



MONTGOMERY COUNTY
SHERIFF'S OFFICE

25 ANNUAL **20** REPORT

A NEW ERA OF LEADERSHIP

Promises Made ➤ Promises Kept



LETTER FROM THE SHERIFF

WESLEY DOOLITTLE

On January 1, 2025, I had the honor and privilege of taking the oath of office as your 42nd Montgomery County Sheriff. As I look back, I do so with deep gratitude and pride, not for myself, but for the extraordinary men and women who make up the Montgomery County Sheriff's Office. Thanks to their hard work, we have reduced crime in our community while strengthening the trust placed in our office. Every success we have had this year belongs to the men and women of the Montgomery County Sheriff's Office.

From day one, our deputies, investigators, detention officers, dispatchers, and civilian staff have worked tirelessly to serve our citizens with professionalism, compassion, and dedication. Their work reflects the STAR values that guide our office: Service, Teamwork, Accountability, and Respect. You can see these values in a deputy's response to a call in the middle of the night, in a dispatcher's calm voice during an emergency, and in a detention officer's commitment to safety and order in our facilities.

Together, we have strengthened partnerships with local law enforcement, first responders, and community organizations, enabling us to respond more effectively to the needs of Montgomery County. We have expanded training and focused on equipping our people with the tools, technology, and support they need to meet the challenges of modern policing. None of this would be possible without the unwavering commitment of our employees. Their courage, integrity, and compassion define what it means to serve. They are the heart of the Montgomery County Sheriff's Office, and I am proud to stand alongside them.

As we look ahead, I am encouraged by the work that lies before us. The initiatives we have started, the advancements in technology, our expanded community partnerships, and our continued professional development will keep us moving in the right direction. We remain committed to serving with excellence, humility, and respect in every interaction and every decision.

To the people of Montgomery County, thank you for your trust and support. To the men and women of the Montgomery County Sheriff's Office, thank you for setting the tone and for making this first year remarkable and memorable. The work you do each day makes our community safer, stronger, and better for all.

**TOGETHER,
WE ARE BETTER**

Respectfully and Humbly,

Wesley Doolittle

TABLE OF CONTENTS

1	Leading with Heart	
	A County United: Strength Through Shared Commitment	1
	Sheriff's Executive Team	3
	Executive Summary	4
	Structural Innovation: The Bureau Model	5
	Our Captains & Directors	6
2	Justice Bureau: Excellence in Correctional Management	7
	Revolutionary Care: Medical & Mental Health Integration	8
	Pioneering Forensic Technology: Rapid DNA Implementation	9
	Jail 287(g) Partnership: Enhancing Public Safety	10
	Infrastructure & Compliance: Meeting Standards, Preparing for Growth	11
3	Operations Bureau: The Tip of the Spear	12
	South Patrol Command: Districts 2 & 6	13
	West Patrol Command: Districts 4 & 5	14
	East Patrol Command: Districts 1 & 3	15
	Strategic Restructuring & Investigative Success	16
	UCR Data: Crime is Down, Clearances Are Up	17
	Proactive Policing, Tremendous Results	18
4	Support Bureau: Behind the Scenes	19
	Dispatch Innovation: Answering the Call for Change	20
	Open Records Requests: Turning Bottlenecks into Breakthroughs	20
	Transforming The Recruitment Process: Efficiency in Action	21
	Enhanced Leadership & Roadway Safety	22
	Tactical Precision & Fugitive Apprehension	23
	A New Era of Engagement: Enhancing Public Information Through Digital Innovation	24
5	Finance & Administration: Financial Foundations for Every Goal	25
	Fiscal Responsibility: Budget Efficiency & Strategic Stewardship	26
	Pay Parity Implementation: Investing in Our People	27
	A Collaborative Foundation: The Multi-Agency Committee	27
	Key Pillars of Pay Parity	28
	The Blue Print: A Strategic 4-Year Roadmap	29
	The Impact: Recruiting & Retaining the Best	29
6	Employee Morale & Retention: Cultivating Pride & Purpose	30
	Driving Excellence: The Implementation of the Fair Employee Fleet Matrix	31
	Building Pride: Enhancing Our Facilities & Public Experience	32
	Lobby Integrity & Public Safety: Investing in the Workplace	33
	A New Chapter Rooted in Tradition: Our Identity Reimagined	34
7	Closing	
	In Recognition of Collaboration: Together, We Are Better	35
	Closing Message from Sheriff Doolittle	36

A COUNTY UNITED

STRENGTH THROUGH SHARED COMMITMENT

In Montgomery County, public safety is more than a responsibility, it's a shared commitment. Our Commissioners Court and community leaders stand firmly behind the Montgomery County Sheriff's Office, recognizing that safe neighborhoods are the cornerstone of a thriving county. Their words reflect unwavering support for those who serve, deep appreciation for the sacrifices made, and a united vision for a stronger, safer community.



MARK KEOUGH, COUNTY JUDGE

"The most fundamental duty of any local government is the protection of its citizens. Without safe streets, we cannot have a thriving economy, secure neighborhoods, or a truly free community.

In Montgomery County, we do not compromise on public safety, and we do not just pay lip service to "Backing the Blue," we fund the mission. I am incredibly proud of the strong partnership between the Commissioners Court and the Montgomery County Sheriff's Office. Together, we have built a culture of deterrence by ensuring our deputies have the resources, state of the art training, and competitive compensation they need to hold the line against crime.

As you read through the 2025 Annual Report, you will see the tangible results of that commitment. To Sheriff Wesley Doolittle and the brave men and women who wear the badge: thank you for your unwavering dedication. Montgomery County remains a fortress of law and order because of your daily sacrifices.

We will always have your back. God bless you, and God bless Montgomery County."

ROBERT WALKER, COMMISSIONER PCT 1

"Precinct One proudly expresses its unwavering support for our local law enforcement agencies and the dedicated men and women who serve to protect our community. We recognize the vital role law enforcement plays in maintaining peace and fostering trust within our communities. As a governing body, we are committed to supporting policies, resources, and partnerships that enhance public safety and promote accountability."





CHARLIE RILEY, COMMISSIONER PCT 2

“The safety of Montgomery County residents is foundational to everything we do as a Commissioners Court, and it starts with the men and women who put on the uniform every day. I am grateful for the leadership of Sheriff Wesley Doolittle and the dedication of every deputy, dispatcher, and civilian professional who serves under his command. As our county continues to grow,

so do the demands placed on the Montgomery County Sheriff's Office, from patrol and investigations to emergency communications and courthouse security. The residents of Precinct 2 and all of Montgomery County deserve a full and transparent accounting of how their tax dollars are invested in keeping our neighborhoods safe, and this annual report delivers exactly that. I am proud to have supported the resources our deputies need to respond quickly, recruit and retain top talent, and modernize the technology that keeps our communities connected to first responders when seconds matter. I look forward to continuing our partnership with Sheriff Doolittle and the MCSO team to ensure Montgomery County remains one of the safest and strongest counties in Texas.”

RITCH WHEELER, COMMISSIONER PCT 3



“Public safety is the foundation of good government, and in Precinct 3 we are proud to support the Montgomery County Sheriff's Office. Sheriff Doolittle and his deputies face difficult challenges every day, and their commitment to serving and protecting our community is unwavering. The Sheriff's Office annual report reflects the values we both ran on in our campaigns, Accessibility, Collaboration, and Transparency, giving residents a clear view of the work being done to keep them safe. With these core values as our guide, we ensure our community stays informed, engaged, and confident in the men and women who protect us.”



