

MONTGOMERY COUNTY SHERIFF'S OFFICE



STRATEGIC PLAN

2023-2026 UPDATE

SHERIFF RAND HENDERSON
CELEBRATING 185 YEARS OF
LAW ENFORCEMENT SERVICE



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SHERIFF'S MESSAGE

In 2017 and our 180th year of service, I had the honor of being elected your Sheriff of Montgomery County, and it is a continuous privilege to serve you and chart the future with our community in public safety. From day one, you entrusted me to be an honorable steward of your law enforcement agency, and in turn, I pledged to take your Sheriff's Office ever forward and exceed your expectations. With a vision in mind, we went straight to work and set out on this ambitious undertaking - to be a role model among public safety agencies in the State.

To accomplish this, we adopted principles that not only reflected our standards but your standards: to serve you as effectively and efficiently as possible and in a morally and fiscally responsible manner- and the Strategic Plan has been our philosophical blueprint to realize this goal.

With a road map in hand, we have worked tirelessly over the years leveraging technology and innovative practices, and combined with the best of human talent, we have celebrated many successes. Conversely, we have also encountered challenges that have put to the test our organizational agility. Our strategies were re-assessed to ensure they move in unison toward our objectives and are responsive to the changing needs of the community.

We are confident that our original vision and subsequent strategic adaptations served our mission wholly, and in this Strategic Plan Update, we hope to illustrate our progress thus far.

In December 2022, we highlighted our 185th year of pioneering service with the opening of our MCSO Museum. While this museum is a gallery of historical moments in our distinguished history, we do not intend to sit idly by because of our past successes but will build upon our history and explore even more innovative ways to continue providing superior public service. Rest assured, we are aiming high, have much to accomplish, and will achieve our goals through partnerships with you, our community.

Lastly, I'd be remiss if I did not acknowledge and praise the men and women who serve in the Montgomery County Sheriff's Office. Without their daily acts of selflessness, bravery, and dedication to our unified vision, the mission would fail. I am greatly indebted to them, and they continue to serve as inspiration for our positive growth.



Sincerely,

Rand Henderson
Sheriff, Montgomery County

VISION MISSION AND GUIDING PRINCIPLES

VISION

Our Vision is to serve as a role model for the public safety services in our State.

MISSION

PACT

Our Mission is to provide professional detention and law enforcement service to our community through meaningful partnerships to enhance the quality of life for our citizens, businesses, and visitors through efficient and innovative public safety practices.

We hold four core values. We are Professional, Accountable, Compassionate and Trusted in word and deed. Our values represent our “P.A.C.T.” with the community. It is the core of the unspoken and implicit agreement between citizens and their peace officers. The community bestows onto us the legitimacy, authority, and power to police. In turn, we will safeguard the community’s trust through these guiding principles.

PROFESSIONAL

We will stay true to the vocation to which we have been called. Competency will be our watchword. We will remain alert and seek self-improvement in mind and body. We will foster

mutual respect and always take “the high road.” We will always be mindful that we represent the community and not ourselves as individuals. We will problem-solve to the best of our abilities and face difficult situations with poise and composure.

ACCOUNTABLE

We will be good stewards of money, resources, and the sons and daughters confined in our care. We will own failure as much as we celebrate success. Should we falter we will always do our best to “make it right” as much, and as quickly, as possible.

COMPASSIONATE

We will exercise our discretion in consideration of law, the community, and the victim. We will always treat the community and each other with respect, mindful that human beings are prone to making poor decisions and often do or say things they do not mean while under stress. We will seek to understand and improve our community beyond “line-of-duty” interactions through volunteer service and community engagement.

TRUSTED

We will embrace the higher standard held of public servants. Our word is our bond. We will not compromise our integrity. Our actions will reflect the legitimacy given to us by the community.

ABOVE ALL, WE WILL NEVER FORGET THAT WE TOO ARE CITIZENS, RESPONSIBLE FOR OUR ACTIONS AND DEDICATED TO THE SERVICE AND COMMON GOOD OF OUR COMMUNITY.

**WE ARE THE MONTGOMERY
COUNTY SHERIFF’S OFFICE**

STRATEGIC GOAL 1 UPDATE: ***REDUCING CRIME AND THE FEAR OF CRIME***

The Montgomery County Sheriff's Office will continue to reduce the incidents of quality of life crimes, as well as addressing emerging crime trends impacting Montgomery County.

