

Dodge County Sheriff's Office Annual Performance Objectives

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PURPOSE

The Dodge County Sheriff's Office has identified objectives projected to be completed during the 2021 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 2021. 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 2021 is fine-tuning many of the initiatives that we have put in place over the last several years. We have gone through a great deal of change and we have added a lot of new faces to the agency. Now that the foundation has been laid on what we want to accomplish, we need to build on the progress we have made. We have built leaders all throughout our organization and now we will work to have them utilize the skills they have learned to improve the operational effectiveness and efficiency of our organization.

Over the last several years, change has been led from the top, however, now we look forward to seeing what our trained front line leaders can bring to the table. Administration will continue to bring big picture ideas to our staff, but it is now our goal to allow our staff the ability to build upon that foundation. As the Sheriff it is not my job to micromanage the decisions of my staff, but to guide them in the direction that the public needs us to go. 2021 will show that our staff is up to this challenge and each day our staff will meet the requirements of the mission, vision and core values of the Dodge County Sheriff's Office.



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. Foster a Culture of Good Stewardship

The Dodge County Sheriff's Office will continue our efforts to foster a culture of good stewardship. In 2021 we have set a goal of identifying ways to create efficiencies equivalent to 1% of the 2021 direct expenditures of the sheriff's office (approximately \$185,000). We understand that with annual cost of living increases, increasing cost and necessity of technology, as well as limited statutory ability to raise the county-wide tax levy, we need every employee to be focused on efficiency and effectiveness at all times. Moreover, it is our ethical responsibility to be good stewards of the resources provided to us.

2. Online Training

Our agency has learned that at times it can be very effective to train our staff without sending them to training events outside of the county. Of course there are times when traveling to training is still required and recommended. We have purchased a training platform called Police One Online Training. In 2021 it is our goal to utilize this training platform to not only maintain excellent quality training for our staff, but also cut down on the expenses to the county for attending that training on overtime or incurring travel expenses. We also anticipate that once we are able to fully implement this program, employees will be able to attend far more training than they ever have before and access it during the course of their normal shift, cutting down on those costs to the agency.

3. Individual Goal Setting

The Dodge County Sheriff's Office front line leaders will learn to set meaningful individual goals for their staff. This will be an agency-wide initiative to not simply build leaders at the supervisor level, but to develop informal leaders in our front line staff. While not everyone has goals to promote or be part of a special team, every employee must have goals for improvement and goals for success to be a part of this sheriff's office. It will be a requirement for supervisors to meet with their staff to identify organizational and career goals for each of their employees. This will benefit not only the organization but the employees as well. Finally at the end of the day, this type of goal setting will be beneficial to every citizen we serve as it will enhance the quality of service that the sheriff's office provides.

4. Implementation of the Dodge County Sheriff's Office App

The Dodge County Sheriff's Office App will be going live in the first quarter of 2021. This app will be available for download on Android and IOS and will allow the sheriff's office to better serve the community. Some of the features of the app include the ability to submit a tip regarding criminal activity, drug activity or traffic infractions. While anyone can do this now via the Dodge County Sheriff's Office website, this will allow for an easier method to submit that tip as the app will can be downloaded to your phone and at your fingertips. Additionally there will be the availability to download agency forms for completion and the ability to file a complaint without ever having to call our communications center to speak with one of our communications officers. The Dodge County Sheriff's Office App will also have information regarding active warrants, Dodge County's Most Wanted, information regarding jail visitation or open records requests and much, much more. It is our hope that the Dodge County Sheriff's Office App will better aid us in serving and protecting our citizens and making our services readily available to anyone who has downloaded the free service.

KEY PERFORMANCE OBJECTIVES



PATROL DIVISION

1. Crash Investigation Training

Following our redesign of our Crash Investigation Team in 2020, we will look to now establish an on-call reconstruction unit for in depth crash investigations and assistance at major case crime scenes. This has already started with the appointment of a Crash Investigations Sergeant and we will supplement that position with others who are able to initiate an initial response to these incidents.

2. Community Coordinator

The sheriff's office has had a Community Coordinator position identified, but due to staffing, we have been unable to fulfill the responsibilities outlined by our policy for the position. The purpose of this position will be to lead our problem oriented policing strategy to promote positive relationships with the sheriff's office and our community. A Community Coordinator has been identified for 2021 and the sheriff's office will support this deputy in the successful implementation of the program.

3. Development of SWAT—Team Members and Policies

The SWAT team is in the midst of a change. Our long time SWAT Commander has handed off the team to a new team Commander. We will be sending our new Commander to SWAT Commander school while also training several new members of the team on SWAT operations. Also, it has been discovered by our outgoing SWAT commander, in collaboration with our incoming Swat Commander, that our SWAT policies and procedures are in need of a complete revamp in some areas and need to be developed in other areas to ensure our team is operating at a level that is not only the most professional possible, but also operating in the most efficient and effective way possible. This will also require us sending our more senior members of the team to advanced SWAT operations training.

