



# Calaveras County Sheriff's Strategic Plan

## 2025-2027



*\*This Strategic Plan was created in its entirety by the employees of the Calaveras County Sheriff's Office and with input from the citizens of Calaveras County.*

# Message from your Sheriff

*“The members of our Calaveras County Sheriff’s Office truly care about public safety and quality of life in our community”.*



*I am honored to serve alongside such dedicated gallant professionals who work daily to protect the place we call home. The members of our Calaveras County Sheriff’s Office truly care about public safety and quality of life in our community. When I assumed office in August of 2024, my priority was to update our agency mission and objectives and work hard to build and maintain a culture of service to our employees and our community. That our decisions shall always be in the best interest of you and those we serve, as this is a fundamental duty. That we remain fully prepared in the ever-developing environment of the twenty-first century and not waiver in our commitment to be both guardians and warriors. My hope is that this strategic plan provides useful and interesting information about our mission, goals, and objectives to guide the services we provide and prioritize planning for the future of our organization’s infrastructure.*

*As your Sheriff, I encourage all to engage in constructive dialogue and I empower participation in charting our course for progress of seamless operations within our office and for the people we serve. As we intensify our efforts, let’s continue to move forward with purpose, compassion, and a shared vision for a stronger community.*

*Sheriff Rachelle Whiting*



# Sheriff's Administration



**Sheriff Rachelle Whiting**



**Undersheriff Chris Villegas**



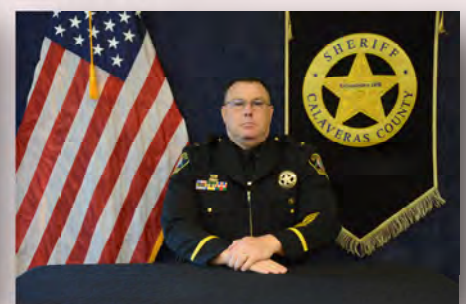
**Captain Ed Ballard**



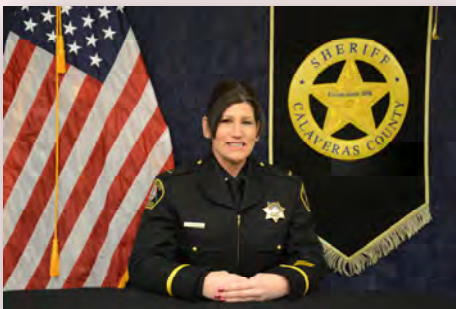
**Captain Tim Sturm**



**Captain Anthony Eberhardt**



**Lieutenant Greg Stark**



**Lieutenant Cheryl Manning**



**Lieutenant Chris Dorsey**



**Lieutenant Kevin Stevens**



**Lieutenant Chad Poortinga**

# Mission, Vision and Motto

## **Mission:**

*To provide competent, transparent and effective public safety services to all, with the highest regard for human dignity through efficient, professional, and ethical law enforcement and crime prevention practices.*

## **Vision:**

*A dedicated Sheriff's Office utilizing community engagement and relationship-based policing to meet public safety needs by committing to improve the overall quality of life of our community.*

## **Motto:**

*Community First.*



# Values

*We, the members of the Calaveras County Sheriff's Office, have dedicated ourselves to public service. By choosing a career in Law Enforcement we recognize the community holds us to the highest standards of conduct. We endure the public trust through our conscious commitment to the following values.*

## **\*INTEGRITY**

*Integrity is the foundation of our profession.*

## **\*COMMUNITY SERVICE**

*Our continuing commitment is to provide quality service to the community with respect, concern, caring and equal treatment of all people.*

## **\*EMPLOYEE RECOGNITION**

*We value our fellow employees, recognizing that the human resource is our greatest asset.*

## **\*PROFESSIONALISM**

*We are committed to maintaining an environment that promotes and encourages a tradition of professionalism.*