MATT GRAY, COMMISSIONER PCT 4

“Public safety starts with strong support for law enforcement. Precinct 4 has demonstrated that commitment by investing in our deputies and providing well-deserved pay raises. We proudly stand behind the Montgomery County Sheriff's Office and are grateful for their dedication to protecting our community each and every day.”

LEADING WITH HEART

SHERIFF'S EXECUTIVE TEAM

Sheriff Doolittle and his dedicated administrative team embody the spirit of service that defines our office. Their leadership, teamwork, and compassion guide every initiative as we work to build trust, strengthen partnerships, and serve the people of Montgomery County with integrity.



SHERIFF WESLEY DOOLITTLE

Sheriff Wesley Doolittle was elected to lead the Montgomery County Sheriff's Office in 2024 and took office the following year. Sheriff Doolittle is a lifelong resident with more than two decades of law enforcement experience, including service as a Texas Ranger and in the DPS Criminal Investigation Division. He began his career after completing peace officer training at North Harris County College and graduated from the DPS Academy as a Texas State Trooper.

He later earned a Bachelor's Degree in Criminal Justice Administration from Bellevue University, and a Master's Degree in Leadership and Management from Sam Houston State University, bringing a deep commitment to integrity, professionalism, and the community he calls home.

EXECUTIVE ASSISTANT KRISTI PARROTT

Kristi Parrott serves as Executive Assistant to the Sheriff and brings more than 30 years of experience with the Harris County Sheriff's Office. A certified TCOLE instructor and lifelong learner with a Master's in Strategic Communications, she continues to share her expertise in leadership and effective outreach.



EXECUTIVE SUMMARY



The Montgomery County Sheriff's Office stands as the cornerstone of public safety in one of the fastest growing regions in the Lone Star State. Spanning over 1,077 square miles just north of Houston, Montgomery County is home to almost 800,000 citizens. As the seventh-largest Sheriff's Office in Texas, MCSO bears the significant responsibility of protecting this expansive community and managing the county's sole detention facility, which houses an average of 1,317 inmates daily.

1,077
SQUARE MILES

800,000
CITIZENS

7TH LARGEST
SHERIFF'S OFFICE

1,317
INMATES

January 1, 2025, marked a pivotal turning point for the agency with the inauguration of Sheriff Doolittle. Bringing a wealth of experience from his distinguished tenure as a Texas Ranger, Sheriff Wesley Doolittle assumed office with a clear-eyed vision for modernization and reform. In collaboration with a strategic leadership team, the new administration immediately began identifying critical operational improvements and implementing a restructure to enhance the resilience and responsiveness of MCSO.

STRUCTURAL INNOVATION

THE BUREAU MODEL

To enhance employee productivity and elevate the standard of service, Sheriff Doolittle reorganized the agency into three distinct bureaus. This new alignment ensures that every facet of the agency, from the front lines to the jail cell, operates with maximum efficiency and clarity.

THE JUSTICE BUREAU

This bureau is dedicated to the complex legal and custodial responsibilities of the Jail, incarcerations, and all court-related matters. It ensures inmates are treated with fairness, accountability, and access to essential services that promote safety and rehabilitation, while prioritizing transparency and public trust. The Justice Bureau strengthens the connection between law enforcement and the community to reinforce a balanced approach to justice that protects, serves, and respects all.

THE OPERATIONS BUREAU LED BY ASSISTANT CHIEF RICK BASS

It has been humbling to be welcomed into the Montgomery County Sheriff's Office law enforcement family. It is a distinct honor to lead the Operations Bureau, the very frontline of our commitment to public safety. These dedicated men and women serve with unwavering courage and integrity, representing the shield that protects our community around the clock. I am incredibly proud to serve alongside these professionals as we ensure a safe and secure Montgomery County.



THE SUPPORT BUREAU LED BY ASSISTANT CHIEF ROBBY SELLS

I am proud to command the Support Bureau which serves as the essential framework of the Montgomery County Sheriff's Office, providing the logistical backbone necessary for MCSO to thrive. While much of our work happens behind the scenes, our dedicated team remains the steady force that empowers our front-line personnel. We take immense pride in operating efficiently in the shadows so that our department can shine in the light of public service.

OUR CAPTAINS & DIRECTORS

The Captains and Directors guide each Command of the Sheriff's Office and report directly to their Assistant Chiefs. They help turn daily needs from the field into clear updates for upper command, keeping everyone connected and moving in the same direction.

Captains and Directors offer steady support to their teams, helping them handle challenges with confidence. Their leadership encourages teamwork across divisions, building trust and consistency. With their guidance, each unit stays focused on shared goals and responsible service.



**Captain
Brian Alms**

East Patrol
Command



**Captain
Rhyan Droddy**

South Patrol
Command



**Captain
Tim Holifield**

West Patrol
Command



**Captain
Jesse Razo**

Homeland
Security
Command



**Captain
Jeremiah Richards**

Jail
Command



**Captain
John Schmitt**

Criminal
Investigations
Command



**Captain
Jeffrey Shipley**

Night
Command



**Captain
Johnnie Whiteley**

Staff Support
Command



**Director
Stephanie Eckert**

Administration &
Finance Services



**Director
Michael Holbrook**

IT Services



**Director
Chad Jamieson**

Logistical
Support Services

JUSTICE BUREAU

EXCELLENCE IN CORRECTIONAL MANAGEMENT

Maintaining the county jail is not simply an operational duty, it represents one of the Sheriff's most vital constitutional responsibilities. Even amid ongoing challenges with overcrowding, the new administration has made modernization, accountability, and efficiency central to jail operations. Guided by this commitment, the Justice Bureau has implemented forward-looking strategies to strengthen governance, elevate professional standards, and ensure the facility continues to meet the highest expectations of safety and service.

EAST

REVOLUTIONARY CARE

MEDICAL & MENTAL HEALTH INTEGRATION IN THE JAIL

A keystone of the 2025 restructure is the transformation of correctional healthcare through a "continuum of care" model. By forging a powerhouse partnership between MCSO, Texas Tech University, Texas A&M University, and Tri-County Services, we have implemented a sophisticated medical framework that begins the moment an individual enters the facility.



ADVANCED SCREENING

Utilizing Texas Tech's medical framework, advanced screening tools now instantly identify medical and mental health needs at intake.

UNINTERRUPTED TREATMENT

This system ensures that life-saving treatments are never delayed, maintaining medical stability for all inmates.

ELITE IN-HOUSE RESPONSE

Rapid referrals to a specialized in-house treatment team allow for the immediate stabilization of individuals in crisis. This integrated approach does more than just meet basic requirements; it bridges the gap between incarceration and essential mental health support. By prioritizing these innovations, the Justice Bureau is fostering a safer environment for our staff, the inmate population, and the Montgomery County community.

