



STRATEGIC PLAN 2019-2022 UPDATE

**MONTGOMERY COUNTY
SHERIFF'S OFFICE**

SHERIFF RAND HENDERSON

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SHERIFF'S MESSAGE

Nearly two years ago, we embarked upon an ambitious Strategic Plan to evolve into a law enforcement agency that is a role model among public safety organizations in the State. It has not only been a learning experience, but an exercise in organizational agility.

In the time since, our Community Action Partners became fully functional and have connected with churches and businesses throughout the county. The Real-Time Crime Center was established, equipped and reached its initial operational capability in June 2018. An in-depth patrol workload analysis was completed and identified the law enforcement needs of our community. COMPSTAT, Zero-based Budgeting, Employee Promotional Process, Employee Recognition Programs, Community-Oriented Policing and Problem-Oriented Policing Philosophies, the employee climate survey and campus master plan remain as major components of the Sheriff's Office strategic initiative and have been implemented in various aspects.

As we celebrate these successes, we also acknowledge the many challenges encountered that were incompatible with our self-imposed deadlines. These challenges caused us to step back, re-evaluate and vigorously re-engage with new completion dates, all prior to 2019, without incurring any additional taxpayer cost. I believe meaningful results are important and ultimately, anything worth doing is worth doing right.

This Strategic Plan Update provides details on our progress so far and what we hope to accomplish during the remainder of 2019, into 2020 and beyond.

The police, along with our citizens, can and do make a difference. This document chronicles our trek "up the mountain" to do all we can to maintain a safe community with a high quality of life.

I am indebted to the men and women who provide invaluable service to the Montgomery County Sheriff's Office, their daily acts of bravery and courage are the inspiration for our 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

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.

PACT

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***

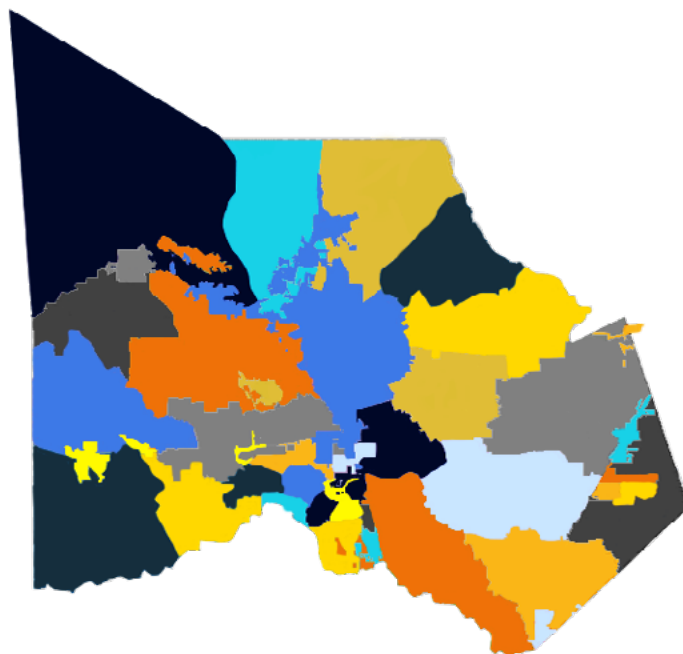
The Montgomery County Sheriff's Office will reduce the rates of burglaries of homes, businesses and vehicles by Spring 2020 (goal unchanged).

COMPSTAT

COMPSTAT, or computer statistics was established by the New York City Police Department in 1994 in response to a major crime increase. COMPSTAT couples technology and data to allow law enforcement to make informed decisions, complete a timely analysis of crime patterns and hot spots, and evaluate the effectiveness of solutions. The Montgomery County Sheriff's Office began broadly applying COMPSTAT throughout the second half of 2017. Personnel attended training on the COMPSTAT dashboard, or information center, and patrol supervisors began deploying personnel to "hotspots", or known problem areas, to combat trending crimes in those areas. COMPSTAT helps patrol supervisors develop solutions to common problems in their assigned duty areas through much needed information and follow up.

