

MANATEE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN

FY 2025 - 2027



MANATEE COUNTY
SHERIFF'S OFFICE



SHERIFF RICK WELLS



www.manateesheriff.com



MESSAGE FROM THE SHERIFF

Dear Citizens of Manatee County:

The Manatee County Sheriff's Office strives to enhance the quality of life by reducing both crime and the fear of crime throughout Manatee County. We aim to provide the highest level of service by collaborating with the community to prevent, investigate, and solve crime by implementing innovative and proactive policing methods.

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

- ☆ Reducing Use of Opioids in Manatee County
- ☆ Assisting Homeless Population with Resources
- ☆ Reducing Violent Crime
- ☆ Reducing Crime through Educational Programs
- ☆ Increase Safety and Security of the Jail
- ☆ Jail Expansion

This plan is based on our greatest needs as a modern-day criminal justice organization and the most significant community concerns to the citizens of Manatee County.

Together, these priorities are an essential part of our shared success. They will improve our agency, the lives of agency members, and the well-being of the citizens we have the honor to serve. Through these goals and priorities, we will build long-term value as an agency, a profession, and as one community.



Respectfully,

A handwritten signature in black ink that reads "Charles R. Wells".

Charles R. Wells, Sheriff

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MISSION STATEMENT AND VISION



*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.*



*The shared **VISION** of the Manatee County Sheriff's Office is to make Manatee County one of the safest places in the nation to live, work, and visit.*



CORE VALUES

RESPECT FOR EACH OTHER

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

COMMUNITY FOCUSED

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



WORTHY OF TRUST

The Manatee County Sheriff's Office has achieved its reputation as a premier law enforcement agency because it has earned the trust of the community. We will safeguard that trust. We will keep our promises. Whether on or off duty, we will behave according to the highest set of ethical standards. We will protect the rights of all citizens.

ALWAYS IMPROVING

Service is our business. The only way we can improve our business is by elevating our own standards. We are constantly in a learning mode. We are committed to examining what we do and to keep improving, in all aspects, always.

ORGANIZATIONAL STRUCTURE

The Manatee County Sheriff's Office operates under the administration of the Sheriff. The Chief Deputy directly supervises the Police Athletic League, Information and Technology (IT), and five Bureau Chiefs, who in turn supervise the bureaus within the Sheriff's Office; which include the Administrative Bureau, the Enforcement Bureau, the Investigative Bureau, and the Corrections Bureau. The Executive Bureau contains components directly under the Sheriff; Professional Standards (Internal Affairs), Public Information Component, Fiscal (Comptroller), and Legal Affairs. Human Resources Section and Benefits Coordination are also under the Executive Bureau.

The Administrative Bureau is composed of the Support Division, the Services Division, and the Training Division. This bureau consists of certified and civilian employees, performing many tasks that support the Sheriff's Office. The bureau's components include the Communications Section, the Records Section, the Crime Prevention Section, the Judicial Security Section, the Civil Section, Body Worn Camera Unit, and Professional Compliance (Accreditation, Staff Inspections, and Strategic Planning). The Training Division is composed of the Training Coordination Unit, Academy Unit, and Trainer Unit.

The Enforcement Bureau utilizes three patrol districts and one Selective Enforcement Division (SED). Each district, with the exception of the SED, has 6 uniformed patrol squads whose primary responsibilities are to respond to calls for service, enforce the laws of the State, enforce the Manatee County ordinances, and proactively patrol assigned zones. The Patrol Deputies work 12-hour shifts to patrol the streets on a 24-hour basis. One district also incorporates the Telephone Reporting Unit, the Resource Assistance Program, and the Field Training and Evaluation Program. The SED consists of the Operations Section, School Based Program Section, Special Teams, K9 Unit, and the Reserves. Additionally, the bureau includes Fleet Maintenance, which ensures all vehicles, either owned or leased, are properly maintained and repaired.

The Investigative Bureau is where most felony crimes and intricate matters are investigated and is composed of the Special Investigations Division and the Criminal Investigation Division. The Criminal Investigation Division consists of detectives and civilian employees that investigate a variety of criminal scenarios and are responsible for major crime and follow-up investigations. The Special Investigation Division consists of tactical and strategic investigations, as well as detectives assigned to task forces to form partnerships with local, state, and federal agencies.

The Corrections Bureau is charged with providing a safe, functional, and professional environment for staff and inmates of the Manatee County jail at Port Manatee. The bureau is composed of the Operations Division, the Support Division, the Services Division, and the Administrative Division. Staff monitor inmate activity to ensure security, as well as maintain the care, custody, and control of inmates. The jail houses approximately 1,160 inmates and was designed to provide adequate jail space for Manatee County. Security staff work 12-hour shifts on a 24-hour basis. Other responsibilities include Booking, Intake and Release, Transportation, Inmate Work Farm, Food Services, Classification, and various programs.

