

## **SHERIFF**

### **GOALS**

#### **GOAL 1**

##### **Administrative**

**Reorganize the command structure to provide for adequate supervision and delegation of authority.**

- Objective 1**    Implement reorganization.
- Objective 2**    Establish a Major's rank over the Operations, the Jail and Night Commander.
- Objective 3**    Designate the rank of Captain as the Commanders rank over each division
- Objective 3**    Name Lieutenants as Shift or Section Heads.
- Objective 4**    Create two Majors positions.

#### **GOAL 2**

##### **Academy**

The Gus George Law Enforcement Academy currently has 10 employees assigned to the personnel and training divisions as well as the Kids & Cops. and Crime Prevention units.

**Offer cost efficient, first class training programs in order to meet the needs of increasing numbers of Fort Bend County area law enforcement officers.**

- Objective 1**    Provide professional crime prevention services and implement crime prevention strategies for a rapidly increasing population in our service area.
- Objective 2**    Continue to utilize LEOSE funds as well as Criminal Justice Division training funds to cover a majority of the academy's operating expenses.
- Objective 3**    Build a firing range to conduct firearms training exercises. A relocated academy building might include plans for such a facility. This would require the new building to be located some distance from the main Sheriff's Office complex.
- Objective 4**    Consider office space at the replacement facility to accommodate additional personnel.

## **SHERIFF**

### **GOAL 3**

#### **Criminal Investigation Division**

The Criminal Investigative Division (C.I.D.) provides professional investigation and related services. In order to provide adequate services, action must be taken to create new positions and update equipment.

**Provide the highest quality of investigative and related services consistent with public safety and protection.**

- Objective 1** Apprehend fugitives from justice.
- Objective 2** Develop, design and implement Youth Outreach Programs.
  
- Objective 3** Offer limited transport services for local Mental Health patients to local area Mental Health facilities.
- Objective 4** Provide services for victims of crime.
- Objective 5** Transport convicted criminals to and from place of incarceration.
- Objective 6** Plan and conduct special tactical operations as needed.
- Objective 7** Provide Administrative and Supervisory Command over Hazardous Entry Arrest Team (H.E.A.T.); Marksman Observer (M.O.) and Hostage Negotiations.
  
- Objective 8** Increase training to provide efficient investigation functions.
- Objective 9** Develop an intelligence squad to provide crime analysis, surveillance, and maintain criminal intelligence gathering information.
  
- Objective 10** Expand Gang Unit to comprehensively deal with criminal gang behavior.

### **GOAL 4**

#### **Patrol Division**

**The goal of the Patrol Division is to provide high quality law enforcement to the citizens of rural Fort Bend County through adequate staffing, training and disbursement of personnel.**

- Objective 1** Increase patrols as deterrent to crime and traffic problems.
- Objective 2** Decrease and maintain an acceptable level of response time in answering calls for service.
  
- Objective 3** Maintain a staff of highly qualified and well-trained personnel to carry out the day-to-day responsibilities of serving the public.

## SHERIFF

### GOAL 5

#### Support Services

Support Services consists of four divisions: Communications, Records, Identification and Electronic Technology.

**The goal of the Support Services division is to maintain pace with technology to improve operational efficiency.**

### GOAL 6

#### Communications Division

The communications division is driven by the Tiburon CAD (Computer Aided Dispatch) system. The CAD system is currently operating under IBM's X-windows technology. While not completely outdated this is already old technology and in the very near future will no longer be supported by hardware and software companies. The move in this area is towards Windows NT and several Tiburon sites are already installing this type network.

**Establish and maintain a county wide communications network capable of providing 24-hour communications to any county or outside agency within our county that requests it**

- Objective 1** Expand console positions for dispatch to two more main consoles for county dispatch, one for EMS/Fire dispatch, one for tactical operations, and one spare for emergency operations.
- Objective 2** Extend our services to EMS and county fire departments..
- Objective 3** Implement "Smart Zone" to tie our communications network into surrounding agencies and county radio systems for uninterrupted radio service throughout the greater Houston area.
- Objective 4** Expand Mobile Data Terminal (MDT) system to include all department vehicles in the Patrol, Warrants and Criminal Investigations have access and allow other agencies have the option to access this system.
- Objective 5** Improve service by adding new computer hardware, software and personnel.  
In the next **1-5 years**
  - 1. Upgrade CAD to Windows NT
  - 2. Upgrade current radio consoles and add one new console.)
  - 3. Add personnel.
  - 4. Training personnel for absorption of EMS and Fire dispatch)
  - 5. Add additional MDT's to all necessary vehicles.
  - 6. Upgrade geofile and begin spec review of GPS tracking system.