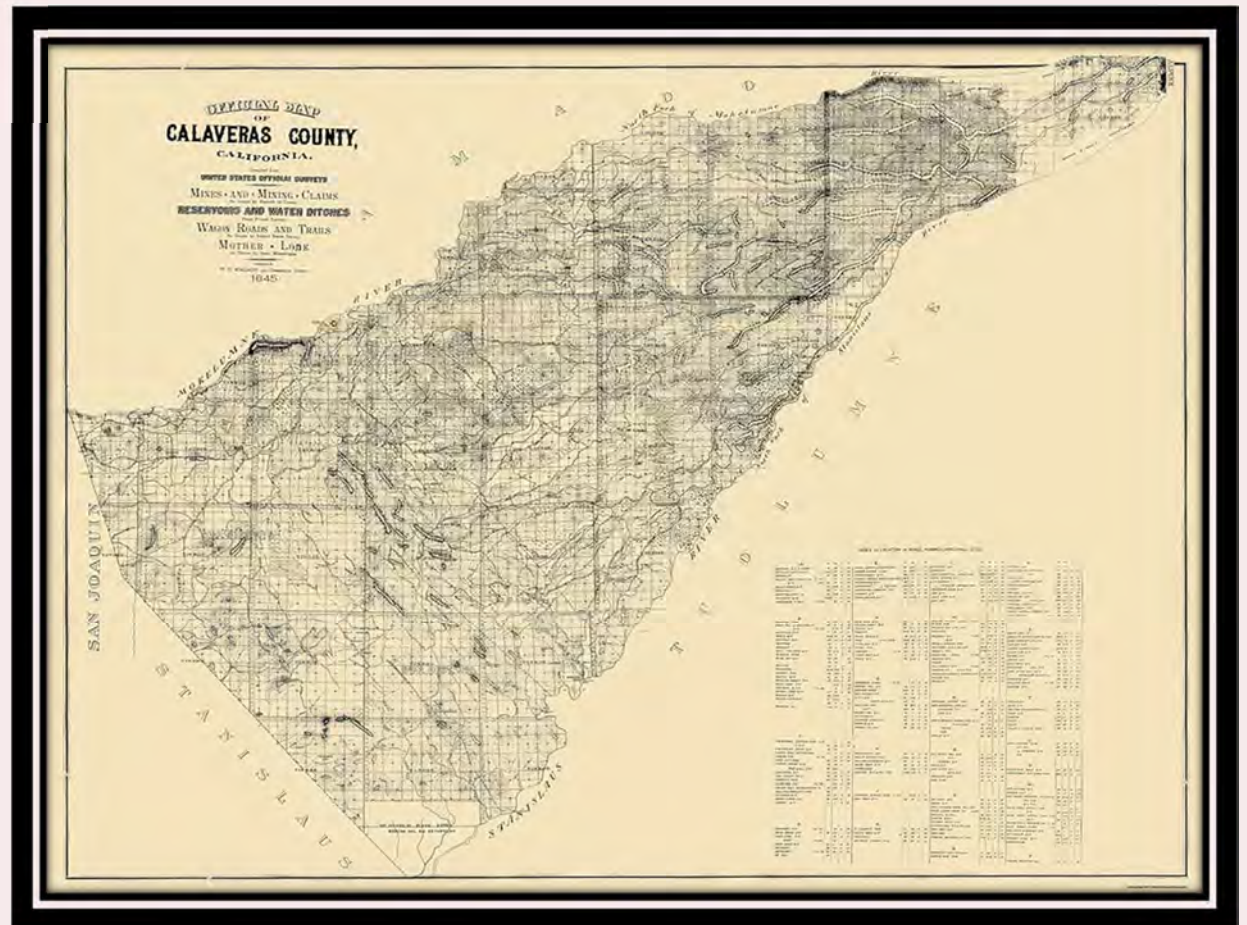




# History

*Calaveras County was established in 1850 as one of the original 27 Counties of California. The Calaveras County Sheriff's Office was also established in 1850. The first Sheriff, John Hanlon was appointed by the people in Late 1849, just prior to our establishment.*

*Our current Sheriff Rachelle Whiting, is our 24th Sheriff, and our first female Sheriff.*



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# **Operation Division**





# Patrol

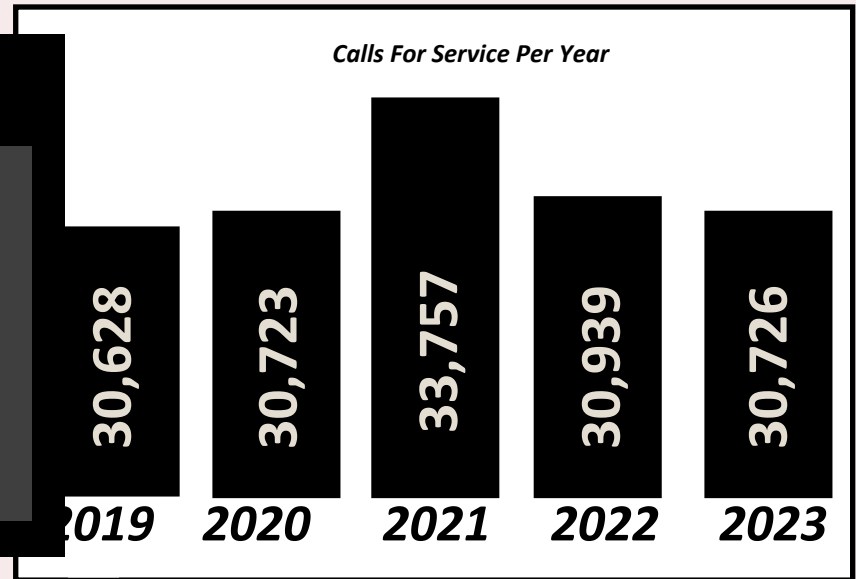
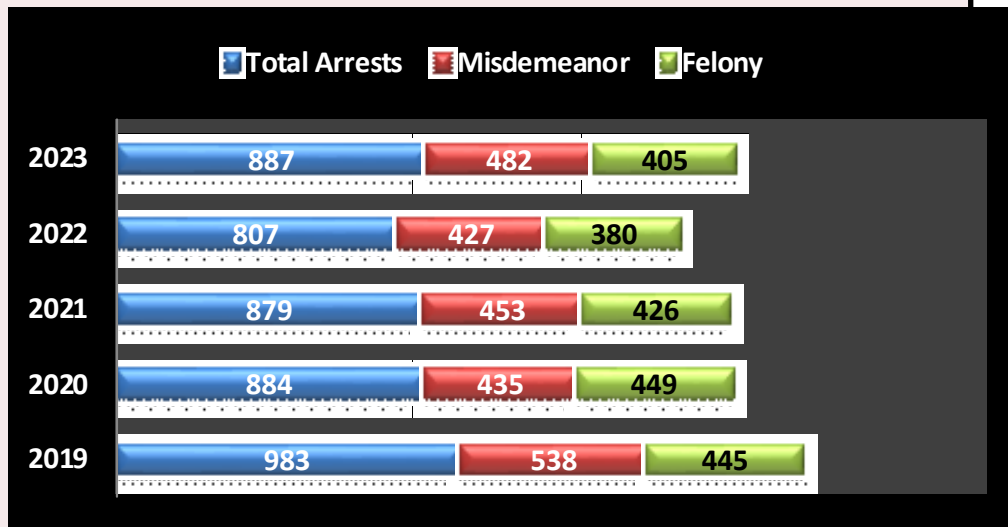


## Mission Statement:

The Patrol Division is committed to enhancing public safety through proactive engagement and problem oriented policing. We are committed to fostering public trust through open communication, community engagement, and collaborative initiatives.

## Teams Current Status:

The patrol division is currently operating with four squads, each consisting of one sergeant, one corporal, and three deputies. Two of the squads are assigned to day shift, working from 6 am to 6 pm, while the remaining two squads cover the night shift, from 6 pm to 6 am. Each shift spans 12 hours, ensuring continuous coverage of the county throughout the day and night. The deputies are responsible for responding to calls for service, patrolling assigned areas, conducting traffic stops, and addressing various public safety concerns. The division is focused on maintaining a visible presence to deter crime and ensure quick response times. Emphasis has been placed on problem-oriented policing with open lines of communication with community members to ensure effective interaction and enforcement action is taken in problem areas during peak hours of demand. Measured success has been seen through constant data collection of high crime areas, offender tracking, and hourly breakdown of when crimes occur. With the constant collection of crime data, patrol sergeants can deploy resources to specific areas to both deter offenders and be within close proximity to common calls for service.



