

Dodge County Sheriff's Office Annual Performance Objectives

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JANUARY — DECEMBER 2020

PURPOSE

The Dodge County Sheriff's Office has identified objectives projected to be completed during the 2020 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 2020. 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 once again focus on in 2020 will be growing leaders and accountability to the public. We will do this by continuing our efforts to reinforce excellent leadership principles within our agency, setting a high standard for performance and providing training to our staff for the purpose of enhancing their skills and providing opportunities for growth and advancement. We will make decisions and create agency initiatives that enhance the abilities of our staff as we continue to ensure we do the basics well.

As we work hard to fill our vacant positions in the agency, we see this as an opportunity to impact the future of the office for generations to come. We will continue to remain a positive, professional agency and we will embrace the opportunities that come with change while also maintaining some of our time honored traditions.

We will accomplish our core strategy by striving to accomplish this year's key performance objectives that are based on the mission and vision statements of the organization in conjunction with our core values of Integrity, Accountability, Teamwork, Leadership and Service.



DODGE COUNTY SHERIFF'S OFFICE

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.

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.

KEY PERFORMANCE OBJECTIVES

AGENCY OBJECTIVES

1. Facilitate a smooth transition to the County's Tyler Munis Financial Software

Dodge County has begun implementation of a new financial system that will impact the operations of the sheriff's office. While many have received training and the system is already being implemented on January 1, there will be a learning curve that will take place well into the year. It will be imperative for staff to be patient while the system is implemented and tweaked to make it work for Dodge County. Staff will need to attend ongoing training with finance, information technology and other subject matter experts to become proficient.

2. Leadership skills

Our agency will continue to develop our leaders, especially those in formal leadership positions. This will be done through continued training, coaching and mentoring. The Leadership in Police Organizations (LPO) model has been selected, not because it is different than other leadership trainings, but because it focuses on identifying the traits and theories of differing leadership styles. LPO teaches our leaders how to be the best leaders they can be. By choosing one leadership course it provides an opportunity for all of our leaders to be trained the same way, even while utilizing the differing leadership styles we all possess. This leadership training has been implemented since late 2016 and has been a very beneficial and effective training tool that will continue throughout 2020.

3. Employee development

We will continue our staff development, specifically in the area of promoting supervisory accountability, high standards of performance and excellent professional standards. By doing so we will create an environment where our employees can and will thrive.

4. Intelligence led/data driven agency

Our goal has always been to be an intelligence led/data driven agency. This first required implementing an effective countywide records management system (RMS). With that process now complete and quality information having been collected for two full years, we are for the first time in history able to effectively analyze crime data and other data to be more proactive. We now have the ability to implement an analysis program called CompStat Management Dashboard and Command Staff Productivity Dashboard. These programs are an add-on to our Spillman RMS and are intended to provide excellent data to sheriff's office administration for effective deployment of our staff and resources. In addition we will be implementing Microsoft Teams to better communicate between divisions as we continue to improve communication of our intelligence/data driven initiatives.

5. Agency instructors

The agency will work to develop instructors by identifying our agency needs and establishing a standard of how many instructors each discipline requires. This will provide clarity to staff of the opportunities available to our staff while also providing expectations to our supervisory staff for maintaining adequate agency instructors. It is also our intent to cross-train our instructors in instructor development/instructor scenarios.

6. Critical incident stress management/peer support

Continue to improve our capabilities and availability of these programs to our staff.

KEY PERFORMANCE OBJECTIVES

PATROL DIVISION

1. Crash Investigation Training

The patrol division will undertake a division-wide crash investigation strategy. This will entail providing high level crash investigation training to all members in the patrol division. As a result, patrol deputies will possess a higher level of skill upon initial response to any crash scene. This will facilitate better investigation of basic crashes and will provide more complete initial investigation of serious crashes prior to being turned over to specialized crash investigators when needed.

2. Geographical Responsibility

It is our goal to initiate a geographical responsibility approach to our problem oriented policing strategy. This approach will assign specific areas of the county to specific deputies. The deputy assigned to those areas will be responsible for understanding the needs of that particular community and finding ways to address re-occurring problems and issues. This approach will encourage deputies to take ownership in that community in an effort to provide better service to our citizens. We will pilot this program in areas of the southwest quadrant of the county before rolling it out county-wide to determine effectiveness.

3. Evidence Technician

It is imperative that each shift have trained evidence technicians that can be called on to assist deputies and detectives in processing complex crime scenes, as well as, less complex scenes when valuable evidence may be present. A detective will not always be available to process evidence and our goal is to train two deputies per shift in this specialty to provide better service to the community.