PRECINCT MODEL

The implementation of a Precinct Model is critical to the central strategy of COMPSTAT. The Precinct Model primarily combines a section of 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. The Precinct Model further divides the current patrol areas into smaller zones which will provide more effective coverage in each area and allow deputies to dedicate more time to combat crime trends in each precinct. The Precinct Model creates 24 zones, or assigned patrol areas, which will be staffed with Deputies. This structure will provide supervisors and managers at all levels immediate access to the appropriate resources



needed to address community initiatives, criminal investigations and problem resolutions. There have been unexpected technological difficulties when formatting the new map leading to a delay in implementation. The tentative implementation of the Precinct Model is set for 2019.

COMMUNITY POLICING

Community Policing is an essential piece of the Sheriff's Office outlook on policing and is not only important to citizens, but to Deputies as well. Few people become a peace officer without the intention of improving their community and the lives of others. Community Policing includes both the components of Community Oriented Policing (COP) and Problem Oriented Policing (POP). Essentially, the entire community is responsible for order and law enforcement officers are merely entrusted with this responsibility full-time. The Sheriff's Office conducted numerous Community Policing and community outreach events throughout 2017-2019. These events have served as a platform for

citizens to develop a stronger relationship with members of the Sheriff's Office. Such events include various National Night Out gatherings, Operation Blue Elf, Coffee with a Cop, No-Shave November, assisting citizens in need with general quality of life issues, and much more. Our community significantly assisted in making these events successful by generously providing time and donating needed items. Due to the immense success seen with this type of policing, the Sheriff's Office plans to continue these events and encourages community involvement and input. The use of social media has allowed for even greater contact and outreach with the community, and has even assisted the Sheriff's Office in solving numerous investigations.

COMMUNITY ACTION PARTNERS

De-centralized agency operations, crime statistics and analyses are force multipliers but are no substitute for a community partnership. Partners serve as an important voice to the Sheriff's Office and communicate important information to their neighbors during or following high-profile incidents. The Sheriff's Office Community Action Partners (CAP) program initially joined with pastors and church congregations throughout the community. As of 2018, there were more than 60 registered partners including residents, churches and businesses. Since the development of the CAP program, multiple presentations were conducted at member churches. These meetings

were instrumental in introducing the Sheriff's Office to the community, opening the lines of communication for problem areas and helping to identify concerns. The CAP program will continue to grow as it expands into businesses and neighborhoods through the establishment of meaningful relationships.



2019 brought on the introduction to CAP Guardian. 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 from their business to the Real-Time Crime Center (RTCC) during a call for service. RTCC Analysts will have "eyes on" the scene before deputies arrive, potentially allowing them to provide detailed information and HD images. Depending on the cameras shared by the business, both interior and exterior views could be available.

The cameras will be geo-fenced by Analysts to ensure automated activation through our Command Aware integration system. Any call selected that falls within the immediate area of the business will automatically launch the camera feed and display it on the Analyst's workstation. This creates a halo effect where cameras from a business help show us not only crimes occurring at the business, but also activity related to nearby crimes in progress too.

Businesses can post a notice with the CAP Guardian logo, identifying them as a partner in the program. Business owners are responsible for having compatible cameras, storage and maintenance of their videos, while assuring connectivity to the Genetec server.



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

The Montgomery County Sheriff's Office strives to build meaningful relationships with our citizens through professional service. This will be measured through community feedback and a community satisfaction survey.

COMMUNITY SATISFACTION SURVEY AND EMPLOYEE CLIMATE SURVEY

Subjective feelings are not sufficient to accurately measure whether or not services are being delivered in a high-quality professional manner. To put it simply, a "gut feeling" of community and employee satisfaction with the Sheriff's Office as a whole is not adequate. The Sheriff's Office elected to solicit anonymous feedback from a sufficient sample size of citizens and employees using an annual electronic survey to gauge overall performance. The Sheriff's Office recognized the limitations of attempting to develop and administer a survey internally. After this realization, the Executive Division conducted a search for a professional business research company to assist with this endeavor. Multiple companies were able to provide proposals to develop and administer the survey, and a company has been identified and is working with Sheriff's Office administration to implement the survey process. The Community Satisfaction Survey and the Employee Climate Survey are planned for 2020.



EMPLOYEE PROFESSIONAL DEVELOPMENT PLANS

Individual Development Plans (IDP)'s in a law enforcement agency outline the training, education and experience an employee should attain in order to advance in their chosen career pathway. An IDP sets specific measurable benchmarks and standards for an employee in order to best achieve their professional goals within the agency. It allows them to measure their progress towards advancement and set realistic expectations. IDPs will be integral to develop and cultivate an employee's future plans within the agency. IDPs will be developed through integrated use of the employee data system which will streamline many employment processes and tasks. The IDP program will be implemented in 2020 and will utilize the employee management system already in use by Montgomery County Human Resources.

