To the Citizens of Manatee County:

I am humbled and grateful for the opportunity to serve the citizenry of Manatee County as I begin my second full term. As your Sheriff since 2007, I am incredibly proud of the achievements and successes of the men and women of the sheriff’s office. This current Strategic Plan will cover the years from 2013 through 2015. It contains an analysis of the agency’s strengths, limitations, and it incorporates salary and staffing studies. This assessment also looked to the future needs of the agency, replacing outdated information and helping the transition to a more inclusive plan. Our first Strategic Plan covered the years from 2010 through 2012.

The crime data shows that since 2007, crimes of violence have decreased thirty percent; all reportable crimes were thirteen percent less prevalent. Economic instability has resulted in repeated budget cuts year after year. Despite suffering nearly $5 million in budget cuts and having a significantly lower staffing level compared to equivalent jurisdictions in the South Atlantic Region with the same population size, the men and women of the Manatee County Sheriff’s Office have continued to become more efficient and innovative. With the implementation of our new strategic management model, C.O.R.E., we have increased communication throughout the agency, identified crime trends more rapidly, and capitalized on the expertise and input from all personnel.

I am exceptionally proud of our newly available public tools and services. These tools include an interactive website with daily updates featuring, “Can You ID Me?” and “E-watch”. We also started utilizing CrimeMapping.com, which provides the citizens of Manatee County real-time information about reported crimes within our County. We have created a 24-hour drug drop box (668.7 pounds collected in 2011 and 839.6 pounds collected in 2012), many community “call-in” lines and an off-site video visitation center at the jail.

As you read on, you will see the major advancements we have made in the community and within our agency to serve our citizens better. We will continue to seek out and implement best practices throughout this agency to reduce crime and promote the quality of life in Manatee County. Strategic Planning is necessary because as resources have become scarcer, the need for us to be very specific about what we do and how we do it is more important than ever. This agency is committed to identifying crime and community problems, developing tactical responses, and learning from the past to make the future of our community safe and enjoyable to the citizens and visitors of Manatee County.

Respectfully,

W. Brad Steube
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INTRODUCTION

In 2008, all the members of the Manatee County Sheriff’s Office (MCSO), as integral and active participants of our society and local community, began feeling the signs of an economic downturn deteriorating towards an economic depression. Historically economic depression and social disorder caused by abandoned properties and unemployment are directly related phenomena; Sheriff Steube felt the need to bring our citizens, employees and community closer together in collaboration for a safer Manatee County. We immediately started working toward a proactive action plan to intelligently manage, administer, and deploy resources to minimize any foreseeable impacts.

We created our “2010-2012 Strategic Plan” to address these concerns. We consulted our citizens and community leaders, benchmarked fellow agencies, gathered and analyzed internal and external data, had regular bureau meetings, reviewed processes and procedures; all of this resulted in working toward the following purposes:

- 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.
EVERYONE AT MCSO PARTICIPATES
A
ccording to the International City/County Management Association (ICMA, Aug 2002), the “purpose of the public sector strategic planning is to establish long-term goals, strategies, quantifiable objectives, and detailed actions that address issues related to performance, productivity, required statutory services, and community and personal wellbeing”.

Good PLANNING, based on RELIABLE and consistent INFORMATION is essential for any DECISION making, and it is even more critical for decisions that affect other people’s lives and safety, the most important role of the Sheriff’s Office. Internal and external factors influence the development and performance of the Agency, as a whole. These many factors influence performance in different levels and degrees. Conducting an environmental scan can be helpful in the gathering of the information needed to make informed decisions.
WHAT IS STRATEGIC PLANNING? (Cont’d)

The unencumbered flow of information, in all directions, is the key to any successful Strategic Plan. The faster communications hurdles are broken and bottlenecks are streamlined, the better the quality of the results. For this to happen, we need to understand:

- the circumstances that generate these hurdles and bottlenecks;
- the processes they feed upon, and
- the consequences they produce;

These elements are necessary in order to be able to identify the most appropriate tools to manage and eliminate these obstacles.

Although strategic, a plan of this nature, one that looks into the future, also has its tactical components; it needs to be flexible and adaptable so that it can re-organize itself rapidly as soon as it captures new shifting trends, but without losing sight of our accomplishments.

“We have a Strategic Plan; it’s called ‘Doing Things’”

Herb Kelleher
Every three years, the MCSO 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, surveys, assessment of community needs, 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.

**Strategic Priorities:** Areas where the MCSO must succeed in order to fulfill its Mission

**Goals:** Statements of what must be accomplished specifically in each area of strategic priority

**Strategies:** Statements of how goals will be achieved

Strategies are converted to actions and implemented through programs, special projects, and routine operational activities. Each strategy is “owned” by a Department or Division/District Commander who 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.
"The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."

Michelangelo
Since our 2008 research baseline year and throughout our first three Strategic Plan years, Florida was one of the states most impacted by the American economic recession. This economic condition was mostly caused by the real estate boom/bust. Most counties suffered loss of population choosing to migrate to other states, and loss of income generated from property value and taxes that could no longer be collected.

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.
As a natural consequence of population increase, and accentuated by the economic impact on families and properties, an increase in the demand for law enforcement services occurred in the same period.

Paradoxically, budget cuts continue to be imposed on the Sheriff’s Office. In order to maintain the service level to our citizens, Sheriff Steube decided not to cut any personnel through use of attrition. Unfortunately, MCSO is still losing well-trained professionals to other neighboring counties, because of the inability to offer competitive salaries.

Almost 326,000 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 1,000 employees; with 35% of the workforce female and 22% minorities. With such diverse representation, we are proud to be able to better communicate with our citizens; respecting and understanding cultural differences.
FLORIDA'S OVERALL TAX STRUCTURE

TAX STRUCTURE

Florida’s tax structure makes it a desired location for businesses and an ever-growing number of Americans who wish to call the Sunshine State home. The lack of a state income tax means that the state economy is based largely on sales tax revenues, with a large boost from the tourism industry. This is complemented by other major industries such as agriculture. Local governments are funded by local taxes, mostly from property taxes.

With the burst of the real estate bubble in mid-2008 that triggered the national economic crisis all through 2010, Florida was one of the most impacted states, suffering by the fact that tourism cooled down, and counties had their budgets dramatically reduced due to the devaluation of property values.

2011 started showing signs of a very welcomed recovery and this recovery has remained steady throughout 2012; this is an uplifting perspective of good and productive years to come!

Florida is well known for its sunshine and sandy beaches.

These two factors dictate the success of two pillars of Florida’s economy: citrus and tourism. Millions of visitors come to Florida each year bringing billions of dollars into the state. Florida citrus is shipped around the world in cartons or as juice, bringing millions more to our state.

Citrus Value of Sales On-Tree-Florida:

<table>
<thead>
<tr>
<th>Crop Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-2006</td>
<td>1,024,610</td>
</tr>
<tr>
<td>2006-2007</td>
<td>1,499,112</td>
</tr>
<tr>
<td>2007-2008</td>
<td>1,283,994</td>
</tr>
<tr>
<td>2008-2009</td>
<td>1,046,735</td>
</tr>
<tr>
<td>2009-2010</td>
<td>1,118,343</td>
</tr>
<tr>
<td>2010-2011</td>
<td>1,145,065</td>
</tr>
</tbody>
</table>
HOUSING MARKET

HOUSING & POPULATION

Although in general the housing market has slowed down significantly both in construction and sales over the past years, Manatee County has experienced a steady, above-state-averages of new incoming citizens, year after year.

A healthy housing market facilitates residential mobility, both for new and existing residents. As a state that is dependent upon migration for population growth, the health of the housing market is an essential element in measuring the potential for future growth.

The future looks bright for Manatee County!

The housing market is a key indicator of the state's economy as a whole. If new or existing homes are being bought and sold at a good rate, then the economy is generally in sound health.

<table>
<thead>
<tr>
<th>HOUSING COUNTS</th>
<th>MANATEE COUNTY</th>
<th>FLORIDA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Units, 2000 Census</strong></td>
<td>138,128</td>
<td>7,302,947</td>
</tr>
<tr>
<td>Occupied</td>
<td>112,460</td>
<td>6,337,929</td>
</tr>
<tr>
<td>Owner-Occupied</td>
<td>82,947</td>
<td>4,441,799</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>29,513</td>
<td>1,896,130</td>
</tr>
<tr>
<td>Vacant</td>
<td>25,668</td>
<td>965,018</td>
</tr>
<tr>
<td><strong>Housing Units, 2010 Census</strong></td>
<td>172,690</td>
<td>8,989,580</td>
</tr>
<tr>
<td>Occupied</td>
<td>135,729</td>
<td>7,420,802</td>
</tr>
<tr>
<td>Owner-Occupied</td>
<td>96,818</td>
<td>4,998,979</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>38,911</td>
<td>2,421,823</td>
</tr>
<tr>
<td>Vacant</td>
<td>36,961</td>
<td>1,568,778</td>
</tr>
</tbody>
</table>

Percent Change in Homes Sold
When compared with the national unemployment rate averages over the past 4 years, the West and East Coasts in general, and California and Florida in particular, have experienced some of the greatest impacts.

With 2010 as the worst year, and 2011 marking the trend towards recovery, we are still far from the low state averages of 3.3% unemployment rates that Florida used to proudly show.

In 2011, Manatee County ranked 24th among 67 counties, with a 10.8% unemployment rate that was above the State average of 10.6%, whereas the national average for the same year was 8.9%.

The road to recovery is a hard one, but it is easier travelled with cooperation and sharing.
The Sheriff’s Office participates in seven 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 464 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 88 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 324 professional standards for accreditation. Over 1,500 correctional facilities are accredited by the ACA.
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 Manatee County Sheriff’s Office has to comply with 242 professional standards and has been accredited since 2011.

Florida Model Jail Standards, (FMJS)
Florida Model Jail Standards is a voluntary inspectional process outlined by Florida statutes (most recently modified in 1996 F.S. 951.23(a)). The Manatee County Sheriff’s Office has been a voluntary participant in this inspectional process since 1981. The inspectional process typically involves 12 inspectors evaluating physical environment, food services, medical and administrative practices once a year.

Forensic Quality Services, Inc. (FQS-I)
FQS is now part of the ANSI-ASQ National Accreditation Board family of brands. FQS provides accreditation for ISO/IEC 17025 forensic test laboratories and ISO/IEC 17020 forensic test agencies.

FQS is the longest established provider of ISO/IEC 17025 accreditation to forensic testing agencies in the United States. FQS accredited the first U.S. forensic testing agency to ISO/IEC 17025 and the first U.S. forensic crime laboratory to ISO/IEC 17025. Manatee County Sheriff’s Office Chemistry Lab has held an ISO 17025 Accreditation Certificate and a Scope Document for Forensic Testing since October 2011, complying with 347 technical standards. The Crime Scene Unit is currently undergoing ISO 17020 scrutiny to meet 140 standards for accreditation at this time and expects to be fully accredited in September 2012.
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.

National Academies of Emergency Dispatch (NAED)

Accredited Centers share a common goal of improving public care and maximizing the efficiency of 911 systems. The National 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 EPD Certified to work in the Communications Center.

The Communications Center as a whole, must meet specific requirements over the next year and half before they may achieve Accreditation with NAED. We will be working toward those requirements over the next year and half.
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 compliment 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 committee of 18 deputies reviewed the MCSO Promotional Process. The group conducted nationwide research of other Law Enforcement promotional processes. Their recommendations resulted in revisions to the MCSO Promotional Process that included: Written Examination (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.

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.

Performance Management Plus (PMP)

Overhaul and enhancement of the MCSO Performance Evaluation System: This included rewriting Job Descriptions and improved use of the performance evaluation software (PMP) within the agency. This will provide a consistent and equitable measurement of an employee's contribution to the workforce, while producing accurate appraisal documentation to protect both the employee and employer. PMP Web was introduced enabling ease of access for all employees. In addition, electronic signatures were enabled transitioning the appraisal process to a paperless process accessible by all employees.

NEOGOV

The MCSO application process went paperless with the implementation of NEOGOV. This 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.
PROFESSIONAL DEVELOPMENT  (Cont’d)

Compensation Classification Study

MCSO recently conducted a comprehensive classification and compensation study for approximately twelve hundred (1200) employee positions in approximately 180 classifications. This resulted in a salary administration system that includes a base pay program that 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)

The MCSO Communications Center Training Program received State Certification in August 2011. The MCSO Communication Center held their first Training Class in April 2012 and applications for each Trainee who successfully passed the training where submitted to the State of Florida for Certification.