4. Crime Scene Management Training

Our agency wants to increase the ability of staff to manage a crime scene effectively and efficiently. While our staff possesses the basic knowledge and skills of crime scene management, there is always room to improve. By training our front-line staff and supervisors to better manage scenes, we can free up our detectives to conduct interviews and more efficiently conduct investigations. We also want to train our staff in detective level photography and evidence collections (see Evidence Technician above) to further our employee skills. This will provide better crime scene management while also training our staff for future opportunities when vacancies occur in our Criminal Investigations Division.

5 Report Writing/Evidence Training

These are two areas which have been identified as areas for improvement. Again our staff is capable of performing these tasks, but we want to enhance their abilities. It is our goal to develop high level performance standards, provide in-service training and excellent supervision to improve on the work product of our employees.

6. Garage Renovation Project

As the county works to renovate the now closed jail and current patrol garage space, it will be crucial for sheriff's office staff to be closely involved with this project to ensure the space is utilized to its fullest potential. Staff will be tasked with removing sheriff's office equipment prior to the beginning of the renovation and moving into the new space in late summer/early fall. The space will be utilized for more efficient use of agency equipment and facilities.

KEY PERFORMANCE OBJECTIVES

CRIMINAL INVESTIGATIVE DIVISION

1. Detective development program

Due to vacancies in the Criminal Investigative Division, it is imperative that a development program be created and utilized for the development of detectives that have been in the division for only a short time and future detectives to ensure the quality of investigations that we have enjoyed for many years continues well into the future.

2. Identify and train detectives in Cellebrite technology and an arson investigator

With the recent retirement of one of our cell phone download technicians, it has become necessary to identify and train an additional detective in this area. With the increase in the need for cell phone downloads due to increased technology advances and their uses in criminal activity, it is necessary to explore the need of a civilian employee to conduct Cellebrite downloads and assist in sheriff's office video review and redaction in the future. An arson investigator will also need to be filled with a qualified candidate.

COMMUNICATIONS AND SUPPORT DIVISIONS

1. Successfully mentor and train new team members

With the retirement of three long-time communications officers and a vacant deputy secretary position, it will be a full-time task to recruit, train and mentor their replacements.

2. Plan and execute a full division evacuation drill

The sheriff's office in recent years has implemented what is called the "Beaver Dam Annex". This is our back-up radio system to be utilized in the event that an evacuation is needed from our facilities in Juneau. We will plan and execute a full evacuation from our main facility to test the preparedness and capabilities of our system. This will be done to ensure a seamless transition should an emergency happen requiring such an evacuation so that appropriate service to the community continues with limited interruption.

3. Explore and obtain quotes for communications center renovation and radio replacement

Our radio vendor has informed the sheriff's office that a full replacement of the communications center radio system will be required as the current equipment has reached end of life. As part of that replacement of the radio system, it makes sense to also explore the renovation of the communications center to ensure the most important communications room in the county continues to stay functional and operational for years to come.

4. Cross-train with all Dodge County police agencies on E-referral

A few agencies, including the sheriff's office, have begun the process of sending criminal complaints to the Dodge County District Attorney's Office electronically through Spillman RMS. It is the goal of the support division to work with all police agencies to make this a reality for every agency in the county by the end of December, 2020.

KEY PERFORMANCE OBJECTIVES

CORRECTIONS DIVISION

1. Implementation of Electronic Medical Records

The sheriff's office is responsible for caring for the medical needs of our inmates. Part of that responsibility is ensuring the medical records of those we care for are accurate and available to medical staff for appropriate care of those inmates by medical staff. Electronic Medical Records will not only help to ensure accuracy but will also cut down on cost of staff that would be needed to ensure accuracy of our records.

2. Complete implementation of inmate tablet system

This continues to be a goal of our agency and has been a struggle in locating the best vendor to meet our needs. As new technologies come out related to inmate tablet systems, it has been important to analyze the benefits of these products. We have been able to identify a vendor and we will now 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 in the future.

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 federal 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. This too was an objective of 2019, but due to delays at the federal government level it has been pushed back into 2020. Agreements have begun to put this program into place in the first or second quarter of the year.

4. Completion of the Lexipol Policy and Procedure implementation (Jail Manual)

As the sheriff's office has completed its migration of agency policies and procedures on the law enforcement side, it is now time to complete that same migration from pdf policies to a more current policy program which is reviewed legally by a company called Lexipol. It is a policy manual used vastly across law enforcement and is supported and partially paid for by the county's insurance provider. The module has been purchased with full migration set to be completed by the end of 2020.

Stay Safe in Service of our Citizens

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