***Transforming
correctional
healthcare
together >>>***

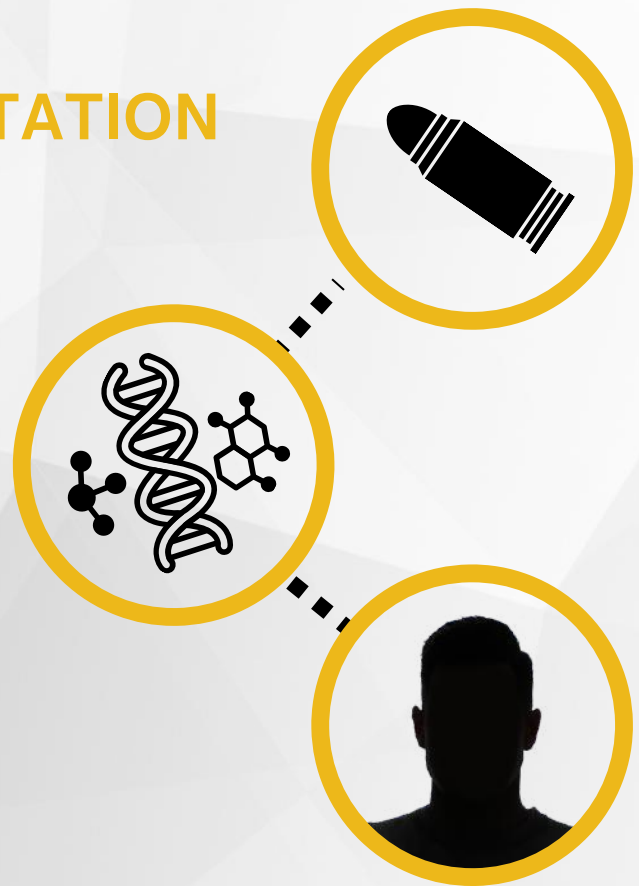


PIONEERING FORENSIC TECHNOLOGY

RAPID DNA IMPLEMENTATION

In a landmark move for Texas law enforcement, Sheriff Doolittle's long-standing relationships with the Texas Department of Public Safety and state leadership secured Montgomery County's position at the forefront of forensic science. Drawing on his unique perspective and professional ties as a retired Texas Ranger, the Sheriff's strategic advocacy was instrumental in the Montgomery County Sheriff's Office being selected as one of only two agencies in the entire state to pilot the transformative Rapid DNA system.

This initiative represents a massive leap forward in investigative efficiency. While traditional lab processing can often take several months or even years, the Rapid DNA system is a fully automated process capable of generating a DNA profile from a sample in just one to two hours. By leveraging these high-level partnerships, the Sheriff has ensured that MCSO remains a state leader in technological innovation and criminal justice.



Montgomery County was selected as one of only two counties in the entire state to pilot this transformative technology

The integration of this system within the Montgomery County Jail environment allows for the immediate identification of individuals and the potential to link suspects to unsolved crimes in near real-time. By slashing the wait time for critical genetic data, MCSO is drastically reducing the window of opportunity for offenders and providing investigators with the "gold standard" of evidence at unprecedented speeds. Expected to be fully operational in late 2026, this technology serves as a cornerstone of Sheriff Doolittle's commitment to using cutting-edge innovation to enhance public safety and bring swift resolution to criminal cases.

JAIL 287(G) PARTNERSHIP

ENHANCING PUBLIC SAFETY

Through the federal 287(g) Jail Enforcement Model, personnel trained and certified by MCSO perform specific immigration enforcement functions in partnership with Immigration and Customs Enforcement (ICE). This program, established in Montgomery County under the leadership of Sheriff Tommy Gage and reaffirmed in 2020, applies only after an individual has been lawfully arrested for a criminal offense above a misdemeanor C. Under Sheriff Doolittle's leadership, MCSO has seen a sharp rise in ICE enforcement activity, with just eight ICE holds recorded in 2023, one in 2024, and 991 in 2025. This increase reflects both the county's rapid population growth and the agency's strengthened collaboration with federal partners to ensure public safety.

**MCSO REMAINS DEDICATED TO USING
EVERY LAWFUL TOOL AND
PARTNERSHIP AVAILABLE TO KEEP
MONTGOMERY COUNTY SAFE**



We proudly uphold professional, fair, and transparent law enforcement practices and encourage all residents, regardless of immigration status, to report crime and cooperate with law enforcement. For 189 years, the people of Montgomery County have trusted us to maintain the peace, and that commitment remains stronger than ever today.

INFRASTRUCTURE & COMPLIANCE

MEETING STANDARDS, PREPARING FOR GROWTH

In 2025, the Montgomery County Jail earned full compliance from the Texas Commission on Jail Standards in two comprehensive state inspections, a clear reflection of the professionalism and dedication of its staff under new leadership. Yet, even as standards are maintained, the physical condition of the facility tells another story. Built in 1987, the jail continues to grapple with aging infrastructure, rising maintenance costs, and overcrowding. These issues are visible in conditions such as corroded pipes, repurposed storage areas, failing air systems, and outdated electrical wiring.

The Montgomery County Sheriff's Office appeared before Commissioners Court to present a detailed report on existing jail conditions and the pressing need for a long-term solution. To address the demands of a rapidly growing population, capacity was expanded through a state-granted variance and a cooperative agreement with Waller County, providing temporary relief while planning continues.

Sheriff Doolittle remains committed to leading efforts toward a sustainable facility plan that balances fiscal responsibility, operational excellence, and community safety. Supported by Commissioners Court, MCSO is actively engaged in studies and planning to develop a modern, purpose-built detention solution that safeguards public trust and the wellbeing of both staff and inmates.

Through perseverance and professionalism, the Sheriff's Office continues to uphold compliance and integrity, even under strain.



OPERATIONS BUREAU

THE TIP OF THE SPEAR

The Operations Bureau underwent a transformative year in 2025, marked by strategic restructuring and the implementation of high-impact initiatives. By prioritizing executive leadership, specialized enforcement, and interagency collaboration, the Montgomery County Sheriff's Office has significantly enhanced the safety and quality of life for all residents.



SOUTH PATROL COMMAND

DISTRICTS 2 & 6

The South Patrol Command oversees Districts 2 and 6, covering southern Montgomery County, including The Woodlands, Shenandoah, Oak Ridge, and parts of Conroe.

DISTRICT 2 borders Harris County and benefits from a partnership with the South Montgomery County Municipal Utility District (SMC MUD), which funds enhanced patrols along the Rayford/Sawdust/I-45 corridor; boosting visibility and reducing response times in this bustling commercial area.

DISTRICT 6 encompasses The Woodlands residential, business, and entertainment hubs, as well as its growing medical district and major educational campuses. This area is supported by a contract with The Woodlands Township that helps enhance service in this growing area.



THEFTS	↓	32%
VEHICLE THEFTS	↓	28%
BURGLARY -IN- PROGRESS	↓	50%

2025 RESULTS

South Patrol deputies delivered an exceptional year of proactive policing and community engagement. Deputies conducted more than 40,000 traffic stops and over 10,000 vacation watches, contributing to a sharp decline in major crime categories across both districts.

These reductions mark one of the most significant crime drops in recent years, demonstrating the dedication, strategic enforcement, and community-focused policing efforts of the South Patrol team. Their commitment continues to make one of the county's busiest areas safer for residents, businesses, and visitors alike.

WEST PATROL COMMAND

DISTRICTS 4 & 5

The West Patrol Command oversees Districts 4 and 5, encompassing nearly half of Montgomery County's land area and blending fast-growing suburban communities with expansive rural and recreational spaces.

DISTRICT 4 covers about 175 square miles in the county's southwest area, serving roughly 95,000 residents. The area features a mix of residential and commercial development, ranchlands, and master-planned communities. A partnership with the Westwood Magnolia Parkway Improvement District (WMPID) provides additional patrol staffing, enhancing visibility and response times in this key growth corridor.

DISTRICT 5 spans approximately 273 square miles in northwestern Montgomery County, with an estimated 54,000 residents. It includes Lake Conroe and portions of the Sam Houston National Forest, balanced by thriving residential and retail developments. Notable community partnerships, such as additional patrol services contracted by Walden on Lake Conroe, support public safety across the district.

BURGLARY ↓ **27%**

ROBBERY ↓ **64%**



2025 RESULTS

West Patrol deputies delivered an exceptional year of proactive policing and community engagement. Deputies conducted nearly 28,000 traffic stops and over 3,000 vacation watches, contributing to a meaningful reduction in criminal activity across both districts.

These results underscore the dedication and strategic efforts of West Patrol deputies, whose vigilance and partnership with the community continue to make the western regions of Montgomery County safer and more secure for residents, businesses, and visitors alike.