Prior to October 1, 2012, any Trainee that did not meet the State “Grandfather-in Claus” and received training under the old (uncertified) Communications Training Program is required to just take the State of Florida PST Exam to continue their employment with MCSO. In August 2012, those Trainees (5) took the Exam.

Effective October 1, 2012, all new hires from this point on will be mandated by State requirements to not only receive the 232-hour PST training, but will also be required to take the State of Florida, PST Exam to work in ANY Communications Center within the State of Florida.
**EXECUTIVE BRANCH**

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

To be an effective and efficient 24-hour full service law enforcement agency, the Manatee County Sheriff’s Office is divided in four Bureaus, each responsible for different but interdependent aspects of the overall operation of the agency. The agency is comprised of the Comptroller and four (4) Bureaus, including their respective Divisions: Enforcement, Investigative, Corrections, and Administrative. Directly reporting to the Sheriff is the Internal Affairs Section, the Public Information Officer, and an executive assistant.

Please come for a visit and schedule a tour of our facilities for more detailed information on the functions of each bureau/division of the Manatee County Sheriff’s Office.
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 Investigative Bureau undertakes the arduous task of investigating crime days or weeks after it occurs and provides closure for the citizens of Manatee County. 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. The Manatee County Sheriff’s Office is supportive of the most up-to-date technology applications in the field of law enforcement. The benefits of having these tools in-house to solve crimes more rapidly and efficiently are invaluable for the victims in need of restitution or closure. This will help investigators and analysts become more efficient against offenders who are becoming more and more aggressive and technologically savvy.
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, investigation 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. Without this support and assistance provided to the other bureaus, the successful investigation, identification, criminal arrests, legal proceedings and incarceration of criminals would be greatly disadvantaged. Also included in the Administrative Bureau is the Information Technology Section, the integrator and connector of the flow of information running throughout all bureaus and divisions.
PART 2

THE PRESENT:

HOT TOPICS & DISTRICT DISTRIBUTION

"The problem is never how to get new, innovative thoughts into your mind, but how to get the old ones out."

Dee Hock
CURRENT ISSUES

HOT TOPICS & DISTRICT DISTRIBUTION
HOT TOPICS - RECENT TRENDS

The Changing Face of Gangs

Since January 2012 the Manatee County Sheriff’s Offices Special Investigations Division—Strategic Gang Unit has noticed the increase in persons released from the Florida Department of Corrections (DOC) that are documented gang members. Most of the releases are from Manatee County. However, we are getting a lot of releases from other counties from around the State of Florida. The Strategic Gang Unit is seeing more prison gang members (i.e. Aryan Brotherhood and Tango Blast) along with gang members from other gangs (i.e., Gangster Disciples and Latin Kings) that we have heard or read about from other jurisdictions and/or out of state contacts. This trend is bringing about a change in the local makeup of the gangs that we presently have. This is because of the fact that most of these gangs are highly structured with specific rules and traditions.

This in itself provides a challenge to both Gang Units. Members of the Strategic Gang Unit are constantly reviewing the DOC monthly release records and the Department of Corrections (DOC) Probation/Parole lists so that these new releases are documented. The present members of the Strategic Gang Unit, along with the Intelligence Unit personnel are constantly updating our “ACISS” database with these new gangs and gang members along with the state database “INSITE”. This information includes copies of the subjects “Security Threat Group” interviews and photographs by DOC personnel.

The information on these new gangs and gang members is published to other members of the agency in the form of a monthly gang intelligence bulletin. Keeping track of this information allows the members of the Strategic Gang Unit to monitor certain individuals for future and/or ongoing criminal investigations. This information can also be beneficial to the Criminal Investigations Division in their investigations. This information also provides “targets” for the Tactical Gang Unit so that these individual’s activities can be monitored.
HOT TOPICS - RECENT TRENDS

Prescription Drugs

LEGISLATIONS AND REGULATIONS

State and local governments have taken steps in order to combat the prescription pill epidemic in the state of Florida. The Prescription Drug Monitoring Program (PDMP) database was passed into law during the 2009 legislative session in an effort to abate prescription drug abuse in Florida— which at the time had become the hot bed for Oxycodone abuse nationwide.

House Bill 7095 was passed in 2011. This bill stipulated that practitioners (physicians) may no longer dispense Schedule II and Schedule 3 narcotics out of their offices. In July of 2011, the Manatee County Sheriff’s Office participated with Drug Enforcement Administration and the Department of Health in conducting inspections at local physician offices to ensure that they were in compliance with this new bill.

On the local level the Manatee County Board of County Commission requested the County Attorney’s Office to scribe an ordinance regulating the pain management clinics within the county. The Manatee County Sheriff’s Office in conjunction with the Manatee County Substance Abuse Coalition, Manatee County Attorney Office, Manatee County Code Enforcement and various other health officials within the community began workshops to facilitate the creation of the Pain Management Clinics Licensing and Regulations Ordinance NO.12-14. On March 27, 2012, The Manatee County Commission approved the ordinance 6-0.

Since the ordinance has been passed the Manatee County Sheriff’s Office has continued to work in conjunction with Manatee County Code Enforcement in their efforts to issue permits to the pain management clinics within the county. At least seven clinics have been visited and inspected by the two agencies and have been determined to have legitimate purposes. There are some clinics inspected that were issued permits by the county but will be supervised to ensure that they are working as legitimate practices.

ENFORCEMENT ACTIVITIES

In 2010, Florida Governor Rick Scott created the Florida’s Drug Enforcement Strike Force Teams to combat the prescription drug “epidemic” in Florida. The teams have put a dent in the out-of-control distribution and abuse of prescription drugs in Florida. Last March, the teams have taken almost half a million pills off Florida’s streets. They have also made 2,150 arrests – including 34 doctors – and seized 59 vehicles, 391 weapons and $4.7 million.
Prescription Drugs (cont’d.)

In October of 2011, the Drug Enforcement Administration (DEA) conducted Operation Pill Nation II focusing on doctors and pharmacies in the Tampa Bay area for the illegal dispensing of prescription drugs. During this operation, nine Bay-area doctors and two Bay-area pharmacists were arrested.

The Manatee County Sheriff’s Office has a detective assigned to the DEA Pharmaceutical Diversion Task Force in Tampa and participated in both operations. The Manatee County Sheriff’s Office locally also was an active participant in these operations. During operations within Manatee County, two clinics were shut down and two physicians were arrested.

REPORTABLE RESULTS

According to recent documentation from the Florida Government, in 2010, Florida was known as the place for criminals to come and get their pills. Ninety of the nation’s top 100 Oxycodone purchasing doctors and 53 of the nation’s top 100 Oxycodone purchasing pharmacies were located in Florida. Over the last year, the number of doctors has been reduced by 85 percent, down to 13, and the number of pharmacies has declined by 64 percent, down to just 19. In addition, the number of pain clinics has declined from 800 to 508 clinics in the state. And the 2011 Interim Drugs Identified in Deceased Persons Report shows the number of prescription drug deaths fell nearly eight percent compared to the same period in 2010.

In Manatee County, the Sheriff’s Office Special Investigations Division (SID) has determined that the street price of Oxycodone 30 mg has increased by 200% from $10.00 a pill in 2010 to $30.00 a pill in 2011. In addition, the number of prescription Oxycodone, Hydrocodone, Methadone and Xanax pills seized by the Manatee County SID have significantly decreased when comparing the first six months of 2011 to the first six months of 2012. Based on this information, it is our belief that the comprehensive efforts employed to combat prescription drug abuse have decreased the supply of pills on the street.
Operation Meal Ticket

In November 2011, Detectives from the Manatee County Sheriff’s Office Special Investigations Division (SID) began an investigation into fraud relating to the Supplemental Nutrition Assistance Plan (SNAP) via Electronic Benefits Transfer (EBT) cards. The investigation was conceived based upon intelligence collected from confidential informants regarding the prevalence of systematic EBT fraud within Manatee County. The Florida Department of Financial Services provided SID with several EBT cards under false names. They also provided the funds for each account attached to the cards.

Over the course of the following six months, fifty-three people were charged with seventy-eight felony charges based upon over seventy separate undercover operations. During these operations, State provided EBT cards were sold to the defendants, at approximately fifty cents on the dollar, in exchange for either cash or narcotics.

On May 8, 2012, a large scale warrant sweep was conducted with the assistance of several local, state, and Federal agencies. Forty-five of the defendants were arrested during the sweep with the remaining individuals being arrested on a later date.
HOT TOPICS - RECENT TRENDS

Synthetic substances

Back in 2010, synthetic substances marketed as “bath salts” and incense / potpourri (“Spice/K2”) started to come onto the scene in Manatee County as well as Florida in general. Although some of these substances may have been legal according to Florida State Statutes, they posed adverse health effects including death to consumers when ingested.

The Manatee County Sheriff’s Office Special Investigations Division took the lead in this public safety issue by drafting and distributing a letter to retailers and consumers throughout the County warning them of the potential lethal consequences of these new drugs.

On March 23, 2012, Governor Rick Scott signed into law House Bill 1175. The bill amends Florida Statute s. 893.03, to add synthetic cannabinoid and bath salt substances to Schedule I of Florida’s controlled substance schedules. As a result, possession of these substances is a third degree felony ranked in Level 3 of the ranking chart. However, possession of 3 grams or less of synthetic cannabinoids is a first-degree misdemeanor, unless the synthetic cannabinoid is in powdered form. The offense of sale, manufacture or delivery or possession with intent to sell, manufacture or deliver synthetic cannabinoid and bath salt substances is a third degree felony ranked in Level 3 of the ranking chart. The purchase of these substances is a third degree felony ranked in Level 2 of the ranking chart.

Immediately following the bill signed into law, the Manatee County Sheriff’s Office again warned retailers and consumers of the dangers of these drugs and that the new law added additional substances as prohibited chemicals. The Special Investigations Division has been proactively monitoring retail establishments for this type of illegal contraband and it appears the number of establishments engaging in this type of illegal activity has greatly diminished. The Sheriff’s Office Laboratory has also acquired the necessary standards to test the proposed chemicals.
**Prostitution**

The Tactical Units of the Special Investigative Division actively work to curtail vice and prostitution related activity throughout the county. Contrary to popular belief, prostitution is not a victimless crime. It is not uncommon for individuals to be forced into prostitution for the profit of another. Also, other felonious crimes such as rape and robbery sometimes occur before, during or after a prostitution deal. The detectives in SID work hard to arrest as many offenders as possible.

Over the last several years, we have seen a marked increase in the number of prostitution related arrests. In 2010, the units arrested a total 95 people and in 2011, that number rose to 179, which is an 88% increase from the previous year.

In 2012 we have made 89 arrests. When a person is arrested for prostitution, in addition to completing the arrest paperwork, the arresting detective completes a Geographic Displacement Form. This is a form that details the general location of where the arrest took place. The judge in the case then has the authority to impose an ‘off limits’ zone that corresponds to the area listed in the Geographic Displacement Form as part of the final case deposition. This becomes a condition of the offenders probation and they are subject to re-arrest if found within this area at any time. The problem is, many offenders elect not to be placed on probation, preferring instead to serve their entire sentence in jail. This is one contributing factor to the high recidivism rate we see regarding the crime of prostitution. The offenders become familiar with the detectives and make subsequent arrests more difficult. Nonetheless, detectives in SID continue to come up with innovative ways to make prostitution arrests throughout the county.
Marijuana Grows and Parcel Interdiction

Since 2010, the Manatee County Sheriff’s Office has seen an increase in the amount of marijuana being grown both indoor and outdoor. For example, in 2010, the amount of marijuana plants seized by the Manatee County Sheriff’s Office were approximately 144 plants from indoor grows. In 2011, the amount of marijuana plants seized by the Manatee County Sheriff’s Office were approximately 2994 plants from indoor grows and 133 plants from outdoor grows. In 2012, there have been approximately 476 plants seized from indoor grows and approximately 138 from outdoor grows. Prior to the listed period the amount of arrests derived from these types of investigations were limited. Recently the number of arrests, as a result of these types of investigations, has increased significantly. A major factor which has contributed to this is that detectives have been better trained in identifying these types of operations which enable them to obtain probable cause for the investigation. The Manatee County Sheriff’s Office Special Investigations Division is very proactive when it comes to investigating these types of cases and utilizes multiple resources to investigate them.
Marijuana Grows and Parcel Interdiction (cont’d)

Another increasing trend observed by the Manatee County Sheriff’s Office is the amount of parcels shipped into the county from other areas containing marijuana. For example, in 2010, approximately 17 pounds of marijuana were seized through parcel interdiction. In 2011, the amount of marijuana seized through parcel interdiction was approximately 152 pounds. As of July 2012, the amount of marijuana seized through parcel interdiction is approximately 23.6 pounds. The main reason for the increase in parcels containing marijuana is due to the fact that certain states now have marijuana dispensaries for the legal distribution of medical marijuana. Certain individuals in these states are also allowed to cultivate marijuana and sell it to these dispensaries. As a result, there is an abundance of marijuana in these states thus driving the price down. This in turn causes individuals to export marijuana to other states where they can get more money. The Manatee County Sheriff’s Office Special Investigations Division has two narcotics detectives that have narcotics detecting K-9 assigned to them. Both detectives proactively work parcel interdiction at local shipping and receiving facilities. They also train with their K-9’s on a frequent basis in methods related to parcel interdiction and attend a yearly qualification course.