COMPSTAT

During the second half of 2017, the Montgomery County Sheriff's Office formally adopted the complex use of COMPSTAT, or computer statistics. This program couples the power of technology with a stream of data to allow law enforcement to make informed decisions and complete timely analysis of crime patterns and "hot-spots," which supervisors can counter by deploying the appropriate personnel and resources to those affected areas. Moreover, the program allows personnel to evaluate the effectiveness of those solutions. Now we are in 2023, and our trained personnel have substantially more experience in COMPSTAT. Furthermore, we understand our county is not immune to crime trends, so we maintain a keen eye on the state and national crime patterns. In doing so, we strive to preemptively focus our efforts and minimize the effect of such criminal development in our communities. When crimes such as organized street racing, catalytic converter thefts, financial and Internet-based crimes, and bank juggling are trending, information from our law enforcement partners and Deputies is filtered through COMPSTAT, where plans of action can be formulated and acted upon. Through this innovative public safety approach, law enforcement can combine resources and act as force multipliers to make great strides in reducing the conditions for crimes to flourish in our communities.

With an outlook beyond this year, coupled with an increase in ability, the Sheriff's Office will continue to be able to analyze data more promptly and forecast crime trends and associated patterns to develop solutions more quickly.

We want our citizens to know that when crime trends surface, our COMPSTAT program continues to place us on the cutting edge of public safety.

BORDER SECURITY AND PUBLIC SAFETY

The Texas-Mexico border crisis has created an atmosphere that is conducive for transnational criminal organizations to develop narcotics and human trafficking systems, which can also include the forced labor of those transported against their will. The Sheriff's Office had the foresight to recognize these drug and humanitarian disasters and has been leading from the front in Montgomery County by utilizing the capabilities of the Organized Crime Unit (OCU). OCU has implemented a proactive, multifaceted approach to help reduce these types of predatory opportunities from occurring in Montgomery County.



OCU recognizes in order to reduce the negative impact drug use has on our community, their investigations have to go beyond street-level or “minor” drug arrests. This is why OCU also becomes involved (or jointly works with the Homicide/Violent Crimes Unit) in narcotics-related death investigations. OCU employs a “working back” investigative approach to these cases. With this strategy, OCU works the drug-related death backward, seeking to uncover and ultimately bring the dealer to justice. This method can help bring closure to a family, while simultaneously giving OCU the ability to gather valuable information to further expose and dismantle the drug organization.

Understanding drugs are often closely associated with human trafficking, OCU continuously conducts human trafficking training for the public, which includes resources to recognize and report signs of human trafficking. Additionally, OCU works with the Texas Attorney General’s Office in an attempt to combat illicit massage parlors. Establishments such as these often mask their service, only to be uncovered as illegally employing undocumented migrants against their will. OCU continues to work closely with our law enforcement and non-profit partners to provide victims with the proper services and care to foster positive changes in their lives.

Being proactive with these types of investigations will continue to suppress narcotics and human trafficking and reduce crime and the fear of crime in our community.

As the Texas-Mexico border crisis continues to foster the humanitarian disasters in our communities, it has also produced a proverbial highway for the criminal element to enter the United States and project their unlawful actions into our local communities. Texas has experienced a large demographic change by way of illegal immigration, and while we recognize many immigrants’ sole desire is to better their families, there is still a vastly large number of illegal immigrants who want to take advantage of our porous borders.

Experiencing this demographic shift, the Sheriff’s Office has not stood idly by. In 2017,

MCSO entered into a Memorandum of Agreement (MOA) with the U.S. Immigration and Customs Enforcement (ICE) to be a participant in the 287(g) program of the Immigration and Nationality Act. This program creates partnerships with state and local law enforcement agencies to permit designated officers to receive the appropriate training to perform limited immigration law enforcement functions. This mutually beneficial agreement acts as a force multiplier in the identification of foreign-born individuals with criminal charges or convictions, so they may be taken into ICE custody after serving their criminal sentence. As a result, local law enforcement can reduce the number of criminal offenders with an illegal status from being released back into our local communities.

Not only has the Sheriff’s Office proactively answered the call to help protect our citizens by way of the 287(g) program, but we were also the first agency to respond when Governor Greg Abbott requested assistance at the border for Operation Lone Star. Operation Lone Star is a state and local effort to combat the illegal crossing at the Texas border. We deployed a number of our Detention Officers to Del Rio, Texas, to help ease the strain on our federal partners with the processing of illegal immigrants. Our Detention Officers voluntarily and selflessly stepped up to serve Texas, and our nation, in a great way. As the strategy of Operation Lone Star may shift, the Sheriff’s Office will remain at the ready to serve when and where called upon.

COMMUNITY POLICING

Community Policing continues to be an essential piece of the Sheriff’s Office’s outlook on policing, and its application has a proven history of sending a unifying message between citizens and Peace Officers alike. People who wear the Montgomery County badge are passionate about improving their community and the lives of others and understand the Community Policing model fosters and even advances the goal of a unified front against crime. In light of this, the Sheriff’s Office has conducted numerous community outreach events, including National

Night Out gatherings, Coffee with a Cop, and Operation Blue Elf. Additionally, our employees consistently rise to the occasion when opportunities to donate their time and money to private organizations that assist citizens in need with their general quality of life issues. These events are very successful and produce an energetic platform for citizens to develop a stronger relationship with members of the Sheriff's Office.