EAST PATROL COMMAND

DISTRICTS 1 & 3

The East Patrol Command, which includes Districts 1 and 3, plays an essential role in serving the fast-growing communities of East Montgomery County.

DISTRICT 1 covers approximately 406 square miles in the northeastern part of the county, including the north I-45 corridor from FM 1488 to the county line, the north and east sides of Lake Conroe, and areas extending toward Cleveland. This diverse district includes Conroe, Willis, Panorama Village, and Cut-n-Shoot, blending vibrant commercial areas, residential communities, and key county venues such as the Montgomery County Convention Center and Fairgrounds.

DISTRICT 3 spans about 290 square miles in southeastern Montgomery County, bordered by Hwy 105, Harris County, Liberty County, and the San Jacinto River. Deputies in this district focus on proactive, community-based policing by building relationships with residents, schools, and businesses while maintaining a strong stance against criminal activity. District 3 includes the East Montgomery County Improvement District, the cities of Splendora, Woodbranch, Patton Village, Roman Forest, and portions of north Houston, as well as the Splendora, Conroe, and New Caney ISDs.

**VEHICLE
THEFTS**



17%

**BURGLARY
OF VEHICLES**



25%

2025 RESULTS

East Patrol deputies demonstrated an outstanding commitment to community engagement and safety. They conducted more than 23,000 traffic stops and completed 2,200 vacation watches, contributing to major crime reductions.

These results reflect the dedication and professionalism of East Patrol deputies, whose efforts continue to enhance public safety and strengthen community partnerships across Montgomery County.

STRATEGIC RESTRUCTURING & INVESTIGATIVE SUCCESS

In 2025, the Criminal Investigations Command was restructured to centralize all 130 investigative personnel under a single, unified command. This reorganization streamlined internal operations and facilitated timelier decision-making across all specialized units. To complement this structure, MCSO adopted a new case management training program that improved the tracking and submission of cases for prosecution.

CRIMINAL INVESTIGATIONS COMMAND



HOMICIDE CLEARANCE RATE

93%
MCSO

66%
NATIONAL
AVERAGE

A critical component of this overhaul was the aggressive correction of the agency's National Incident-Based Reporting System (NIBRS) data. Recognizing that past reporting inconsistencies had obscured the true impact of our investigative work, MCSO launched an exhaustive initiative to audit and rectify years of inaccurate data. By implementing mandatory NIBRS training for all commissioned officers and establishing rigorous new quality control standards, we successfully fixed long-standing reporting gaps. These corrections ensured that our statistics finally reflected the actual efficiency of our personnel, resulting in a significant increase in documented clearances for crimes against persons. Most notably, these operational improvements and data integrity efforts contributed to a 93% homicide clearance rate in 2025, a figure that far exceeds the national average of 66% (FBI, 2026).

UNIFORM CRIME REPORTING DATA

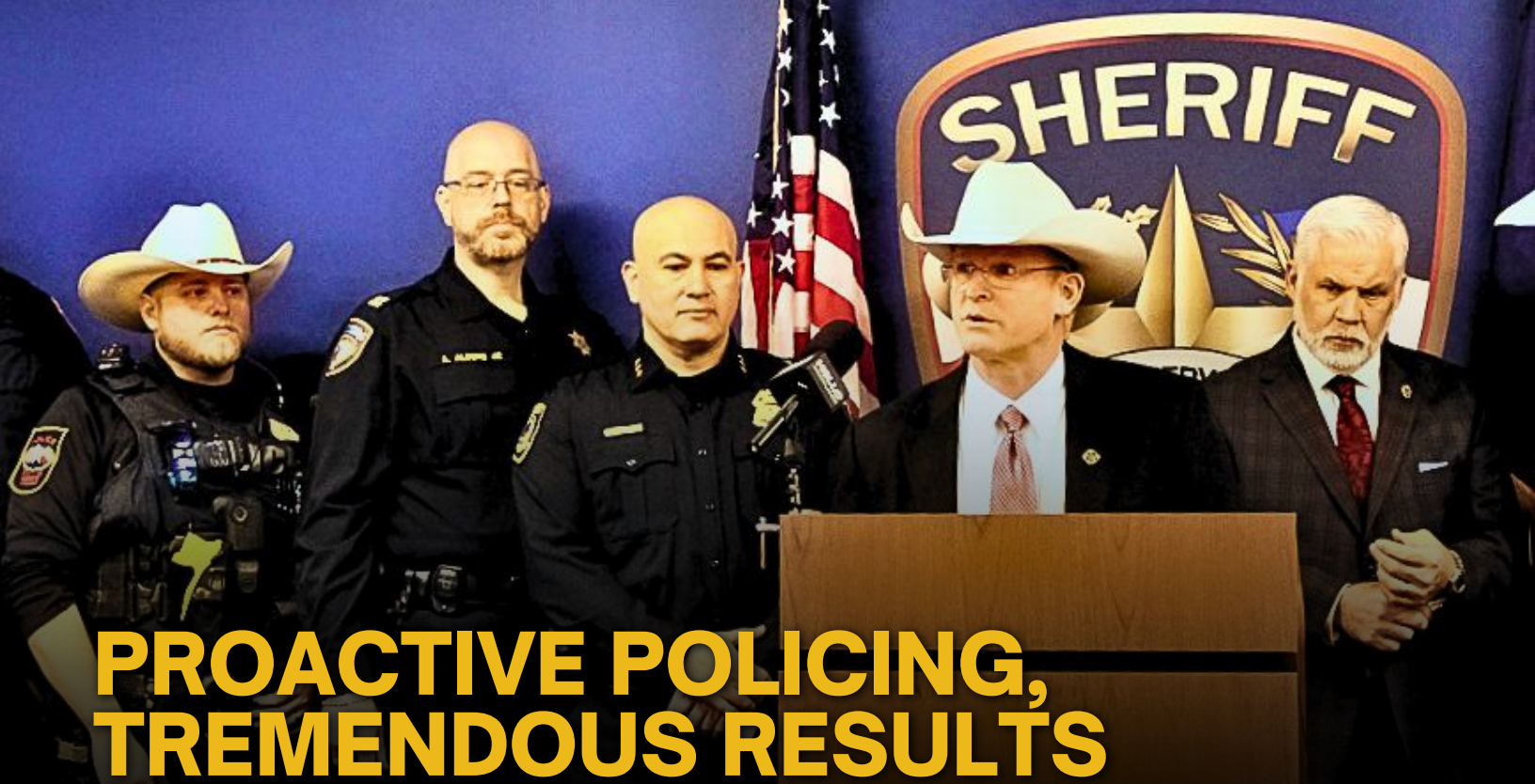
CRIME IS DOWN, CLEARANCES ARE UP



Recent studies of the 2024 and 2025 Uniform Crime Reporting (UCR) data from the Montgomery County Sheriff's Office reveal a highly encouraging trend for our community. Major crime categories are seeing a significant downward shift while case clearance rates are on the rise. This dual success indicates that not only is less crime occurring, but MCSO is also becoming more effective at solving the crimes that do take place.

These improvements are a direct reflection of the dedication shown by MCSO deputies and detectives. Furthermore, the data suggests that recent proactive structural changes and the integration of new investigative technologies have successfully streamlined workflows.

By reducing administrative hurdles and providing better tools, the Sheriff's Office has made it easier for employees to focus on high-level casework, ultimately resulting in a safer environment for all Montgomery County residents.



