



# Dodge County Sheriff's Office

## January - December 2024

### Annual Performance Objectives – Sheriff Dale J. Schmidt

## **Purpose**

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The Dodge County Sheriff's Office has identified objectives for the upcoming year to ensure efficient and effective operations in the service of our community. Our annual objectives are developed to enhance public safety, the sheriff's office's commitment to serving the community, and increase the 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 2024. It will also serve as a guide to the employees of the sheriff's office as we strive to meet these goals.

## **Core Objective**

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Our core objective for 2024 is to ensure that the Dodge County Sheriff's Office has a focus on resiliency and mental wellness, while we continue our focus on the career development of our employees. We will offer resiliency training to our entire staff in January of 2024 providing training on how to navigate the many challenges involved with law enforcement work. This will be done in hopes of continuing to better our workplace culture making our agency a desired place to enjoy a career of service to our community. We will continue to provide mental health support to our staff and leadership opportunities. Additionally, we remain committed to training our leadership staff with IACP Leadership in Police Organization training while also providing other leadership training opportunities from the Southern Police Institute, a division of the University of Louisville.

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# **Sheriff's Office Mission & Vision**

## **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.



## **Agency**

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### **Enhance Training Collaboration with area Police Agencies**

The Dodge County Sheriff's Office has always had a collaborative relationship with our partner law enforcement agencies in Dodge County, but in 2024 we hope to enhance those relationships. Our primary focus for 2024 will be to facilitate interagency training with our law enforcement partners. In Dodge County, when there are incidents, often the response is multi-agency. Our staff need to have a unified approach to how we will be responding to those incidents. By facilitating and promoting inter-agency training in all training efforts, we will be able to unify our inter-agency responses to incidents, share our instructor cadre, and provide more opportunities to all agencies for high-quality training.

### **Retention & Recruitment**

With the continuation of national employee shortages and the employment opportunities that exist in the current economy, we must continue to make our current employees a priority to retain them as valued employees. It will be our goal this year to work with the County Administrator and Judicial and Public Protection Committee to ensure our employees find value in their employment. We will also be working collaboratively to address staffing shortages throughout the agency. **It will be the responsibility of every employee to recruit quality candidates for any employment vacancy** within the agency or even throughout the county.

### **Training & Utilization of Incident Command Unit**

The Mobile Command Unit which has been obtained by the county is a valuable resource and a huge upgrade from the unit which we had previously. The acquisition of this Mobile Command Unit provides an opportunity for the use of a vehicle which is usable in situations that in the past was not practical. In 2024, the Mobile Command Unit will be utilized both by emergency management and the sheriff's office and its use will be more closely tracked. Incidents for which the Mobile Command Unit will be used include but are not limited to:

- Community Engagement Events
- Hostage Negotiation Incidents
- SWAT Team Deployments
- Major Incident Scenes
- To provide a meeting space outside of the elements
- Dodge County Fair Mobile Command



## **Jail**

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### **Review & Finalize all Jail Policies & Procedures**

Lexipol Policies and Procedures have been rolled out to staff, however, a thorough review and finalization of our policies and procedures is necessary to ensure efficient and effective operations of the jail continue and proper guidance to our staff is in place.

### **Replace & Train Staff on Self Contained Breathing Apparatus**

This equipment is not only required but necessary to ensure the safety of our staff, inmates, detainees, and visitors should there be a fire or other emergency requiring an evacuation or rescue. It is of paramount importance that we not only provide this equipment but replace and maintain the equipment regularly. Finally ensuring our staff are properly trained ensures that if the equipment is needed, it can be used effectively. In 2024 we will make this a priority to replace our aging equipment and train our staff in this area.

### **Standards & Accountability**

- As we contract with the Federal Government, we are held to higher standards related to the care of inmates and detainees within our facility. As a result, in 2024 we will be adopting the 2019 ICE detention standards and will be adapting our process to comply with those standards.
- Our staff will complete an assessment of our needs via a case study of our jail operations. As a result of our case study, a collaborative effort to address the root causes of areas of concern will be taken to modify operational and administrative procedures to improve staff resiliency and accountability.

### **Training for New Staff**

With the many new employees that we have in the jail, it is important that we provide adequate field training and follow-up training to ensure success. In 2024 we will identify and conduct follow-ups to field training for new correctional officers providing them education to be successful.

## **Patrol**

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### **Agency Instructors**

Our agency instructor core has been a valuable part of our agency. We must now identify new instructors due to retirements to ensure our staff continues a high level of training continues in our agency.



## **Patrol**

### **Law Enforcement Liaison Program**

Our agency has a history of assigning an individual deputy to each town of the county who has no local law enforcement to provide a collaborative partnership toward developing solutions to problem-oriented policing. It is our goal in 2024 to re-establish this program with many of our newer staff and ensure that every town is assigned a deputy.

### **Back to Basics Training**

As we provide training, many times we forget to ensure that we do the basics well before focusing on advanced training. No matter how much training we have, if we don't do those basics well, the rest of our performance will fail. It is our goal to provide basic crime scene response and other back to the basics training in 2024 to ensure we have a solid base of knowledge and operations to build on.

## **Communications**

### **Complete NextGen 911 PSAP Transition**

The state has provided an opportunity to upgrade our communications system to upgrade to Next Generation 911. We will begin our transition utilizing a grant to upgrade our systems from the old copper phone lines to fiber optic lines. We also plan a transition to utilizing Emergency Medical Dispatching, a standardized response to assisting during medical emergencies.

### **Implement Prepared Live 911 Video Streaming**

We will be implementing the use of technology to allow for video streaming from the public in emergency situations. For example, a citizen will be able to stream live via their cell phone video which shows what is actually going on at a scene. Training will be provided to all staff.

### **Create Formal COOP Plan**

With the migration of our backup communications center into the mobile command unit, a formal continuity of operations plan is necessary to ensure that if a move to the backup communications center is required, our staff are properly trained on how to make that transition occur smoothly with little or no disruption to the public during that transition.

## **Support Division**

### **Consolidation of Records**

Our support division will be working diligently to finalize the transition of records from various legacy records management systems doing a final push towards the elimination of multiple systems holding sheriff's office data. This will include the elimination of microfiche, paper, other vintage records, and records held in file director.