Hot Topics - Drug Rip Off Related Home Invasions

Over the past year, there has been a marked increase in reported home invasion robberies of suspected narcotics suppliers. Many of the victims of these home invasions have a documented drug related criminal history and evidence of drug dealing is often found at the scene.

Several of the recent drug related home invasions have resulted in the suspects being shot and killed by the victim during the commission of the crime resulting in a homicide investigation. The violence and firearm related violations involved in these type crimes have prompted the attention and assistance of Federal Law Enforcement agencies such as the Bureau of Alcohol Tobacco and Firearms.
HOT TOPICS - RECENT TRENDS

Hot Topics - To Catch a Thief

The RAPID pawn dealer/secondhand dealer/metal recycling database created a plethora of information on potential criminal activities regarding property crimes. The database allows users to view the person(s) who are pawning frequently under the “Frequent Pawner” tab.

This information has demonstrated its usefulness in quickly identifying potential suspect(s) in crime trends based on their most recent pawn activities. The database allowed users to monitor the activity of probationers on house arrest who are restricted from visiting secondhand dealers/pawn brokers as part of their conditions of probation.

The database allows users to monitor career offender and sexual predators. This is accomplished by monitoring their reported addresses and the addresses they provided the dealers. The database has recently begun collecting information from metal recyclers. MCSO can expect to begin to have the same positive results as we have seen with the pawnshop/secondhand dealer portion of the database. With all of the new information being obtained and criminal violations identified, consideration should be given to upgrade the Pawn Recovery Unit in order to absorb the new work load.

Hot Topics - Area Wide Homicide Unit

Manatee Sheriff’s Office is taking the lead on organizing a multi-agency homicide unit, which will be named The Manatee Homicide Investigative Unit. The agency will encompass MCSO and the municipalities within the County.

The purpose of forming this unit is to better serve the community by having multiple agencies working together on all homicides that occur within the County. The information sharing and additional personnel will be invaluable in working these investigations.

Currently each agency houses its own intelligence information; this Unit will have immediate access to any information that will help to solve these heinous crimes.
Stealing your identity and your tax refunds

A growing trend in recent years is tax refund fraud. It is a form of identity theft but is specific to stealing an individual’s tax refund. This is the way it works:

The victim will try to file the taxes by using on-line programs such as Turbo Tax or H&R Block or go to an accountant. The tax return is submitted to the IRS and it typically takes 6 weeks to receive a refund. The IRS notifies the victim that their social security number was used and that they cannot file twice.

According to the IRS, the victim has to claim identity theft and file paperwork. This usually takes 12-18 months to straighten out. The victims must file a police report with their local department and get a case number. Federal regulation prevents the IRS from releasing information to law enforcement or the victim.

In almost all of the cases handled by MCSO, the refunds are placed on a Green Dot prepaid Visa Card. MCSO has been attempting to determine where the suspects are getting the victim’s information. There are many opportunities where citizens are asked for personal information and this allows for more opportunity of identity theft.

If our Enforcement Division responds to a call where a plethora of personal information is located, those subjects are investigated to determine if identity theft is involved and arrests are made when appropriate. During one search warrant, the personal information of 20 individuals and two entire families were found.

During the 2012 tax season, MCSO has had 310 victims of tax fraud refunds. This compares to 15-20 reports in 2011. Florida was ranked #1 in identity theft (per capita) in 2009 and #5 in 2010. The Federal Trade Commission (FTC) has not released figures at this time for the 2011 and 2012 reports.
Putting the pedal to the metal

Metal theft decreased by 19 percent in 2012 since the new ordinance went into effect. Metal theft includes air conditioners and all types of metal and parts to include copper, steel, aluminum, wiring, pipes and tubes – anything that could be taken to a metal recycler for cash. This decrease is contributed to a combination of efforts.

The first was County Ordinance 12-13, enacted on February 29, 2012. The ordinance required electronic reporting to the Sheriff’s Office by Secondary Metal Recyclers as well as providing a list of restricted metals which could not be recycled. The ordinance also required the recyclers to provide proof of ownership of certain restricted metals before they could be recycled.

The second contributor was a concerted effort between Sarasota and Manatee Counties to monitor metal recyclers, inspect them and to share information regarding prolific and habitual offenders who frequented metal recyclers.

![Metal Theft Chart](chart.png)
2012 CALLS FOR SERVICE 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.

Uniform Crime Reports

<table>
<thead>
<tr>
<th>OFFENSE</th>
<th>2011</th>
<th>2012</th>
<th>DIFF</th>
<th>% Change</th>
<th>#Clear</th>
<th>%Clear</th>
<th>#Clear</th>
<th>%Clear</th>
<th>% of Crime from County Total 2012</th>
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<tbody>
<tr>
<td>CRIMINAL HOMICIDE</td>
<td>12</td>
<td>18</td>
<td>6</td>
<td>50.0%</td>
<td>10</td>
<td>83%</td>
<td>12</td>
<td>67%</td>
<td>0%</td>
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<tr>
<td>MANSLAUGHTER</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>N/C</td>
<td>-</td>
<td>N/C</td>
<td>-</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>SEX OFFENSE</td>
<td>158</td>
<td>196</td>
<td>38</td>
<td>24.1%</td>
<td>85</td>
<td>54%</td>
<td>88</td>
<td>45%</td>
<td>2%</td>
</tr>
<tr>
<td>ROBBERY</td>
<td>348</td>
<td>271</td>
<td>(77)</td>
<td>-22.1%</td>
<td>95</td>
<td>27%</td>
<td>87</td>
<td>32%</td>
<td>3%</td>
</tr>
<tr>
<td>AGGRAVATED ASSAULT</td>
<td>1,000</td>
<td>1,027</td>
<td>27</td>
<td>2.7%</td>
<td>699</td>
<td>70%</td>
<td>683</td>
<td>67%</td>
<td>11%</td>
</tr>
<tr>
<td>VIOLENT CRIME</td>
<td>1,518</td>
<td>1,512</td>
<td>(6)</td>
<td>-0.4%</td>
<td>889</td>
<td>59%</td>
<td>870</td>
<td>58%</td>
<td>16%</td>
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<tr>
<td>BURGLARY</td>
<td>2,532</td>
<td>2,010</td>
<td>(522)</td>
<td>-20.6%</td>
<td>291</td>
<td>11%</td>
<td>295</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>LARCENY</td>
<td>7,029</td>
<td>5,812</td>
<td>(1,217)</td>
<td>-17.3%</td>
<td>1,333</td>
<td>19%</td>
<td>1,155</td>
<td>20%</td>
<td>60%</td>
</tr>
<tr>
<td>AUTO THEFT</td>
<td>350</td>
<td>303</td>
<td>(47)</td>
<td>-13.4%</td>
<td>103</td>
<td>29%</td>
<td>74</td>
<td>24%</td>
<td>3%</td>
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<tr>
<td>NON-VIOL CRIME</td>
<td>9,911</td>
<td>8,125</td>
<td>(1,786)</td>
<td>-18.0%</td>
<td>1,727</td>
<td>17%</td>
<td>1,524</td>
<td>19%</td>
<td>84%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>11,429</td>
<td>9,637</td>
<td>(1,792)</td>
<td>-15.7%</td>
<td>2,616</td>
<td>22.89%</td>
<td>2,394</td>
<td>24.84%</td>
<td>100%</td>
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The MCSO District 1 encompasses the east and south central portion of Manatee County and is commanded by Captain Kristin Kennedy. District 1 has six patrol squads covering six patrol zones. These are designated E10, E20, E30, E40, E50 and E60. The Canine Unite, School Based Programs Sections (School Resource Deputies, Mounted Patrol, Aviation Unit and Telephone Reporting Unit are all assigned to District 1 and fall under the responsibility of Captain Kennedy. District 1 also has a COPS (Community Oriented Policing) Unit to quickly respond to identified local crime trends and issues.
The Manatee County Sheriff’s Office East Patrol District face significant challenges in order to provide quality police service. The district will face and strive to overcome these hurdles in the next three years. In addition to recent budget cuts, these challenges will significantly strain the District’s ability to handle calls for service, control crime and provide service to the citizens of the District. They include but are not limited to:

**Increased population and density**
The East District population is expected to increase continually within the next decade. While this increase will be less than the North District, it will nonetheless bring significant increases in demand for police services.

**Demographic shift in neighborhoods**
In the East District, there has been a significant shift in the demographic makeup of the population which will directly affect police service requirements. Many low income residential units located in the eastern portion of the City of Bradenton have been purchased by developers, as this area adjoins the lucrative Manatee River waterfront property. One of these areas is six blocks wide by five blocks deep and includes over one hundred houses. These low-income housing units typically provide housing for the local migrant farm and low skilled service workers. Many of these units have been torn down or boarded up pending development on the property. Numerous workers and their families have relocated to housing stock within the East District, increasing the volume of persons living in the district who live near or below the poverty level.

An additional factor in the population shift is the closing of many housing projects in the cities of Bradenton and Sarasota. Many housing projects have been closed in recent years for rebuilding. However, many of the tenants who found housing in the East District during this process never returned to the cities.

**HUD housing rules**
Many of the housing projects located in the cities are HUD operated housing. This is unlike the low-income housing in the unincorporated areas of the county which is Section 8 voucher housing. HUD rules include a “one strike policy” which allows eviction of any tenant after one incident of drug use or sale. The property owners using Section 8 housing are not required to follow the “one strike policy”. Rarely do landlords evict tenants after one drug incident. Tenants evicted under the one strike rule in public housing in the city regularly seek housing in the East District.
Foreclosed and abandoned properties

The East District has a number of foreclosed and abandoned properties. In June 2012, Florida was ranked 6th in the nation with 1 in every 410 housing units being foreclosed. Manatee County is ranked 16th in foreclosures of the 67 counties in Florida. These abandoned and foreclosed properties become havens for homelessness and crime.

Many of the homes are later vandalized or looted. This creates a significant burden for law enforcement to protect these properties and many predict they will be vacant for years.

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. A special concern at these locations is an officer safety issue. The police radios and cell phones do not work that well inside the stores. A recommendation is that MCSO work with Wal-Mart in providing more repeaters for the safety of their customers and the deputies.

The School Resource Officer program has suffered repeated cuts in recent budget years. There are currently SRO’s in the Middle Schools and High Schools but there are none in the Elementary Schools. The SRO’s seemingly function as security at the upper level schools. However, the loss of the benefit of educating younger children about crime is a loss for the community and may have a negative effect on future crime. Ultimately, the loss of education will likely mean an increase in calls for service for road deputies.

The future of the Aviation Unit will likely mean more use of the Cessna airplane and less use of the helicopter, due to costs and budget restraints. This ultimately means that use of the aviation unit will be less proactive and more reactive, counter to the strategy of the Agency.
The Telephone Reporting Unit (TRU) is seeing a need in the future for a private space designated for sexual offense victims or victims of domestic abuse when they come to report these offenses to the deputies. Currently the Sergeant gives up his office for these situations to provide the privacy that should be accorded to these victims. But, often his work is interrupted to accommodate this need and a designated space would allow for a timely and private interview for citizens in an already stressful situation.