## SHERIFF

### 5-10 years

1. Upgrade CAD to current technology and add one call taking station.
2. Upgrade current radio consoles and add one new console.
3. Add five Telecommunications Operators and one Supervisor.
4. Coordinate County wide Police, EMS and Fire dispatch.
5. Upgrade MDT's to current technology.
6. Upgrade geofile and GPS tracking system.

## GOAL 7

### Records Division

As the County population continues to grow crime will increase as well. This will result in more reports being taken and the volume of paperwork will continue to rise. Although computers have made the task of handling information better, it has not eliminated the use of paper and it is doubtful that it will in the near future. Official documents are still reduced to hardcopy and then must be handled, stored, retrieved and distributed. The archiving of official records is paramount to systematically handle the gigantic volumes of documents being stored. This will result in the need for at least one full time person to do nothing but handle archives.

**Provide records 24 hour, 7 day a week operation to keep to most efficiently handle the official documents of the Sheriff's Department.**

**Objective 1** Increase Staff to keep up with the paperwork.

**Objective 2** Improve service by adding new computer hardware and software in the next **1-5 years**

1. Convert dumb terminals to PC's.
2. Add three records clerks, one dedicated to archiving records.
3. Acquire digital archive system.

### 5-10 years

1. Upgrade PC's to current technology.
2. Add three records clerks, one dedicated to archiving records.)
3. Establish 24 hour records division.
4. Upgrade digital archive system.)

## SHERIFF

### GOAL 8

#### Identification Division

The goal of the Identification Division is to provide state-of-the-art forensic investigation.

- Objective 1** Replace existing darkroom equipment with new more efficient equipment.
- Objective 2** Upgrade laboratory.
  
- Objective 3** Implement a complete forensic laboratory and chemist to provide services currently contracted out to other agencies or private companies for DNA, toxicology, “rape” kits, and drug testing.
- Objective 4** Efficiently process ballistics tests. Add a ballistics technician to meet the anticipated increase. Provide 24-hour service
- Objective 5** Improve service by adding new computer hardware, software and personnel.

### GOAL 9

#### Electronic Technology Section

The goal of the Electronic Technology section is to continue to make rapid technological advances to provide quality law enforcement communications to all areas of the County.

- Objective 1** Establish a full service electronic workshop for radios and computers
- Objective 2** Upgrade radio system to *Smart Zone* in the next five years. Upgrade radio system to current technology in five to 10 years.
- Objective 3** Replace mobile and portable radios with new technology.)
- Objective 4** Phase conversion of department from dumb terminals to personal computers (PCs).
- Objective 5** Establish department wide Internet access.
- Objective 6** Upgrade Records Management System (RMS) and Jail Management System (JMS) to the Graphic User Interface (GUI), a more user-friendly system that expands the usefulness of a PC.
- Objective 7** Phase replacement of department computer servers with new technology.
- Objective 8** Upgrade mobile and portable radios with current technology.
- Objective 9** Replace department computer network with current technology.)
- Objective 10** Upgrade or replace phone switch.
- Objective 11** Upgrade or replace software throughout department.

**SHERIFF – ENFORCEMENT**

FUND: 100 General

ACCOUNTING UNIT: 100560100 Sheriff Enforcement

**EXPENSE BUDGET**

<b>CATEGORY</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>
Salaries and Personnel Costs	\$ 23,021,042	\$ 22,848,299	\$ 23,516,540
Operating and Training Costs	\$ 3,271,176	\$ 3,307,090	\$ 3,216,355
Information Technology Costs	\$ 157,162	\$ 80,105	\$ 139,815
Capital Acquisitions	\$ 1,593,379	\$ 1,178,575	\$ 977,481
<b>TOTAL</b>	<b>\$ 28,042,759</b>	<b>\$ 27,414,069</b>	<b>\$ 27,850,191</b>