PROACTIVE POLICING, TREMENDOUS RESULTS

The DWI Task Force continued its strong commitment to roadway safety, removing 1,213 intoxicated drivers and maintaining a remarkable **zero-fatality record** during every enforcement period. Through more than 102,017 traffic stops, these efforts not only led to critical arrests but also earned recognition from organizations such as Mothers Against Drunk Driving (MADD), the Texas Department of Transportation Impaired Driving Safety Task Force, and the Montgomery County District Attorney's Office.

12
TASK FORCES

102,017
TRAFFIC STOPS

1,213
DWI ARRESTS

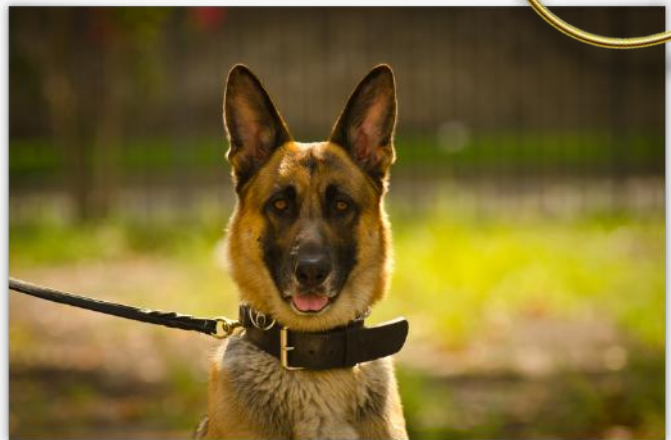
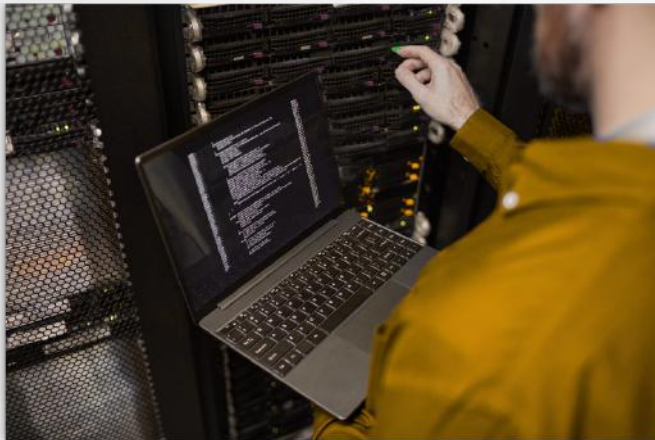


Building on this proactive approach, the Operations Bureau led multiple targeted task forces across the region to prevent “bank jugging,” a crime involving theft or robbery after a victim leaves a financial institution. Through coordinated efforts among federal, state, county, and city partners, these initiatives contributed to a **95% countywide decrease in incidents**, further strengthening community safety and reducing the risk of preventable crime.

SUPPORT BUREAU

BEHIND THE SCENES

The Support Bureau, led by Assistant Chief Sells, plays a vital role in keeping the Montgomery County Sheriff's Office running strong for the community. Behind the scenes, the bureau ensures deputies have the tools, training, and technology needed to respond swiftly and effectively. From managing communications, records, and real-time crime analysis to maintaining our fleet, facilities, and equipment, their work keeps the entire agency mission-ready.



The Support Bureau also leads specialized teams in areas such as K9, Auto Theft, Tactical Operations, and School Resource programs, each dedicated to protecting and serving our residents. Together, these divisions combine innovation, teamwork, and service to keep Montgomery County safe and connected.



DISPATCH INNOVATION

ANSWERING THE CALL FOR CHANGE

Even before his term officially began, Sheriff Doolittle identified a systemic bottleneck in 911 call processing. In early 2025, MCSO Dispatch underwent a transformative restructuring to address these delays. The solution was twofold: a revamped telephone infrastructure and the launch of a specialized call center to handle the flood of public inquiries that previously hindered emergency operations. This strategic shift ensured the public received efficient service for routine matters while liberating dispatchers to handle high-priority crises.



NENA COMPLIANCE

Exceeded national standards every month of the year for the first time in history.

RAPID RESPONSE

Reduced 911 ring times by 50%.

EFFICIENCY

Most emergency calls are now answered in less than three seconds.

This new model achieved historic milestones. By separating non-emergency public inquiries from urgent life safety, MCSO achieved a new gold standard in service.

OPEN RECORDS REQUESTS

ENHANCED STRUCTURES & PROCEDURES

By restructuring the unit and eliminating certain wait times, specifically single points of failure, the agency has achieved monumental improvements in turnaround times. The average processing period has plummeted from 21 weeks to just 7 days, ensuring the public receives information with unprecedented speed and transparency.

21
WEEK
BACKLOG

7
DAY
TURNAROUND

"This is a complete transformation of public service efficiency."

-SHERIFF WESLEY DOOLITTLE

TRANSFORMING THE RECRUITMENT PROCESS

EFFICIENCY IN ACTION

The Montgomery County Sheriff's Office Recruiting Division has significantly improved the efficiency of its applicant processing workflow by streamlining each phase of the hiring process, resulting in a substantial reduction for the end-to-end recruitment cycle.



30 DAY
PROCESSING
TIME

Efficient recruitment isn't just about filling vacancies, it's about getting deputies on the streets where they can make the difference that Montgomery County deserves and expects.

By optimizing workflows, the division reduced initial application review times. Phase One resulted in a 68% increase in application processing. Phase Two saw a 51% improvement, while Phase Three and Four were reduced by 36% and 18%, respectively. Finally, Phase Five, which involves referral to an investigator for a comprehensive background investigation, showed substantial improvement. The average completion time for Detention Officer, Deputy, and Dispatcher positions, previously 26, 41, and 37 days respectively, has been consolidated to under 30 days overall, reflecting a 22% to 27% reduction in processing time. Notably, for younger applicants with less complex work histories, investigations are often finalized within 10 to 15 days. Collectively, these improvements demonstrate MCSO's commitment to enhancing operational efficiency, reducing applicant processing timelines, and increasing the overall effectiveness of its recruiting and hiring practices.

ENHANCED LEADERSHIP & ROADWAY SAFETY

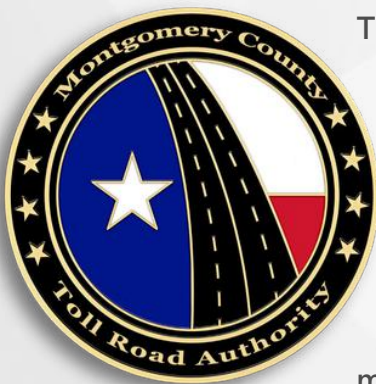
NIGHT COMMAND

MCSO significantly strengthened its after-hours operations this year through the implementation of a newly formed

Night Command. This strategic shift introduced a night shift Captain and two Lieutenants, ensuring that executive level leadership is present during the most critical hours of the night. Thanks to midyear funding support from Commissioners Court, this initiative has vastly improved real time decision making and streamlined emergency responses. The additional oversight provides enhanced support for our patrol deputies and ensures consistent accountability and leadership around the clock, regardless of the hour.

TRAFFIC ENFORCEMENT DIVISION

Following the restructuring of our leadership, Sheriff Doolittle prioritized traffic safety by expanding what was once a five-man team into a dedicated Traffic Enforcement Division. Today, this division comprises 28 sworn deputies. This unit focuses specifically on enhancing safety across roadways. The administration took direct action after hearing citizen feedback regarding red-light violations, street racing, and dangerous driving.



The impact of this specialization is evident in our enforcement data: in 2024, the agency conducted 58,437 traffic stops, a figure that surged to 102,017 stops in 2025 following the addition of the Traffic Unit and dedicated task forces. To further expand our reach, the Sheriff's Office has entered into a strategic \$3 million partnership with the Montgomery County Toll Road Authority. This collaboration significantly increases our agency's visibility and mobilization, providing the resources necessary to maintain a proactive presence on our most traveled thoroughfares.