The K-9 Unit budgets for two dogs 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 7-8 years. This does not account for a K-9 becoming ill or injured.
The MCSO District 2 is commanded by Captain Dan Kaufman. District 2 has seven patrol squads covering seven patrol zones. These are designated W10, W20, W30, W40, W50 and W60. Zone W70 is Anna Maria Island, which is 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 Captain Kaufman in District 2.
The West Patrol District has several trends that will need to be addressed in the next decade. Demographic shifts in population along with decaying neighborhoods challenge the Sheriff’s Office to provide effective law enforcement. The trends include but are not limited to:

### Demographic shift in neighborhoods

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. These once quiet retirement communities which provided winter homes to our northern visitors are changing. They are comprised of mobile homes, many of them manufactured over 40 years or more ago and no longer in good repair. They have been abandoned or sold. The new residents include inhabitants who often do not speak English, which creates a greater need for bilingual deputies.

Mobile homes originally designed to support a 2-person household on average have actually become shelters for much larger families. Narrow streets were not an issue when they were simply retirement communities. The once-quiet vacation communities are now densely packed with tight streets. The per-household population could easily be double the original designed population. Persons largely living at or below the poverty level now inhabit these communities. They will require police services at a level far greater than the services required by the retirees, which they have replaced.

The south county area is sometimes referred to by the media as “duplex city”, unfortunately. This is an area of approximately two square miles located from 53rd Avenue West south to 63rd Avenue West and east of 14th Street West east to 15th Street East. The area has been designated for crime analysis purposes as zone West 30. This zone continues to be one of the highest crime zones in the county.

In 2008, the unincorporated areas of the county saw a slight increase in crime of 2.9 percent. The West 30 area of the county saw a 14 percent increase in crime. The area also saw a significant increase in violent crime while the remaining unincorporated areas of the county have experienced a decrease in violent crime.

In 2011, there was an increase of 0.5% in the unincorporated areas of the county; violent crime was down 1.1%. In W30 crime was down 2% and violent crime was down 26% due to the proactive efforts of District 2 personnel. A large percentage of the area’s population rent their homes; many of these households are living below the poverty level. Most of the residences in this area are investment rental properties and owned by property owners who do not reside within the community.
Foreclosures
Foreclosed homes stand empty; and have received significant damage from looters and vandals. They are not livable without significant investment in rehabilitation (which is unlikely to occur for a significant period in the current economy). These areas are now prime locations for homelessness and drug sales to occur. A recent survey of the area found several examples of this trend.

To compound this issue, many of the property owners have stopped making mortgage payments to the lenders for these homes. The rental rates have dropped significantly and this makes the properties unprofitable. These properties are eligible for foreclosure but bank representatives are reluctant to initiate proceeding due to the unlikelihood of a sale. The banks do not want to assume the liability for the properties due to their distressed condition. This trend could significantly increase during the next several years creating a severely damaged and blighted area. It is anticipated that these nuisance properties will result in more service calls and potentially grow into escalated, more dangerous crime trend areas.

In W20, many for sale and for rent signs can be found at Holiday Heights located at 53rd Avenue and 26th Street West, and also in W40 at Garden Walk and the Sanctuary located at 53rd Avenue and 34th Street West.

Concerns for the future

Staffing
One of the major concerns for the future in District 2 is adequate staffing. In our current environment, deputies are being called upon for military duty. This reduces the number of people to manage the everyday workload. Additionally, staffing is an agency wide problem as many of the deputies are switching over to agencies in other jurisdictions with higher pay as Manatee is lowest on the pay scale.

For District 2, this is problematic in another way. Currently District 2 has 52% of the crime and many deputies are opting to work a district that is less busy so they are not going call to call. Discussions are underway for redistricting but that will take a great deal of time and funding which is not in any foreseeable budget.

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.
Red Light Cameras

Red light cameras are being installed in Manatee County for the first time. The cameras will be installed on September 1, 2012; warnings will be sent out for the first month with no fines. As of October 1, 2012, the citations will begin to be sent out. Initially, the cameras will be at two locations with four approaches. Later, three more intersections will be added. This will affect the Traffic Unit, as they will have to review footage to determine violations. It is an unknown at this time as to how this will impact their workload but it is likely to add to the workload and put more pressure on keeping the unit fully staffed. The County has recently agreed to fund one full time deputy to this assignment, thereby alleviating some of the initial pressure of the added workload.

New Community Center – Community Redevelopment Area (CRA)

A new community center will be opening in District 2 at 63rd Avenue and 9th Street East. Pride Park Community Center may be under construction as early as mid-2013 and the building could be completed and open in late 2013 or early 2014. The location of this center is now vacant land so the opening of this community center will require more police services to assure the safety of the children.
Captain Ron Couch is the Commander of the MCSO District 3, which has six patrol squads covering eight patrol zones. These are designated 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 Captain Couch. District 3 has two COPS (Community Oriented Policing) Units. COPS North respond to identified local crime trends and issues, and COPS Rural routinely patrols the rural parts of Manatee County, more specifically N40, N50 and N60 zones. COPS Rural also responds to crime trends and issues in the rural zones at the direction of Captain Couch and the Operations Lieutenant.
Manatee County Sheriff’s Office North Patrol District face challenges in providing police service to a large geographical area in the next three years, especially in view of the exploding growth in this area. County Planning personnel state that two of the fastest growth areas in the County are Lakewood Ranch and Parrish; both communities are in District 3. The sheer physical area to be patrolled with the added pressure of providing quick response time is an enormous challenge. Add to that challenge, the ability to handle calls, control crime and provide service to the citizens of this growing District. The largest challenges to this District are:

**Increased Population and Density**

The North District will receive the greatest increase in population density within the County in the next decade. This will bring a significant increase in the demand for police services. Increased population in certain zones may require additional deputies assigned, 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 N40, N50 and N60 zones. Aside from the normal duties of a deputy, these individuals must also have the ability to work with animals. They are required to work animal abuse cases, which require a very specialized knowledge about disease and abuse of animals. These cases necessitate an enormous amount of work and knowledge regarding laws and the requirements of the laws. These deputies have to develop feeding plans, monitor these animals and have the ability to move the animals if necessary. Since there are so few deputies with this specialized knowledge, their shifts and days are constantly being adjusted to provide these services along with their normal duties as deputy, along with attending community meetings for the Sheriff regarding these specific issues.
**District 3: North Manatee County (cont’d.)**

**Marine Unit**

The MCSO Marine Unit must provide enforcement duties for the 150 miles of coastline and 27 miles of beaches in Manatee County (US Census Data). During the past three years, Marine zones were created to more effectively provide service. The Marine Unit has four main patrol boats that require regular maintenance and upkeep. The Unit is fortunate to have personnel who are knowledgeable and have the ability to do some of the required maintenance for these vessels. 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.

**Reserve Deputy Sheriff Unit**

Reserve Deputy Sheriffs are part-time, volunteer Deputy Sheriffs. They enjoy the challenge and excitement offered by law enforcement, as well as the satisfaction of providing worthwhile community service. They serve at the pleasure of the Sheriff and are not protected by the career service system.

Some people serve as Reserve Deputies as an avocation. Others are interested in law enforcement as a career and want to "test the waters." We encourage either motivation. Reserve Deputies augment the regular operations of the Sheriff’s Office by working in uniform in the Enforcement Bureau. Reserve Deputies have police powers when on-duty but have no police powers and may not carry a concealed weapon (without a license) when off duty.

Reserve Deputies are issued the necessary uniforms and equipment to complete the job. The greatest benefit of the Reserves for MCSO has been in recent years where budget shortfalls have led to fewer personnel and very limited overtime hours for full time deputies.
Lakewood Ranch

One of the fastest growing areas of the County is Lakewood Ranch. One of the main concerns for District 3 is that many of these self-sustaining communities are being developed very close together. There is currently massive construction going on in Central Park, where 826 housing units are being developed. As these communities grow, along with the commercial development providing shopping, faith based facilities and other services, demand for police services will continue to increase. Additionally, infrastructure does not always keep up with development so traffic is already an issue in specific locations.

Future Concerns

Population growth and response time is the number one concern for District 3 in trying to maintain quality police service to this vastly growing population. A helicopter ride over this District clearly delineates the concerns over this growth.

Staffing is another concern for the District. District 3 may be in jeopardy of losing some of its personnel in the near future. The pay rate for deputies in Manatee County is the lowest of all law enforcement agencies in the area. The agency loses deputies at an alarming rate, both to retirement and to those moving to another agency to improve their family income. Of special concern to this District is finding personnel with the specialized knowledge and skills required by both the COPS Rural Unit and the Marine Unit. The requirements for COPS Rural is quite unique as a deputy must be required to know everything about animals for abuse cases, such as how their teeth, weight and bone structure should look as well as proper nutrition and care. For the Marine Unit, it can take up to one year to learn to operate a boat for patrol requirements in addition to the time to prepare to obtain a boat captain’s license. Both of these jobs require specialized personnel that are not readily available for these positions.

Redistricting is another concern for the future of District 3. If the Sheriff’s Office adds a new district to those already designated, many changes will be in store for all Districts but most of the changes will occur for District 3. The concern is that the redistricting will be done thoughtfully; accounting for the future population growth and that there will be adequate personnel available for the necessary police services.
Budget is a concern for all Districts as it directly affects staffing. In addition to staffing, other concerns for District 3 are the costs associated with the Marine Unit. The boats are 8 and 9 years old and although still operational, the maintenance costs continue to climb over time. Motor heads and lower motor units are very expensive and only come with a 3 year warranty. Navigational units also continue to increase in price but are necessary for patrolling the extensive coastline of Manatee County.
During this period, 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. C.O.R.E. derives some of the 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.

The operational definition of 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.

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. While this program is in its first year of implementation, the success of the model is clear. The agency’s crime fighting components report better communication and coordination. The agency’s 17.9% crime reduction in the first six months of 2012 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.
PART 3

THE FUTURE:
CRITICAL - CREATIVE THINKING
AND
INTELLIGENCE SHARING

“UPS used to be a truck company with technology. Now it is a technology company with trucks.”

Forbes Magazine
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 already concluded a significant study and implementation of new technology and workflows with regard to copiers and scanning devices. This implementation is expected to save the agency over $100,000 a year for the next four years. In addition, MCSO just completed a Request for Proposal (RFP) for upgrading the Automated Fingerprint Identification System (AFIS); which should increase efficiency and lower agency costs. It is anticipated that the new AFIS system will be operational in early 2013.

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 agency will conduct a second review of Records and Property and Evidence functions once the In Field Reporting (IFR) system is fully implemented and all old evidence currently housed at District 2 is bar-coded and inventoried. IFR, 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 saving is being achieved 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.

Within the past few months, MCSO has been in the process of implementing new procedures to the Fleet Operations Department. These new procedures include the review of Fleet operations, analysis of outsourcing opportunities, and recommendations for increased efficiency throughout the agency. (See section on Fleet Operations).

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:

The Manatee County Sheriff’s Office (MCSO) endured difficult budget situations during the past fiscal year (FY 2011-2012). Last year’s flat budget resulted in a significant reduction in the purchase of capital items to manage an increase in operational expenses. Because of this reduction in capital expenditures, the five-year radio replacement plan and other equipment substitution plans will be in jeopardy in the coming years. Moreover, the number of vehicles replaced each year will be reduced, resulting in the fleet having a higher vehicle mileage average; this will result in higher fleet maintenance expenses. We have made modifications to our maintenance programs to help offset some of these increases.

Personnel costs are expected to increase; insurance costs for employees are continuing to rise each year. Currently, it is difficult to predict the cost to the agency for retirement benefits because the existing requirement for employees to contribute three percent of their salary toward their retirement is being challenged in the courts. The case is expected to be heard by the Florida Supreme Court next year.

Operating costs are expected to escalate next year. Gasoline and food costs for jail inmates will require significant increases for the agency. Economists are predicting that inflationary factors will begin to rise this year and will continue to do so through the end of the decade. Significant inflation concerns will influence the economic recovery necessary to increase county tax revenues. These revenues are needed to fund Manatee County and the services provided by the Sheriff’s Office. Maintenance contracts have continued to rise in price and additional contracts have been added to cover equipment now out of warranty.