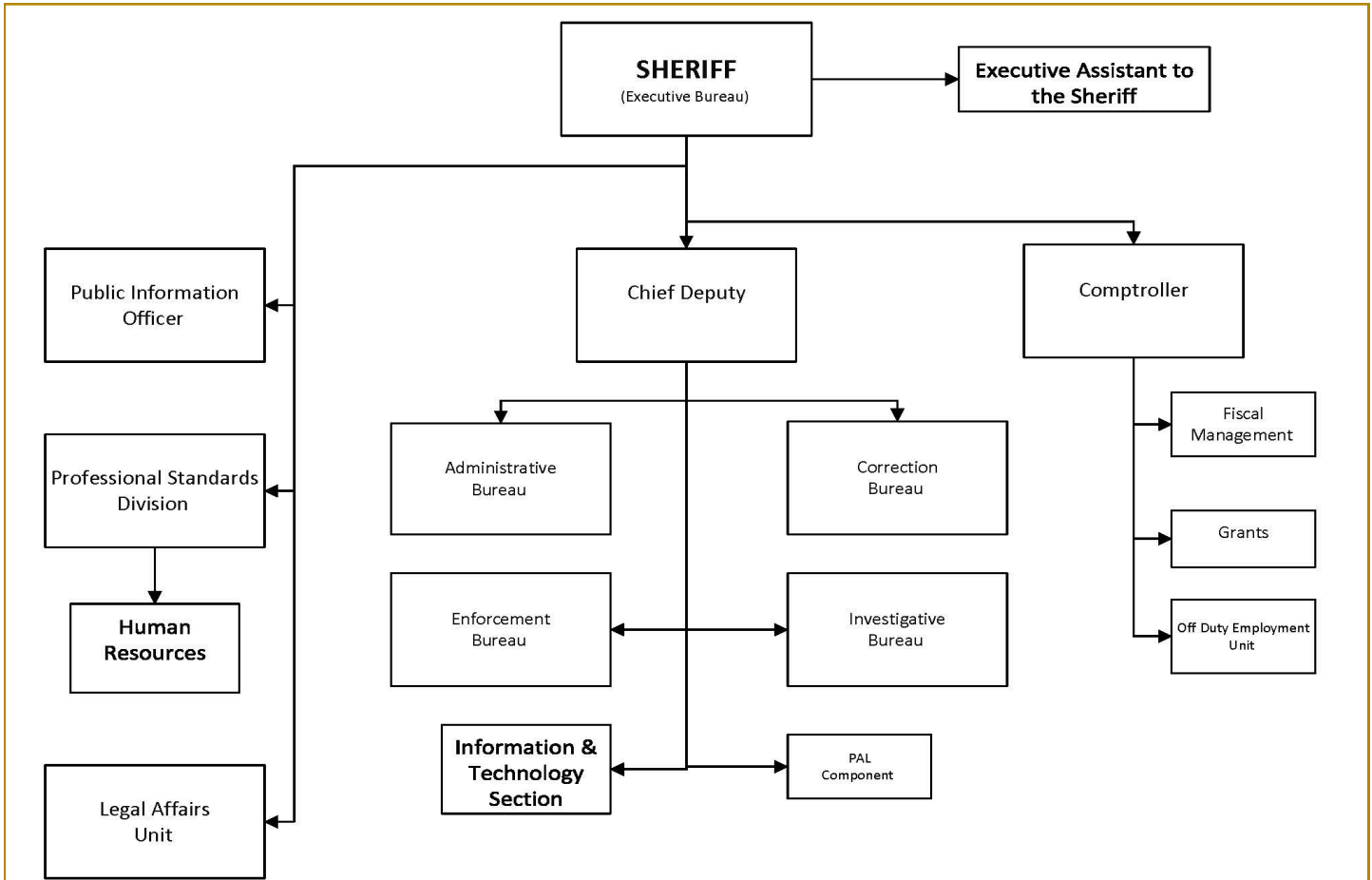
ORGANIZATIONAL STRUCTURE



For the most up-to-date list of the Agency's Executive staff, please click on the Sheriff's Office star.



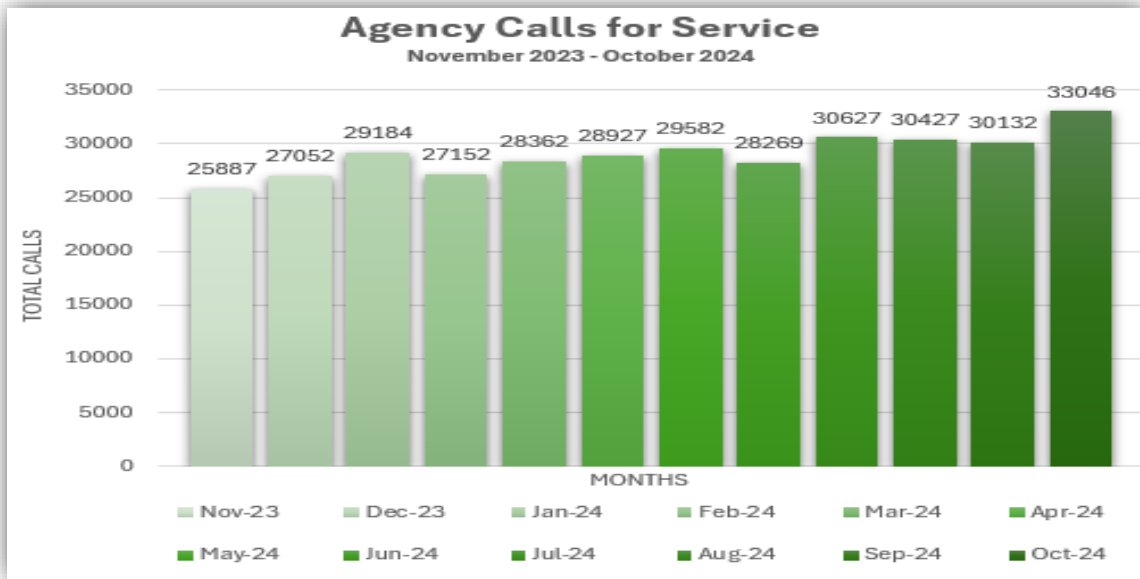
The below organizational chart shows the structure of the Executive Bureau.



PROJECTED WORKLOAD

Careful internal and external environmental analyses of past workload levels of service required from our deputies, combined with social and economic factors, helps us to evaluate the anticipated needs and demands that are expected from our deputies in the near future, thereby assisting us to plan accordingly. With anticipated county growth and the construction of additional housing and commercial areas, calls for service are anticipated to dramatically increase. As these new communities grow and commercial development flourishes, the demand for police services will continue to increase.

The below diagram represents the total calls for service for the Agency. During the time period of November 2023 through October 2024, the agency saw an overall increase of 27.65% in calls for service over the 12 month period. Crime comparison also allows the Agency to evaluate anticipated needs as well as gauge the successes of crime prevention techniques.