Although, during the early moments of the COVID-19 pandemic and out of an abundance of caution, we did slow community events until the virus could be better understood. However, knowing the need for blood donations was at an elevated level, an exception was deemed necessary. With the counsel and coordination of medical professionals, the Sheriff's Office still managed to safely host blood drives to help those who needed blood transfusions.

Despite the unprecedented and confusing times, the Sheriff's Office respected the constitutional rights of its citizenry and did not support the enforcement of overreaching CDC mandates, such as mask orders and forced vaccines, leaving these personal decisions to the individual.

Now that COVID-19 has less of an impact on our daily lives, we plan to continue these events and encourage community involvement and input. We are happy to report we do see an increase in our community involvement and input with our social media platforms. We will continue to harness the power of social media, which has allowed for greater outreach and

has even assisted the Sheriff's Office in solving numerous investigations.

Due to the immense success with this type of policing, the Sheriff's Office plans to continue to invest in the Community Policing model, and not just for handshakes, but to solicit public input and continue positive change.

COMMUNITY ACTION PARTNERS

The Sheriff's Office Community Action Partners (CAP) program was developed knowing there was a gap that needed to be filled between our applied police principles: de-centralized agency operations, crime statistics and analyses, and community outreach events. While these components are force multipliers, they are no substitute for a community partnership. And that's where the CAP program entered: to forge lasting relationships between the Sheriff's Office and the community that would further open the lines of communication. Enhancing communication was a critical component so that communal concerns could be expressed in a dialogue-friendly format.

In its infancy, the Sheriff's Office CAP program initially joined with pastors and church congregations throughout the community; however, the initiative had blossomed to include multiple residents, churches, and businesses.

As the program grew and was met with an eager and active audience, the Sheriff's Office introduced the CAP Guardian initiative in 2019. CAP Guardian is a crime reduction partnership between local businesses and the Sheriff's Office. The program allows business owners to provide selected video feeds to the Real-Time Crime Center (RTCC) during a call for service.

As with the community outreach events, the COVID-19 pandemic halted the continued progress of the CAP program. But know the Sheriff's Office is enthusiastically determined to restart the essential dialogues and gain additional partners for years to come!



STRATEGIC GOAL 2 UPDATE: ***PROVIDING HIGH-QUALITY PROFESSIONAL SERVICE***



The Montgomery County Sheriff's Office continues to strive and build meaningful relationships with our citizens through professional service. To accomplish this, the Sheriff's Office completed the first-ever community and employee survey in 2021.

COMMUNITY SATISFACTION SURVEY AND EMPLOYEE CLIMATE SURVEY

Understanding the limitations of developing and administering an internal survey to gauge citizen and employee satisfaction, the Sheriff's Office elected to search for a professional research company to assist with the endeavor and provide an unbiased analysis. After an exhaustive search, a company was chosen to administer the surveys. The results of the surveys were examined by the Sheriff's Office leadership team, and some internal changes have already been instituted, while others are in the early stages of planning. These surveys will be a regular practice so we may continue to provide a more professional and healthy work environment for our valued employees and professional public service for our citizens.

EMPLOYEE PROFESSIONAL DEVELOPMENT PLANS

An Individual Development Plan (IDP) is a beneficial tool meticulously crafted to outline the training, education, and experience an employee should achieve to advance in their selected career path. This actionable list of benchmarks and standards is a proven and integral instrument used to develop and cultivate an employee's future within the agency, which leads to better employee satisfaction and retention. Unfortunately, the deployment of the IDP program has been delayed due to third-party software compatibility with the Montgomery County Human Resources employee management system. We understand the program's value and have diligently worked to discover a solution that we believe will be able to better position the implementation of our IDP program very soon.

PROMOTIONAL PROCESS

As the Sheriff's Office continues its shift to Sheriff's Civil Service, the promotional process was one of the first components we wanted to become compliant. After meeting with

numerous law enforcement industry leaders to learn about their promotional process, the Sheriff's Office also had discussions with various vendors, civil service agency heads, and police unions. After a comprehensive review of the information gathered, we determined our promotional process would involve standardized testing, as well as pre-established education and experience requirements. This more streamlined and impartial process was adopted in June 2018 and has proven successful. The Sheriff's Office will continue to employ this method for the promotional process; moreover, we will regularly evaluate this method so we can continue to offer the most efficient and fair process possible.