EMPLOYEE PROMOTIONAL PROCESS

In preparation for the agency's move to Sheriff's Civil Service following the 2020 census, the Administrative Services Division was tasked to implement a new promotional process for the Sheriff's Office. The Administrative Services Division visited with numerous law enforcement agencies comparable in size to the Montgomery County Sheriff's Office to learn about their promotional process. Staff from the Administrative Services Division later met with various vendors, civil service agency heads, and police unions to decide the best promotional method for the Sheriff's Office. The Sheriff's Office determined the most efficient promotional process will involve standardized testing for most positions as well as pre-established education and experience requirements, which may only be amended through a reasonable and fair committee process. The promotional process began in June 2018 and was successful in selecting multiple eligible supervisors. The process will evolve until a "good fit" for the size of the agency is found.

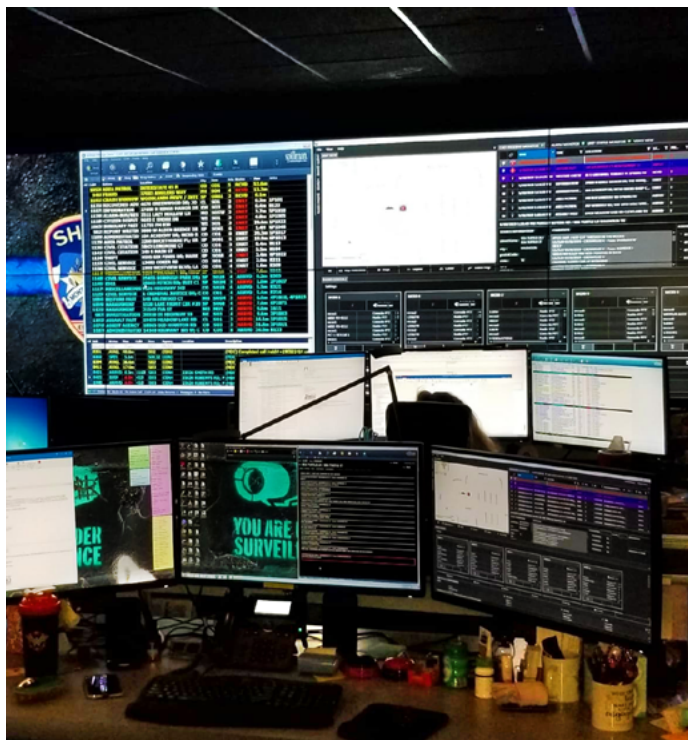


EMPLOYEE RECOGNITION PROGRAM

Informal recognition is important, but often not adequate in recognizing the hard work and dedication of an employee. The Sheriff's Office understands the need for formal recognition and show of appreciation to those who have gone above and beyond the normal scope of duty, have embodied the Sheriff's Office core values, and have provided high-quality professional service to the community. The Sheriff's Office established a bi-annual recognition ceremony to ensure those accomplishments could be celebrated publicly. Since the implementation of the employee recognition program in May of 2017, hundreds of Sheriff's Office personnel have been formally recognized with more than 15 separate awards. The awards presented included Years of Service recognition, Life Saving, and P.A.C.T. awards which represent the personification of the Sheriff's Office core values. Additionally, nearly 200 personnel were recognized for their promotion to a higher position or rank within the Sheriff's Office.

REAL-TIME CRIME CENTER

The Montgomery County Sheriff's Office Real-Time Crime Center (RTCC) is a key element of the Intelligence-Led Policing model and is used in conjunction with COMPSTAT to identify trends and repeat offenders. The RTCC is a focal point of gathering and distributing every possible piece of data related to an offense as quickly as possible and as the event unfolds. Intelligence analysts assigned to the RTCC are highly trained in research techniques that allow them to sift through large amounts of information and identify key intelligence used by deputies and investigators to solve crimes and apprehend criminals. This capability frees up time for deputies and investigators, which can be dedicated to other aspects of an investigation. The RTCC became operational in February 2018 and has been helpful in several cases leading to multiple arrests. From February 2018 through December 2018, the RTCC assisted Sheriff's Office and personnel from partner agencies with over 5,700 tasks including criminal history requests, photo lineup information, and intelligence packets. The RTCC strives for 24-hour operation and is currently working to attain this goal.