**2011 AUTHORIZED POSITIONS**

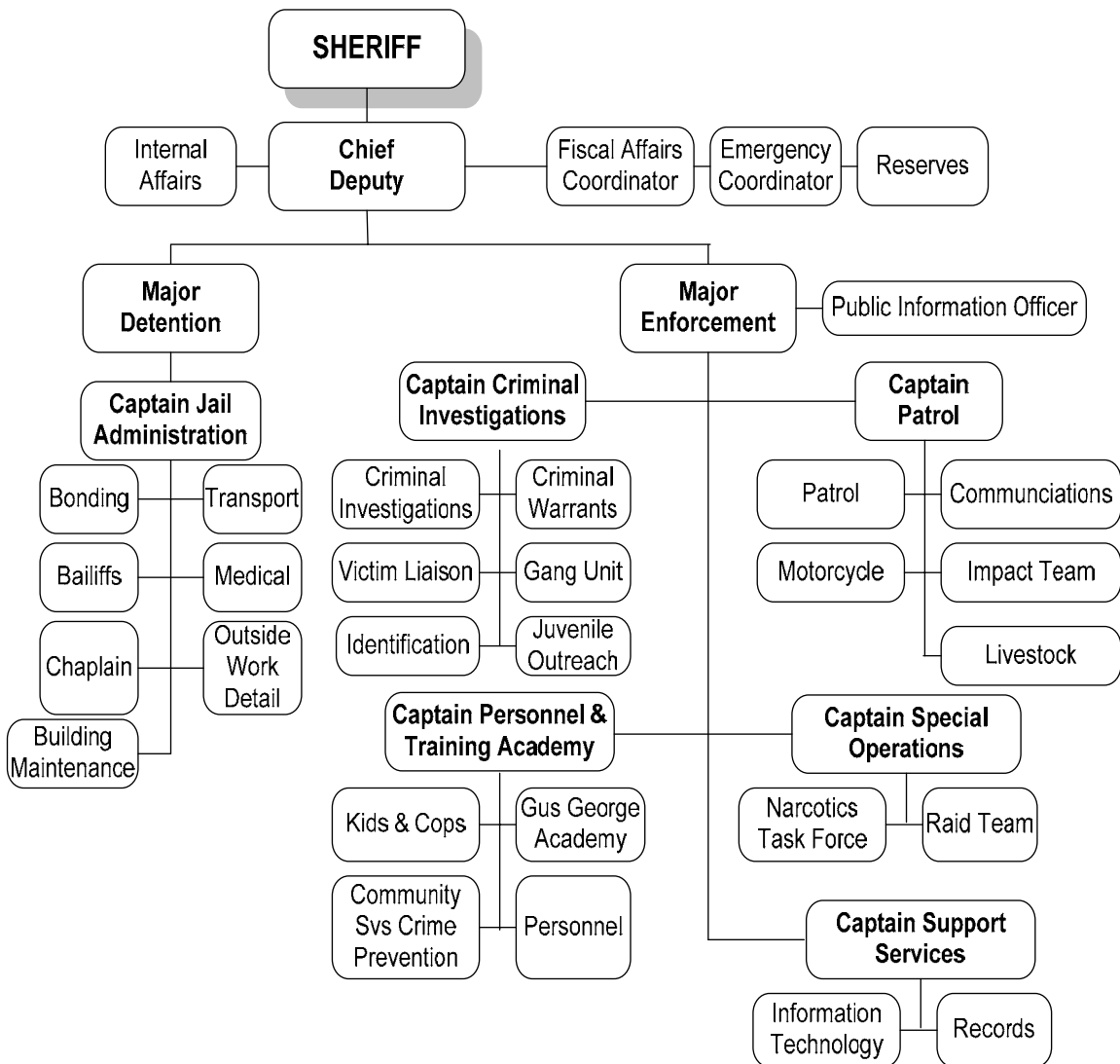
<b>Job Title</b>	<b>Job Code</b>	<b>Grade</b>	<b>Count</b>
Sheriff	J00027	G00	1
Mail Room Clerk	J03004	G03	1
Administrative Clerk	J05000	G05	1
Clerk I	J05005	G05	1
Records Clerk	J05015	G05	4
HR Clerk	J06023	G06	2
Administrative Clerk II	J06029	G06	2
Administrative Clerk III	J07046	G07	1
Clerk III-Records Supervisor	J08012	G08	2
Teaching/Personnel Assistant	J08047	G08	1
Fugitive Warrants Coordinator	J08061	G08	3
Victim Liaison & PR Coordinator	J09057	G09	1
HR Assistant – SO	J09070	G09	1
Admin Asst - Fiscal Affairs	J09072	G09	1
Telecommunications Officer I	J09078	G09	26
Deputy Sheriff	J09093	G09	144
ID Technician	J10020	G10	8
Investigator	J10022	G10	49
Communications Sys Specialist	J10043	G10	3
Administrative Assistant	J10054	G10	4
Telecommunications Officer II	J11074	G11	20
Communications Coordinator	J11080	G11	3
Corporal	J11084	G11	1
Communications Development Coordinator	J12066	G12	1
Sergeant	J12067	G12	28
HR Coordinator	J12071	G12	1
Fiscal Coordinator	J12077	G12	1
Communications Manager	J13039	G13	1
Lieutenant	J13040	G13	10
Captain	J14034	G14	6
Chief Deputy	J15006	G15	1
Major	J15032	G15	1
<b>Total Authorized Positions</b>			<b>330</b>