Food price inflation was relatively weak prior to 2011, but that has changed. Higher food commodity and energy prices have recently exerted pressure on wholesale and retail food prices. Higher prices are projected to push inflation toward an historical average inflation rate of 2%-3% in 2012. This rate could possibly be even higher; reaching the 4%-5% range in the coming years. This increase in cost would mean an increase of approximately $50,000 a year.

Another serious concern is the possible loss of donated food products from local growers. As the cost of food increases, farmers are receiving more money for their crops. Local growers may not donate crops to the Manatee County Sheriff’s Office to feed inmates any longer as a result of this change. Growers are also now switching to grain crops to supply the demand for increased ethanol production and foreign grain demands. These crops will not provide surplus for MCSO. Donations of surplus food have saved taxpayers $370,207 for food costs within the past fiscal year. While the Manatee County Sheriff’s Office Corrections Bureau staff will work diligently to hold down food costs, these expenses are unstable and difficult to predict. Due to this unsettling situation, we may require a food cost contingency fund of $100,000 in the next budget year.
COMPENSATION PLAN

COMPENSATION STUDY:

The consultants updated their compensation study for the Manatee County Sheriff’s Office in May 2012. It was determined that a total of $5.5 million would be necessary for a complete implementation of the salary plan as proposed. Evergreen and Associates completed their supporting salary study in 2011. Throughout the course of the study, four key problems were identified within the salary plan, and recommendations for these major concerns were outlined. These concerns were also acknowledged in the original Management Advisory Group (MAG) study conducted in 2009. Below are some issues that were identified:

1) A significant portion of the salary plan has a salary base that is too low.

This was especially true in certain job classifications within the civilian workforce. A group of approximately fifteen job classifications was so considerably low that they did not reach the minimum salary level identified in the updated study. Over the past twelve months (2011-2012), we have been able to correct this problem. All civilian positions now are at the minimum salary recommendations. This was done through cost saving programs resulting in no increase to the Sheriff’s Office overall budget.

As previously stated, Evergreen and Associates, (the same consultant hired by Manatee County Government to complete their salary study), updated the MCSO salary study in 2011, which confirmed the findings of the MAG study completed in 2009. The new MAG study done in May 2012 affirms the two previous studies. The updated study indicated that certified law enforcement deputies of the agency fell even further behind the compensation rates offered by several other agencies within the region. These agencies did not provide cost of living adjustments and will emphasize that there were no “raises” given to their personnel. However, these agencies did continue to implement their step plans, which resulted in the law enforcement officers within those agencies receiving a 2%-5% salary increase each year for the past three years. Even after making a partial adjustment for compression in 2012, a ten year Manatee County Sheriff’s Office Deputy is still under-compensated by over 37% when compared to his counterpart at the Hillsborough County Sheriff’s Office. In 2012, an average first class deputy who has worked in Manatee for ten years makes $23.95 per hour while a ten-year deputy in Hillsborough County makes $32.89 per hour. As one would expect, MCSO has lost certified personnel to higher paying agencies within the surrounding counties. We hope the partial pay adjustments done in 2012 will slow down this trend. Until we are able to adjust to the recommended minimum starting salaries, it will be difficult to attract the best employees.
2) Compensation is not competitive in today’s market:

Consultants also determined that funding was needed to address compression and raise minimum salaries to be consistent with the market. As previously indicated, a total of $5.5 million is necessary for a complete implementation of the salary plan as proposed. On September 13, 2012, the County Commissioners approved $3.2 million to spend on addressing salary compression for certified employees. Because minimum salary plans (starting pay) were not addressed, we are still at the bottom of the starting pay scale as compared to all surrounding law enforcement agencies.

In October of 2012, the $3.2 million was utilized to address salary compression for certified employees. The hope is that addressing compression issues first will slow the drain of experienced deputies leaving for other agencies offering higher compensation. The Sheriff was not provided the additional funds ($2.3 million) to bring all deputies up to the proposed minimum salary. Implementing only one phase of the salary plan has created a salary "overlap" affecting a number of first and second-class deputies in relationship to regular deputies.

In 2011, we were able to partially implement the civilian employee pay plan as outlined by our consultants. All jobs were reviewed and a new pay plan established with minimum and maximum salary ranges. During 2011 and into 2012 the new civilian employee pay plan was phased in, bringing all civilians up to the minimum recommended pay at a cost of approximately $450,000. This was implemented with cost savings; there was no increase to the Sheriff’s appropriated budget. Compression issues within the civilian employees have not been addressed. Approximately $335,000.00 would be required to make the correction.

3) Salary compression is an issue throughout the certified pay scale:

In 2012, we spent $3.4 million on adjusting only the compression issues within the certified ranks. However, we lacked the funds necessary to make the full adjustment. The amount fell short of adjusting compression by nine months of longevity for each deputy. Because the available funds were designated for compression issues only, we were unable to move deputies to the recommended starting salaries. An additional problem was created because we could not bring newly promoted deputies to their recommended starting salaries. Some long-term baseline deputies are now making more than a seasoned but recently promoted First Class deputy. The funds needed to complete the salary program for certified deputies, and bring them to the correct minimum salary are approximately $2.3 million. It is imperative that the Sheriff’s Office receive the necessary funding to make this happen. If we are provided the additional funding in 2013, our starting salaries will move from the bottom of the 4th quartile into the 2nd quartile. This will make the Manatee County Sherriff’s Office more competitive with the surrounding agencies.
4) Normalization of hours:

Certified Deputies of the agency currently work 86 hours in every two-week pay period. This equates to 2,236 hours worked annually. This is the most hours worked as compared to other agencies in the region, with most only working 2,080 hours per year. Requiring deputies to work up to 156 more hours per year for less pay than other agencies in the region is a serious recruiting and morale issue. In the next fiscal year, strong consideration should be given to reducing the number of hours a deputy is required to work. A maximum of 84 hours would benefit deputies and the agency as a whole. The current salary study supports this conclusion.

5) Some employee salaries exceed the maximum of the salary range specified for the position.

Previously there were no salary caps in place for most positions within the agency. There are a small group of employees who are currently compensated at a level that exceeds the maximum range for their job classification. Across the board, percentage raises sometimes cause employees with many years of service to be compensated significantly above the maximum for the position they currently hold. In the past year, we have implemented the proposed salary caps for civilian positions. Those affected, are not given salary increases. When we are able to implement the complete salary plan for certified deputies, caps will also be utilized for this class of employees.

SIGNIFICANT CONCERNS FOR THE FUTURE:

Staff Losses: Without an immediate modification in compensation, the Manatee County Sheriff’s Office will continue to lose staff to higher paying civilian jobs and to higher paying law enforcement agencies within the region. As previously stated, civilian employees were brought up to the minimum starting salary; certified deputies were not. Civilian employees’ salaries have not been adjusted for compression and/or experience as the certified employees were. An additional $2.6 million would be required to make adjustments that would complete the proposed salary plan for civilian and certified employees. Throughout the past few years, the agency has successfully hired highly qualified civilian staff from the private sector to improve the agency’s operations and programs. Some talented individuals who are imperative to improving efficiencies and reducing costs are starting to leave the agency for higher-paying employment opportunities.
Space issues: Sufficient space to house MCSO personnel is becoming a critical issue. This is especially true for the Criminal Investigations Division and the Information Technology Section. In the past year, we have temporarily met the needs of the Information Technology Section, but no room is available for future expansions. The Criminal Investigations and Special Investigations Divisions have no room for expansion and investigators have little privacy for conducting interviews within their individual office spaces at this time.

The migration plan that moved the Property and Evidence Section into Sheriff’s Operations Center suites vacated by the County Employee Health Benefits Department (EHB) is completed. The Property and Evidence Section now has sufficient space to house evidence far beyond this strategic planning period in a modern facility.

Additionally, the District 2 and District 3 substations are very limited in space with very little capacity to expand. Currently, MCSO is researching and planning to add a fourth district. One of the biggest issues facing the development of this additional district is the lack of a Sheriff’s Office facility to house the district office. (See the section on Redistricting).
Currently, the Manatee County Sheriff’s Office has three patrol districts. There are significant differences in statistics between the reported crimes and Calls for Service among the districts.

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). Presently, criminal activity is very disproportionate among the districts. The semi-annual Part 1 Uniform Crime Report published in August 2012, reveals that during the first 6 months of 2012, 47% of all reported crime in Manatee County occurred in District 2 (West side). District 1 (East side) had 32% of the crime, while 21% of the crime occurred in District 3 (North side). The Calls for service statistics are similarly disproportionate. Similarly, Calls for Service statistics for the same period reveal that 44% of calls for service occurred in District 2, 30% in District 1, and 26% in District 3. Due to District 3 having the lowest Calls for Service statistics, it allows deputies in this district more time to initiate Directed Patrol’s and respond to Patrol Requests. 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).
Methodology and Results:

Historical crime data was imported into the ESRI ArcMap mapping software to examine what the distribution of Part 1 Crimes would have been in 2011, had there been four districts. The proposed boundaries of District 4 (Central) were created around one of the highest crime areas in the county. This area includes parts of the current East and West districts. By including this high crime area within the Central district, it more proportionately distributes the crime and Calls for Service throughout the East, West, and Central Districts. While crime and calls for service were the two most important factors in analyzing a proposal for redistricting, geographic coverage area is also a valid concern. Two zones that are currently part of District 3 (N70 & N80) are proposed reassignment to the new District 1 (East side) boundary, for two reasons. Residential and commercial expansion is expected to continue in this geographic area, particularly in the Lakewood Ranch area. Current response times in District 3 are complicated even more by having such a lengthy drive time in such a large geographic area. District 3 covers 686 square miles out of all 743 square miles* of land mass in Manatee County jurisdiction. District 1 (East side) covers 52 square miles and District 2 (West side) covers 60 square miles. By incorporating zones N70 and N80 (D3/North side) into D1 (East side), it inevitably reduces the Calls for Service in District 3 even more, but will likely increase response times for deputies in this district.

As a result of the analysis, a new Central 4th District is being recommended. A fourth district would alleviate the disproportionate allocation of crime and calls for service, allowing deputies in high crime areas to initiate more Directed Patrols and respond more frequently to Patrol Requests.

*2010 U.S. Census Data
In an effort to determine actual Calls for Service, various administrative call types were removed during the data extraction process such as meal breaks, directed patrol, calls to TRU (Telephone Reporting Unit), follow-up, repossessions, etc. All duplicated calls and calls initiated by a deputy were extracted as well.

The Calls for Service are more evenly dispersed with the inclusion of a fourth district. Similarly, an analysis of Part 1 Crimes also revealed similar results. Part 1 Crime data was imported into the new proposed district boundaries and examined to see how crime would be dispersed with the addition of a new central district.

### 2011 PART 1 CRIME STATISTICS BASED ON CURRENT BOUNDARIES:

<table>
<thead>
<tr>
<th>Offenses</th>
<th>East</th>
<th>West</th>
<th>North</th>
</tr>
</thead>
<tbody>
<tr>
<td>MURDER</td>
<td>3</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Forcible Sex Offense</td>
<td>49</td>
<td>70</td>
<td>51</td>
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<tr>
<td>AGGRAVATED ASSAULT</td>
<td>273</td>
<td>478</td>
<td>185</td>
</tr>
<tr>
<td>ROBBERY</td>
<td>106</td>
<td>204</td>
<td>53</td>
</tr>
<tr>
<td>BURGLARY/BREAKING AND ENTERING</td>
<td>841</td>
<td>1288</td>
<td>440</td>
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<tr>
<td>LARCENY</td>
<td>2236</td>
<td>3557</td>
<td>1426</td>
</tr>
<tr>
<td>MOTOR VEHICLE THEFT</td>
<td>140</td>
<td>163</td>
<td>111</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3648</td>
<td>5766</td>
<td>2270</td>
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### 2011 PART 1 CRIME STATISTICS BASED ON PROPOSED BOUNDARIES:

<table>
<thead>
<tr>
<th>Offenses</th>
<th>East</th>
<th>West</th>
<th>Central</th>
<th>North</th>
</tr>
</thead>
<tbody>
<tr>
<td>MURDER</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Forcible Sex Offense</td>
<td>51</td>
<td>46</td>
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<td>42</td>
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<tr>
<td>AGGRAVATED ASSAULT</td>
<td>220</td>
<td>238</td>
<td>346</td>
<td>161</td>
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<tr>
<td>ROBBERY</td>
<td>74</td>
<td>101</td>
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<td>47</td>
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<tr>
<td>BURGLARY/BREAKING AND ENTERING</td>
<td>594</td>
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<td>1042</td>
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<tr>
<td>MOTOR VEHICLE THEFT</td>
<td>102</td>
<td>105</td>
<td>124</td>
<td>99</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3110</td>
<td>3234</td>
<td>3785</td>
<td>1748</td>
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The Fleet Services Section will continue to have significant challenges going forward into the next strategic planning period (2013-2015). The following are main issues that will affect fleet services, along with their proposed solutions and recommendations.