MANATEE COUNTY SHERIFF'S OFFICE CRIME COMPARISON 2017-2023

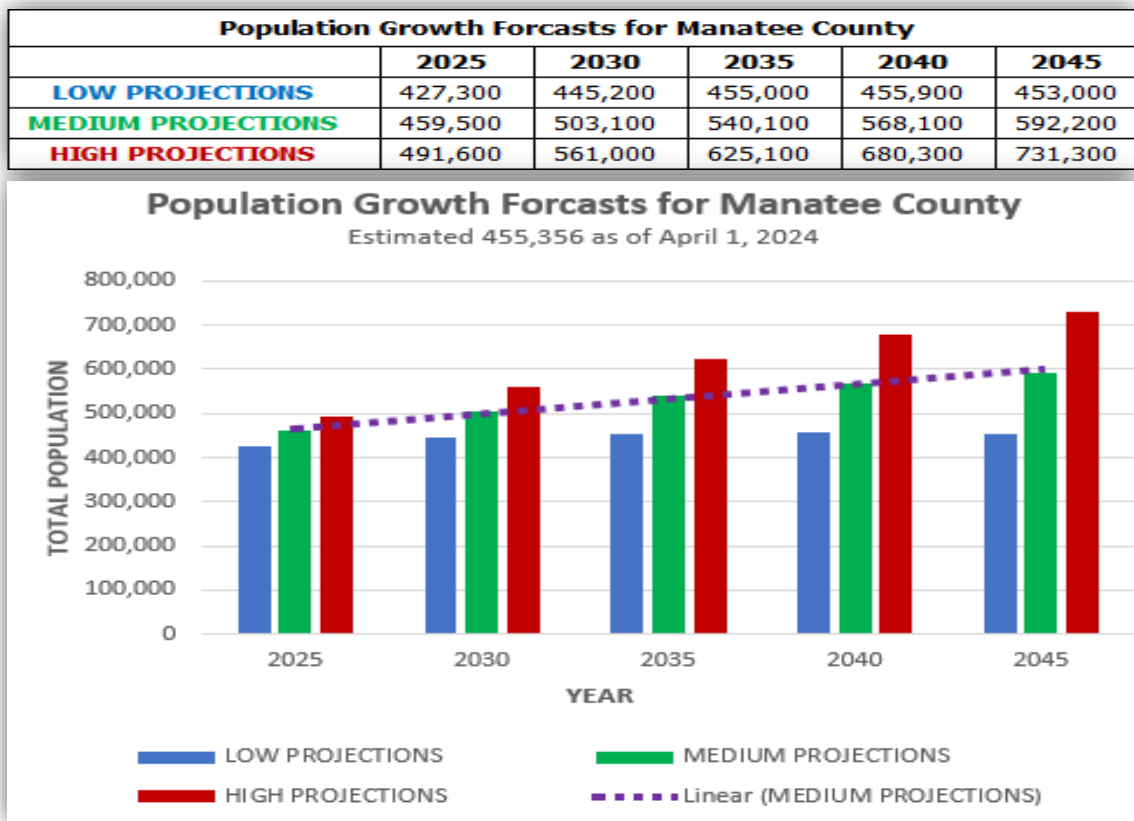


PART I	2017	2018	2019	2020	2021	2022	2023
MURDER	16	18	10	8	7	9	9
RAPE	148	132	179	187	186	172	131
ROBBERY	195	203	173	178	160	151	139
AGG. ASLT.	1125	982	1006	1101	845	1022	964
Violent	1484	1335	1368	1474	1198	1354	1244
BURGLARY	941	821	648	611	485	528	428
LARCENY	3594	3969	3659	3331	3281	3242	3285
VEH THEFT	315	366	343	400	407	478	529
Property	4850	5156	4650	4342	4173	4248	4242
TOTAL	6,334	6,491	6,018	5,816	5,371	5,602	5,486
% CHNG	-7.4%	2.5%	-7.3%	-3.4%	-7.7%	4.3%	-2.1%

POPULATION	291,864	299,207	307,843	316,923	333,769	343,656	360,710
POP CHNG	3.6%	2.5%	2.9%	2.9%	5.3%	3.0%	5.0%
CRIME RATE	2170.2	2169.4	1954.9	1835.1	1609.2	1630.1	1520.9
RATE CHNG	-10.6%	0.0%	-9.9%	-6.1%	-12.3%	1.3%	-6.7%
CRIME RATE CHNG FROM 2017							-29.9%

POPULATION TRENDS

According to the Office of Economic and Demographic Research (EDR)², the population of Manatee County was estimated at 455,356 as of April 1, 2024. The county has seen a population increase of approximately 29% since 2010. Like the State of Florida as a whole, Manatee County is experiencing a period of sustained growth, with all indicators suggesting that this trend will continue. The chart below displays the population projections through the year 2045, as according to the Bureau of Economic and Business Research (BEBR)³. With the current estimated population being consistent with the medium projections, the population in Manatee County is expected to increase by approximately 10% by 2030.



The MCSO has a proactive attitude in foreseeing any potential issues that this beneficial County growth could bring with it, presenting solutions, and acting upon them, creating a safe environment for all the citizens and visitors to our beautiful county. As the County grows, in order to fulfill the obligation to the citizens, our staffing levels must also keep up with the growth. In the past 10 plus years, even though the County population has grown 29%, the MCSO has only grown by 12%. According to the FBI rate of 2.6 deputies per 1000 population, the MCSO is in need of over 300 more deputies to reach the national average. These staffing levels are a necessity to continue to deal with crimes associated with growth in population. According to the National Sheriff’s Association, Manatee County is reaching population levels to be considered a major city.

²“Population and Population Change for Metropolitan Statistical Areas in Florida.” *Office of Economic and Demographic Research*, edr.state.fl.us/Content/population-demographics/data/MSA-2024-2023Delineation.pdf. Accessed 11 Nov. 2024.

³“Projections of Florida Population by County, 2025-2050, with Estimates for 2023.” *Bureau of Economic and Business Research*, https://bebr.ufl.edu/wp-content/uploads/2024/01/projections_2024.pdf. Accessed 8 Nov. 2024.

COMMUNITY INVOLVEMENT

The Manatee County Sheriff's Office is committed to actively engaging with the community through various social media platforms, our comprehensive website, and mobile app. Our Public Information Office not only addresses media inquiries but also delivers daily content on critical issues impacting our growing population. This includes essential public service announcements, updates on trending crimes, feature stories, and tips for crime prevention. Furthermore, we will be launching a monthly podcast where Sheriff Wells and staff will discuss important topics and highlight various facets of the MCSO.