By integrating this partnership with the specialized work of the Traffic Unit, we are ensuring that the quality of life in Montgomery County remains high, allowing residents to travel freely while feeling secure.

TACTICAL PRECISION & FUGITIVE APPREHENSION



The Montgomery County Sheriff's Office SWAT team continues to operate as the only functioning full time SWAT team in the county, balancing high risk tactical response with federal partnerships. In 2025, SWAT operators, serving as Task Force Officers with the United States Marshals Service Fugitive Task Force, successfully apprehended 82 Multi-County Crime Stoppers Featured Felons in Montgomery County.

82
**FELONS
ARRESTED**



This achievement reflects a decade of strong partnership with the U.S. Marshals Service, working side by side to ensure that dangerous fugitives are brought to justice. MCSO commends the professionalism and precision of these operators, whose dedication ensures that high risk individuals are taken into custody safely and our communities remain secure.



A NEW ERA OF ENGAGEMENT

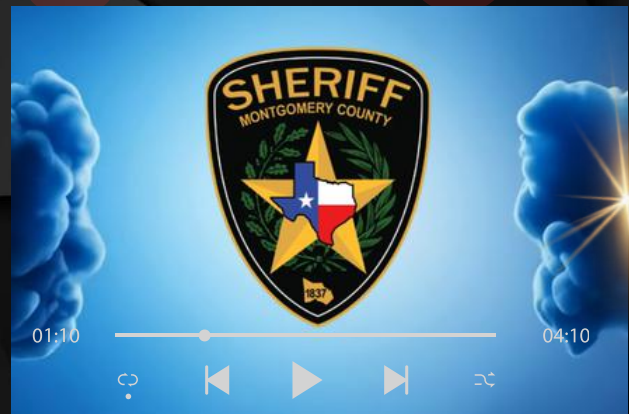
ENHANCING PUBLIC INFORMATION THROUGH DIGITAL INNOVATION



In the past year MCSO achieved a pivotal shift in its communication strategy, transitioning from traditional information dissemination to a strategic community partnership. Recognizing that public safety thrives on trust, MCSO prioritized transparency as a core operational pillar, bridging the gap between law enforcement and the citizens we serve. This evolution ensures that the department functions not merely as a source of information, but as an active collaborator in the community's well-being.

MODERNIZING PUBLIC ENGAGEMENT & DIGITAL PRESENCE

To meet the demands of an increasingly digital-first audience, the department executed a comprehensive modernization of both social media platforms and traditional press outreach. In 2025 alone, the Public Affairs Division attracted 40,000 new followers and generated more than 75 million social media interactions. This is a 500% increase from 2024, a clear sign that the public is not just listening, but engaging. By optimizing the flow of public information, MCSO has ensured that critical safety updates are both timely and highly accessible. This transformation included a total refresh of our digital presence, replacing outdated systems with modern design principles and high-quality visual storytelling.



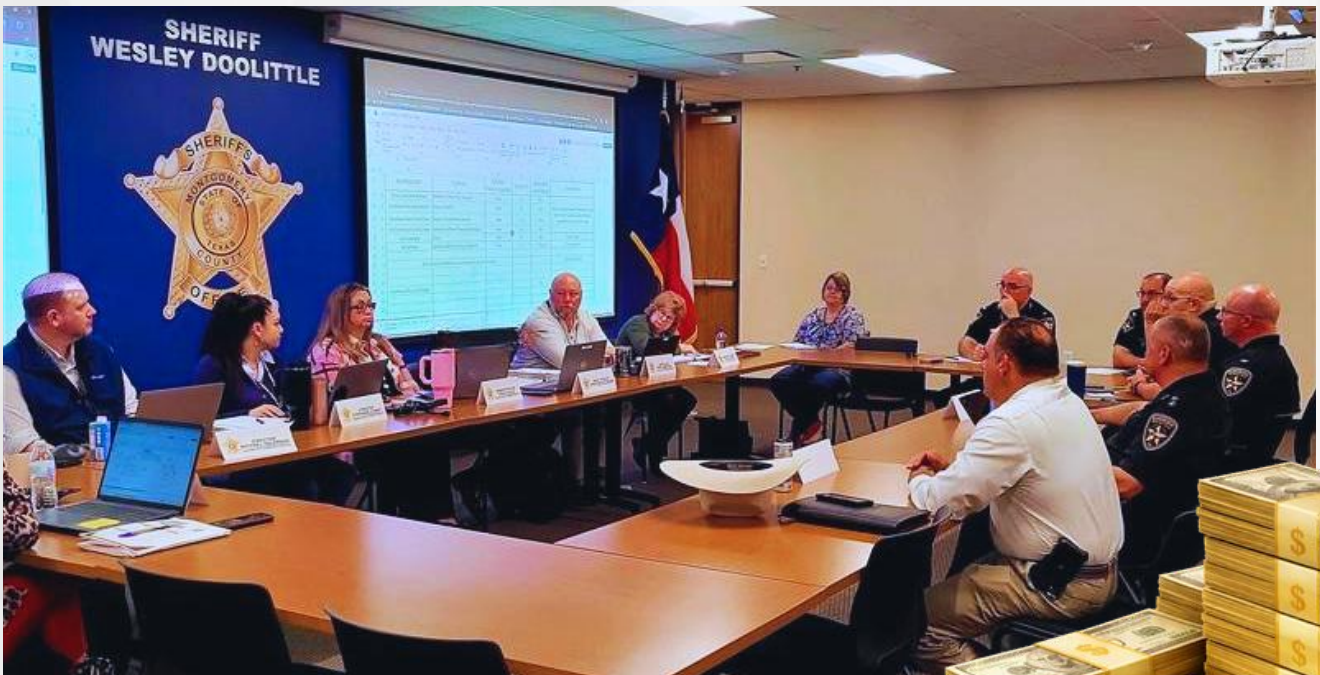
Through cinematic production and professional graphic design, the department has made complex public safety content more engaging and digestible for a diverse public, effectively humanizing our work while maintaining professional authority.

BY TREATING THE MEDIA AND THE PUBLIC AS VITAL PARTNERS IN SAFETY, MCSO HAS CULTIVATED AN ENVIRONMENT OF MUTUAL ACCOUNTABILITY AND TRANSPARENCY

FINANCE & ADMINISTRATION

FINANCIAL FOUNDATIONS FOR EVERY GOAL

Finance Services, led by Director Stephanie Eckert, oversees the careful management of MCSO's more than \$128 million annual budget. Guided by Sheriff Doolittle's commitment to accountability and community trust, this division ensures that every dollar is used responsibly to support public safety, operational readiness, and service to Montgomery County residents.