EMPLOYEE RECOGNITION PROGRAM

In 2017, the Sheriff's Office established a bi-annual recognition ceremony to ensure the accomplishments of its employees could be publicly celebrated. Such a setting was desired so an employee's family, who is an essential pillar of support for the employee, could also take part in the celebration of the employee's achievements. The Sheriff's Office wants to formally and publicly recognize those who have gone above and beyond the normal scope of duty, have embodied our core values, and have provided high-quality professional service to the community. Also at the ceremonies, we recognize those who have prepared and achieved a higher position or rank within the Sheriff's Office through the employee promotional process.

EMPLOYEE WELLNESS AND MENTAL HEALTH INITIATIVE

The Montgomery County Sheriff's Office employees are passionately dedicated to a field of work that can be very demanding on their emotional and psychological wellness; for that reason, their mental and emotional well-being is of absolute importance. Our employees not only desire but deserve expert care from compassionate, devoted mental health professionals. Recognizing this demand, and to supplement our Montgomery County Employee Assistance Programs, the Sheriff's Office, through Federal grant mental health initiatives,

hired two mental health professionals, the first such hires for our agency. Now our employees have confidential access to our mental health assistance 24 hours a day, seven days a week. Employees also have access to a myriad of private counseling services provided outside of our county resources.

The Sheriff's Office has also worked diligently to assemble a team of volunteer Chaplains from all denominational and faith practices across Montgomery County. Each Chaplain has been screened and then trained through the International Conference of Police Chaplains as well as with the International Critical Incident Stress Foundation to take their heart of ministry and focus their serving spirit on the unique culture of law enforcement. Additionally, MCSO Chaplains are teamed with our Mental Wellness Coordinators to provide a comprehensive program of care. Our Chaplains are accessible 24 hours a day, seven days a week to meet the needs of our employees, as well as assist the public when our citizens are affected by major traumatic events. Whether working proactively by building relationships with employees and citizens or responding to an event to provide their knowledgeable service, our Chaplains have become an integral part of our goal of providing professional public safety services to all.

To complement our already robust mental health and chaplaincy programs, the Montgomery County Sheriff's Office has also subscribed to the Lighthouse Health and Wellness app. Through the power of the app, our employees have immediate access to a multitude of resources ranging from COPLINE, a 24-hour confidential support line, an ever-growing library of educational health and wellness programs, and other tools uniquely designed for those who work in public safety. Another supplementary resource to help employees manage their health and wellness is physical fitness. MCSO has provided employees with the opportunity to sign-up for memberships at select gyms, paid in full by the Sheriff's Office. With the growing importance of physical fitness and knowing its direct benefit to stress reduction, it is more important than ever that our employees have access to and support from as many resources as possible.

STRATEGIC GOAL 3 UPDATE:

PREPARING FOR FUTURE POPULATION GROWTH

The Montgomery County Sheriff's Office has grown 43% since the 2010 census, and as we continue to project future growth, we will advance our strategic footprint to better address crime and serve the citizens more efficiently.

CAMPUS MASTER PLAN

When our main administrative, jail, maintenance, fleet operations, and satellite offices were built more than three decades ago, those facilities allowed MCSO to operate at a high level. With the rapid population growth of Montgomery County came a larger Sheriff's Office, and those once-ample buildings are now maxed with personnel, new technology, and more modern equipment. As the county continues to grow, the Sheriff's Office recognizes the need for more space in current facilities and the necessity for new infrastructure to accommodate the future needs of the agency and the community. The Montgomery County Sheriff's Office Campus Master Plan is the agency's resolve to be "forward-thinking" and to meet these challenges with fiscal acuity.

This plan involves the analysis of the current property, proposed reconfiguration of existing buildings, and new construction of Sheriff's Office facilities. Furthermore, the master plan prioritizes the locations needed, determines the time frame of adding those locations, and provides the solution to how those locations will be added.

While the Campus Master Plan is meant to span a 30-year time period, some of the plans that have been submitted to the County Facilities Planning Committee have been approved and already completed! For example, the West Patrol area of the county has experienced exponential growth; therefore, the plan called for a new District 4 building (Magnolia), which included a satellite jail facility. This project has been completed and operational since March 2022. Due to the new facility's location, West Patrol

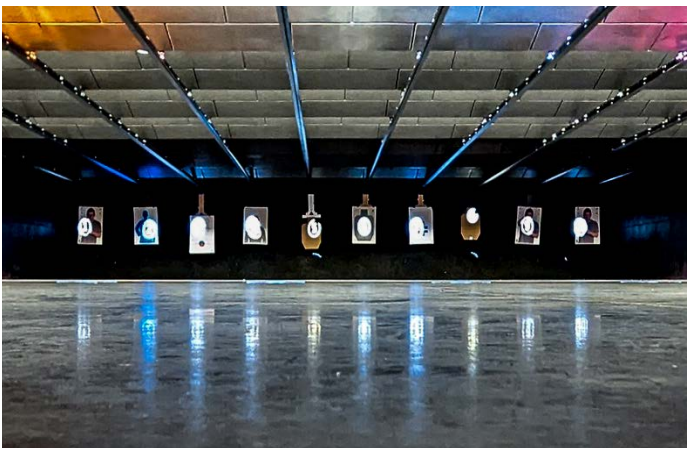


Deputies have been able to process arrests and complete their calls in a timelier manner versus fighting traffic to travel to the central jail in Conroe.

