

2019 DODGE COUNTY SHERIFF'S OFFICE ANNUAL PERFORMANCE OBJECTIVES



SHERIFF DALE J. SCHMIDT

JANUARY-DECEMBER 2019

PURPOSE

It is the intention of the Dodge County Sheriff's Office to identify objectives to be completed during the 2019 calendar year. These objectives are developed to enhance public safety, the sheriff's office commitment to serving the community and to increase efficiency of sheriff's office operations. This document will serve as a tool to educate the public as to the direction of the sheriff's office in 2019. It will also serve as a guide to the employees of the sheriff's office as we strive to meet these goals.

CORE STRATEGY

The core strategy that the sheriff's office will focus on in 2019 will be growing leaders and accountability to the public. We will do this by continuing our efforts to train all of our leaders in a uniform approach under the Leadership in Police Organizations philosophy. We will make decisions and create agency initiatives that enhance the abilities of our staff, starting with ensuring we do the basics well.

We also want to continue our goal of 2018 to become a more proactive agency to identify the root cause of problems rather than waiting for calls to come in and being reactive. Problem Oriented Policing will continue to be our approach at solving community issues as we prefer a proactive approach to law enforcement to prevent crimes before they occur.

We will accomplish our core strategy by striving to accomplish Key Performance Objectives. These will provide a path for us to effectively meet the goals of our mission and vision statements, that being service to the community in order to create a safe and enjoyable place to live, work and visit.

MISSION STATEMENT:

*THE DODGE COUNTY
SHERIFF'S OFFICE WILL
SAFEGUARD THE LIVES,
PROPERTY AND
CONSTITUTIONAL RIGHTS OF
OUR CITIZENS THROUGH
HONEST, ETHICAL AND
PROFESSIONAL SERVICE TO
THE COMMUNITY.*

VISION STATEMENT:

*IT IS THE VISION OF THE
DODGE COUNTY SHERIFF'S
OFFICE TO PARTNER WITH THE
COMMUNITY AND DEVELOP
PROACTIVE SOLUTIONS
TOWARD MAKING DODGE
COUNTY A SAFE AND
ENJOYABLE PLACE TO LIVE,
WORK AND VISIT.*



KEY PERFORMANCE OBJECTIVES

PATROL DIVISION

1. Improve on Crash Reduction Efforts

Continue our efforts to reduce crashes by re-evaluating our crash reduction zones based on crash data and evidence. Continue our efforts to educate the public and provide high visibility enforcement efforts. It is our goal to utilize speed enforcement zone signs in high crash areas to encourage public cooperation with speed reduction efforts. Our goal is to maintain safe highways and continue our success with below average fatality statistics in 2019.

2. Performance Management/Development

Implement performance standards that are fair and measurable in an effort to increase our overall proactive law enforcement approach. The goal is to increase our self-initiated field activity by 25% in 2019. This will not only supplement the efforts of our crash reduction efforts, but will also enhance our abilities to reduce crime in our communities. A policy will be developed and patrol supervisors will be responsible for monitoring their staff and providing feedback to them through positive reinforcement or corrective measures as necessary.

3. Create Report Writing Templates

Enhance the quality of our report writing by creating templates for patrol staff to use on cases. This can be done in a way that will ensure that all elements of criminal activity is properly documented, all pertinent information is captured and cases can be properly followed up on as appropriate. By ensuring that our report writing is the best it can be, it will ensure that cases are investigated as thoroughly as possible so that we can ensure the best service to the public.

CRIMINAL INVESTIGATIVE DIVISION

1. Provide training to patrol deputies to assist in gathering more thorough information in major cases.

Enhance the quality of our agency's investigatory skills by providing training to our patrol staff from our detectives who have expertise in the investigation of major cases. It is our intent to implement in-service trainings in the areas of death investigations, sexual assault cases, theft and other cases to ensure proper information is gathered and documented. This will allow for deputies to be able to close out cases more easily or be forwarded to detectives in a manner that is more complete and allow for a better overall investigation with faster and more complete results.

2. Improve Drug Task Force cases to include successful search warrants resulting in major drug arrests.

Implement a new drug task force structure which facilitates a major impact on the drug trade that is occurring in Dodge County. We anticipate accomplishing this goal by restructuring our own internal task force while also working with other community stakeholders more efficiently to make positive impacts. As the Drug Task Force is a covert unit, additional details will not be detailed in this public document.

3. Enhance the abilities of detectives as it relates to use of RMS capabilities.

With our Records Management System (RMS) now having a full year of data, the use of its features can now be used more efficiently. As a result, portions of the RMS that haven't been able to be used in the past due to that limited data, can now be analyzed for patterns and name

KEY PERFORMANCE OBJECTIVES

3. Enhance the abilities of detectives as it relates to use of RMS capabilities. (cont.)

associations that had not been there before. Additionally, now that staff is familiar with the basics of the system, it is time to begin digging into the advanced features in an effort to utilize the software to cut down on the extensive research that previously was needed to gather information.

