,065 and include the following:

- **Vehicles** - Need to be replaced due to age, mileage, and growing repair frequency.
- **Space Savers** - For Property and Evidence; shelf space is expected to max out next year for two major areas that have lengthy statutory requirements for storage.
- **Ballistic Level Vests** - For the SWAT Team; their current vests lives are expiring and for the safety of the team, these vests must be purchased.
- **Specialized Food Carts** - For the Jail Facility; these carts have been repaired as much as they possibly can, and it is not beneficial to put any more money into the repair of them.
- **CF-31 Laptops** - For Deputies; to replace aging computer equipment.
- **AFIS Hardware** - Needs updating.

Of the capital and equipment needs requested, the agency was successful in attaining approximately $900,000 in year-end requests, not counting vehicles and computer equipment upgrades.
Annual Review

The goals listed in this plan specifically define a path to meet current and future service demands. The goals and objectives may change depending upon the development of other operational priorities, change in funding allocations, or service expectations. All of the goals listed in this plan have specific objectives and strategies that will assist in accomplishing the goals. For clarity, these terms are defined as:

- **Goals:** Broad statements of measurable outcome to be achieved.
- **Objectives:** Statements of what we must do well, or barriers that we must overcome to achieve a specific goal.
- **Strategies:** Specific programs and/or activities required to meet the targeted performance levels.

Annually, the agency’s goals and objectives are reviewed by executive leadership. Our “multi-year” plan is foundational for the on-going self-evaluation of service and process improvements. This plan is published every three years. The review of goals and objectives is published annually.
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 484 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 91 professional standards designed specifically for Florida law enforcement agencies.

**American Correctional Association (ACA)**

The American Correctional Association is an international accrediting authority. It is specifically designed for enhancement of professionalism in correctional environments and has been an accrediting authority since the late 1970’s. The Manatee County Sheriff’s Office was first accredited by the ACA 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 260 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.
**Prison Rape Elimination Act of 2003 (PREA)**

The Prison Rape Elimination Act of 2003 is a federal law seeking to eliminate sexual abuse and sexual misconduct in correctional facilities. This law applies to all federal and state prisons, jails, police lock-ups, private facilities, juvenile facilities and community correctional settings. The Manatee County Sheriff’s Office supports the prosecution of persons who commit acts of sexual misconduct in its facilities and has a zero tolerance policy for all forms of sexual misconduct and sexual assault. The Corrections Bureau must comply with 43 standards concerning prevention, detection, and response to sexual abuse in confinement. Initial certification was received in 2014.

**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 complies 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 complies 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. The Manatee County Sheriff’s Office Bomb Squad has met these standards.

**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.