Coffee with a Cop

On National Coffee with a Cop day and throughout the year, various deputies will spend time at a local coffee shop and engage with the public. Citizens can receive a free cup of coffee and casual conversation with deputies.

Blood Drives

The Manatee County Sheriff's Office participates in blood drives. The blood drives at the Operations Center have been held every other month and have provided 438 pints of blood/platelets since July 2022. Per OneBlood, each pint can provide treatment to up to 3 different persons, which nets 1,314 people assisted by these voluntary donations.



COMMUNITY INVOLVEMENT

Monthly Charity Dress Down

The Manatee County Sheriff's Office participates in monthly dress downs where certain civilians are able to pay \$20 to wear jeans monthly. If employees are not in a position where they are able to dress down, they are able to donate \$20 to a different charity each month. Some of the charities the Sheriff's Office donates to include: Truly Valued, Florida Sheriffs Youth Ranches, HOPE Family Services, Special Olympics, Dogs, Inc., Manatee Police Athletic League, Manatee Sheriff Charity/Community Christmas, Alzheimer's, Foundation for Dreams, Juvenile Diabetes, Bridge A Life, and Flight to the North Pole. The Sheriff's Office collects approximately \$650-\$800 monthly for the various charities because of our monthly dress down option.

Food Drive—Meals on Wheels

The Sheriff's Office hosts an annual Food Drive every November for Meals on Wheels. The Sheriff's Office provides approximately 6 barrels full, which equates to approximately 500-600 pounds of food.

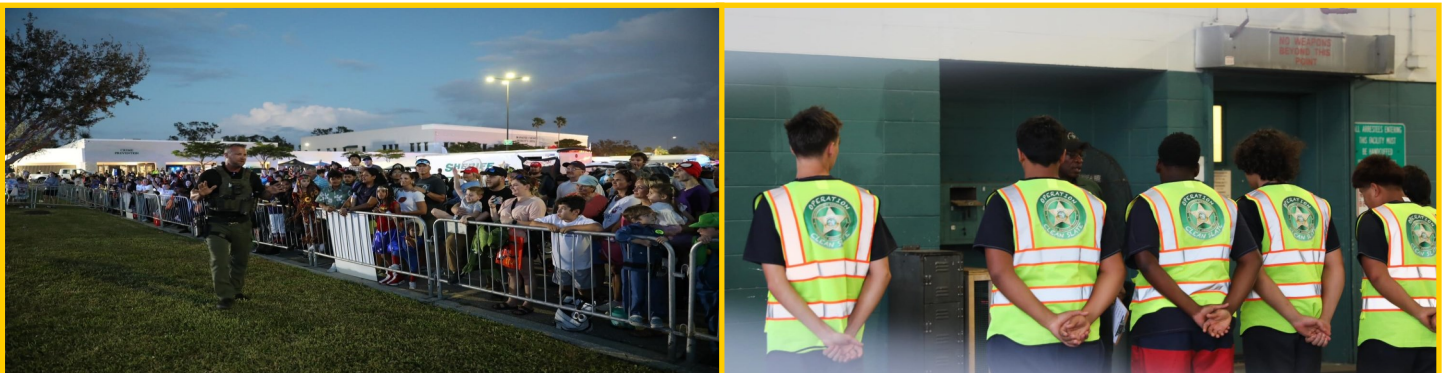
Operation Clean Slate

Operation Clean Slate is a juvenile deferment program for first-time offenders to help keep them out of the juvenile justice system. Created jointly with community partners, it focuses on physical fitness, discipline, and positive reinforcement for good decision-making. Participants are shown how continuing to make negative choices can lead to incarceration, poor health consequences, and a lasting impact on their future through a series of presentations and tours. Parents of these teens are also educated on the challenges and dangers of raising teens in today's world and how best to navigate it.

When the juvenile successfully completes this program, their referral is dismissed, and they have the opportunity to make positive changes. Deputies continue to mentor the youth even after program completion to ensure they have the resources needed to be successful. 10 participants graduated the first Operation Clean Slate in August 2024.

Spooktactical

The Sheriff's Spooktactical event is a community focused Halloween themed event that is open to the public. It is designed to showcase the agency and it's people, while providing a safe environment for the community. Agency Units and community partners join together, setting up stations that include free candy and food, activities, and demonstrations. The event brings thousands to the Agency's parking lot for a night of family fun.



COMMUNITY INVOLVEMENT - CORRECTIONS

Vocational/Farm Programs

The Sheriff is proud to provide inmates an opportunity to participate in our LIFE (Leading Inmates to Future Employment) program. The Sheriff's Office provides vocational training for inmates to prepare them for release back into society with skills learned and developed while participating in the program. The program consists of: Carpentry, Welding, Sewing, Aquaponics, Horticulture, Livestock, and Auto body. In addition, the LIFE program utilizes inmate labor to not only give the inmates hands on job training, but also to help reduce the costs associated with running a jail. We save hundreds of thousands of dollars each year by producing much of our own food and providing other services through these programs.

Recovery Pod

Established in 2016, the Recovery Pod houses inmates for at least 90 days to voluntarily complete curriculum classes and recovery meetings. All classes and meetings are provided by volunteers from the community. Since beginning the Recovery Pod, over 2450 inmates have participated. Individuals that have reoffended have been reduced to approximately 15% overall.

Reentry Program

The Reentry Navigator Program aims to support individuals released from incarceration back into Manatee County communities. A network of providers jointly creates pathways for successful reentry and reintegration. The initiative contributes to reducing recidivism lowering costs for taxpayers, and ultimately ensuring the continued safety of Manatee County. A total of 807 participants have been assisted with various needs upon release from incarceration.

With the help of community partners and volunteers, the Manatee County Jail is able to improve lives after release from incarceration and reduce recidivism, through the various programs offered. These programs also contribute to reducing costs for taxpayers.