#### Goals:

The patrol division aims to strengthen community relations through proactive engagement and focusing on problem and community-based policing. The integration of advanced technology such as body worn cameras and patrol vehicle mounted cameras have drastically increased accountability, trust, and effective crime investigations. With five deputies on duty per shift, the division seeks to optimize productivity by utilizing data-driven strategies, prioritizing high-crime areas, and streamlining response procedures and protocols. Advanced training in the use of less lethal technologies, communication, and conflict resolution will reduce use of force incidents and improve interactions with community members. Additionally, the division aims to improve officer wellness programs to ensure deputies remain physically and mentally equipped to withstand the demands of the profession and uphold the community's expectations. The patrol division's goals are ultimately designed to enhance public safety while building stronger ties between law enforcement and the communities they serve.

#### Objective:

The patrol division will strive to identify and address the causes of recurring crime and disorder in specific areas verses just responding to individual incidents. This approach involves a systematic analysis of patterns, gathering data, and collaborating with community members and other agencies to develop long-term solutions. This also includes proactive engagement with community members to identify concerns, share information, and develop coordinated efforts to address community concerns. The patrol division will also continue working and improving coordination with detectives from the investigations division to enhance efficiency and effectiveness of criminal investigations. By establishing standard operating procedures related to crimes against persons and property, patrol deputies will be better able to identify key evidence, suspect information, and information gathering, ensuring a smooth handoff of cases to detectives. The division will also strengthen its collaboration with other county services, such as probation, child protective services, and adult protective services, to address incidents involving vulnerable populations. This will ensure a more comprehensive response to family and child welfare cases. Ultimately, these

# Patrol

## Timeline:

### 2025-2026

- Research methods to reduce deputies from being extended on non-priority or non-criminal matters .
- Maximize MDT usage and use to full capabilities.
- Continue moving towards more personnel assigned to patrol. Either work towards increasing the shifts or establishing a Special Enforcement Team dedicated to patrol, who also respond to calls.
- Maximize universal training between squads.
- Implement specific radio channels for direct communication with allied agencies.
- Have a clear understanding of Artificial Intelligence (AI) and how patrol can benefit from it.
- Continue to hire for Deputy 1 and Recruit positions.
- Purchase of 4 new patrol vehicles per year.

### 2027

- Establish day and night special enforcement teams.
- Obtain License Plate Readers (LPR) .
- Implement a patrol drone program.
- Implement AI into report writing and body camera technology.
- Focus on fixing any radio communication problems .

## Execution:

Patrol supervisors will create small committees to address each objective, some of which will overlap. These committees will make the appropriate partnerships to discuss, troubleshoot and address the objective at hand. Some of these objectives will require a funding source. It will be necessary for committees to research grants, if applicable, and work with fiscal staff regarding necessary funding. It may be necessary for a team





# Detectives

## Mission Statement:

The Investigations Unit is committed to delivering timely, high-quality investigative services and crime solving. By developing expertise, partnerships, and current technologies, we will serve the needs of our community.

## Teams Current Status:

The Investigations Unit is a highly skilled and united team known for its expertise in handling complex cases such as homicides, officer-involved shootings, sexual assault crimes, and crimes involving children. The Unit demonstrates great flexibility, frequently adjusting schedules to address the most urgent cases. Having relationships with agencies such as the District Attorney's Office, the Department of Justice, and the U.S. Marshals Service provide more operational abilities. Despite these strengths, the Unit faces some challenges such as; an overwhelming caseload and reliance on external agencies for evidence processing.

**29,981**

Pieces of Evidence Collected  
in 2023

## Objective:

The Investigations Unit's objective is to improve its ability to provide timely, high-quality investigative services that meet the community's needs. By reducing distractions, managing caseloads more effectively, strengthening partnerships, and investing in specialized training and advanced technology. The Unit seeks to maintain its high level of professionalism while adapting to challenges and constant changes in law enforcement.



# Detectives

## Timeline:

### 2025-2026

- Continue to Improve case management, prioritization and individual workloads
- Create teambuilding and team atmosphere to promote a positive work environment
- Work to standardize case flow from patrol to detectives and follow up by patrol
- Add one additional detective to staffing
- Research the positives and negatives regarding artificial Intelligence (AI) and report writing software to enhance writing capabilities for reports and search warrants
- Become efficient analyzing cellular telephones in-house
- Continue to strengthen relationships with neighboring counties and other allied agencies
- Succession planning

## Timeline:

### 2027

- Continue looking to improve technology and training regarding ways to process electronic and physical evidence
- Research technological advances in crime scene documentation and evidence collection to keep our detectives above the curve in evolving technology.

# Detectives

## Execution:

The Investigations Unit's main objective is to increase efficiency in case processing. This will be done by lessening distractions and monitoring assigned cases. We aim to reduce the number of assigned cases to a manageable caseload before the end of 2024. In the next six months, we will seek to implement writing tools like Grammarly and search warrant writing tools to improve the Investigator's efficiency in document preparation. In addition, we would seek a fourth investigator to help lighten the caseload and on-call requirements. Over the next three years, the Investigations Unit will aim to initiate discussions with local crime labs to form evidence-processing partnerships. It will also seek a structured training plan (equivalent to the Department of Justice Officer Involved Shooting response team) and specialized high-tech and financial crime training.

## **Detective Cases 2023**

**243 Felony**

**51 Misdemeanor**



# Narcotics

## Mission Statement:

The Marijuana Enforcement Team (MET) is devoted to enforcing local and state marijuana laws. The team aims to reduce criminal activity related to marijuana and enhance the quality of life in our community.

## Teams Current Status:

The Marijuana Enforcement Team (MET) is currently enforcing marijuana laws to reduce criminal activity, enhance the quality of life for the community, and protect endangered children. The team demonstrates expertise in reconnaissance, surveillance, and supporting major investigations, with a strong internal communication culture, strong Sheriff Technician support staff, and an effective “open-door policy.” MET is well-equipped for eradication operations but faces staffing shortages and challenges in warrant acquisition. The lack of a designated unit for narcotic issues like fentanyl and dependency on external resources, like the National Guard for flights, are limitations to productivity.