The District 1 patrol office inside the Administrative building in Conroe had also reached its capacity as the strategic need for more Deputies, Detectives, and district command staff had grown. To adequately accommodate the newly added positions and to maintain operational fluidity, the Sheriff's Office purchased a commercial building near the Administrative building in Conroe. The building was remodeled and provided room for growth, and a maintenance facility was also added.

In May 2022, a brand-new patrol building and a fleet maintenance facility opened in District 2 of the South Patrol area (Spring). This new maintenance facility's location has allowed Deputies in the region to experience a quick turnaround on basic repairs of their patrol units, thus easing the workload of the central maintenance facility. This net effect has allowed the mechanics of the central fleet ops facility to fix more patrol vehicles that need more complex repairs.

Several other highlights of the Master Plan include the complete modernization of the District 3 satellite jail and a remodeled District 5 office in the West Patrol area (Montgomery). Additionally, a new state-of-the-art indoor firearms training facility centrally located in Montgomery County has been approved and is



expected to be completed and operational in the Spring of 2023, and will provide enhanced training for decades to come.

The foresight of the master plan has shortened the time Deputies are on a call, thus putting them back on the street more quickly and enhancing manpower.

It is noteworthy to consider that all of these projects were secured without any additional expense to the taxpayers, and this is directly attributed to the fiscally conservative, zero-based budgeting philosophy implemented by Sheriff Henderson.

The jail is the primary focus of the master plan, and some improvements have already been implemented, including intake and visitation procedures and mental health screenings. However, the layout has several inherent construction limitations, which will be problematic as the county population continues to grow. The current jail configuration has a maximum inmate capacity of 1,253, and with the trending rise in population, this will soon be inadequate and unsafe. The COVID virus pandemic presented new challenges for the need to isolate or quarantine infected inmates. Although the Sheriff's Office jail staff did a great job of deploying and altering their strategies to meet the needs of the inmate population, the virus did bring to light the need for improved designs. Our Vision is to serve as a role model for the public safety services in our State, and we believe these enhancements will solidify our position.

WORKLOAD ANALYSIS

In March 2018, a thorough and extensive workload analysis of the Patrol Division was published and presented before Commissioner's Court. At that time, the analysis provided insight into the staffing needs in each patrol area, and it also projected the Sheriff's Office needed an additional 81 newly funded positions over four years to achieve its agency goals and initiatives. We were able to add a number of those positions to help accomplish our objectives while simultaneously providing a more balanced workload-to-deputy ratio. We will continue to analyze the data in the Patrol Division to continue to find the most efficient manner to serve you. Notably, we have also embarked on a new challenge by initiating the first-ever comprehensive staffing analysis for our jail. With a trending rise in county population, we want to ensure we have the necessary manpower to safely and efficiently manage jail operations. In addition to the jail staffing analysis, our dispatch center is also undergoing a workload analysis to make certain we are operating with the appropriate number of employees who can answer your calls in time of need.

MONTGOMERY COUNTY SHERIFF'S OFFICE
**NOW HIRING
TELECOMMUNICATORS**

TELECOMMUNICATOR
MONTGOMERY COUNTY
911
SHERIFF'S OFFICE

ANSWER THE CALL
COMPETATIVE PAY
WITH BENEFITS PACKAGE, GREAT TRAINING & ROOM FOR GROWTH

SPECIAL STRATEGIC INITIATIVES UPDATE:

CORRECTIONAL MENTAL HEALTH AND SUICIDE PREVENTION

With a growing number of inmates suffering from some form of mental health condition, the Montgomery County Sheriff's Office instituted and sustains several programs directed to the needs of those inmates diagnosed with or suspected of having a serious mental illness. Although law enforcement cannot provide a level of treatment analogous to a dedicated mental health hospital, we at the Sheriff's Office recognize and are committed to providing compassionate care as an inmate awaits due process.

As part of this commitment, the Sheriff's Office employs Psychiatrists and Mental Health Nurse Practitioners who are dedicated to the jail only. We also have instituted telemedicine conferencing to complement our psychiatric and mental health staff. Moreover, the Sheriff's Office also pursues continuous staff training on the subjects of recognition of mental health crises, suicide prevention techniques, and mental health screenings. This training has proven to be effective as there have been several documented instances where our jail staff, having noticed signs an inmate was preparing to commit suicide, have prevented that inmate from doing so. The inmate is then placed in an environment where they can receive professional mental health services. Furthermore, the Jail Division has a dedicated Chaplain Service, which has proven invaluable for inmates who are going through a personal crisis.

