

BRAZOS COUNTY SHERIFF

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1. What do you consider the top three priorities to address immediately upon taking office.

Improve communication within the organization. Currently, the law enforcement and corrections divisions of the Sheriff's Office often function independently with limited interaction. We will increase cooperation and communication within the organization to improve effectiveness and to increase efficiency and cooperation.

Development and implementation of a unified mission, vision, and values in support of a strategic plan for the Sheriff's Office that focus on service to the community.

Creation of a Criminal Justice Coordinating Council. Brazos County is blessed with professional local law enforcement agencies that work well together in emergencies and in response to problems as they occur. I believe it is important to establish a Criminal Justice Coordinating Council consisting of law enforcement agencies, judges, prosecutors, and other community stakeholders in the criminal justice system to identify and plan our response to challenges that will come with the continued growth of our community.

2. Why are you qualified for this position?

I have served the Sheriff's Office and citizens of Brazos County in progressively responsible roles for more than 34 years. I started as a detention officer, was promoted to shift supervisor, patrol deputy, facility lieutenant, and was appointed Jail Administrator by Sheriff Kirk in 1997. As Jail Administrator I have real experience managing budgets exceeding \$15 million and supervising more than 180 personnel. Over the past 22 years, I have demonstrated proven leadership as President of the Texas Jail Association, President of the American Jail Association, and President of the Bryan Noon Lions Club. I have worked closely with elected officials and department heads to identify innovative solutions to problems and implement creative strategies to make our community safer.

I am a graduate of the Law Enforcement Management Institute of Texas, Leadership Command College and the 199th Session of the F.B.I. National Academy. I have a master's degree in Criminal Justice Leadership and Management from Sam Houston State University.

The Sheriff's Office has an annual budget of more than \$23 million and more than 250 employees. The next Sheriff will need the education, experience and leadership skills to manage millions of dollars and supervise hundreds of employees. I am that individual.

3. What policy or program currently in effect, would you change, and why?

I would not change a specific policy or program. However, I would emphasize a philosophy in every area of the organization to be used when evaluating our operations. It is not about "What we do", it is about "Why do we do it".

When evaluating policies and programs, we must insure we are focusing on the desired outcome, not on counting or measuring activity. We must use this philosophy to evaluate any program, policy, or task to provide the service citizens expect and the safety they deserve.

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1. What do you consider the top three priorities to address immediately upon taking office.

My top priority is to learn the Brazos County Sheriff's Office. I will be coming from the outside and need to learn from the men and women working at the Sheriff's Office. There is nothing that is drastically wrong with the way the current administration's operating. I want to learn from them and change any deficiencies that are needed. Chief Buske with the Bryan Police Department took this approach and made changes later rather than on day one. Moral was and currently still high within the department. Having a new Sheriff come to the Sheriff's Office is stressful because of the unknowns and we want to make changes slowly as needed.

One item that I want to address is the shift rotations for patrol deputies. Currently the shifts rotate every three months from nights to days. I feel that the swaps are unhealthy for our deputies. Permanent shifts will be looked into and implemented fairly quickly after taking office if employees prefer permanent shifts over the rotations. I have done the rotations in my personal career and they are not easy for the family or good for a person's wellbeing.

Having an open-door policy with employees of the Brazos County Sheriff's

2. Why are you qualified for this position?

I have served in law enforcement for over 21 years, and in that time, I've had the honor of working in several departments. I started my career as a Patrol Officer. I've been a K9 Officer, a School Resource Officer, a Detective, and a Public Information Officer. With each role I served, I gained invaluable knowledge and experience that has made me both a better law enforcement officer AND a more effective leader.

I'm currently supervising the Neighborhood Enforcement Team, a unit dedicated to crime prevention and community outreach to help bridge the gap between the public and the badge. It's not about us versus them. We are all in this together and we need to build that trust.

I earned a Bachelor Degree in Criminal Justice from Lamar University in Beaumont in 1997 and earned my Master Degree in Criminal Justice from the University of Cincinnati in 2007. In 2018, I graduated from the Law Enforcement Management Institute of Texas (LEMIT). LEMIT teaches law enforcement administrators current trends and leadership skills for today's law enforcement agencies.

And in my spare time, I remain committed to the community. I organize and lead "Tip a Cop" here locally

What policy or program currently in effect, would you change, and why?

I want to make community involvement a priority once I am elected to office. Currently the Brazos County Sheriff's Office has one deputy responsible for crime prevention in the community. As a rural Brazos county resident, I understand the need to have more personnel assigned to this division. We need to have deputies that can be liaisons to the public. The deputies can be more involved in community activities and help with quality of life issues in the County. We have neighborhoods that are being developed that have different needs and issues than the rural farm land. The Sheriff's Office has to adequately communicate and assist all residents. Building partnerships with the community is the only way we can work together to reduce crime in Brazos County. The open communication is a necessity to find criminal activity, report suspicious activity and address quality of life issues.