# SHERIFF - ENFORCEMENT

## NEW POSITIONS

Job Title	Job Code	Grade	Count
Victim Liaison Assistant Grant (9/1/11)	J06024	G06	1
Telecommunications Officer I	J09078	G09	1
Investigator	J10022	G10	3
<b>Total New Positions</b>			<b>5</b>

## ORGANIZATIONAL CHART



## **SHERIFF - DETENTION**

### **MISSION**

The mission of the Fort Bend County Sheriff's Office Detention Division is to provide safe, secure, humane and effective detention services to Fort Bend County.

### **VISION**

The Detention Division is focused on providing a positive environment to detain inmates awaiting trial, transport, or completion of their sentence. The vision of the County Jail is to provide the safest incarceration and working environment possible for inmates and officers in the following ways:

1. Establish more effective, efficient and creative procedures to provide superior detention resources to the County.
2. Effectively and legally solve the problems that threaten the safety and security of the detention division.
3. Proactively analyze our performance and services provided to meet the challenges of Fort Bend County's future growth.

### **GOALS**

The FY2011 goals and objectives listed below will support and enhance the mission of the Sheriff's Office Detention Division.

#### **GOAL 1**

##### **Staff Retention**

**Strive to provide fair and equal compensation, which should be competitive to other surrounding agencies.**

- Objective 1** Analyze exit interviews to statistically represent reasons employees are leaving Fort Bend County.

#### **GOAL 2**

##### **Staff Training**

**Increase the average number of TCLEOSE hours held per employee.**

- Objective 1** Increase the number of jailer courses offered at the academy.  
**Objective 2** Track the level of certifications held by employees.

#### **GOAL 3**

##### **Safety**

**Reduce the amount of officer injuries through emphasis on officer safety and specialized emergency response training.**

- Objective 1** Increase the amount of staff attending a defensive tactics courses.



## SHERIFF - DETENTION

PERFORMANCE MEASURES	2009 ACTUAL	2010 ACTUAL	2011 GOAL
<b>Staff Retention</b>			
1. Analysis of exit interviews	Number of employees that have resigned: 27  Analysis of reasons: 1. Salary 22% 1.1 Other agencies 83% 1.2 Other industries 17% 2. Personal: 78% 3. N/A	Number of employees that have resigned: 25  Analysis of reasons: 1. Salary 48% 1.1 Other agencies 75% 1.2 Other industries 25% 2. Personal: 52% 3. N/A	Number of employees that will resign: 20  Analysis of reasons: 1. Salary 33% 1.1 Other agencies 50% 1.2 Other industries 50% 2. Personal: 67% 3. N/A
<b>Staff Training:</b>			
1. Increase the average number of TCLEOSE hours held per officer	Average number held/employee: 974	Average number held/employee: 1,014	Average number held/employee: 1,065
2. Increase the number of jail related courses offered	37	22	20
3. Increase level of certificates held by employees			
Basic Jailers	295	288	300
Basic P.O.	145	164	180
Intermediate Jailers	0	2	5
Intermediate P.O.	15	15	20
Advanced Jailers	18	8	15
Advanced P.O.	33	32	35
Master Jailers	7	11	12
Master P.O.	20	20	21
<b>Safety:</b>			
1. Reduce the amount of officer injuries through emphasis on officer safety and specialized emergency response training(Workman's Comp Claims)	37	40	35
2. Number of officers attending independent defensive tactics training courses	147	28	35