SUPPORT STAFF

1. Final Evidence Purge

From spring of 2019 through end of 2020, the Dodge County Sheriff's Office Support Staff have been working very hard to reconcile and purge old evidence from the evidence room. Additional photographs and evidence from our secondary vault need to be labeled and cataloged properly, purged as necessary and properly stored as evidence. Additionally all videos from previous video systems must also be purged as necessary. This will allow us to turn off old and outdated video evidence servers and will leave the evidence room in better shape than it ever has been in the history of the Dodge County Sheriff's Office.

2. Efficiency of Operations

The support staff supervisor will create team and individual goals for the support staff team to increase efficiency. Also the support staff supervisor will ensure that all staff have adequate training to act as backups to other roles within the division. During the recent COVID Pandemic it became abundantly clear that our support staff must be cross-trained in all areas and while that process had already been in the works, there is still more work to do.

KEY PERFORMANCE OBJECTIVES



CRIMINAL INVESTIGATIVE DIVISION (CID)

1. Detective Development Program (Continued from 2020)

As a part of the 2020 detective development program, in the fourth quarter of 2020 a detective was assigned to the Drug Enforcement Unit (DEU) on a 60 day rotation to assist and mentor the patrol deputy assigned to the unit. Drug work involves collecting human intelligence from sources on the street and detectives are well trained and experienced on the communication skills necessary to obtain this intelligence. We also hope to have manpower capabilities that allows us to temporarily assign a deputy to the criminal investigations division to provide insight into the job assignment for future promotional opportunities while also giving leadership insight into the potential of that employee.

- Assign a second deputy to the DEU in summer of 2021
- Assign a deputy to work in the CID on a rotating basis
- Send deputies to evidence technician training to assist CID at major scenes
- Send deputies to specialized training to assist CID (Arson, ICAC, etc.)
- Continue with the detective rotation in the DEU
- Develop a proactive social media intelligence plan

COMMUNICATIONS DIVISION



1. Complete Radio and 911 Phone System Upgrade

Everyday, technology around the world changes and the sheriff's office communications center must stay up to date with changing technology to meet the needs of its citizens. In 2021, the sheriff's office will be upgrading its radio communications equipment and 911 telephone system as they are at end of life. The will be replaced so that when someone calls 911 or an emergency responder needs assistance, those calls can be answered and emergency responses will be seamless and flawless as expected by our citizens.

2. Plan and Execute Additional Division Evacuation Drills

In 2020 the Dodge County Sheriff's Office Communications Division completed an evacuation drill to be prepared should something occur forcing our 911 dispatchers out of their work space. In 2021, we will expand on that drill and continue to not only improve our procedures for such an occasion, but also identify deficiencies so that we can improve and correct them. We always want to practice for the worst so when it happens, we can be ready with how to deal with those difficult situations.

3. Develop our Communications Staff Through Excellent First Level Leadership

As we continue to grow leaders, our communication sergeants are taking it to the next level and have identified 8 specific areas of improvement in which they will focus on with their teams. These 8 areas will not only build comradery on each of the four communications shifts, but will make them better at what they do, more successful in their career and most importantly it will assist them in providing the best service possible to the public we serve.

KEY PERFORMANCE OBJECTIVES



CORRECTIONS DIVISION

1. Installation of Body Scanners

The sheriff's office is installing two body scanners in the corrections division for the purpose of eliminating contraband from entering the facility. These body scanners are very similar to that which you would see at an airport and will detect items that are being smuggled in within a person's clothing or other areas of a person's body. One will be installed in the main intake of the jail and the other will be installed in the work release portion of the jail. All inmates will be required to be scanned on entry to the facility. This is a no cost addition to the jail operations.

2. Complete Implementation of Inmate Tablet System (Final Edition)

This has been an ongoing goal for multiple years. Due to technology challenges, completion of this task has eluded us. At the end of 2020 a contract was able to be secured with a vendor to make this project a reality. It our 2021 goal that now that we have identified a vendor, we will implement tablets in the jail in March of 2021. This will provide a great deal of efficiency for staff in completion of paperwork and inmate review of facility rules. It will also provide for educational activities and other activities for inmates to utilize during their stay at the jail. This is important as it keeps inmates engaged in activities which assist in keeping order within the jail. This is a no cost addition to the jail operations.

3. Completion of the Lexipol Policy and Procedure Implementation (Jail Manual)

Lexipol has been a fantastic addition to the sheriff's office and assists us in keeping our jail policies up to date and free from legal challenges. The jail division has gone through and edited the policies to fit the sheriff's office. In 2021, jail administration and the sheriff will go through the final review of those policies and implement them with the majority being implemented in the first quarter of 2021. Upon completion of this project, our agency will be 100% utilizing Lexipol as our policy and procedures manual.

Stay Safe in Service of our Citizens

stay safe in service of our citizens