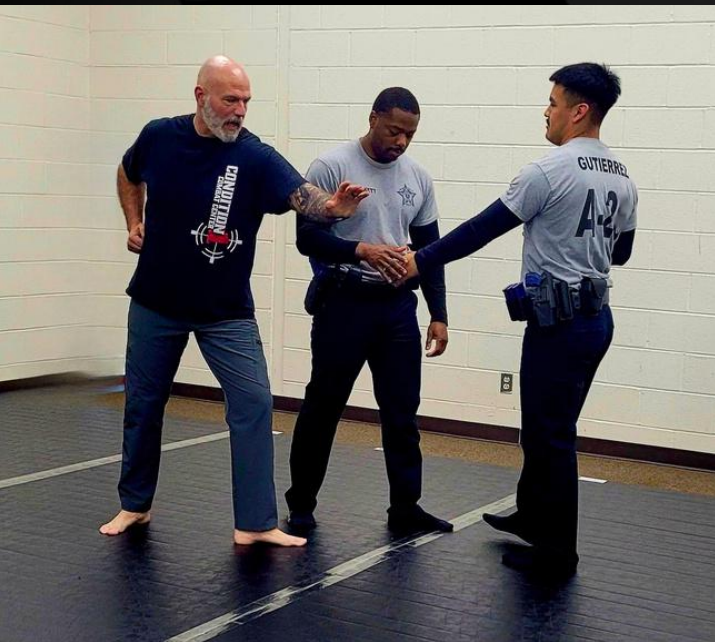


Thanks to Sheriff Doolittle's leadership, vision, and oversight, MCSO identified and eliminated hundreds of thousands of dollars in duplicate services, software, and programs, strengthening fiscal discipline and improving efficiency across the agency. By handling budgeting, purchasing, and financial planning with integrity and transparency, Finance Services helps the agency meet both its short and long-term goals. Their work allows deputies and staff to focus on serving the community with the tools and resources they need, reinforcing the foundation of service and accountability that defines the Sheriff's Office.



FISCAL RESPONSIBILITY

BUDGET EFFICIENCY & STRATEGIC STEWARDSHIP



In 2025, the Montgomery County Sheriff's Office remained steadfast in its commitment to fiscal discipline, ensuring every taxpayer dollar was utilized with maximum efficiency. Central to this success was the strategic expansion of our internal Training Academy. By shifting specialized instruction from external contractors to in-house subject matter experts and partnerships with DPS, HPD, and HCSO, MCSO reduced its reliance on costly vendors while improving the consistency and quality of deputy training. This shift not only realized immediate cost savings but also fostered a culture of continuous professional development tailored specifically to the needs of our community.

Beyond training, MCSO demonstrated exceptional operational resourcefulness through rigorous asset management. By implementing proactive maintenance schedules and extending the lifecycles of critical department equipment, we successfully deferred major capital expenditures without compromising deputy safety or service delivery.



Furthermore, we aggressively pursued invaluable external partnerships and 22 grants to secure over two million dollars for essential technology and resources. Through these combined efforts, the Sheriff's Office has established a sustainable financial model that prioritizes both public safety and long-term economic accountability.

PAY PARITY IMPLEMENTATION

INVESTING IN OUR PEOPLE

The Montgomery County Sheriff's Office remains committed to a simple but powerful principle: to provide world-class public safety, we must recruit and retain world-class people. In an increasingly competitive landscape for law enforcement talent, 2025 marked a historic turning point for our agency.

Following an extensive market analysis of sworn law enforcement pay across the Greater Houston area and neighboring counties, MCSO, in partnership with the Montgomery County Commissioners Court, implemented a comprehensive Compensation Reform Package. This initiative was designed not just to keep pace with our peers, but to set a new standard for how a modern Sheriff's Office values its personnel.

A COLLABORATIVE FOUNDATION

THE MULTI-AGENCY COMMITTEE

This reform was not created in a vacuum. To ensure the new pay plan was equitable, sustainable, and fiscally responsible, a dedicated committee was formed. This group brought together a diverse range of perspectives from across the county to build a roadmap for the future. Representatives included:

- MONTGOMERY COUNTY SHERIFF'S OFFICE
- MONTGOMERY COUNTY HUMAN RESOURCES
- MONTGOMERY COUNTY CONSTABLE'S OFFICE
- MONTGOMERY COUNTY RISK MANAGEMENT
- MONTGOMERY COUNTY JUDGE'S OFFICE
- MONTGOMERY COUNTY BUDGET OFFICE
- MONTGOMERY COUNTY LAW ENFORCEMENT ASSOCIATION (MCLEA)
- LEGAL ADVISOR MONTGOMERY COUNTY ATTORNEY'S OFFICE

This collaborative approach ensured that the interests of deputies, taxpayers, and the county's long-term health were all balanced. MCSO is proud to have played an integral role in this process to help shape a fair and forward-looking compensation framework.



KEY PILLARS OF PAY PARITY

To ensure a fair, transparent, and competitive pay structure for all Montgomery County employees, the reform focused on three critical areas:

1 IMPLEMENTATION

The first year of the Pay Parity plan directly addressed a historically broken system that had long fostered pay disparity and inconsistent compensation across county departments. By restructuring salary scales to align with leading regional agencies, barriers to professional growth were dismantled. This decisive action ensures that MCSO deputies, and all county employees, are compensated in ways that reflect the demands of serving one of Texas's fastest growing counties, replacing a legacy of inequity with a sustainable foundation for the future.

2 REVAMPED STEP PLAN

Expanding Our Reach

A major achievement of this year's reform was the modernization of our step plan. For the first time, this clear, predictable path for wage growth was expanded to include essential Jail personnel.

THE GOAL

To provide all county staff, with a roadmap for professional and financial growth.

THE RESULT

Increased morale and reduced turnover in one of the most demanding divisions within the agency.

3 REWARDING EXCELLENCE

Education Pay

In our pursuit of a highly skilled workforce, education pay has been integrated into the compensation model. Employees with Bachelor's, Master's, or Doctorate degrees receive additional compensation, recognizing the advanced critical thinking and leadership that higher education brings to every county role.

COUNTYWIDE COMMITMENT

Pay Parity reflects Montgomery County's shared belief that every employee deserves equitable opportunity, recognition, and support for their service to the community



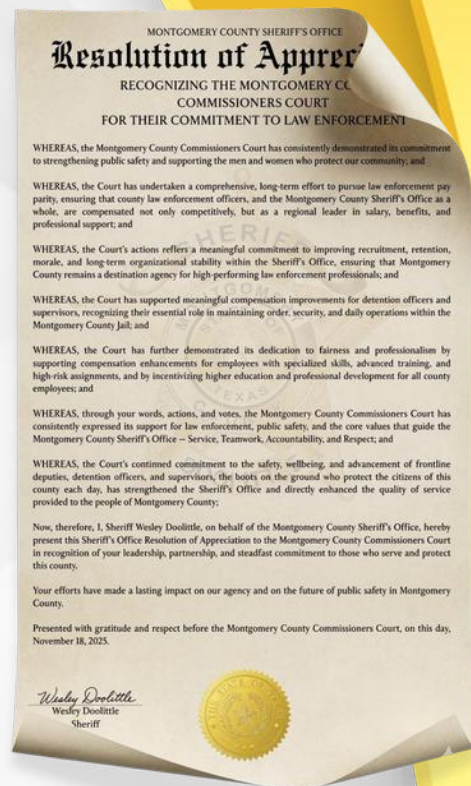
THE BLUEPRINT

A STRATEGIC 4-YEAR ROADMAP



Following the successful approval of the initial phase, pay parity was launched as a deliberate four-year roadmap designed to restore and maintain long-term organizational stability. The Montgomery County Commissioners Court's approval of year 1 of this initiative marks a critical turning point, signaling a shared recognition that the status quo was no longer sustainable for the safety of our community.

While the plan is structured for a year-to-year approval process over the next three years to ensure fiscal agility, the successful implementation of this first year sets a foundational standard that must be sustained. This multiyear commitment is essential for staying aligned with both budget realities and the urgent professional needs of our staff. By authorizing this first step, the Commissioners Court has initiated a vital momentum that will require continued, consistent support in the coming years to fully realize the stability and competitive standing our deputies and citizens deserve.



THE IMPACT

RECRUITING & RETAINING THE BEST

The results of these reforms were felt almost immediately. By aligning our pay with the market and rewarding professional development, MCSO has significantly enhanced its standing as a "destination agency." We are the agency where top tier talent comes to stay and build a lifelong career. These achievements represent more than just a line item in a budget; they represent an investment in the safety of Montgomery County. By taking care of our employees, we ensure that they are focused, motivated, and equipped to take care of you.