STRATEGIC GOAL 3 UPDATE: ***PREPARING FOR FUTURE POPULATION GROWTH AND EMERGING CRIME TRENDS***

The Montgomery County Sheriff's Office will attempt to match agency growth with population growth (goal unchanged).

CAMPUS MASTER PLAN

Montgomery County Sheriff's Office Campus Master Plan is the agency's resolve to be "forward thinking" for future needs of the agency and the community. The Sheriff's Office recognizes the need for more space as the county continues to grow and the agency gains employees. The Campus Master Plan involves the analysis of current property, buildings, needs of the Sheriff's Office, and the planning required for future development and expansion. The overall goal of the master plan is to create facilities and infrastructure the agency can grow into. The master plan prioritizes locations needed, determines the time frame of adding those locations, and provides the solution to how those locations will be added. The jail is the primary focus within the master plan. The current jail facility has several construction limitations which will be highly problematic as the county continues to grow. The current jail configuration has a maximum inmate capacity of 1,253. With projected county growth, this will soon be inadequate and unsafe if any need for isolation or quarantine arises. Jail alterations will also allow for improved designs to better meet state requirements set by the Texas Commission on Jail Standards.

The Campus Master Plan is meant to span a 30 year time period, but most improvements will occur during the current term. Some improvements have already been implemented including intake and visitation procedures and mental health screenings in the jail. The Sheriff's Office is partnering with an engineering company based in Houston, Texas, to further this effort. The company began touring Montgomery County

Sheriff's Office facilities and property at the beginning of April 2018 to determine how to use our current assets to their maximum potential. Currently, plans for the main Criminal Justice Center, East Patrol sub-station, and a satellite jail facility in the West Patrol area of the county are complete and have been submitted to the County Facilities Planning Committee.

PERSONNEL RE-ALLOCATION

The Montgomery County Sheriff's Office will, through routine attrition such as resignations and retirements, continue to re-classify a small portion of detention positions which are currently designated for commissioned deputies to civilian detention officers where practical and appropriate by fall 2020. This strategy focuses on the agency putting "the right faces in the right places." From 2017 to November 2018, the Sheriff's Office re-allocated and re-assigned personnel from the Jail Division to Patrol. This re-distribution of personnel has allowed the re-assignment of qualified personnel to other divisions.