ANTICIPATED STAFFING, BUDGET, PROJECTS & EQUIPMENT NEEDS

As of October 2024, the Sheriff's Office had a total of 1367 authorized positions, of which 620 are sworn law enforcement, 262 are sworn Corrections, 381 are civilian positions, and 104 are part-time. Due to the ever expanding developments and population growth that the County continues to see, the below staffing, budget, projects, and equipment needs may be anticipated in the next three years.

Currently, the MCSO total budget represents 16% of the County's entire budget. The budget funds salaries and benefits, operating expenses, and capital related items. With well over 340,000 calls for service a year and an average of over 900 calls per day, agency growth is necessary. In order to stay competitive with surrounding Tampa Bay agencies with recruitment, as well as rising inflation and the desire to keep employees living in Manatee County, salary and staffing needs are incorporated into budget requests. Due to the new uniform bond schedule, which is keeping criminals in jail longer, the inmate population in the Manatee County Jail continues to grow. Additional inmate housing space, which requires increased staffing levels, will be incorporated into current and future budget needs. Additional anticipated needs may include:

- New Fleet Facility
- New Property and Evidence Building
- New Jail Medical Wing
- New Premier Substation
- Replacement of outdated and worn out equipment, including vehicles, radios, and computers, all of which are consistently required.
- Operating expenses, including maintenance agreements, the jail medical contract, building leases, gas and vehicle supplies, etc., continue to be factored into budget needs.
- As new advances in technology, data analytics, training, and software become available, the agency's efforts in crime prevention, detection, and deputy response change. Providing immediate updates on critical incidents to significantly improve the safety of the public is of the highest priority. Budget requests to incorporate these new advances are anticipated.



STRATEGIC PLAN GOALS AND OBJECTIVES

The strategic goals listed in this plan, for 2025-2027, specifically define a path to meet current and future service demands, as well as outline the vision of the agency and align efforts with the needs and expectations of the community.

The goals and objectives may change depending upon the development of other operational priorities, changes in funding allocations, or service expectations. All of the goals listed in this plan have a responsible party, specific objectives, and strategies that will assist in accomplishing the goals. For clarity, these terms are defined as:

- ☆ **Goals:** Broad statements of measurable outcomes to be achieved and identifies the scope of the Agency's operations.
- ☆ **Objectives:** Statements of what we must do well or barriers that we must overcome to achieve a specific goal. States what is to be accomplished.
- ☆ **Strategies:** Specific programs and/or activities required to meet the targeted performance levels. States how the agency will achieve its goals and objectives.

These specifics enable MCSO to track its progress, assess performance, and make adjustments to achieve optimal outcomes. Our "multi-year" plan is foundational for the on-going self-evaluation of service and process improvements. This plan is published every three years.



FY 2025 - 2027 GOALS AND OBJECTIVES

GOAL 1: THE MANATEE COUNTY SHERIFF'S OFFICE IS COMMITTED TO REDUCING THE AMOUNT OF OVERDOSES AND DEATHS RELATED TO THE USE OF OPIOIDS IN THE COUNTY.

OBJECTIVE 1.1: THE SHERIFF'S OFFICE WILL PROVIDE EDUCATION, PREVENTION, AND TREATMENT OPTIONS FOR DRUG ADDICTION TO THE CITIZENS OF MANATEE COUNTY.

Strategy 1.1.1: Ensure Safe Drug Disposals - Prescription drug disposal containers are available at each district, and there will be promotions to the public about the availability of these containers. Each Patrol District has a prescription drug disposal box located within. *Responsible Party: Investigative Bureau*

Strategy 1.1.2: Prevent Overdose Deaths with Naloxone - Naloxone will be deployed to all patrol deputies so they can be equipped for immediate action when responding to an overdose. Fiscal continues to obtain grants for Naloxone (NARCAN) to be used by deputies. The Training Division handles distribution. *Responsible Party: Investigative Bureau*

Strategy 1.1.3: Provide Treatment Options for Opioid Users - Deputies will be equipped with Resource cards, which contain information for those seeking help/relief from their addiction. These cards will also contain information on how to contact the MCSO Resource Assistance Unit. *Responsible Party: Enforcement Bureau*

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

- The *Operation LifeSaver Program* is a proactive intervention initiative in which specialized deputies and case workers assigned to the Resource Assistance Program (RAP) reach out to individuals who have overdosed to provide them with a resource packet containing information on available services. Examples of services include access to showers and obtaining toiletries. The program's purpose is to provide treatment options and encourage narcotic users to seek assistance for their addiction. If willing, they can relinquish their drugs (without fear of arrest) and be transported to a drug treatment facility.
- The *Intervention Assistance Program* is a program in which a drug user can call 9-1-1 and request assistance for their addiction. They can relinquish their drugs (without fear of arrest) and be transported to a drug treatment facility by the Sheriff's Office.

Strategy 1.1.4: Drug Treatment in the Jail - The Manatee County Correctional Facility will provide two jail recovery pods for those inmates who are seeking assistance for the treatment of drug addiction. *Responsible Party: Investigative Bureau & Corrections Bureau*

FY 2025 - 2027 GOALS AND OBJECTIVES

Strategy 1.1.5: Education About the “Good Samaritan” Act - All inmates who have been arrested for any narcotic related offense will receive a “Good Samaritan” card upon their release from jail. This card encourages them to call 9-1-1 if they or someone else is experiencing an overdose and is a reminder that they can seek assistance for the victim of an overdose without fear of being arrested. *Responsible Party: Investigative Bureau & Corrections Bureau*

Strategy 1.1.6: Public Awareness - The agency participates, with numerous community stakeholders, in the monthly Addictions Crisis Taskforce (ACT) meetings. This taskforce was created by Drug Free Manatee in 2015, specifically to address the opioid crisis. In addition to participating on the ACT, representatives from the Sheriff’s Office provide public presentations throughout the community on the opioid crisis and the programs that are available to individuals who suffer from drug addiction. *Responsible Party: Investigative Bureau*

Strategy 1.1.7: Education through Social Media - The agency will use social media platforms to educate our community on important matters regarding the epidemic, specifically by the use of X, Facebook, and the MSO website. *Responsible Party: Investigative Bureau*

OBJECTIVE 1.2: THE SHERIFF’S OFFICE WILL COMBAT THE OPIOID EPIDEMIC THROUGH ENHANCED ENFORCEMENT AND INVESTIGATIVE TECHNIQUES.