## Objective:

The primary objective of MET is to disrupt illegal marijuana cultivation, focus on identifying and eradicating these sites, train Sheriff Service Technicians, and develop leadership within the team. By developing relationships with neighboring agencies, improving partnerships with probation services, and streamlining warrant processes, MET plans to overcome these challenges. Their ultimate goal is to combat illegal

## Timeline:

### 2025-2026

- Continue to Improve case management, prioritization and individual workloads
- Increase the number of illegal marijuana grows eradicated before the end of 2025 while also shifting our focus to indoor operations and fentanyl cases.
- Obtain Class A certifications for one additional member of the team.
- Create teambuilding and team atmosphere to promote a positive work environment
- Add one additional deputy to staffing

# Narcotics

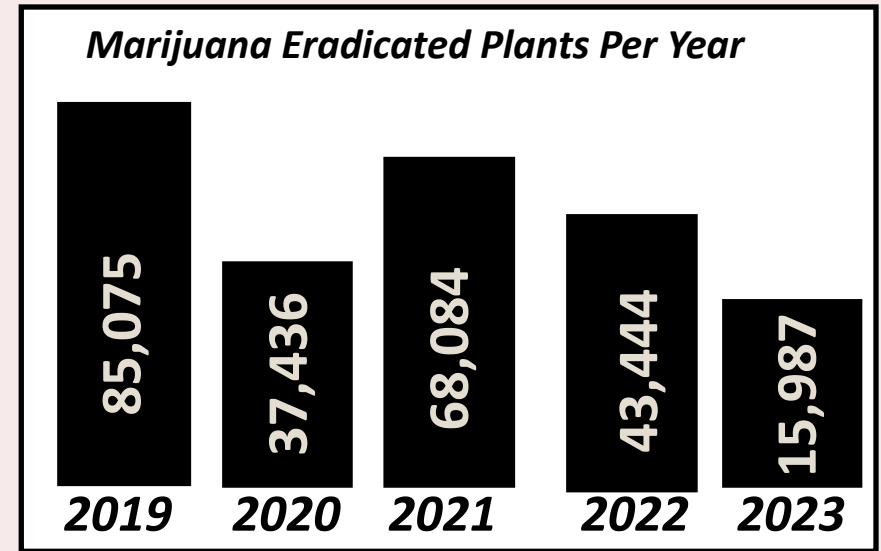
## Timeline:

### 2025-2026 (cont.)

- Seek alternatives to National Guard to conduct flight operations, and funding of these operations
- Continue to strengthen relationships with neighboring counties and other allied agencies
- Succession planning
- Seek additional funding for enforcement activities
- Our primary sub-goal is to restore focus on our primary objective of locating and eradicating illegal marijuana cultivation sites. We will develop leaders and establish member accountability.

### 2027

- To improve our eradication numbers and other narcotic statistics each year.
- Obtain additional Class A license for a 3<sup>rd</sup> member of the team
- Develop Calaveras Narcotics Enforcement Unit to help combat fentanyl and other dangerous drugs in Calaveras County. As it stands, MET and Detectives investigate all other narcotics related cases.
- Seek additional large grant funding opportunities for surveillance and reconnaissance efforts.



## Execution:

In the short term, we plan to prioritize grow eradication before the end of the growing season. Within the next months, we will establish points of contact with at least neighboring jurisdictions and probation services to improve information sharing.

Over the course of the next year, our focus will be on improving the number of eradication, sites and narcotics seized. We will improve the speed of the warrant process through the court system. We will also seek to add one additional Class A driver. Measuring success will involve statistical tracking and comparing them to previous stats and current trends.

# Dispatch

## Mission Statement:

The Calaveras Dispatch Center is dedicated to providing the most rapid, efficient, and appropriate response to any public service need arising in the community.



## Teams Current Status:

Calaveras Dispatch currently has six Dispatch Clerks with two vacant positions (eight total), three Senior Dispatchers, one vacant position (four total). Dispatchers work efficiently and when they get extremely busy with multiple simultaneous emergencies, they work together as a team, even on 12 hour standard shifts. Dispatchers cover short staffed shifts. We have a very well rounded crew with identical training and dispatchers with a wide variety of strengths in different areas. Currently our Mobile Data Terminal (MDT) upgrade is underway.

## Goals:

During this fiscal year, our goal is to increase the staffing levels with at least two new dispatchers to fill staffing shortages and to provide a more stable working schedule for the dispatchers. Future goals will be to fill the open senior dispatcher position and maintain a staffing level of at least nine working dispatchers. The Calaveras County Dispatch center will work on maintaining the current operating equipment and continue to assess any new technology that can improve dispatching. During this fiscal year we would like to work with the local ambulance company to fully implement Mobile RIMS to interface with the dispatch center where dispatchers can provide calls and updates to the ambulances electronically. During the next fiscal year CCSO will need to update the Cradlepoint modems in the patrol cars due to them becoming obsolete and the company no longer supporting the operating systems.

## Objective:

The Calaveras County Sheriff's Office will recruit and vet new applicants with the goal of hiring the most qualified dispatchers to fill the vacant positions. Provide current and new dispatchers with the most current trainings to stay up to date with evolving trends and new technology. Secure funding to replace the Cradlepoint modems in the CCSO patrol vehicles. Maintain the current radio and Mobile Data Terminal (MDT) infrastructure to allow efficient communications within the county.



# Dispatch

## Timeline:

### 2025-2026

- Improve staffing to nine dispatchers or more.
- Hire qualified and dependable dispatch trainees.
- Continue to work with patrol to have Deputies assist with staffing when needed.
- Find creative “outside of the box” ways to improve morale.
- Create teambuilding and team atmosphere to promote a positive work environment.
- Research new dispatching trends, training and equipment that will enhance the efficiency of dispatch operations.
- Troubleshoot phone system issues relating to dropping callers.
- Continue to foster better communication and relationship with all divisions and teams.
- Finish MDT upgrade.

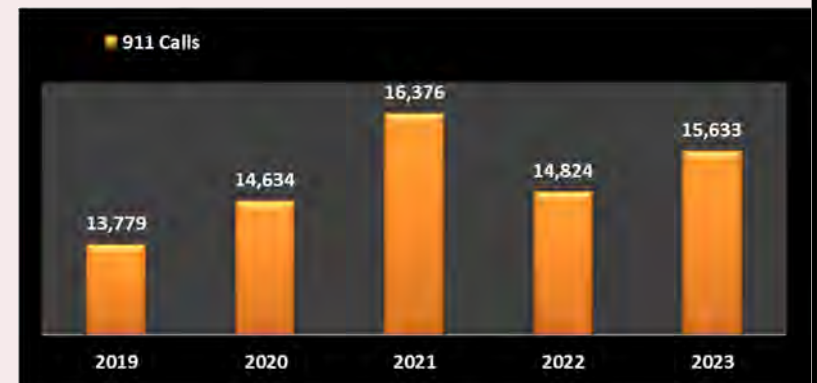
### 2027

- Maintain staffing levels.
- Continue to pay attention to morale.
- Be fully staffed with qualified employees that share a common positive drive.
- Be able to go to in person trainings once staffing is full or close to full.