Additionally, the Sheriff's Office developed and implemented multiple counseling and psycho-educational programs for inmates to learn and promote life and coping skills. These programs include Anger Management, Anxiety/Depression Coping Skills, Life Skills, and more. Partnering with education, non-profit, private,



and other governmental entities, we can offer proactive mental health guidance for the inmate population. We join with our community in hoping this type of innovative intervention will reduce recidivism in our jail.

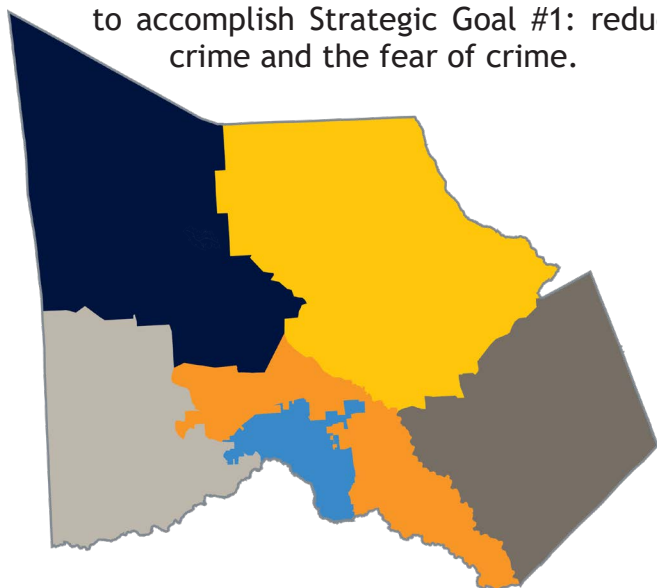
ZERO-BASED BUDGETING

Zero-based budgeting is a fiscally responsible concept endorsed in many public and private sectors. Our agency is too large and the responsibilities are too great to operate the budget in the same way a person might operate a personal checking account. Zero-based budgeting in a law enforcement agency focuses on line-item justification during every budget process. Money is not allocated based on what a division, section, or function received last year but on what they need this year. The Montgomery County Sheriff's Office introduced

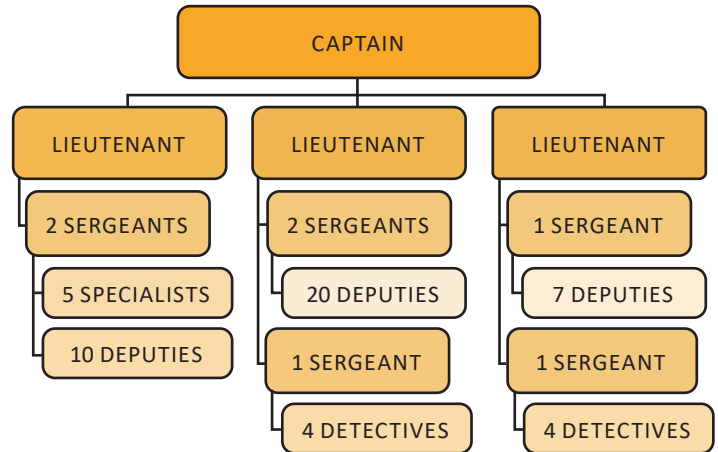
the idea of zero-based budgeting in 2017 in the initial Strategic Plan. The Sheriff's Office's zero-based budget was presented to Commissioner's Court for Fiscal Year 2019 budget hearing and was approved. This process was the first-ever zero-based budget to go before Commissioner's Court. In fulfillment of our vision, we have continued to employ our zero-based budgeting method and have successfully demonstrated we are responsible stewards of our budget. More particularly, by managing our resources more responsibly, we can more efficiently, effectively, and equitably provide law enforcement services to our citizens within our defined budget. The Sheriff's Office has been forward-thinking on budgetary design, and the county has adopted this fiscal method for certain budget lines, thus showing our leadership on the topic.

PRECINCT MODEL

The implementation of a Precinct Model was critical to the central strategy of COMPSTAT. To refresh, The Precinct Model places patrol Deputies and Detectives under a single Captain responsible for one of three geographical areas of the county: The Woodlands Township, West County, and East County. This structure provided supervisors and managers at all levels immediate access to the appropriate resources needed to address community initiatives and criminal investigations. The results of this integration have had a swift impact on the cohesion between different units and have fostered an atmosphere to accomplish Strategic Goal #1: reduce crime and the fear of crime.