Strategy 1.2.1: Strategic Investigative Initiatives that Enhance Successful Prosecution on High Impact Cases - The Special Investigations Division (SID) will carefully evaluate the sale/trafficking cases of opioids and narcotics related deaths to determine the best venue for prosecution; the state or federal system. *Responsible Party: Investigative Bureau*

Strategy 1.2.2: Cooperative Efforts with State and Federal Partners - The agency will provide office space for attorneys from both the state and federal offices. *Responsible Party: Investigative Bureau*

Strategy 1.2.3: Accountability for Drug Dealers - Both the Special Investigations Division (SID) and the Criminal Investigations Division (CID) will work together on all narcotic related death cases to ensure those who contribute to an overdose death by providing narcotics to the victim are held accountable. *Responsible Party: Investigative Bureau*

Strategy 1.2.4: Sharing Information - The agency will collaboratively work to identify, disrupt, and dismantle drug trafficking organizations by sharing information at the local, state, and federal levels. This includes real-time intelligence that is gathered by patrol deputies combined with the investigative efforts of the Special Investigations Division (SID). *Responsible Party: Investigative Bureau*

FY 2025 - 2027 GOALS AND OBJECTIVES

Strategy 1.2.5: Training - All Manatee County Deputies will be provided training through PowerDMS, on relevant matters related to the opioid epidemic. *Responsible Party: Investigative Bureau*

Strategy 1.2.6: Compile Crucial Stats for Monitoring and Tracking - The Crime and Intelligence Analysis Unit will track overdoses and narcotic related deaths in an effort to identify overdose spikes that may be contributed to highly potent opioids such as Fentanyl or Carfentanil. *Responsible Party: Investigative Bureau*

Strategy 1.2.7: Working with Community Partners - The agency will work with community partners, such as Emergency Medical Services (EMS), Manatee Memorial Hospital (MMH), and the Medical Examiner's (ME) office to review and share data. *Responsible Party: Investigative Bureau*

GOAL 2: THE MANATEE COUNTY SHERIFF'S OFFICE IS COMMITTED TO ASSISTING OUR HOMELESS POPULATION WITH FINDING RESOURCES.

OBJECTIVE 2.1: THE SHERIFF'S OFFICE RESOURCE ASSISTANCE UNIT WILL WORK CLOSELY WITH OUR HOMELESS POPULATION TO IDENTIFY THEIR NEEDS AND PUT THEM IN CONTACT WITH AVAILABLE RESOURCES.

Strategy 2.1.1: Provide Resources to Those Who Are Homeless - The Resource Assistance Unit will work with various supportive resources for our homeless population to include, but not limited to, Veterans Affairs, not for profit service providers, faith-based organizations, and private businesses to connect those experiencing homelessness to available resources. *Responsible Party: Enforcement Bureau*

Strategy 2.1.2: Work with Resources Available to Divert Those Who Have Committed Certain Misdemeanor Crimes and Are Homeless - The Resource Assistance Unit will work with our local judicial partners (State Attorney & Public Defender) to assist those who have been arrested for minor crimes associated with homelessness, by diverting them from incarceration to various programs such as Community Care Court (CCC) or Comprehensive Treatment Court (CTC). *Responsible Party: Enforcement Bureau*

Strategy 2.1.3: Work With Other Entities to Find Housing for Those Who Are Homeless - The Manatee County Sheriff's Office will work with the County to develop a location that can house our homeless population. *Responsible Party: Enforcement Bureau*

GOAL 3: THE MANATEE COUNTY SHERIFF'S OFFICE IS COMMITTED TO REDUCING VIOLENT CRIME IN THE COUNTY.

OBJECTIVE 3.1: THE SHERIFF'S OFFICE WILL USE VARYING METHODS TO EFFECTIVELY DISSEMINATE INFORMATION TO THE PUBLIC REGARDING EMERGING VIOLENT CRIME TRENDS.

FY 2025 - 2027 GOALS AND OBJECTIVES

Strategy 3.1.1: Notification Through Social Media - The agency will notify the public of any violent crime trends and will include photos of suspects to assist in identifying perpetrators of these crimes. Information will be posted on social media, Can You ID Me, and on the MCSO website. *Responsible Party: Investigative Bureau*

Strategy 3.1.2: Providing Crime Stoppers Information - The agency will post “Crime Stoppers” signs/information in areas that are experiencing violent crime trends or increased criminal activity. *Responsible Party: Investigative Bureau*

OBJECTIVE 3.2: THE SHERIFF’S OFFICE WILL PROVIDE EDUCATION/TRAINING TO DEPUTIES ON FIREARMS VIOLATIONS ACCORDING TO STANDARDS SET BY THE BUREAU OF ALCOHOL, TOBACCO, FIREARMS, AND EXPLOSIVES (ATF). THIS WILL ALLOW DEPUTIES TO RECOGNIZE CHARGES USED BY ATF AND WORK WITH THEM TO PURSUE FEDERAL CHARGES WHEN APPLICABLE.

Strategy 3.2.1: Informing Deputies on Firearms Offenses and Offenders – The ATF Liaison C.I.D. Detectives, along with the Violent Crimes Task Force (VCTF), will provide information on firearm offenses and offenders to the Enforcement Bureau. This information will be published on the Enforcement Bureau’s intranet page for deputies to access. *Responsible Party: Investigative Bureau*

Strategy 3.2.2: Roll Call Briefings - The agency’s assigned Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) task force member(s) will conduct roll call briefings to further educate patrol deputies on firearm violations. *Responsible Party: Investigative Bureau*

Strategy 3.2.3: Proactive Contact with Repeat Violent Offenders - The agency will initiate interactions with repeat violent offenders that have been released from the Florida Department of Corrections (FDOC) into our community. This will allow patrol deputies to become familiar with those offenders and to become aware of their release conditions, if applicable. *Responsible Party: Investigative Bureau*

OBJECTIVE 3.3: THE SHERIFF’S OFFICE WILL UTILIZE INTELLIGENCE-LED POLICING (ILP) THROUGH THE USE OF THE AGENCY’S CRIME ANALYSIS UNIT, CORE MEETINGS, THE VIOLENT CRIME TASK FORCE (VCTF), ANALYTICAL SOFTWARE SUCH AS COMMAND CENTRAL AND CRIME VIEW, AND OTHER CRIMINAL INTELLIGENCE AS IT ARISES, TO ENHANCE PATROL OPERATIONAL EFFORTS FOR COMBATING VIOLENT CRIME.