2023

**30,726**

Calls for Service



## Execution:

To reach our short term objectives we will increase our recruiting efforts and our voice as dispatchers. We will solicit experienced or qualified individuals who have a passion to help people and to help the citizens of Calaveras County. We will continue to rely on our Senior Dispatchers to receive state of the art training in general operations and training procedures and techniques. We will set the bar high for our new employees and ensure we are all working towards a common goal. These tactics will result in a full dispatch center, with qualified people and promote high morale. Our long term goals will be to maintain our short term success. Having a fully staffed dispatch center will allow for proper days off and vacations which maintains morale. In addition, this will allow for in person trainings which will constantly bring us to the industry standard and



# Evidence

## Mission Statement:

The mission of the Calaveras County evidence room is to receive, store and safely dispose of property that comes into its custody while preserving its integrity.

## Teams Current Status:

The Calaveras County Evidence room is operated by one full time evidence technician. This technician is highly trained and skilled in evidence collection and preservation. This technician works with multiple allied agencies to ensure secure transfer of evidence for law enforcement needs.

## Goals:

During this fiscal year the evidence technician will need to find a replacement facility to dispose of narcotics, guns and ammo. This is in response to the current facility (Covanta) closing at the end of the year. Additional goals for this fiscal year will be to create a better drug testing procedure, organize the impound yard, and fix the refrigeration alarm system. Long term goals will need to plan for expansion of the drug room, impound yard, and biohazard storage.

## Objective:

Evaluate suitable replacement facilities to replace Covanta for evidence destruction. Estimate the expansion needs for the drug room, impound yard, and bio-hazard storage. Evaluate the current evidence room technology and test new technology to enhance efficiency.

# Evidence



## Timeline:

### 2025-2026

- Evaluate suitable replacement facilities to replace Covanta for evidence destruction.
- Estimate the expansion needs for the drug room, impound yard, and bio-hazard storage.
- Cross train with other Sheriff's Service Techs.

### 2027

- Evaluate the current evidence room technology and test new technology to enhance efficiency.

## Execution:

The Evidence Technician will stay up to speed on the industry standard and seek further training opportunities. Resources will be contacted regarding evidence disposal and how we will transition from Covanta, this will be a priority. The Evidence Tech will work with chain of command to replace or repair broken items and equipment needs. The Evidence Tech will work with chain of command to address problems, shortfalls, errors and issues with procedures and troubleshoot ways to fix them. It may be necessary for the Evidence Tech to provide remedial training to employees when mistakes are made, or there is confusion regarding proper procedure relating to the evidence room and booking procedures.

# Records

## Mission Statement:

To ensure the integrity of criminal records and to provide timely and accurate service to the public, law enforcement, and government agencies.



## Teams Current Status:

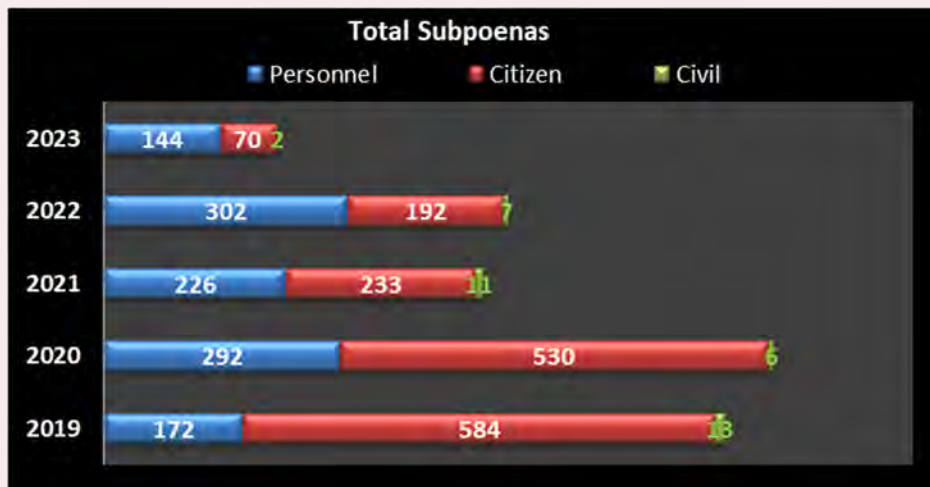
The Calaveras County Records Division consists of one non-sworn records manager and six non-sworn Sheriff Service Technicians.

## Goals:

During this fiscal year the Calaveras County Records division will fully implement electronic e-filing for civil procedures. Future projects will be to cross train records personnel and seek paperless alternatives. This records division strives to ensure prompt and accurate reporting through multiple platforms and many state and federal requirements.

## Objective:

Fully implement the e-filing system before the end of the year.  
Cross train all personnel. Evaluate paperless and other technologies to enhance the efficiency of the records division.