PERSONNEL RE-ALLOCATION



In 2017, the Montgomery County Sheriff's Office adopted the undertaking of personnel re-allocation, or more aptly stated, putting "the right faces in the right places." This strategy focused on the re-classification of detention positions that were designated for commissioned Deputies to civilian detention officers where practical. This re-distribution of personnel allowed selected commissioned Deputies to be placed in a patrol capacity, bolstering the number of Deputies in strategically chosen areas. We also expanded this strategy outside the confines of the jail to include the agency overall. Adopting the Community Policing model was certainly an inspiration behind our personnel re-allocation strategy. By implementing this strategy and complementing it with our district realignment plan, we gained the ability to provide a more effective response for law enforcement by increasing Deputies in these newly aligned areas. This stratagem was applied to District 6 of The Woodlands Township Division and we were overwhelmed with its overall effectiveness as it related to the Community Policing model. District 6 served as a model when we employed this overhaul in the five remaining patrol districts, with the results mirrored. The impact of this purposeful approach was met with immediate success; for that reason, we will continue to analyze and refine our agency's resources to enhance the efficacy of this strategy. You can be confident that the Sheriff's Office is ardently committed to constantly exploring the most cost-beneficial and efficient way to serve our community.

REAL-TIME CRIME CENTER

The Montgomery County Sheriff's Office Real-Time Crime Center (RTCC) became operational in 2018 and has become a key element in the Intelligence-Led Policing model. Intelligence Analysts assigned to RTCC have proven time-again to be instrumental in assisting Deputies and Detectives alike by providing data as events unfold, criminal history requests, photo lineup information, intelligence packets, and much more. RTCC has also quickly gained a reputation with law enforcement in the region for their rapid yet robust research abilities and has completed thousands of tasks not only for MCSO but also for partnering agencies. RTCC has routinely demonstrated their effectiveness in this data and stat-driven era of policing, and though it is not yet a 24-hour operation, we have increased the hours of operation and fully intend to attain this goal.

DRIVING WHILE INTOXICATED ENFORCEMENT AND



PREVENTION

The Montgomery County Sheriff's Office has taken advantage of grant funding from State and Federal sources to continue to lower the incidences of alcohol-related fatality crashes. With this increased funding and the integration

of the COMPSTAT program to identify DWI "hot-spots," the Sheriff's Office has seen an increase in intoxication-related arrests of 18% since the initiative began in 2018. These preventative efforts have undoubtedly helped lower the probability of an alcohol-related crash as Montgomery County has gone from #1 in alcohol-related fatality crashes to #6 in the State. Though we have reduced the number of alcohol-related fatality crashes, there is more work to be done. Rest assured, the Sheriff's Office will continue partnering with other law enforcement agencies to act as force multipliers and further DWI enforcement and prevention efforts.

ARREST WARRANT RESOLUTION

Warrant resolution is a difficult task since numerous warrants are issued each day, replacing the previously cleared warrants. Many suspects ignore the inevitable for as long as possible or even choose to flee the judicial process, making the task of warrant resolution even more difficult. The Montgomery County Sheriff's Office recognizes the importance of having suspects before the court to determine guilt or innocence and bring closure to a victim. We believe justice delayed is justice denied. This is why the Sheriff's Office continues its daily diligence to increase the number of warrants cleared through partnerships with local and federal law enforcement agencies. In December 2018, there were nearly 36,000 open warrants in our records management system. By the end of 2022, through persistent and exhaustive work, the number of open warrants has decreased to just above 23,300. This is an incredible reduction in the number of open warrants and is a testimony to the dedication of our Deputies. We would also like to highlight our innovation in warrant resolution by placing open warrants on our website and our Sheriff's Office app. This allows those who suspect they may have a warrant to search either platform to locate the information they'll need to bring the matter to a resolution without law enforcement action.