**New vehicles:**

As MCSO strived to reduce costs in the past several years, the agency retained vehicles longer which now creates the need to replace a significant number of vehicles between late 2012 and early 2013. The costs of vehicles are estimated to increase from the current prices. Ford has stopped production of the Crown Victoria, the long time standard in police pursuit vehicles, which had a cost of $23,772. Replacements for the extinct Crown Victoria are more expensive; $27,514 for a new Caprice police package vehicle or $27,414 for a 2WD Chevy Tahoe. Law enforcement agencies around the country are discovering the usefulness of these vehicles as a new standard. This is an increase of 15.7% or $3,742 per vehicle for the Caprice or a 15.3% increase or $3642 per vehicle on the Tahoe. The mileage ratings for both vehicles are comparable and the Tahoe has a higher EPA estimated city fuel economy than the Crown Victoria. We are estimating that 50 new vehicles will need to be purchased in late 2012 to early 2013 followed by at least 40 vehicles each in the following two years. The projected future vehicle need is directly related to the decisions that will be made on program cost cutting, however the addition of 40 vehicles per year in the subsequent two years will be the minimum number required to keep the fleet operational. The additional cost per unit and the need to replace aging vehicles will have a significant impact on vehicle cost in coming years.

The projected cost of vehicles:

- **FY 2012-2013**: $1,375,700
- **FY 2013-2014**: $1,122,560
- **FY 2014-2015**: $1,145,000

**Fuel Cost:**

It is projected that fuel costs will be 14.3 percent higher in the coming budget year (FY2012-2013) from the previous year, and will continue to rise in subsequent years. Our strategy to offset the cost of fuel is to reduce the demand. Reducing enforcement related fuel use is counterproductive to the agency’s mission; however reducing administrative driving is a practical approach to savings. MCSO has implemented technology, which allows deputies to function independent of the district offices. They now handle almost all of their administrative functions from their vehicles. Deputies no longer have to drive to districts to turn in time cards, performance statistics, and other functions. They no longer have to leave their patrol zones to refuel and meet their supervisors to turn in reports. Soon they will reduce their driving distances to make minor repairs or to service the vehicle. Estimates are that administrative driving makes up 10% of the deputies total mileage. Reducing administrative driving by half will result in a 5% reduction to the total annual fuel demand. While this reduction will not completely offset the 14.3% increase in gasoline costs it will be one step in a process to reduce fleet costs.
Vehicle Equipment:

The agency will have to purchase different patrol vehicles because the Ford Crown Victoria police pursuit vehicles are no longer in production. This has resulted in a requirement to purchase new computer mounts, light bars, equipment trays for the trunk and additional wiring costs for the new vehicles, as the old equipment is not compatible to the new vehicles.

The projected cost of vehicle equipment

<table>
<thead>
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<th>Cost</th>
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<tbody>
<tr>
<td>FY 2012-2013</td>
<td>$146,313</td>
</tr>
<tr>
<td>FY 2013-2014</td>
<td>$119,381</td>
</tr>
<tr>
<td>FY 2014-2015</td>
<td>$121,769</td>
</tr>
</tbody>
</table>

Vehicle service:

Increased vehicle purchase and fuel costs will make it impossible for the agency to maintain the current vehicle replacement schedule of replacing vehicles at 95,000 miles. The agency will now have to apply replacement of vehicles to 115,000 miles; this will be an increase of 30,000 miles over the original plan of replacing a vehicle as they approached 85,000 miles.

Strategic planners from the agency have done extensive research on vehicle operations and MCSO intends to reduce vehicle maintenance costs to offset fuel and purchase cost. MCSO intends to adopt a radical new maintenance plan that will attempt to reduce the number of services performed along with mileage intervals between vehicle services.

MCSO has conducted research into performing these type services by outsourcing this function to outside vendors at a reduced cost. MCSO intends to outsource most oil changes, routine inspections, tire replacements and repair as well as brake services on all agency vehicles. Part of the new maintenance plan will include synthetic oils and fluids as well as the use of additives for greater performance of the vehicle engines and transmissions. This maintenance change is required to keep the agency’s vehicles performing to 115,000 miles or more. MCSO has already reduced the number of pool back-up vehicles in use by 5% and intends on reducing the total number by 10%.
Currently MCSO services all pursuit vehicles at 3,000-mile intervals and administrative vehicles at 5,000-mile intervals using conventional motor oil and oil filters. The fleet operation performed 1,875 vehicle services last year (2011). The service of vehicles, replacement of tires, and replacement of wipers, light bulbs and some other minor repair functions account for between 55% and 65% of the work orders performed annually.

MCSO intends to significantly change its vehicle service program by using new micro filter technology and synthetic motor oil to allow agency vehicles to have a filter replacement at 10K, 20K and 30K miles; and change oil only at the 30K service. This change will reduce the number of vehicle services from approximately 1,875 to approximately 625 per year; a 66% reduction in the number of oil services performed per year. The direct cost savings anticipated for this change is $212,604 during the first 12-month period based on 20,000 miles per vehicle. Over a longer 18-month period, the cost savings is estimated at $276,202 based on 30,000 miles per vehicle including all labor costs.

This will result in a significant reduction in the work time deputies and civilian employees set aside for vehicle maintenance. These new service intervals will significantly reduce the labor costs associated with oil service of the agency’s current fleet of 796 vehicles.

Not only will this change result in a direct cost savings on the actual service, it will also reduce the administrative driving for over 700 vehicles travelling to the fleet maintenance facility. Estimates are that the 796 vehicles in the fleet will travel 1250 less trips per year to the facility at 10 miles per round trip. This is a reduction of 12,500 miles, which saves on fuel and vehicle mileage. This function will also reduce the average miles driven for the remaining trips for service because the vendors will have multiple locations in close proximity to the deputies work area.

Another proposal is to reduce the fleet size by approximately 40 vehicles, which is a 5% reduction in the total number of vehicles currently in the MCSO fleet by the end of 2012. Effective maintenance and rapid return to service of agency vehicles will be extremely important, as fewer pool vehicles will be available.

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 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 796 vehicles. The building is also in extremely poor condition. All of these factors create a difficult work environment for the staff.
One of the key advantages to outsourcing a large percentage of fleet maintenance operations is the reduction in space needs and the volume of operations performed daily to a more manageable level that the facility can accommodate. MCSO has currently suspended its long-standing request for a new fleet maintenance facility pending a review of the new vehicle service operations changes.

It is recommended that fleet services offices be moved from inside the existing building to the exterior southwest area. This adjustment will allow more space for storage and operations. The recommended plan is to establish a portable style office space on the southwest corner of the existing site. This area, which recently was the location for an Emergency Services (EMS) substation already, has existing electrical and plumbing infrastructure in place. Proposals for this project have been submitted; the cost for this construction/remodel is estimated to fall between the numbers of $80,000-$90,000.

It is also recommended that the existing fleet maintenance building undergo extensive remodeling to allow all work areas to have direct access with bay doors for each. This will facilitate the effortless movement of all vehicles being serviced and eliminate the continual traffic of vehicles being serviced, to allow a more systematic flow.

Due to the age of the building, the structural integrity of the storage areas is not determinable; therefore, it is recommended that the entire storage space be demolished and rebuilt using modern structural processes. This function will also facilitate a more effective work environment for the staff. Additionally, a structurally securable parts and inventory room needs to be built inside the facility, which will be equipped with new inventory management systems to include bar coding capabilities.

The agency is currently upgrading a position within the Fleet Maintenance Section from a Fleet Clerk to an Administrative Specialist who will have significantly increased job functions. The new position will be responsible for managing all parts inventory located at the fleet building and with outsourced vendors. This new position will also assist the Fleet Director with performance reports and inventories of capital assets, including the review of all work orders developed from vendors and in house among other job functions.
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 or waiting to be transported to other medical or treatment facilities.
The Services Division provides other services for inmates:

- The Transportation Unit provides inmate transportation to and from court, outside appointments, medical 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 GED classes, and maintains the inmate library and recreation materials.
- Booking and releasing inmates.
- The Property Unit holds inmate property safely until returned upon release.
- Intake and Release processes new inmates and released inmates.
- The Sentence Calculation Unit calculates when inmates are to be legally released or transferred.
- Warrants Deputies serve warrants and make warrants 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. Un-sentenced inmates can volunteer also. MTI-partnered programs include Diesel Mechanics, Horticulture, and Welding. Other classes include Aquatics (Fish Farm), Auto Body and Paint, Dry Cleaning (officer uniforms), Hydroponics (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
COST SAVING INITIATIVES - CORRECTIONS BUREAU

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 for 2008 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. For each 30 days of labor without any discipline problems, an inmate can shave 1 day off his/her sentence. Examples of how using inmate labor saves taxpayers’ money are:

**Inmates screened to work inside the building:** Each pod has at least two or three pod stewards and one each for the Booking/Services area, Medical, and Intake and Release. 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 dock and dumpster areas; discard bulk items not suitable for use
COST SAVING INITIATIVES - CORRECTIONS BUREAU  (cont’d.)

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
- Assist in the proper care of the tilapia in the Fish Farm tank
- 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 gas and diesel MCSO vehicles
- 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
- Assist County Maintenance workers, in-house or contracted professionals with plumbing, electrical, painting, carpentry, mechanical, air conditioning, or other skilled tasks to maintain MCSO buildings
- 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, maintain landscaping and parking areas of MCSO buildings, and miscellaneous clean-up and moving projects
INTRODUCTION:
A key strategic planning issue for the Corrections Bureau is the inadequate facilities of the main jail, which is now seventeen 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:

1. Physically hardened, secure, enclosed buildings
2. A technological element comprised of electronic security monitoring with controls of the systems
3. 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 Suite 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 24 beds; it consistently holds more people, up to 44. 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 Suite. 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 320+ cameras now are capable of recording on a 30-day loop.)

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 replacement.

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 facility 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 15-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.
SECURITY RECOMMENDATIONS:

Annex:
- Replaced the door security hardware in the Annex with a system compatible with that in the Main Jail

Main Jail:
- In 2012, we installed a brand new PLC control system with mouse controlled interfaces for greater longevity compared to touch-screen
- Large monitors have been installed in all the jail’s control rooms so that the Control Room Operators can monitor all the cameras
- Need to 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

MECHANICAL RECOMMENDATIONS:

Main Jail:
- Add one additional chiller system.
- Add emergency generator power for the emergency air evacuation system (partially complete)
- The AC system has been converted to web-based electronic temperature controls
Sheriff Brad Steube has made a pledge and commitment to provide a superior level of service to Manatee County’s citizens, visitors and communities. We continue to work diligently in order to keep that pledge. Our primary focus is to maintain a top quality workforce that is ready to operate efficiently and effectively serve. This level of commitment is tough to sustain during these difficult economic conditions. It is in this section of our strategic plan that we will illustrate these challenges in staffing.

In order to continue to provide quality service levels to our citizens and visitors, the staffing plan is a critical component of our operational strategy. We address three critical areas, Law Enforcement, Corrections and civilian support staff. When considering these three areas, we must focus on a staffing plan that is highly competitive in providing incentives for attracting and retaining top-quality criminal justice professionals. In November 2008, we commissioned the Management Advisory Group (MAG) to perform a Comprehensive Classification and Compensation Study in order to review our current pay grades, benefits package, and civilian staffing levels. This study was updated by MAG in September 2012. The results of this study have indicated that overall our salaries are considered low when compared to the market. To bring salaries to parity with other agencies and implement MAG’s recommendations, will require $ 5.5 million in funding.