EMPLOYEE MORALE & RETENTION

CULTIVATING PRIDE & PURPOSE

The Montgomery County Sheriff's Office is dedicated to fostering a culture where every member feels valued, motivated, and proud to serve. By prioritizing employee morale, the agency aims to create an environment where staff members are genuinely excited to come to work and contribute to a shared mission of public safety. Through intentional engagement, recognition of excellence, and a supportive internal community, we strive to ensure that our professionals feel empowered in their roles.

This focus has led to a 95% retention rate, the highest it has been in five years, reflecting the strength of our workplace culture and the satisfaction of those who serve within it. Investing in the well-being and enthusiasm of our team is essential to maintaining the high standard of service our county deserves. This commitment to a positive organizational climate ensures that the Montgomery County Sheriff's Office remains not just a place of employment, but a premier career destination for dedicated public servants.



DRIVING EXCELLENCE

THE IMPLEMENTATION OF THE FAIR EMPLOYEE FLEET MATRIX

For large law enforcement agencies, vehicle fleet management is about more than maintenance. It's about accountability, safety, and fairness. In 2025, the Montgomery County Sheriff's Office marked a major step forward with the implementation of the Fair Employee Fleet Matrix, a system designed to bring transparency and consistency to how fleet incidents are reviewed.

Moving away from subjective evaluations, the matrix introduces a data-driven, standardized process ensuring every employee is held to the same high standard. Its creation followed extensive research and benchmarking of leading law enforcement agencies, revealing the need for a consistent framework where outcomes aren't influenced by who reviews the case.



Central to the matrix is the Fleet Incident Review Board, which investigates every county vehicle crash with neutrality under three guiding pillars:

BALANCED DECISION-MAKING

Diverse perspectives prevent any single viewpoint from dominating

REMOVAL OF PERSONAL BIAS

Reviews focus on what happened and how, not who was involved

FACT-BASED ADJUDICATION

Similar incidents yield consistent outcomes based on defined criteria

This initiative reflects MCSO's commitment to fairness, accountability, and integrity, supporting its personnel while setting a standard for equitable, employee-centered policy that benefits both staff and the community.



MONTGOMERY COUNTY SHERIFF'S OFFICE

BUILDING PRIDE

ENHANCING OUR FACILITIES & PUBLIC EXPERIENCE

A professional environment fosters professional excellence. In 2025, the Montgomery County Sheriff's Office undertook a series of strategic building upgrades and lobby integrity projects. These improvements were designed with two primary goals: to cultivate a sense of pride and well-being for our employees and to provide a superior, streamlined experience for the citizens we serve.

To ensure our staff feel valued and motivated Sheriff Doolittle completed several aesthetic and functional updates across our facilities. These renovations went beyond simple paint and carpet; they were targeted improvements intended to modernize the work environment. By creating a space that is both functional and visually professional, we have reinforced a culture where employees are proud to come to work every day.

Furthermore, we addressed a practical necessity by expanding staff parking. With generous assistance from Precinct 1 Commissioner Robert Walker's Office, we increased the number of available spaces, and reduced a daily stressor for our personnel, allowing them to focus entirely on their mission from the moment they arrive.

LOBBY INTEGRITY & PUBLIC SAFETY

INVESTING IN THE WORKPLACE

The main lobby of the Sheriff's Office is often the first point of contact for citizens seeking assistance, records, or services. To maintain a welcoming and professional atmosphere, we implemented a significant change to our operational flow:

REROUTED INMATE RELEASES

Historically, inmate releases occurred in proximity to the main public entrance. By rerouting all releases through the rear of the jail, we have successfully decoupled correctional operations from citizen services.

THE RESULT

The main lobby is now a cleaner, safer, and more serene environment. This transition ensures that families, victims, and citizens visiting for administrative needs can do so in a space that reflects the professional standards of the Montgomery County Sheriff's Office.



These upgrades serve as a physical manifestation of our commitment to excellence. When our employees have a workspace they can be proud of, and our citizens have a professional environment they can trust; the entire community benefits.

A NEW CHAPTER ROOTED IN TRADITION

OUR IDENTITY REIMAGINED

Our rebranding marks both a connection to 188 years of tradition and the beginning of a new chapter for the Montgomery County Sheriff's Office. The redesigned badge, patch, and vehicles embody our guiding principles: Service, Teamwork, Accountability, and Respect (our "STAR" values) and reflect the pride and purpose behind our mission to serve our community.



Each color and symbol carries meaning: gold represents honor and excellence, black signifies strength and sacrifice, silver reflects integrity, and red, white, and blue stand for bravery, purity, and loyalty. The addition of the Texas emblem, oak and olive branches, and the outline of Montgomery County root our identity in service, humility, peace, and local heritage. Together, these designs are more than visual updates, they're daily reminders of our oath, our unity, and the trust our community places in us.



SHERIFF

MONTGOMERY COUNTY

IN RECOGNITION OF COLLABORATION

TOGETHER, WE ARE BETTER

The completion of this annual report represents the dedication and collaboration of many individuals who worked diligently to bring clarity, insight, and transparency to our shared mission. Under the leadership of Sheriff Wesley Doolittle this effort reflects the commitment of our entire team to serve with integrity and purpose.

Special recognition is extended to Public Affairs Manager Miranda Hahs, who guided this project from concept through completion with focus and care. We also gratefully acknowledge the 2025 committee members whose expertise and efforts shaped every detail of this report: Homeland Security Command Captain Jesse Razo, West Patrol Command Captain Tim Holifield, Administration and Finance Director Stephanie Eckert, Finance Administrator Leslie Fields, Staff Support Command Captain Johnnie Whiteley, Public Affairs Sergeant Steve Squier, Public Affairs Deputy Travis Wood, Digital Communications Specialist Melissa Garcia, Real Time Crime Center Manager Katricia Hortman, Violent Crime Division Sergeant Brad Curtis, Jail Compliance Sergeant Michael Page, and Executive Assistants Kristi Parrott and Kristin Pternitis.

Together, their work underscores a collective dedication to serving the community and advancing the values we uphold every day. This report stands as a testament to that shared commitment and to the teamwork that continues to drive our department forward.





As we close this annual report, I want you all to know I am focused and committed to the road ahead. The progress we have made is only the beginning. On day one, we promised to serve with integrity, to protect our community, and to be worthy of the trust placed in us. These promises will keep us focused and remain the foundation of everything we do. Let's keep building on that foundation in the years to come.

We will continue working to make Montgomery County a safe place for every family, every business, and every neighborhood. That means investing in our people, embracing effective technology, and consistently improving our efforts in crime prevention, responding to emergencies, and supporting victims. It also means listening to our community and being transparent and accountable for the work we do.

We cannot accomplish this alone. The men and women of the Montgomery County Sheriff's Office, our dedicated employees in every division, will remain the driving force behind our success. Our Commissioners Court also plays a vital role by providing the resources and support that allow us to meet growing demands while being good stewards of public funds. Our partnering agencies stand shoulder to shoulder with us as we address complex challenges that no single agency can tackle alone. And our community members, who stay engaged, informed, and involved, are essential partners in keeping Montgomery County safe.

Looking ahead, I am optimistic about what we can achieve together. We will build on our progress, focusing on strengthening our partnerships, investing in our community, and using our resources wisely to meet the needs of our growing county. The work we do is not easy, and we will face many challenges; however, our community and team stand capable and ready to face the challenges ahead.

Together, we are better, and together, there is no limit to what we can accomplish for Montgomery County.

Wesley Doolittle



SERVICE

TEAMWORK

ACCOUNTABILITY

RESPECT