Strategy 3.3.1: Data Driven Approach - Patrol deputies will use real time data pertaining to hot spot locations, common times of day/days of week that incidents are occurring, and any relevant suspect information for the purposes of proactive patrols and *PowerTrac* deployments. The Crime and Intelligence Analysis Unit will send out a Weekly Bulletin and Situational Awareness Bulletin. Command Central is also available. *Responsible Party: Investigative Bureau*

FY 2025 - 2027 GOALS AND OBJECTIVES

Strategy 3.3.2: Enforcing Compliance – Investigative Detectives will follow-up with known offenders or individuals that have been released from prison who have curfew and/or probation conditions, to ensure they are in compliance with their set conditions. *Responsible Party: Investigative Bureau*

Strategy 3.3.3: Overtime Initiatives - The agency will utilize overtime initiatives for patrol deputies that focus on emerging violent crime trends, specifically addressing gun violence, gang activity, and illegal drug sales. *Responsible Party: Enforcement Bureau*

GOAL 4: THE MANATEE COUNTY SHERIFF'S OFFICE IS COMMITTED TO REDUCING CRIME THROUGH EFFECTIVE EDUCATIONAL PROGRAMS THAT ENGAGE OUR CITIZENS IN REDUCING THE FEAR ASSOCIATED WITH CRIME.

OBJECTIVE 4.1: THE SHERIFF'S OFFICE WILL DEVELOP AND IMPLEMENT EDUCATIONAL PROGRAMS THAT TEACH CITIZENS ABOUT THE VARIOUS TYPES OF CRIMES AND PREVENTION TECHNIQUES.

Strategy 4.1.1: Neighborhood Watch - The Crime Prevention Unit will teach Neighborhood Watch programs to already established communities. This program helps citizens recognize criminal activity and report it to the Sheriff's Office. The overall strategy is to reduce the fear of crime and raise awareness on prevention techniques. *Responsible Party: Administrative Bureau*

Strategy 4.1.2: Specific Education on Potential Threats - The Crime Prevention Unit will teach courses that specifically address Active Shooter, Scams and Fraud, and Identity Theft at the Sheriff's Office and at community events. *Responsible Party: Administrative Bureau*

Strategy 4.1.3: General Citizen Education - The agency will develop and deploy signs that educate citizens that if they "See Something, Say Something" and to lock their vehicles. *Responsible Party: Administrative Bureau*

OBJECTIVE 4.2: THE SHERIFF'S OFFICE WILL COMBAT CRIME THROUGH EFFECTIVE SECURITY ANALYSIS THAT SEEKS TO EDUCATE OUR CITIZENS ABOUT PHYSICAL SECURITY. THIS WILL BE SUPPLEMENTED WITH PROGRAMS THAT SEEK TO REMOVE THE OPPORTUNITY FOR A CRIME TO OCCUR.

Strategy 4.2.1: Security Assessments - The Crime Prevention Unit will conduct security assessments for residences and businesses throughout the county. The purpose of these security assessments is to identify physical security weaknesses that can be corrected to prevent the occurrences of criminal activity. *Responsible Party: Administrative Bureau*

FY 2025 - 2027 GOALS AND OBJECTIVES

GOAL 5: THE MANATEE COUNTY SHERIFF'S OFFICE WILL INCREASE THE OVERALL SAFETY AND SECURITY OF THE JAIL FACILITIES.

OBJECTIVE 5.1: THE SHERIFF'S OFFICE, IN COORDINATION WITH MANATEE COUNTY GOVERNMENT, WILL MAKE UPGRADES AND REPAIRS AT THE JAIL COMPLEX TO ENSURE EMPLOYEE AND INMATE SAFETY, AND TO PREVENT ESCAPE.

Strategy 5.1.1: Renovations - Several areas within the jail complex are under renovation. The Annex B-building requires further renovation in order to open all four dorms. The plan is to restore dorms 5, 6, 7, and 8 to full capacity, staffed with deputies and control room officers. The Omega building will undergo a complete renovation to increase bed space (approximately 80). Additional staff will be required to maintain safety and security at the Omega building. *Responsible Party: Corrections Bureau*

Strategy 5.1.2: Security - To provide adequate security and safety, an increased number of staff (Deputies and Control Room Operators) will be required. *Responsible Party: Corrections Bureau*

GOAL 6: THE MANATEE COUNTY SHERIFF'S OFFICE WILL EXPAND THE CENTRAL JAIL CORRECTIONAL FACILITIES.

OBJECTIVE 6.1: THE SHERIFF'S OFFICE, IN COORDINATION WITH THE MANATEE COUNTY GOVERNMENT, WILL CONSTRUCT AN EXPANSION OF THE CURRENT MEDICAL UNIT.

Strategy 6.1.1: Relieve Overcrowding - The new medical expansion will house 60 (+/-) inmates. *Responsible Party: Corrections Bureau*

Strategy 6.1.2: Consolidation - The expansion will allow all inmates with medical and mental health needs to be housed in one location. *Responsible Party: Corrections Bureau*

OBJECTIVE 6.2: THE SHERIFF'S OFFICE, IN COORDINATION WITH THE MANATEE COUNTY GOVERNMENT, PLAN TO OCCUPY THE OMEGA BUILDING.