# Records

216

Total Subpoenas

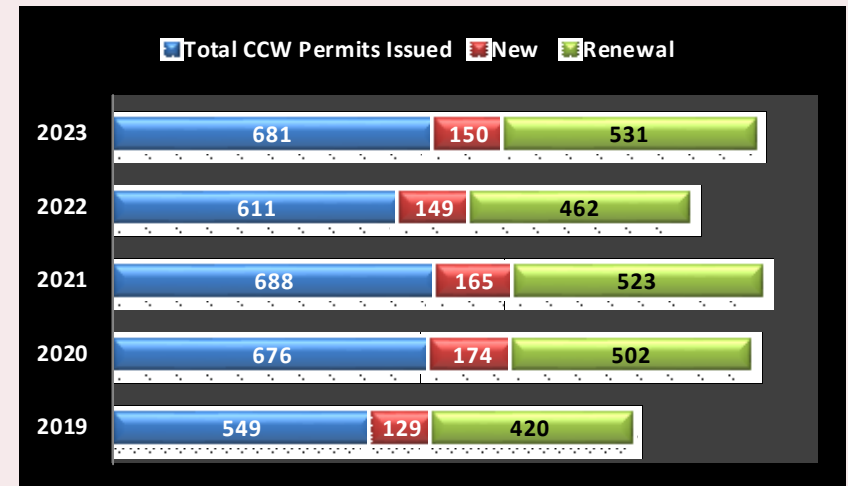
## Timeline:

### 2025-2026

- E-Filing (civil)
- More office Volunteers

### 2027

- Cross train all records personnel
- Look for ways to increase annual revenue
- Go paperless to the extent possible
- Perform a mass purge of documents and then establish a weekly, monthly purge schedule
- Train patrol in records/civil needs
- Switch from Watchguard to Axon



## Execution:

This team will work together to fully implement the E-filing system by the first of the year. We will seek trainings and cross trainings and constantly look for newer and most efficient technologies to enhance the efficiency of the records division. We will continue seeking the best and most up to date technology available.

# Marine Safety

## Mission Statement:

The primary goal of the Marine Safety Unit is to protect the lives and property of people on the waterways of Calaveras County by promoting boating safety through education and enforcement.

## Teams Current Status:

The Marine Safety Unit has one dedicated Deputy and one dedicated Sergeant. Marine Safety is funded by California State Parks, Division of Boating and Waterways, Calaveras Boating Registration fees, and is supplemented by the Calaveras General Fund. The unit currently has two new patrol vessels, and three old patrol vessels. There are two new trucks assigned to the unit. The unit has state of the art equipment including a sonar “tow fish”. Calaveras Marine Safety has built a solid reputation throughout the state. Currently, the CCSO hosts one of the three state-approved boating courses, and we have three instructors who teach in other counties. Allied agencies recognize us for our expertise, and we frequently receive calls from other counties seeking advice about boats, diving, and equipment. This unit actively patrols four major Reservoirs and responds to seven total major lakes for service calls.

## Goals:

During this fiscal year our goal is to obtain a donation for a new dive vessel. The vessel will be equipped with a motor and general electronics. Marine Safety personnel will plan to finish the outfitting of the vessel into a state-of-the-art dive operations vessel. The Marine Safety Unit will continue to conduct trainings and attend training in up to date classes and obtain the newest state of the art equipment for its functions. The Marine Safety Division is and will continue to be a resource for all other California boating units. The Sheriff’s Marine Safety Unit will continue to educate the public on and off the water on personal safety for water recreation.



# Marine Safety



## Timeline:

### 2025-2026

- Obtain a donation for a new dive vessel.
- Have new vessel operational by beginning of 2026 season.
- Continue to conduct trainings and attend trainings.
- Surplus existing Jet Craft Vessel

### 2027

- Seek funding for additional Marine Safety Deputy through the California State Parks or General fund.

## Execution:

The Marine Safety Unit will work with local businesses in regards to the dive vessel build and donation. Staff will work with Sheriff's fiscal staff to use state augmentation money to finish the build of the vessel including outfitting to meet the needs of the team. No general fund money will be used in this project. This will require BOS approval. Training and public education will be done by means of general patrol tactics as well as collaborating to develop an education and communication plan for schools, clubs and programs. The Marine Safety Unit will continue to do public presentations and appearances to be highly visible and to provide education to the public. The above mentioned objectives are in line with the "Safe and Healthy Communities" focus area of the Calaveras County Strategic Plan 2022-2025. The Marine Safety Unit will continue to seek state offered grant money to obtain new equipment to assist in operations in order to not make further impact on the counties general fund.

# Off Highway Vehicle (OHV)

## Mission Statement:

It is our mission to be dedicated to promoting the safe, responsible, and enjoyable use of off-highway vehicles. We strive to protect public lands, preserve natural resources, and foster positive relationships between riders, the community, and law enforcement. Through proactive education, enforcement, and collaboration, we ensure a secure environment for all recreational users while upholding the integrity of our county's diverse and beautiful landscapes.

## Teams Current Status:

The OHV unit consists of one deputy who is funded by a California State Parks grant and the Calaveras County general fund. The unit patrols over 75,000 acres within the Stanislaus National Forest. Currently, the OHV unit is equipped with one side-by-side UTV, two ATVs, and a new patrol truck. The unit receives multiple calls each year for stranded motorists who are lost or stuck in the Stanislaus National Forest. Additionally, the OHV unit assists with Search and Rescue operations when needed.



## Timeline:

### 2025-2026

- Obtain a 4-passenger UTV with the capability to transport injured individuals from remote areas.
- Acquire a trailer to transport all ATVs and UTVs with one truck.

### 2027

- Obtain an additional ATV to replace the aging fleet.

## Goals:

To obtain a 4-passenger UTV with the capability to transport injured individuals from remote areas. To acquire a trailer to transport all ATVs and UTVs with one truck. To obtain an additional ATV to replace the aging fleet.

## Execution:

OHV staff will work with Sheriff's Administration and Fiscal staff to plan for expenditures and capitol purchases prior to fiscal year. These purchases will be sought through multiple budget years. These purchases will need BOS approval.



# **Special Operations**

# Court Security

## Mission Statement:

Our Mission is to provide security and order to the Calaveras County Superior Court, patrons and its Judges. The division will provide for the timely transportation of incarcerated person to and from their court proceedings.



## Teams Current Status:

The Court Security Division is currently staffed by three full time sworn personnel consisting of one Sergeant and two deputies. In addition there are four extra hire deputies that assist in the staffing and day to day operations of the court. Funding for Court Security is provided by the Administrative Office of the Courts. Court personnel perform a variety of daily duties. Staff ensure that the interior of the building is secured. Staff operates the screening of all persons that enter the court to ensure no unauthorized items are brought into the court. We provide bailiff duties in the court rooms and ensure the proceedings run smoothly, while providing security for the sitting judges. Court personnel ensure that inmates held at the Calaveras County Jail are transported to their proceedings and returned to the jail upon completion.