It should be noted that although we are authorized a total of 1,157 positions, we are funded at only 98% of our staffing budget. Total authorized strength is unattainable with this shortage of funds. Furthermore, there are currently 15 additional allocated but unfunded positions throughout the agency due to budget reductions. We recommend that the practice of funding the staffing dollars at 98% cease. This practice requires us to maintain 23 open, unfilled positions.

We have reached a very critical stage in the agency’s ability to properly serve and safeguard our community, while still maintaining our own officers’ personal safety. It is recommended that we bring this agency to appropriate staffing levels for its jurisdictional population. This will enable the MCSO to meet and exceed our citizens’ expectations by offering each and all of them a professional, well-trained and properly equipped force of Law Enforcement and Corrections Deputies with all the administrative support they require.

The type of work performed by our agency requires continuous coverage 24 hours a day / 7 days a week / 365 days a year in our law enforcement and corrections operations. Deputies rotate in shifts, so that no matter what time of day there will always be someone who can respond to potential threats to our citizens’ safety. To maintain effective and efficient levels of service, we must consider the average number of days that deputies typically take off for various leaves, including regular days off, holidays, vacation, and sick leave; this calculation is labeled the relief factor.
The relief factor established by Cody & Associates for MCSO deputies in 2001 (not updated since) was 1.14. This means that in order to staff a posted position seven days a week, we need to assign a full-time deputy and 14% of another full-time deputy to that position for relief. Human resources to estimate staffing requirements for posted positions use this factor. MCSO then requests funding in the budget commensurate with this level of staffing. **Currently there is no relief factor in our staffing authorizations.**

In 2012, the MCSO had 479 authorized law enforcement officers (LEO’s) to serve a jurisdictional population of roughly 256,000. The U.S. Bureau of Justice defines law enforcement officers as individuals who ordinarily carry a firearm and a badge, have full arrest powers, and are paid from governmental funds set aside specifically for sworn law enforcement representatives.

In order to evaluate the staffing levels of law enforcement agencies, every year the Bureau of Justice by means of the Federal Bureau of Investigations (FBI), issues the “Crime in the United States” report. This report compares agencies’ staffing levels all over the United States and segregates them in geographic areas, with like and similar jurisdictional populations. MCSO is part of the South Atlantic Region – Group. When comparing our agency with other agencies with a similar jurisdictional population of 250,000 and over, the following information is provided to illustrate MCSO staffing levels against the national and regional averages.

MCSO’s 2012 authorized LE positions: **479** (however, we funded at 98%, which is only 469 deputies)

MCSO’s current LE officers per 1,000-population ratio: **1.87**

As per the “2010 Crime in the United States” report:

- The full-time law enforcement officer per 1,000-population ratio in the Nation was 2.4
  - To be at the same 2.4 national ratio, the MCSO would need to add **135** Law Enforcement deputies

- The full-time law enforcement officer per 1,000-population ratio for counties nationwide was 2.7
  - To be at the same 2.7 ratio of the counties, the MCSO would need to add **212** LE deputies

- The full-time law enforcement officer per 1,000-population ratio in the South Atlantic Region – which we are part of – was 3.1.
  - To be at the same 3.1 ratio of the South Atlantic Region, the MCSO would need to add **315** LE deputies with our current authorization of 479 LE Deputies, MCSO’s rate of full-time law enforcement officers per 1,000 citizens is 1.87. We are **315 deputies short** of the **3.1 average** for jurisdictional populations similar to Manatee County within our South Atlantic region. (Please note: each 0.1 deputy/population ratio increase = 25.6 deputies).
It should be noted that the jurisdictional population increased by roughly 17,000 people during the last 4 years, (2009 = 477 deputies / 240,000 population – 2012 = 479 deputies 256,000 population) placing Manatee County into a different population category as defined by the FBI. This population increase significantly increases the law enforcement officer per 1,000-population ratio from 2009.

Taken from a different perspective, with all other variables remaining the same, these two additional deputies (from 477 to 479) would have been responsible to watch over 17,000 new incoming citizens into Manatee County, 24/7/365 for the past 3 years.

In 2001 Cody & Associates conducted the “Manatee County Sheriff’s Office Staffing Projection Study.” The purpose of this study was to research and analyze workload statistics; history, growth and population patterns in order to develop recommended staffing levels for a five-year period. Cody & Associates calculated the relief factor for the Manatee County Sheriff’s Office in 2001 at 1.14. This means that it takes 1.14 Law Enforcement or Corrections Deputies to staff the authorized positions within the agency. As previously stated, there is no Relief Factor in our current law enforcement and corrections authorizations.

Law Enforcement Deputies authorized = 479 with a 1.14 Relief Factor applied = 546 Deputies

Corrections Deputies authorized = 218 with a 1.14 Relief Factor = 249 Deputies

Other critical areas within the agency such as investigations and our court security have proportionally increasing responsibilities, at such a rate that further stretches staffing demands. For example, MCSO Property Detectives each actively manage an average of 75 cases per month. This is an 83% increase from 2008, when the average caseload was 41 per detective.

**CORRECTIONS**

There are several methods utilized in order to determine staffing within the correctional facility. The first and foremost priority to be considered when conducting a staffing analysis for the Jail is to provide for the safe, secure, and humane detention of all individuals arrested, convicted and sentenced for crimes within Manatee County. We identified the critical shortfall of authorized Corrections Deputy positions by reviewing several models:

1) **Department of Corrections (DOC) Certificate of Compliance:** Construction of the MCCJ was finalized in 1995. In order to be compliant with the minimum required standards set up at the time by the Florida Department of Corrections, a thorough inspection was performed to evaluate the capacity, conditions, and staffing necessary to support the workload.

The DOC issued Certificate of Compliance for the Manatee County Central Jail approved the appropriate level of staffing as 217 Corrections Deputies for the, at that time, 992-bed facility. Approval from DOC was also required before reducing staffing or assigning other duties to Corrections Deputies (CO’s) that would leave housing areas uncovered. Today we have a 1,780-bed capacity (Central Jail + Annex) and only 218 authorized CO’s.
STAFFING RECOMMENDATIONS (Cont'd)

This is a 79% increase in bed capacity with only a .5% increase in available deputies to handle all of the potential inmate population.

If we were to keep following the Department of Corrections’ requirements for the MCCJ and include the Annex facility (non-existent at that time), in order to properly staff the county jail facility as it was designed, 377 certified Corrections Deputies (CO’s) would be required.

**Fully Staffed MCCJ and Annex:** 377

**Current Staffing Authorization:** 218

**Current Shortfall:** (-159)

2) **By comparing with other similar agencies:**

As of May 2012, the County Jail is authorized 218 Corrections Deputies (CO) to handle an average number of inmates of 1,070. This means that each one of our deputies is required to handle an average of 4.9 inmates at any time (4.90 inmates/CO ratio).

We have compared the MCSO’s inmate-per-officer ratio with similar agencies as of May 2012:

- Sarasota County Sheriff’s Office: 4.51 inmates/CO
- Pinellas County Sheriff’s Office: 4.10 inmates/CO
- Pasco County Sheriff’s Office: 4.91 inmates/CO
- Collier County Sheriff’s Office: 3.32 inmates/CO
- Hillsborough County Sheriff’s Office: 2.78 inmates/CO

The average ratio of the above 5 agencies is 3.92 inmates/CO

**The Manatee County Sheriff’s Office Corrections Deputies, with a 4.9 inmates/CO, handle an average of 25% more inmates than its peer agencies’ Corrections Deputies above.**

Put into perspective, each of our COs place him or herself every day in a much higher personal risk by handling many more inmates than the other agencies’ average:

<table>
<thead>
<tr>
<th>Agencies</th>
<th>MCSO Authorized</th>
<th>Other agencies’ comp</th>
<th>MCSO Shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarasota SO: 4.51 inmates/CO</td>
<td>218</td>
<td>237</td>
<td>(19)</td>
</tr>
<tr>
<td>Pinellas CSO: 4.10 inmates/CO</td>
<td>218</td>
<td>261</td>
<td>(43)</td>
</tr>
<tr>
<td>Pasco CSO: 4.91 inmates/CO</td>
<td>218</td>
<td>218</td>
<td>(0)</td>
</tr>
<tr>
<td>Collier CSO: 3.32 inmates/CO</td>
<td>218</td>
<td>322</td>
<td>(104)</td>
</tr>
<tr>
<td>Hillsborough CSO: 2.78/CO</td>
<td>218</td>
<td>385</td>
<td>(137)</td>
</tr>
<tr>
<td><strong>At a 3.92 average above</strong></td>
<td><strong>218</strong></td>
<td><strong>289</strong></td>
<td><strong>(61)</strong></td>
</tr>
</tbody>
</table>
3) By Jail Design:

According to jail design, in order to safely cover and staff all certified posts within the Central Jail, the Annex and respective Support Positions (Inmate Transportation, Road Gangs, Intake & Release, Vocational Programs, Cost Avoidance, Inmate Classification, etc.), 321 certified Corrections Deputies are required:

Staffing requirements by jail design:

Central Jail: 112 Certified Officers Fully Staffed

- 100 Deputies
- 8 Sergeants
- 4 Lieutenants

Annex: 98 Certified Officers Fully Staffed

- 86 Deputies
- 8 Sergeants
- 4 Lieutenants

Support:

- 71 Certified Positions

Total staffing requirements before relief factor: 281 CO’s

With 1.14 Relief Factor (Cody & Associates), a fully staffed Jail requires 321 certified corrections deputies. We are currently authorized 218 corrections deputies (however we are only funded at 98% which is only 214 CO’s) that equates to a shortfall of 321 – 218 = 103 corrections deputies.

Our recommendation is to obtain a staffing level of 321 Corrections Deputies to secure all inmates within our jail while providing a safe working environment for our employees. Safety becomes an even bigger concern when working and housing inmates in an aging facility in constant need of repairs. Considerations were made based upon jail design, fluctuations in the maximum number of inmates housed in jail at any given day, comparisons with other similar agencies, and relief factor to compensate for shift changes and regular absenteeism (sick, vacation, mandatory trainings, meetings, etc.) that could potentially leave uncovered or unattended areas inside the facility.
CIVILIAN SUPPORT

Back in 2001, Cody & Associates performed a comprehensive staffing level report with recommendations to increase the number of non-certified position by 19 positions for the various functional areas. Since the level of non-certified positions has actually decreased by 9% in the last five (5) years, these staffing recommendations were not or could not be followed or implemented.

The most comprehensive study regarding civilian support staffing was recently (May 2012) performed by Management Advisory Group (MAG). Their research indicates that Manatee County anticipates another decade of population growth from 2010-2020. This growth is expected to be even stronger for unincorporated parts of the county, with approximately 80% of the population of the county living in such areas. These unincorporated areas are the Manatee County Sheriff’s Office jurisdiction, and they continue to steadily increase, as the following table shows:

<table>
<thead>
<tr>
<th>Year</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>Total Uninc.</th>
<th>12 Maria</th>
<th>13 Palmetto</th>
<th>14 Bradenton</th>
<th>Total Mun.</th>
<th>Total County</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 (*)</td>
<td>18,451</td>
<td>3,222</td>
<td>19,978</td>
<td>2,608</td>
<td>4,559</td>
<td>1,195</td>
<td>5,177</td>
<td>3,246</td>
<td>32,408</td>
<td>47,231</td>
<td>100,570</td>
<td>239,166</td>
<td>11,195</td>
<td>14,396</td>
<td>54,754</td>
<td>80,345</td>
<td>319,531</td>
</tr>
<tr>
<td>2010 (**)</td>
<td>22,127</td>
<td>3,682</td>
<td>22,418</td>
<td>3,182</td>
<td>4,312</td>
<td>1,392</td>
<td>5,501</td>
<td>5,427</td>
<td>32,266</td>
<td>54,332</td>
<td>97,857</td>
<td>252,526</td>
<td>8,916</td>
<td>12,444</td>
<td>48,948</td>
<td>70,307</td>
<td>322,833</td>
</tr>
<tr>
<td>2011 (***)</td>
<td>22,150</td>
<td>3,771</td>
<td>23,079</td>
<td>3,313</td>
<td>4,431</td>
<td>1,392</td>
<td>5,610</td>
<td>5,648</td>
<td>33,202</td>
<td>54,380</td>
<td>98,047</td>
<td>254,923</td>
<td>8,916</td>
<td>12,444</td>
<td>49,230</td>
<td>70,589</td>
<td>325,512</td>
</tr>
<tr>
<td>2015</td>
<td>22,612</td>
<td>3,915</td>
<td>25,112</td>
<td>4,238</td>
<td>5,071</td>
<td>1,495</td>
<td>5,614</td>
<td>6,077</td>
<td>35,144</td>
<td>56,331</td>
<td>98,871</td>
<td>264,480</td>
<td>9,034</td>
<td>12,623</td>
<td>50,071</td>
<td>71,728</td>
<td>336,209</td>
</tr>
<tr>
<td>5 Yr Inc.</td>
<td>485</td>
<td>223</td>
<td>2,864</td>
<td>1,056</td>
<td>759</td>
<td>103</td>
<td>113</td>
<td>650</td>
<td>2,858</td>
<td>1,999</td>
<td>1,014</td>
<td>11,954</td>
<td>119</td>
<td>179</td>
<td>1,123</td>
<td>1,421</td>
<td>13,376</td>
</tr>
<tr>
<td>2020</td>
<td>23,402</td>
<td>4,161</td>
<td>28,552</td>
<td>5,774</td>
<td>6,148</td>
<td>1,670</td>
<td>5,791</td>
<td>6,821</td>
<td>38,423</td>
<td>59,637</td>
<td>100,294</td>
<td>280,674</td>
<td>9,170</td>
<td>12,871</td>
<td>52,012</td>
<td>74,063</td>
<td>354,727</td>
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<tr>
<td>5 Yr Inc.</td>
<td>790</td>
<td>246</td>
<td>3,445</td>
<td>1,536</td>
<td>1,077</td>
<td>175</td>
<td>177</td>
<td>744</td>
<td>3,280</td>
<td>3,306</td>
<td>1,423</td>
<td>16,194</td>
<td>134</td>
<td>248</td>
<td>1,941</td>
<td>2,325</td>
<td>16,519</td>
</tr>
<tr>
<td>2025</td>
<td>24,469</td>
<td>4,486</td>
<td>33,107</td>
<td>7,829</td>
<td>7,574</td>
<td>1,800</td>
<td>6,027</td>
<td>7,806</td>
<td>42,767</td>
<td>64,014</td>
<td>102,176</td>
<td>302,115</td>
<td>9,323</td>
<td>13,230</td>
<td>54,380</td>
<td>76,910</td>
<td>375,025</td>
</tr>
<tr>
<td>5 Yr Inc.</td>
<td>1,067</td>
<td>325</td>
<td>4,555</td>
<td>2,055</td>
<td>1,420</td>
<td>190</td>
<td>235</td>
<td>985</td>
<td>4,343</td>
<td>4,377</td>
<td>1,883</td>
<td>21,441</td>
<td>153</td>
<td>329</td>
<td>2,376</td>
<td>2,858</td>
<td>24,290</td>
</tr>
<tr>
<td>2030</td>
<td>25,755</td>
<td>4,878</td>
<td>38,028</td>
<td>10,308</td>
<td>9,293</td>
<td>2,002</td>
<td>6,310</td>
<td>8,993</td>
<td>48,004</td>
<td>69,294</td>
<td>104,451</td>
<td>327,978</td>
<td>9,656</td>
<td>13,875</td>
<td>58,196</td>
<td>81,716</td>
<td>429,695</td>
</tr>
<tr>
<td>5 Yr Inc.</td>
<td>1,287</td>
<td>393</td>
<td>5,521</td>
<td>2,479</td>
<td>1,720</td>
<td>203</td>
<td>283</td>
<td>1,187</td>
<td>6,236</td>
<td>6,280</td>
<td>2,273</td>
<td>25,863</td>
<td>333</td>
<td>675</td>
<td>3,796</td>
<td>4,806</td>
<td>30,689</td>
</tr>
<tr>
<td>2035</td>
<td>27,404</td>
<td>5,380</td>
<td>45,702</td>
<td>13,484</td>
<td>11,497</td>
<td>2,290</td>
<td>6,673</td>
<td>10,516</td>
<td>54,717</td>
<td>76,059</td>
<td>107,398</td>
<td>361,119</td>
<td>9,876</td>
<td>14,683</td>
<td>62,738</td>
<td>87,194</td>
<td>448,313</td>
</tr>
<tr>
<td>5 Yr Inc.</td>
<td>1,648</td>
<td>502</td>
<td>7,074</td>
<td>3,176</td>
<td>2,204</td>
<td>228</td>
<td>363</td>
<td>1,523</td>
<td>6,713</td>
<td>6,765</td>
<td>2,947</td>
<td>33,141</td>
<td>219</td>
<td>704</td>
<td>4,560</td>
<td>5,477</td>
<td>36,618</td>
</tr>
<tr>
<td>Total Inc.</td>
<td>5,727</td>
<td>1,088</td>
<td>23,284</td>
<td>10,302</td>
<td>7,185</td>
<td>886</td>
<td>1,172</td>
<td>5,089</td>
<td>22,431</td>
<td>21,727</td>
<td>9,541</td>
<td>108,563</td>
<td>900</td>
<td>2,139</td>
<td>13,788</td>
<td>10,887</td>
<td>125,480</td>
</tr>
</tbody>
</table>

* (*) Manatee County Projections
** (**) 2010 Census Data
*** (***) 2011 Population updated using Dwelling Units Certificates of Occupancy 2010-2011

Sources:
1) U.S. Census 2000 & 2010
2) Manatee County Dwelling Units Certificates of Occupancy 2000-2006, with population per d.u. statistics from 2000 Census (tracts within Subareas)
3) Manatee County Dwelling Units Certificates of Occupancy 2010-2011, with population per d.u. statistics from 2010 Census (tracts within Subareas)
STAFFING RECOMMENDATIONS (Cont’d)

Taking into account:

A. The 2001 Cody & Associates’ recommendations of increasing civilian staff could not be implemented;
B. MAG’s recommendation for immediate eight (8) additional civilian staff;
C. Population in Manatee County continues to grow;
D. The present recommendation to increase our certified positions – Law Enforcement and Corrections – in order to meet demands will require additional civilian support staff (dispatchers, records clerks, booking clerks, etc.); and,
E. Technological advancements can and will attenuate at least in part this significant shortage in civilian support staff.

Our recommendation is that at least fifteen (15) additional support civilian staff would be appropriate to meet and hopefully exceed our citizens and community’s demands for policing services.

The table below illustrates in summary, the overall staffing shortage currently experienced by the Manatee County Sheriff’s Office:

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Proposed</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Authorization</td>
<td>479</td>
<td>794</td>
<td>315</td>
</tr>
<tr>
<td>Corrections</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Authorization</td>
<td>218</td>
<td>321</td>
<td>103</td>
</tr>
<tr>
<td>Civilian Support Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>485</td>
<td>500</td>
<td>15</td>
</tr>
<tr>
<td>Total Staffing</td>
<td>1182</td>
<td>1,615</td>
<td>433</td>
</tr>
</tbody>
</table>

The cost for bringing the Manatee County Sheriff’s Office staffing numbers to the proposed level is $53,994,116. An additional $4,556,842 would be necessary for our current unfunded positions (attrition and concessions), to a total of approximately $58,550,958. While it is our intention to pursue funding for personnel at a rate of 20 certified deputies and two civilian positions per year in order to attain our identified staffing goals. We recognize that at the proposed rate it would take nearly 20 years to bring us to the average staffing levels for 2012 without accounting for population growth within Manatee County. The table below illustrates minimum staffing projections and associated costs through 2018.
### Strategic Plan

#### Personnel Funding Requirements

<table>
<thead>
<tr>
<th>Year</th>
<th># Deputies</th>
<th>L.E.</th>
<th>Corrections</th>
<th>Civilians</th>
<th>Total</th>
<th>Salaries</th>
<th>Benefits</th>
<th>Expense</th>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>11</td>
<td>9</td>
<td>2</td>
<td>22</td>
<td>$1,208,029</td>
<td>$540,534</td>
<td>$151,533</td>
<td>$620,664</td>
<td>2,520,764</td>
<td></td>
</tr>
<tr>
<td>2014-15</td>
<td>13</td>
<td>7</td>
<td>2</td>
<td>22</td>
<td>$1,210,035</td>
<td>$512,561</td>
<td>$156,780</td>
<td>$651,108</td>
<td>2,530,484</td>
<td></td>
</tr>
<tr>
<td>2015-16</td>
<td>12</td>
<td>8</td>
<td>2</td>
<td>22</td>
<td>$1,230,266</td>
<td>$545,786</td>
<td>$151,533</td>
<td>$620,668</td>
<td>2,548,253</td>
<td></td>
</tr>
<tr>
<td>2016-17</td>
<td>12</td>
<td>8</td>
<td>2</td>
<td>22</td>
<td>$1,252,857</td>
<td>$551,122</td>
<td>$156,781</td>
<td>$647,262</td>
<td>2,608,202</td>
<td></td>
</tr>
<tr>
<td>2017-18</td>
<td>12</td>
<td>8</td>
<td>2</td>
<td>22</td>
<td>$1,230,266</td>
<td>$545,786</td>
<td>$151,533</td>
<td>$620,668</td>
<td>2,548,253</td>
<td></td>
</tr>
<tr>
<td><strong>Total New Positions</strong></td>
<td><strong>60</strong></td>
<td><strong>40</strong></td>
<td><strong>10</strong></td>
<td><strong>110</strong></td>
<td><strong>$6,131,453</strong></td>
<td><strong>$2,695,789</strong></td>
<td><strong>$768,160</strong></td>
<td><strong>$3,160,374</strong></td>
<td><strong>$12,755,776</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### Staff Rgt. Concessions

<table>
<thead>
<tr>
<th>Year</th>
<th>L.E.</th>
<th>Corrections</th>
<th>Civilians</th>
<th>Total</th>
<th>Salaries</th>
<th>Benefits</th>
<th>Expense</th>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>$426,184</td>
<td>$188,032</td>
<td>$31,146</td>
<td>-</td>
<td>645,362</td>
</tr>
<tr>
<td>2009-10</td>
<td>6</td>
<td>0</td>
<td>6</td>
<td>12</td>
<td>$714,456</td>
<td>$319,730</td>
<td>$50,816</td>
<td>-</td>
<td>1,085,004</td>
</tr>
<tr>
<td>2010-11</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>$259,112</td>
<td>$107,046</td>
<td>-</td>
<td>-</td>
<td>366,158</td>
</tr>
<tr>
<td>2011-12</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>14</td>
<td>$730,066</td>
<td>$339,499</td>
<td>-</td>
<td>-</td>
<td>1,069,565</td>
</tr>
<tr>
<td>2012-13</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>$88,769</td>
<td>$22,975</td>
<td>-</td>
<td>-</td>
<td>111,744</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>19</strong></td>
<td><strong>6</strong></td>
<td><strong>16</strong></td>
<td><strong>41</strong></td>
<td><strong>$2,218,589</strong></td>
<td><strong>$977,282</strong></td>
<td><strong>$81,962</strong></td>
<td>-</td>
<td><strong>$3,277,833</strong></td>
</tr>
<tr>
<td>2% Attrition</td>
<td>9</td>
<td>4</td>
<td>10</td>
<td>23</td>
<td>$806,653</td>
<td>$472,356</td>
<td>-</td>
<td>-</td>
<td>1,279,009</td>
</tr>
<tr>
<td>Total Due to Bgt. Cuts</td>
<td>28</td>
<td>10</td>
<td>26</td>
<td>64</td>
<td>$3,025,242</td>
<td>$1,449,638</td>
<td>$81,962</td>
<td>-</td>
<td>$4,556,842</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>88</strong></td>
<td><strong>50</strong></td>
<td><strong>36</strong></td>
<td><strong>174</strong></td>
<td><strong>$9,156,695</strong></td>
<td><strong>$4,145,427</strong></td>
<td><strong>$850,122</strong></td>
<td><strong>$3,160,374</strong></td>
<td><strong>$17,312,618</strong></td>
</tr>
</tbody>
</table>

The above chart shows the breakdown of the funding required to meet with these staffing recommendations.
MANATEE COUNTY SHERIFF’S OFFICE

2013-2015

STRATEGIC PLAN

MISSION, VISION, AND 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 2013-2015 GOALS**

**GOAL 1**

**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.

**GOAL 2**

**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.

**GOAL 3**

**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.

**GOAL 4**

**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.

**GOAL 5**

**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.