Strategy 6.2.1: Renovations - The Omega Building will be renovated to accommodate the increasing need for diverse housing options for the inmate population. *Responsible Party: Corrections Bureau*

Strategy 6.2.2: Increased Housing - The renovation of the facility will increase housing from 48 to over 70 inmate beds. *Responsible Party: Corrections Bureau*

Strategy 6.2.3: Security Enhancements - The Omega Building will receive upgrades to security cameras, fencing, and software. The software will be fully integrated into the jail's current system to ensure employee and inmate safety, as well as prevent escape. *Responsible Party: Corrections Bureau*

ANNUAL REVIEW/UPDATE

Annually, the agency's goals and objectives are reviewed by executive leadership. As the implementation of this strategic plan progresses, we will continuously measure our progress, evaluate outcomes, and hold ourselves accountable to the goals and needs of the community.

A report shall be compiled to reflect agency-wide updates, alterations, and changes that have developed over the preceding year. The review of goals and objectives shall be published annually on the agency website. [Click Here](#) to view the most recent annual review.



PROFESSIONAL SERVICE - ACCREDITATION AND INSPECTIONS

The Sheriff's Office participates in multiple 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 approved standards.

Commission for Florida Law Enforcement Accreditation, Inc. (CFA) - In 1996, the Sheriff's Office became one of the first agencies in the State to achieve law enforcement accreditation through the CFA. The Commission was created under the auspices of the Florida Sheriff's Association and the Florida Police Chiefs Association to address law enforcement management and community service issues relative to the State of Florida. The agency demonstrated compliance with standards and has been successfully re-accredited every three years. Additionally, the MCSO holds "Excelsior Agency" status from CFA for continued excellence.



Florida Corrections Accreditation Commission, Inc. (FCAC) - The Manatee County Sheriff's Office Corrections Bureau was first accredited by the FCAC in 2011 and was subsequently re-accredited every three years since then. This program evaluates corrections operations against the Commission's strict standards, a process that helps agency staff identify and remedy deficiencies while upgrading the overall quality of correctional programs and services. The agency demonstrates compliance standards addressing all aspects of corrections services including admission, classification, housing, security, and training. Additionally, the Corrections Bureau holds "Excelsior Agency" status from FCAC for continued excellence.

Florida Model Jail Standards (FMJS) - The Florida Model Jail Standards are minimum standards that jails across Florida must meet to ensure the constitutional rights of those incarcerated are upheld as outlined by Florida Statute 951.23 (4) (a) and inspections are completed as outlined by Florida Statute 951.2302. Inspections are required twice annually and must be completed by a certified jail inspector. The inspection process involves an evaluation of the physical environment, food services, medical, and administrative practices. One inspection must include an inspection for compliance with all jail standards. The subsequent unannounced inspection must include an inspection for compliance with serious violations only.



PROFESSIONAL SERVICE - ACCREDITATION AND INSPECTIONS

PRISON RAPE ELIMINATION ACT



Prison Rape Elimination Act of 2003 (PREA) - The Prison Rape Elimination Act (PREA) was passed by Congress in 2003. The purpose of the act is to “provide for the analysis of the incidence and effects of prison rape in Federal, State, and local institutions and to provide information, resources, and recommendations and funding to protect individuals from prison rape.” (Prison Rape Elimination Act, 2003). The act also created the National Prison Rape Elimination Commission and charged it with developing draft standards for the elimination of prison rape. Those standards became effective on August 20, 2012 (National PREA Resource Center). The Manatee County Sheriff’s Office supports the prosecution of persons who commit acts of sexual misconduct in its facilities and has a zero-tolerance policy for all forms of sexual misconduct and sexual assault.

PRISONS AND JAIL STANDARDS

The Manatee County Sheriff’s Office Corrections Bureau must comply with 43 standards concerning prevention, detection, and response to sexual abuse in confinement. Initial certification was received in 2014, becoming the 2nd county in Florida to be certified as PREA Compliant. Subsequent certifications have been received every three years.

ANSI—National Accreditation Board (ANAB) - The Chemistry Laboratory is internationally accredited for the conformance to the ISO/IEC 17025 standard in Forensic Testing for Seized Drugs. Standard compliance promotes confidence in the Chemistry Lab's operations, by promoting the demonstration of competence and consistent operations. Initial accreditation was received in 2011. The Chemistry Lab continues to demonstrate technical competence. The Crime Scene Unit is internationally accredited for conformance to the ISO/IEC 17020 standard in Forensic Inspection for Scene Investigation. Standard compliance promotes confidence in the Crime Scene Unit performing inspections, through the assessment of conformity with general requirements. Initial accreditation was received in 2012. The Crime Scene Unit continues to demonstrate technical competence.

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.

International Academies of Emergency Dispatch (IAED) - Agencies desiring recognition as an Accredited Center of Excellence are required to complete a self-assessment study based on the 20 points of accreditation requirements established by the Academy. The Academy’s accreditation process and the associated Emergency Police Dispatch (EPD) protocols are based on generally accepted emergency dispatch practices standards as published and promulgated by the International Academies of Emergency Dispatch. The Manatee County Sheriff’s Office Communications Center was initially accredited in September 2014, becoming the 8th EPD Accredited Center of Excellence in the world.

Accreditation provides benefits for the agency, it’s personnel, and the community. When an agency improves it’s methods and services, it builds understanding, confidence, and morale within the agency and with the citizens it serves. Accreditation requires uniform written directives that become the reference by which action is taken and tasks accomplished. It requires training and develops personnel systems that are effective, responsive, fair, and equitable.



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Recruiting teams are actively pursuing candidates at universities, colleges, high schools, career expos, job fairs, unemployment agencies, job placement agencies, community outreach, local public events, social media, and festivals.

When you join the Manatee County Sheriff's Office, you'll experience the difference. Here, you'll find multiple career options available in an organization that maintains the highest professional standards of excellence and integrity. Discover your path in an array of opportunities in a civilian role or seek to become a certified law enforcement or corrections deputy.

Interested in Volunteering?

Volunteers serve with the Manatee County Sheriff's Office in a wide range of capacities, donating their time to help the agency better serve the citizens of Manatee County. For more information on the requirements and the selection process [click here](#).

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Prepared by the Professional Compliance Unit

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