## Goals:

The Court Security Division is in the process of meeting with the court to negotiate a more modern Memorandum of Understanding that adequately reflects the current operation of the courts and additional requirements mandated by the court for staffing. During the upcoming year it is the goal of the division to adopt an MOU to reflect the needs of the court and the division. The current funding level from the state has not kept pace with FTE cost and the Sheriff's Office will need to continue to advocate through the State Sheriff's Association for additional funding from the state. It is forecast that at the current funding level the Sheriff's Office will have to address the County Board of Supervisors and seek additional general fund dollars to cover the operational cost of the division.

# Court Security

## Timeline:

### 2025-2026

- Complete new MOU between Sheriff's Office and Courts
- Advocate through CSSA for funding.
- Present funding issues and solutions to the Board of Supervisors

### 2027

- Continue to adequately fund Court Security to ensure the mission statement.



## Execution:

Continue working with the Courts, and County Counsel to finalize the terms of the new MOU. Once all parties agree this MOU will be approved by the Board of Supervisors. Begin to advocate for funding to staff Court Security through CSSA and the County BOS prior to funding running out.

# Adult Detention Facility

## Mission Statement:

The Calaveras County Adult Detention Facility, is committed to fostering a safe, secure, and supportive environment for staff and inmates alike. Our mission is to enhance public safety by upholding high standards of professionalism, integrity, and respect in every aspect of our operations.

We are dedicated to continuous improvement in staff development, operational efficiency, and inmate care, ensuring compliance with Title 15 and Title 24 of the California Code of Regulations. By supporting one another and prioritizing reentry preparation for inmates, we aim to create a lasting positive impact within our facility and the community we serve.



## Teams Current Status:

The Calaveras County Adult Detention Facility team currently consists of twenty-five non sworn officers dedicated to maintaining security and order within the facility, five non-sworn technicians supporting the jail's operational needs, one Sheriff's Service Technician and a sworn Custody Bureau Captain. The Calaveras County Adult Detention Facility is commanded by the Custody Bureau Captain. Custody consists of the detention facility (County jail), work release program, prisoner transportation, court security (bailiffs), and is responsible for the safety and security of persons pending trial or individuals convicted of crimes in Calaveras County. The county jail is the central booking and intake location for all law enforcement agencies operating in Calaveras County. The Sheriff's Office is responsible for the care, custody, and control of individuals arrested in or transported to the custody of Calaveras County. The State of California and federal government impose standards to which the Sheriff must comply. These include minimum square foot living space, nutritional needs, medical and dental treatment and other tax-supported services.



# Adult Detention Facility

## Goals:

Address communication gaps through regular staff briefings and ensure clear expectations are set across all shifts. Formalize and clarify the call-out process to improve responsiveness and accountability. Recognize individual contributions and work on team-building strategies to boost morale and create a supportive work environment. Conduct a thorough review of inmate care practices to ensure compliance with Title 15 and Title 24, with a focus on medical and mental health services and facility safety. Regularly evaluate staff to identify strengths and areas for improvement, guiding training and professional development efforts. Advocate for additional staffing for specialized assignments like Mental Health, CERT, and Classification, allowing better allocation of resources to areas of need. Propose and implement a formal shift bid rotation policy to improve fairness in scheduling and reduce perceived favoritism. Continue advocating for the establishment of a K-9 unit to enhance security and safety protocols. Expand educational and vocational programs for inmates, providing opportunities for rehabilitation and reducing recidivism, aligned with Title 15's rehabilitation focus. Create a staff development program that includes mentoring, training, and leadership opportunities, preparing staff for future promotions. Secure incentive pay for officers in specialized roles, ensuring parity with the Patrol Division and enhancing job satisfaction. Expand training opportunities, including developing an on-site training facility. Continue building a fully staffed training team for specialized certifications like Taser, DeTac, Firearms, and more. Work toward fully staffing all shifts to cover both daily operations and special assignments without over-reliance on overtime. Create an environment focused on rehabilitation, incorporating programs like an Honor Farm, Jail Garden, and vocational training to promote inmate reintegration. Develop a leadership transition plan that ensures smooth succession when senior leaders retire or leave, preserving operational continuity.



## **Total Bookings in 2023**

**925 Male Inmates**

**318 Female Inmates**

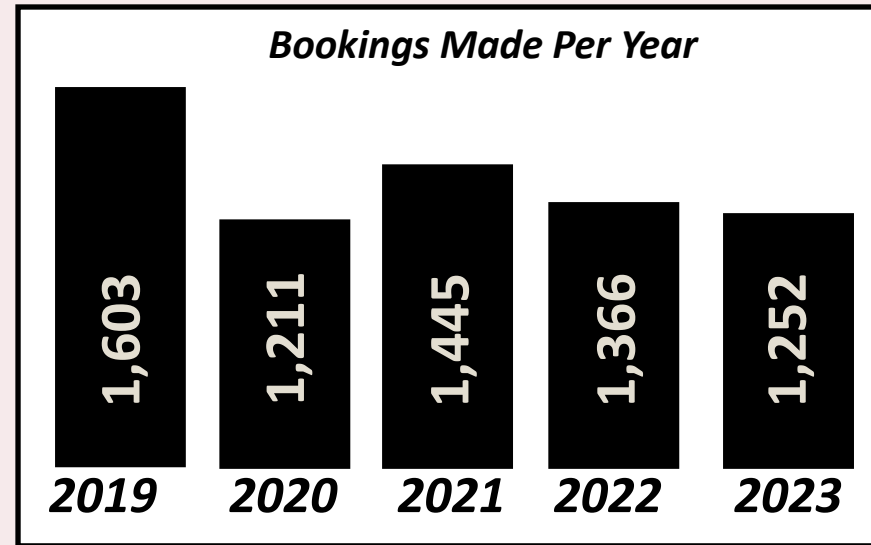
# Adult Detention Facility



## Timeline:

### 2025-2026

- Address communication gaps through regular staff briefings and ensure clear expectations are set across all shifts.
- Formalize and clarify the call-out process to improve responsiveness and accountability.
- Recognize individual contributions and work on team-building strategies to boost morale and create a supportive work environment.
- Conduct a thorough review of inmate care practices to ensure compliance with Title 15 and Title 24, with a focus on medical and mental health services and facility safety.
- Regularly evaluate staff to identify strengths and areas for improvement, guiding training and professional development efforts.
- Advocate for additional staffing for specialized assignments like Mental Health, CERT, and Classification, allowing better allocation of resources to areas of need.
- Propose and implement a formal shift bid rotation policy to improve fairness in scheduling and reduce perceived favoritism.
- Continue advocating for the establishment of a K-9 unit to enhance security and safety protocols.
- Expand educational and vocational programs for inmates, providing opportunities for rehabilitation and reducing recidivism, aligned with Title 15's rehabilitation focus.
- Create a staff development program that includes mentoring, training, and leadership opportunities, preparing staff for future promotions.



