



Dodge County Sheriff's Office

January - December 2025

Annual Performance Objectives — Sheriff Dale J. Schmidt

Purpose

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 2025. It will also serve as a guide to the employees of the sheriff's office as we strive to meet these goals.

Core Objective

Customer Service must always be at the for front for our staff and is this year's Core Objective. Our Mission and Vision Statements are built around providing the best customer service possible. Customer service is a critical function in any organization, as it directly impacts customer satisfaction, loyalty, and overall business success, and law enforcement is our business. Customer Service in the sheriff's office includes being responsive to our customers inquiries and concerns in a prompt fashion and having empathy by understanding and valuing our customers perspectives. We must also be knowledgeable and well-informed regarding sheriff's office policies and procedures, be excellent communicators and problem solvers, and finally be proactive in anticipating and addressing customer needs before they arise.

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

Integration of Crisis Co-Responder into Daily Operations

The county's health and human services department has implemented a crisis co-responder program to supplement their current crisis mental health services. While we have begun to utilize this position, there are many possibilities to serve the community. This includes individuals in the public and those we serve as inmates in the jail. We will work with our crisis co-responder to establish best practices to meet the needs of all those we serve.

Analyze the Need for a New Law Enforcement Scheduling System

While the county has put significant resources into making the county scheduling system work for our needs, the complexity of our 24-hour-a-day operations does not easily fit within normal scheduling software for normal business hour-type operations. In 2025, we will study what is available in the scheduling market with a request for information and if feasible, we may explore a request for proposals for the 2026 budget year. Of course, any system would need to have full integration with our current payroll system as duplication of data entry will not be an acceptable option.

Retention & Recruitment

With the continuation of national employee shortages and the employment opportunities that exist in our country, we must continue to make our current employees a priority to retain them as valued employees. Even with efforts made in 2024 being significant in this area, there is still work to be done in collaboration with other county staff and elected officials.

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.

Integration of Information Technology Staff into Sheriff's Office

The 2025 Dodge County Budget includes a systems analyst which is assigned primarily to sheriff's office operations. It will be the goal of the sheriff's office to integrate this new position into our organization in a way that will be most efficient for our operations. Our goal will be to set goals and expectations for our staff on how we best utilize this position to its fullest potential. We will identify tasks that sheriff's office employees have previously managed with the support of IT, and we will transition that work to this new position with sheriff's office staff supporting the system's analyst which will free up valuable time to rededicate to our primary law enforcement mission.



Jail

Successfully Integrate Organizational Changes in Jail Leadership

The chain of command structure will be altered in 2025 allowing for a more efficient chain of command for staff and allowing designated leaders a span of control that is beneficial to everyone. The objective includes every member of the division adopting a positive approach to this change, and professionally identifying and navigating any identified challenges as the changes are implemented.

Recruitment of Candidates is a Team Effort

From the Jail's administration to every corrections team member, all will participate as ambassadors in attracting qualified candidates for the corrections officer position. The Jail's success is tied to successful staffing. A grassroots effort by all staff is essential in attracting qualified teammates.

Corrections Training Program Adaptations

An already successful corrections training program must continue to adapt and support new corrections officers as they transition to roles on our four corrections teams. Team Lieutenants will guide efforts in cooperation with a lieutenant and sergeant who will have direct oversight of the field training program. These efforts will enlist the work of all corrections staff, not only our designated field training officers. All new corrections officers need to understand and believe they are a crucial part of their team. Team members will focus on the support of their newest team members as guided by their designated leadership. Additionally, team lieutenants will organize specific, ongoing, scenario-based training within their teams throughout the year.

Emergency Preparedness

Annual training includes emergency preparedness-related topics in the Corrections Division. 2025 will focus on formal and informal review and training on emergency preparedness topics to include response to significant incidents and large-scale incidents to including partial or entire facility evacuations. An Emergency Preparedness Committee will guide this effort based on policy and plans already in place and propose changes and implementations as areas of concern are identified.

Emphasis of Teamwork in a Results Oriented Environment

Successful organizations focus on positive results that move toward objectives and goals. The Corrections Division must be led by those who are driven by results, with every member proactively contributing during every shift. Past success in the corrections division has keyed upon everyone pitching in to get the job done. That team mentality, where every member asks, "What can I do to contribute?" is essential for continued success.



Patrol

Mobile Fingerprint Scanners

In 2025 the Dodge County Sheriff's Office will deploy eight mobile fingerprint scanners for the purpose of ensuring proper identification of individuals involved in illegal activity. Two fingerprint scanners will be deployed on each 12-hour shift. These scanners have the same capabilities as the fingerprint scanner currently in the jail. It is the goal to increase officer safety through early identification of individuals in the community while also reducing the ability of those who misrepresent who they are to law enforcement in an effort to evade accountability.

Criminal Investigations

Senior Victimization Prevention

This will be addressed by providing an efficient response to our Senior's as it relates to concerns for crime prevention and response to offenses committed against seniors. Prevention will include education as it relates to identity theft and fraud prevention. The sheriff's office will take an active role in community education by speaking to our senior groups and providing necessary hand-outs on common fraud against our senior population in Dodge County.

Incorporating a Fraud Checklist

Incorporating a fraud checklist to give to patrol for all fraud investigations. This checklist will help guide patrol in their investigation as well as obtain the necessary information needed for detectives to conduct follow-up. This will also coincide with a solvability rating that will determine if our agency will follow up on the fraud and determine how much time we put into a case to investigate it.

ICAC Investigator

Identifying and training a new ICAC investigator. Due to a retirement in early 2025, we need to identify a new ICAC investigator to help with ICAC caseload.

Mandatory Trainings

Our detectives cover general case assignment which requires them to properly investigate a vast variety of case types. This led us to identify six mandatory trainings for all full-time detectives. Those trainings that are required for our detectives to attend are Death Investigation, Evidence Tech, Sexual Assault, Child Abuse, Fraud, and Interview Techniques. During 2025 we will make it a priority to send all our detectives to these mandatory trainings that they have not yet completed.



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.

Complete Transition from NICE Logger to EVINTIDE

This will allow our dispatchers and admin to all have immediate access to all radio, page and phone recordings on their desktops. We must ensure all have access to our recordings at all times. Recordings are mission critical. When important events happen, our operations needs quick, reliable, and intuitive tools to research, replay, and export critical multimedia recordings and metadata.

Finalize 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.

Emergency Medical Dispatchers

The training of all dispatchers to be certified Emergency Medical Dispatchers (EMD).

Support Division

Re-Organization of Support Staff

In 2025 we will have a second support staff coordinator as we work to unify the two separate support divisions in the sheriff's office into once cohesive unit. We will identify efficiencies and inefficiencies of the past structure. Once those are identified we will work to improve our operations with the goal of reducing workload on our staff, freeing up time and resources to accomplish our tasks more efficiently.

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.