**SHERIFF – DETENTION**

FUND: 100 General

ACCOUNTING UNIT: 100512100 Sheriff's Detention

**EXPENSE BUDGET**

<b>CATEGORY</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>
Salaries and Personnel Costs	\$ 18,866,170	\$ 21,462,572	\$ 19,397,836
Operating and Training Costs	\$ 7,374,491	\$ 4,840,570	\$ 6,273,820
Information Technology Costs	\$ 110,765	\$ 90,201	\$ 21,248
Capital Acquisitions	\$ 48,264	\$ 0	\$ 21,220
<b>TOTAL</b>	<b>\$ 26,399,690</b>	<b>\$ 26,393,343</b>	<b>\$ 25,714,124</b>

**2011 AUTHORIZED POSITIONS**

<b>Job Title</b>	<b>Job Code</b>	<b>Grade</b>	<b>Count</b>
Bonding Clerk	J05002	G05	13
Administrative Clerk II	J06029	G06	5
Clerk III - Bonding	J07015	G07	1
Detention Officer - Civilian	J07021	G07	99
Detention Officer - Civilian II	J08081	G08	15
Lead Clerk – Bonding	J08088	G08	1
Bonding Supervisor	J09011	G09	1
Detention Deputy	J09024	G09	145
Maintenance Supervisor	J09041	G09	1
ID Technician	J10020	G10	1
Administrative Assistant	J10054	G10	1
Corporal	J11084	G11	11
Sergeant	J12067	G12	16
Lieutenant	J13040	G13	11
Medical Officer Supervisor	J13044	G13	1
Captain	J14034	G14	1
Major	J15032	G15	1
<b>Total Authorized Positions</b>			<b>324</b>

**NEW POSITIONS**

<b>Job Title</b>	<b>Job Code</b>	<b>Grade</b>	<b>Count</b>
Detention Officer – Civilian (1/1/11)	J07021	G07	5
Detention Officer – Civilian (4/1/11)	J07021	G07	5
Detention Officer – Civilian (7/1/11)	J07021	G07	8
<b>Total New Positions</b>			<b>18</b>

**SHERIFF – BAILIFFS**

FUND: 100 General

ACCOUNTING UNIT: 100512101 Sheriff's – Bailiffs

**EXPENSE BUDGET**

<b>CATEGORY</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>
Salaries and Personnel Costs	\$ 0	\$ 0	\$ 1,309,600
Operating and Training Costs	\$ 0	\$ 0	\$ 0
Information Technology Costs	\$ 0	\$ 0	\$ 0
Capital Acquisitions	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,309,600</b>

**2011 AUTHORIZED POSITIONS**

<b>Job Title</b>	<b>Job Code</b>	<b>Grade</b>	<b>Count</b>
Detention Deputy	J09024	G09	20
<b>Total Authorized Positions</b>			<b>20</b>

**SHERIFF – COURTHOUSE SECURITY**

FUND: 100 General

ACCOUNTING UNIT: 100512102 Sheriff's – Courthouse Security

**EXPENSE BUDGET**

<b>CATEGORY</b>	<b>2009 ACTUAL</b>	<b>2010 ADOPTED</b>	<b>2011 ADOPTED</b>
Salaries and Personnel Costs	\$ 0	\$ 0	\$ 410,067
Operating and Training Costs	\$ 0	\$ 0	\$ 28,335
Information Technology Costs	\$ 0	\$ 0	\$ 690
Capital Acquisitions	\$ 0	\$ 0	\$ 0
<b>TOTAL</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 439,092</b>

**2011 AUTHORIZED POSITIONS**

<b>Job Title</b>	<b>Job Code</b>	<b>Grade</b>	<b>Count</b>
Detention Deputy	J09024	G09	4
Sergeant	J12067	G12	2
<b>Total Authorized Positions</b>			<b>6</b>

# SHERIFF – DETENTION

## ORGANIZATION CHART