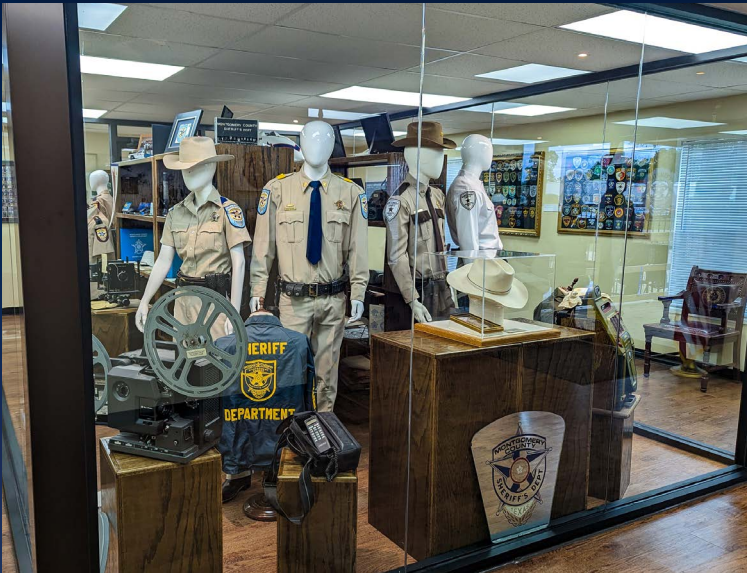
**JUSTICE DELAYED
IS
JUSTICE DENIED**

ACCOMPLISHMENTS SINCE 2017

AGENCY DEVELOPMENT

Remodeled District 1 Building

New District 2 Building



Remodeled District 5 Building

New District 2 Fleet Maintenance Addition

First Montgomery County Texas Sheriff's Office Museum Opened

New State of the Art Virtual Reality Firearms Training Simulator

Centrally Located Fuel Center

New District 2 Fuel Station



New Indoor Firearms Training Facility

New District 4 Building with Satellite Jail Facility

Running Track Installed Near MCSO Training Academy

EMPLOYEE APPRECIATION AND BENEFITS

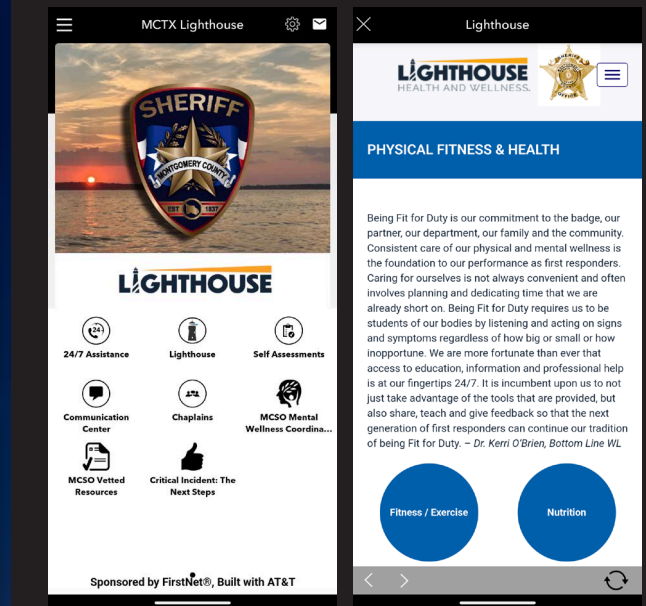
Structured Interviews

Employee Portrait Photos

Employee Appreciation Day

Bilingual Pay

Adopted Civil Service Practices for a Fair and Impartial Selection Process for Promotions, Career Development, and Mobility



New Wellness App for Employees



185th Anniversary Ornaments

Regionally Competitive Salary Increase of 5% for 2 Consecutive Years

Step Pay Scale for Detention Officer and Telecommunicator Positions

Additional Mental Wellness Coordinator

Gym Memberships

Modernized Beard Policy

First increase of certificate pay for personnel since late 1990's

Sheriff's Office Poker Chips

FTO pay increase from \$35/month to \$100/pay period for dayshift Deputies, \$200/pay period for nightshift Deputies

AGENCY MODERNIZATION AND EFFICIENCY



Increased Funding for New Tools & Training (Accident Investigation Team & “BolaWrap”)

Commissioned Employees Equipped with Body Cameras, Tactical Plate Carriers, Helmets, & Rifles

Nationally Recognized Crime Lab Accreditation

Working toward Accreditation as a Best Practices Texas Law Enforcement Agency

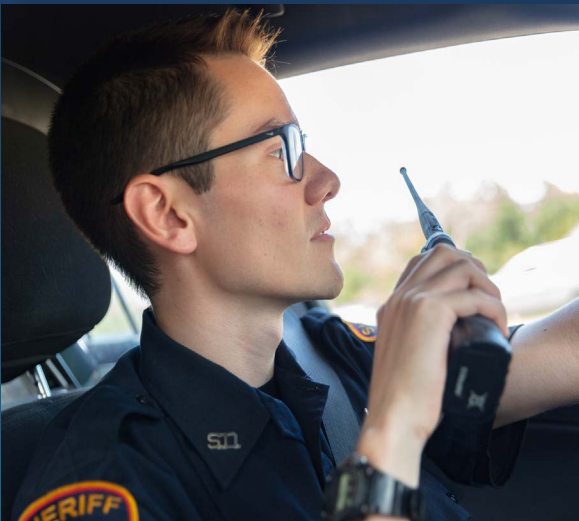
New Drone Operator Team

Expanded Mental Wellness Program

Innovative Recruiting Video



Wrecker Rotation System



Enhanced Courthouse Security with More Commissioned Sheriff's Office Employees

Digitization of all Sheriff's Office Files

New Crisis Intervention Team

Radio Encryption

Expanded Chaplain Program

***ADDITIONAL ACHIEVEMENTS
STILL TO FOLLOW!***



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