ZERO-BASED BUDGETING

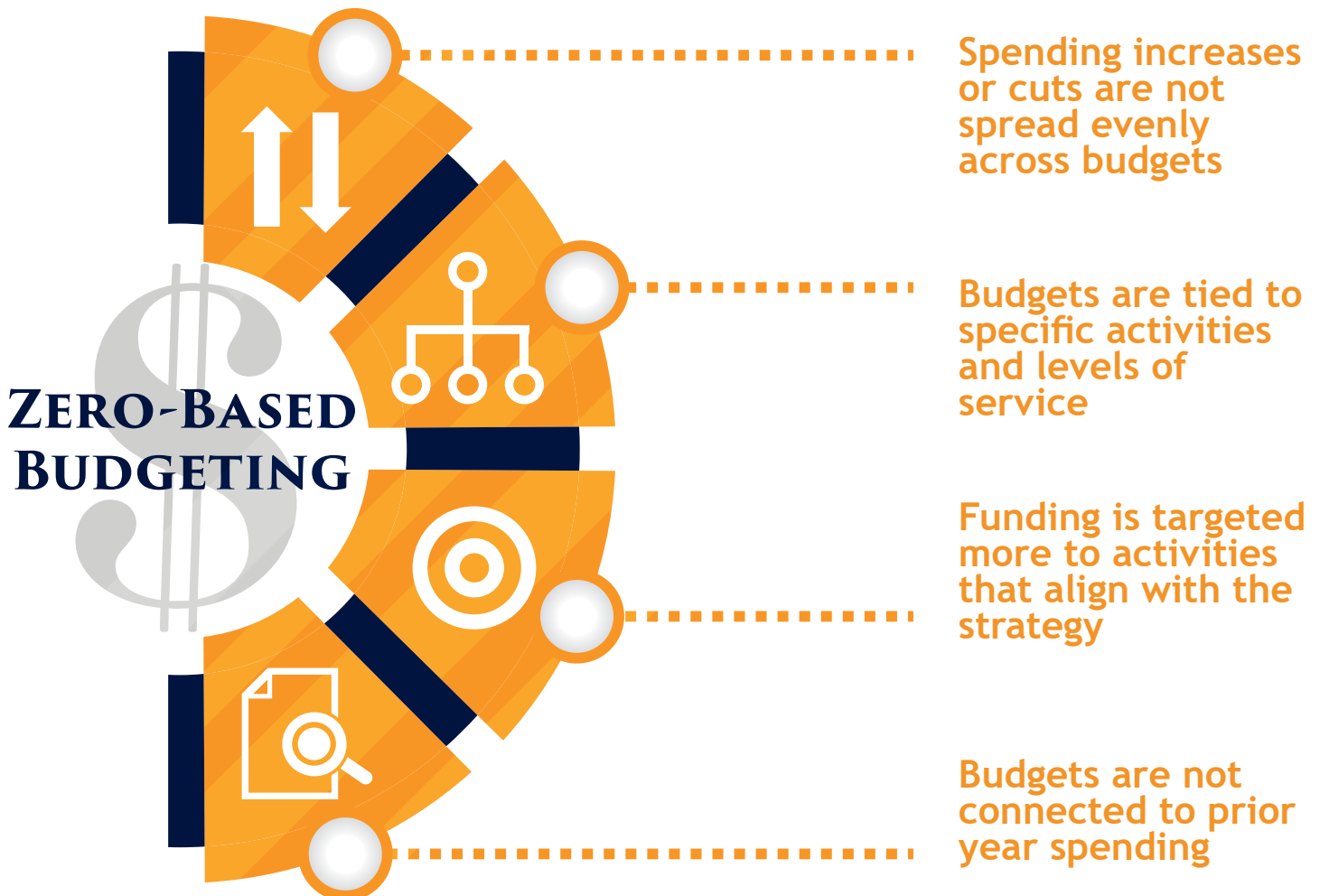
Zero-based budgeting is a fiscally responsible concept endorsed in many public and private sectors. Our agency is too large and the responsibilities too great to operate the budget in the same way a person might operate a personal checking account. Zero-based budgeting in a law enforcement agency focuses on line-item justification during each and every budget process. Money is not allocated based on what a division, section or function received last year, but 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. In January 2018, a briefing to more than 40 mid-managers was conducted which consisted of training on the

new budgeting process and necessary forms involved. During January and February of 2018, personnel from each division completed specific budget requests, which were submitted for approval. Each request completed was required to be related to the Strategic Plan to be considered justified. The Montgomery County Sheriff's Office 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. The Sheriff's Office has served as a role model for the entire county in this effort as the county has decided to follow suit and every department is now utilizing zero-based budget for specific line items.

WORKLOAD ANALYSIS

A workload analysis permits the Sheriff's Office to allocate the right number of employees at the right times and in the right areas so as to best combat emerging crime trends and meet the needs of the community. A thorough and extensive workload analysis of the Patrol Division was published in March 2018 and was presented before Commissioner's Court. The analysis provided insight into the staffing needs of each patrol area. Overall, the workload analysis shows the Sheriff's Office requires 81 new funded positions over four years to achieve its agency goals and initiatives. At this point, we have added a number of positions to fulfill this objective.

Continuing analyses of the agency to include other functions such as detention staff, investigations and critical administrative functions will further bring into focus a deliberate and fiscally responsible manner of matching agency growth to community needs.



SPECIAL STRATEGIC INITIATIVES UPDATE:

CORRECTIONAL MENTAL HEALTH AND SUICIDE PREVENTION

Studies throughout the United States have found the percentage of jail and prison inmates suffering from mental health conditions such as Bipolar Disorder, Depression, Anxiety Disorder, Schizophrenia, Schizo-affective Disorder and Post Traumatic Stress (PTS), may be higher when adjusted for other factors including the severity of condition. One in five adults will experience a mental illness at some point in their life. Though a law enforcement agency does not have the ability to provide the same level of treatment as a hospital or medical facility, law enforcement must provide a certain level of safety, compassion, and care when considering a person's illness. The Montgomery County Sheriff's Office has instituted and sustains several programs targeted to the needs of inmates diagnosed with or suspected of having a serious mental illness. The Sheriff's Office also pursues continuous staff training on the subjects of recognition of mental health crises, mental health screenings and suicide prevention techniques.