Our goal will be to implement training as appropriate to make our staff more efficient in the use of our RMS. This will be done through in-house training and the use of our web-ex training program that has already been implemented.

COMMUNICATIONS AND SUPPORT DIVISIONS

1. Implement Text to 911 data transfer to Records Management System (RMS)

Text to 911 is already functional in Dodge County, however the transfer of the information from the 911 system to our RMS is not currently automated. It is our goal to implement this service in 2019 so that all texts are imported into the RMS in real time allowing for immediate notification of staff in the field of the information that is coming in.

2. Complete E-Referral set up between the District Attorney's Office and RMS for all law enforcement agencies using our RMS

E-Referral is a benefit for both law enforcement and the district attorney's office as it makes our processes paperless and more efficient. With the implementation of our RMS, our agency has become paperless in many ways. All information is imported and when it is time to begin the process of forwarding charges to the district attorney's office, it is done electronically. As a result, the district attorney's office also has a paperless system and fields are filled in automatically, greatly reducing the data entry time needed by their staff. In 2018 the sheriff's office completed the interface to make this possible. As the host agency for our RMS, in 2019 it is our goal to work with the other law enforcement agencies in Dodge County to show them our processes and implement this procedure county-wide.

3. Create Web-ex trainings for internal and external agency development and training

In 2018 we began implementing Web-ex trainings allowing our staff to demonstrate in a video how to accomplish certain daily tasks to ensure proper procedures are followed. In 2019 we want to expand this practice in all areas of the sheriff's office to enhance the skills and abilities of our staff.

4. Better utilize and define the role of the Support Staff Coordinator

In 2018 the Support Staff Coordinator was heavily involved in the implementation of process changes within the sheriff's office due to our change of RMS software. With the RMS implementation complete, the Support Staff Coordinator can more fully identify and assign tasks to the support division that had previously been completed by other employees. Achieving this goal will allow more time for other employees to complete their priority assignments.

5. Completion of an evidence room purge and audit

With the completion of our RMS transition, it is necessary to complete a full evidence room purge of property that needs to be returned or properly disposed of. In recent years there have been multiple systems used to manage our evidence room. This information needs to be consolidated into our current RMS to ensure proper chain of custody and tracking of evidence. Following this purge we will conduct a full audit of the evidence room to ensure proper procedures and tracking of evidence continues. We will continue these audits on a bi-annual basis.

KEY PERFORMANCE OBJECTIVES

CORRECTIONS DIVISION

1. Improve efficiency in commissary delivery to jail inmates

The sheriff's office is responsible for caring for the needs of our inmates. Part of that responsibility is providing a resource for inmates to purchase items for use within the jail such as snacks and personal hygiene items. It is important that the jail be efficient in this process ensuring accuracy and delivery of orders placed. Our goal in 2019 is to insure implementation of a new commissary program that can better meet these objectives.

2. Complete implementation of inmate tablet system (Continued)

This continues to be a goal of our agency. Studies continue to find the right provider. As new technologies come out related to inmate tablet systems, it has been important to analyze the benefits of these products. We believe that in 2019 we will be able to implement a system that will meet our needs to provide more efficient operations within the jail. This will include options such as commissary ordering, paperless inmate requests, paperless inmate grievance procedures and the potential for other options such as video visitation and paperless mail delivery.

3. Identify staff and train staff as Warrant Service Officers (WSO)

As laws surrounding detainees in our jail change, it is important that the sheriff's office protect its interests by ensuring we are properly processing detainees entering our facility. As a result, it is the goal of the sheriff's office to train WSOs in the jail to ensure compliance with federal and state laws.

TRAINING

1. Train remaining supervisory staff in Leadership in Police Organizations (LPO)

The Sheriff believes that leadership training is important for our organization to be successful and we want to build upon the success of the sheriff's office well into the future. In 2016, he identified LPO, a nationally accredited program endorsed by the International Chiefs of Police Association and the flagship leadership course of the Wisconsin Department of Justice, Training and Standards Division, as the leadership course for our agency. The goal of the sheriff's office is to ensure that most, if not all command staff who have not yet attended this course, complete the training.

2. Send patrol staff to technical crash training for improved basic crash investigations

In an effort to enhance the basic traffic crash investigation skills of our patrol staff, our goal is to begin sending all patrol staff to technical crash training to build upon their basic crash investigation skills that they receive as part of the academy and their field training program. This will help to spread out the crash investigation responsibilities so that our crash investigation team can focus more on serious crashes and our patrol staff will be able to give appropriate time and talent to the less serious, yet equally important crashes.

Stay Safe in Service of our Citizens