

2018 DODGE COUNTY SHERIFF'S OFFICE ANNUAL PERFORMANCE OBJECTIVES



SHERIFF DALE J. SCHMIDT

JANUARY-DECEMBER 2018

PURPOSE

It is the intention of the Dodge County Sheriff's Office to identify objectives to be completed during the 2018 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 2018. 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 2018 is seeking public value in all that we do. We will do this by seeking to create efficiencies wherever possible and ensuring we are being effective at achieving the desired results. We will adopt a problem solving approach in all areas of the organization regarding both internal processes and processes involving the public.

As part of seeking public value, it will be our goal to become a more proactive agency to identify the root cause of problems rather than waiting for calls to come in and being reactive. This approach is called Problem Oriented Policing and will be a driving philosophy of problem solving into the future. With a proactive approach to law enforcement, it is our goal 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 SAFE-
GUARD 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 COMMUNI-
TY AND DEVELOP PROACTIVE
SOLUTIONS TOWARD MAKING
DODGE COUNTY A SAFE AND
ENJOYABLE PLACE TO LIVE,
WORK AND VISIT.*



KEY PERFORMANCE OBJECTIVES

PATROL DIVISION

1. Reduce traffic crashes by 25-50% as laid out in our crash reduction strategy.
 - ⇒ Increase total traffic stops by 50%.
 - ⇒ Modify deployment strategy as determined by research and changing traffic trends.
 - ⇒ Target of one deputy assigned to traffic enforcement each shift supplemented by others as available.
2. Improve investigative and report writing skills leading to a reduction in no prosecution decisions by the district attorney's office and improved decision making regarding arrest decisions.
 - ⇒ Train supervisors in Spillman report workflow, report review and case management.
 - ⇒ Begin arrest, search and seizure training using WebEx videos in conjunction with the district attorney's office and create templates in Spillman to assist with report writing for cases like sexual assaults, burglaries and others.
3. Reduce lost man hours in patrol due to inefficiencies created by reports/call taking.
 - ⇒ Identify most efficient Spillman processes and train staff on those efficiencies.
 - ⇒ Promote use of quadrant substations to reduce travel time to Juneau. This will result in additional time focused on patrol and investigative goals.
 - ⇒ Identify tasks to be transferred to community service officers.
4. Reorganize Recreation Patrol.
 - ⇒ Assign appropriate supervision to manage the program including scheduling and assignment of an appropriate deputy to perform various duties. Direct patrol assignments to maximize effectiveness. Include recreation patrol in FTO process so all deputies are properly trained.

CRIMINAL INVESTIGATIVE DIVISION

1. Improve information sharing between the patrol and detective division (including drug task force).
 - ⇒ Structural design of the sheriff's office reduces the ease of information sharing between divisions. It will be our goal to break down those barriers through technology and innovative processes to improve communication.
2. Increase outreach to public by 25%.
 - ⇒ A part of proactive policing and crime prevention is education of the public. It will be our goal to increase proactive efforts through outreach and education.
3. Reduce evidence room inventory by 50% through transfer/purge process.
 - ⇒ A great deal of time is spent in our evidence room by staff. By changing processes we can purge evidence from our evidence room thereby increasing space and reducing workload.
4. Assist in creating Spillman report templates and training.
 - ⇒ By creating templates in Spillman, we can more efficiently ensure that all elements of crimes are accurately reported and improve the quality of reports. This will allow more time for conducting investigations and reduce the time needed on follow up work.

KEY PERFORMANCE OBJECTIVES

COMMUNICATIONS DIVISION

1. Develop a Dodge County Spillman User's Group.
 - ⇒ The team will be comprised of one representative from each police agency in Dodge County.
 - ⇒ The goal will be to meet quarterly to discuss concerns and maximize the use and efficiency of Spillman software.
2. Facilitate bi-annual Spillman refresher training.
 - ⇒ A patrol lead that will allow for agencies to send new and current employees to attend a session, increasing and encouraging proficiency for all agencies.
3. Work with Land Resources to increase our resource capabilities as it relates to Spillman mapping.
 - ⇒ Scanning and attaching all business and school floor plans, hazardous material information and create map hyperlinks to traffic/public cameras.
4. Increase efficiency for our deputy secretary's workflow processes.
 - ⇒ Work with deputy secretaries to identify inefficiencies in work and assignments and reassign them as appropriate to allow for more effective processes.
5. Explore how Spillman can improve saving evidence needed by the district attorney.
 - ⇒ Discuss attaching 911 calls directly into Spillman and explore alternatives in providing evidence and reports to the district attorney.

CORRECTIONS DIVISION

1. Hire officers to get to full staff.
 - ⇒ This goal continues from prior years due to a shrinking work force. Discuss options to fill vacant positions quickly.
2. Increase efficiency of jail medical.
 - ⇒ Explore options for required medical care in the jail including staffing concerns and exploration of electronic medical records.
3. Explore commissary options.
 - ⇒ Explore vendors to increase efficiency in distribution with the use of inmate tablets. These tablets also have the potential to increase education opportunities and eliminate paper document submission at no cost to the county.
4. Key Control System.
 - ⇒ Implementation of a new key control box for corrections and transport staff to check out keys and other sensitive items such as transport fuel cards.
5. Metal Detectors.
 - ⇒ Install metal detectors to replace failing systems and increase security in the old jail. These will be portable metal detectors that can be mounted to the wall and moved quickly if needed. Not only are they less expensive but they are more effective.

KEY PERFORMANCE OBJECTIVES

TRAINING

Leadership Training – Leadership in Police Organizations (LPO).

- ⇒ Graduate at least 15 people total from LPO in 2018.

Problem Oriented Policing.

- ⇒ Work with the state to identify/create relevant POP training and train all patrol supervisors, field training officers and others.

Human trafficking training for patrol, detectives and administration.

- ⇒ Human trafficking continues to grow and we must keep up with the changes in this criminal activity. Training will be conducted to give options and tools to investigators to address this growing problem.

Arrest, search and seizure and other policy related training.

- ⇒ In-house through WebEx training videos with the district attorney.
- ⇒ Implement Lexipol Daily Training Bulletin.

Evaluation of Supervisors.

- ⇒ Implement a supervisor training program to increase the efficiency and effectiveness of our supervisors, particularly for new supervisors. Reinforcing the command structure and delegating appropriate authority to supervisors allows them to be successful. Withholding that authority is detrimental to their success and is contrary to the goals and mission of the sheriff's office.
- ⇒ Reorganize assignments based on skill set and hours worked rather than seniority based system.

OTHER GOALS

Improve Information Sharing.

- ⇒ Work with the Information Technology Department to develop OneNote, Spillman or similar SharePoint site for improved information sharing.

Improve the Crash Investigation Team.

- ⇒ While this is one of our most successful programs, no program is ever perfect. It is our goal to recruit additional team members from our sworn and non-sworn staff. Also, provide adequate time for our team to investigate crashes immediately following a crash and separate from regular duties rather than assigning it in conjunction to normal duties. It is our hopes that this will make the team more efficient in resolving cases and minimize the impact on shift staffing levels.

Create Community Service Officer (CSO) Positions.

- ⇒ Implement a CSO program of non-sworn staff to handle low level duties such as traffic direction, vacation home and business checks and handle calls for service that do not require a full-time, higher paid deputy. This will allow for deputies to focus more on their investigations and crash reduction efforts.