From January 2018 through December 2018, 1,940 inmates were placed on suicide watch, and 3,191 inmates were seen by a Psychiatrist and Mental Health Nurse Practitioner. There were 2,589 tasks completed by the Licensed Professional Counselors, which included initial interviews, follow-ups and mental health screenings and counseling. About 38% of the jail population received psychotropic medications during that time. During this time period, approximately \$61,500 was spent specifically on mental health medications, which is nearly 15% of the overall cost of jail medications.

In 2018, there were nine documented instances where jail staff discovered inmates preparing for suicide, compared to three

documented instances in 2017. This indicates that due to suicide prevention training taken by jail staff, the preparation is being discovered before the attempt is made. There were 15 documented attempted suicides in 2018. In 2017, there were 23 documented attempted suicides. There were no completed suicides in 2018 versus one completed suicide in 2017.

Multiple counseling and psychoeducational programs have been developed and implemented for inmates to learn and promote life and coping skills. These programs include Anger Management, Anxiety/Depression Coping Skills, Life Skills, and more. These programs were developed and launched through partnerships with Sam Houston State University, the Women's Center, and Montgomery County Mental Health Court Services in an attempt to target specific needs of each inmate and reduce recidivism.

In March 2018, the Jail Division hosted the Texas Jail Administration to teach all jail staff a four-hour course on de-escalation techniques in the jail setting. The course was comprised of



lecture and real-world scenarios that engaged personnel and encouraged “outside the box” thinking to find solutions to everyday problems within the jail environment.

The Sheriff’s Office has also recognized the importance of employee mental health along with intellectual reaction to stress. In June 2017, the Critical Incident Response Team (CIRT) was formed and began service in August 2017. The major focus of CIRT is peer-to-peer interaction to defuse stress reactions to both home and work stressors. Currently, there are 13 CIRT team members who are all trained and certified through individual and group counseling using the Critical Incident Stress Management module as taught through the International Critical Incident Foundation. CIRT members have a primary duty assignment and volunteer their personal time to participate.

In January 2019, the Montgomery County Sheriff’s Office implemented the Volunteer Chaplain Program for its employees. At the instillation of the program, 17 chaplains from local churches throughout Montgomery County signed up to be a volunteer. This program is another resource for employees to utilize for mental health concerns.

DRIVING WHILE INTOXICATED ENFORCEMENT AND PREVENTION

Reducing the number of alcohol-related fatality crashes remains a significant concern to the Sheriff’s Office. COMPSTAT is playing a large part in this project by identifying historical “hotspots” or high crime occurrence areas where a DWI is likely to occur and planning enforcement activities. In an effort to alleviate some of the stresses placed on patrol personnel, the Sheriff’s Office is developing a DWI enforcement team to assist with DWI enforcement and preventative initiatives.

Throughout 2018, more than 470 intoxication-related arrests were made by the Montgomery County Sheriff’s Office. The Sheriff’s Office continues to seek grant funding from State and Federal sources to advance this

important initiative. The Sheriff’s Office will continue partnering with other law enforcement agencies to further DWI enforcement and prevention efforts.



ARREST WARRANT RESOLUTION

While the warrant process protects due process and the integrity of the judicial system, in many cases it gives suspects the advantage of time. While some suspects turn themselves in and choose to face the consequences of their actions or trust the judicial system if they are actually innocent, many others choose to flee or, at the very least, ignore the inevitable for as long as possible. The Montgomery County Sheriff’s Office recognizes the delay in justice, not only for the suspect, but the victim as well. The Sheriff’s Office seeks to increase the number of warrants cleared on a daily basis through partnerships with local and federal law enforcement agencies. Between January 2018 and December 2018, more than 5,300 warrant arrests were made through the Sheriff’s Office Records Management System (RMS). As of December 2018, there were nearly 36,000 open warrants in the RMS. Warrant resolution is a difficult task since numerous warrants are issued each day, replacing the previously cleared warrants.

TIMELINE





PROFESSIONAL | ACCOUNTABLE | COMPASSIONATE | TRUSTED

MONTGOMERY COUNTY SHERIFF'S OFFICE

#1 CRIMINAL JUSTICE DRIVE | CONROE, TX 77301 | 936.760.5800 | WWW.MCTXSHERIFF.ORG