# Adult Detention Facility

## Timeline:

### 2027

- Secure incentive pay for officers in specialized roles, ensuring parity with the Patrol Division and enhancing job satisfaction.
- Expand training opportunities, including developing an on-site training facility. Continue building a fully staffed training team for specialized certifications like Taser, DeTac, Firearms, and more.
- Work toward fully staffing all shifts to cover both daily operations and special assignments without over-reliance on overtime.
- Create an environment focused on rehabilitation, incorporating programs like an Honor Farm, Jail Garden, and vocational training to promote inmate reintegration.
- Develop a leadership transition plan that ensures smooth succession when senior leaders retire or leave, preserving operational continuity.

## Execution:

We will measure success through a reduction in miscommunication and improved efficiency during shift handovers, this will improve overall employee morale. We will evaluate success by monitoring reduced absenteeism, improved shift coverage, and fewer last-minute call-outs, employee morale will be important in this regard as well. We will pay close attention to employee morale and measure team morale through regular feedback, and track career advancement by monitoring staff participation in special assignments and leadership roles. We will create an environment where team members feel valued, supported, and engaged in their work. All of the above will assist in recruitment and retention. Regarding our inmate care, we will measure and track success by regular audits and inspections that confirm the facility's adherence to Title 15 and Title 24. If adjustments need to be made a plan will be forthcoming. Tracking improvements in response times and reductions in procedural errors as key indicators of success will allow us to see our results and determine if adjustments are needed. We will expand literacy and vocational training through partnerships, such as with Mother Lode Job Training, to equip inmates with employable skills. We will introduce structured educational programs to address inmate literacy, personal development, and reentry preparation. We will continue to evaluate current inmate care coordination, including medical and mental health services, to ensure compliance and effective rehabilitation outcomes. The administration staff and service tech will continue to monitor grant and contract deadlines to assure we are up to date on all and to make sure we are using them to the best of our ability. We will use the same plan to assure compliance and readiness for any and all mandated inspections which occur throughout the year. The above mentioned objectives are in line with the "Workforce Excellence" focus area of the Calaveras County Strategic Plan 2022-2025.

# Chaplains

## Mission Statement:

The Chaplains mission is to assist law enforcement with death notifications, religious comfort and advise, search and rescue operations, department functions as well as to provide confidential counseling with members of the Sheriff's Department.

## Teams Current Status:

The Chaplain program currently has one Sergeant assigned as the Unit leader and four members. The Chaplain members are all volunteer and live within various areas throughout the county. Our members all dedicate their time to the Sheriff's Office whenever they are called upon in a time of crisis.

## Goals:

Over the next few years, we would like to add additional members to the unit. This can be done by way of recruiting events or by asking our current members to spread the word. We would like to include our members in more Sheriff's Office events when feasible. We would also like to

## Timeline:

### 2025-2027

- To add additional members to the unit.
- Include our members in more Sheriff's Office events.
- Send our members to any additional training seminars or events and sponsor them, so it is no cost to the member.
- Organize a meeting with our members and any additional Fire Service Chaplain members from within the county to establish better communication amongst all agencies.

## Execution:

Continue to promote the Chaplin program and utilize them. It is Important to include them any time possible to get recognition for the program. This will give them better self worth as well as assist in recruiting efforts. We will strive to include the Chaplin program in it recruiting efforts. We will also strive to strengthen communication between agencies in hopes of bettering our program and strengthening relationships with our allies.



# **Special Teams**

# Special Weapons and Tactics

## Mission Statement:

The mission of our SWAT Team is to serve our community through highly trained, rapid-response interventions during critical situations.

We prioritize the safety of civilians and deputies while effectively resolving high-risk incidents with precision and professionalism. Our commitment to continuous training and readiness ensures we remain prepared to face any challenge with honor and integrity.



## Teams Current Status:

The Special Weapons & Tactics (SWAT) team is comprised of sixteen sheriff personnel to include one lieutenant, four sergeants, five corporals, and six deputies. This unique and highly specialized unit is comprised of all volunteers. Sworn deputies who aspire to become members of the team must pass a rigorous selection course followed by successful completion of the FBI's Basic SWAT School. Fully qualified members of the team conduct continuous monthly training in numerous tasks such as hostage rescue, apprehending barricaded and violent subjects, and executing high risk warrants. Members of this team are always on recall status and must report for duty immediately upon being summoned when not already on duty. Our SWAT team and neighboring county teams often support each other when requested during critical incidents. The highest standards are demanded of all team members to ensure readiness for any critical incident requiring a highly specialized response.

# Special Weapons and Tactics

## Goals:

During this fiscal year, the teams primary goal is to further overall efficiency by increasing the number of mandated training hours each month for all team members. Over the last three years the SWAT Team has been summoned to intervene in numerous incidents that resulted in highly armed suspects engaging the team with potentially deadly gunfire in attempts to avoid arrest. These conditions, and the danger to the public if not contained and controlled, demand that team members are trained to the highest extent possible to ensure successful outcomes. Increased training will enhance the team's overall efficiency by enhancing tactics, techniques, and procedures.

The SWAT Team will continue to test and evaluate new equipment and advanced technology to maximize both efficiency and safety. Technological advances are continuously evaluated and tested to determine usefulness during critical incidents.

Moving into the future, team members will begin observing and participating in neighboring counties SWAT Team training to observe and participate in various training evolutions, share information and experiences, and further grow our working relationships.

## Objective:

The Calaveras Sheriff SWAT Team will continue to operate immediately upon called upon to intervene in critical incidents and during planned operations that require a specialized response. The monthly training cycle will continue and increase to ensure adequate training is provided across the multitude of operational tasks. Team members will participate and assist with developing the sheriff's office training center. Construction of this training center is expected to begin this fiscal year, which when completed, will enable both the SWAT Team and all sworn members the ability to train on-site in numerous law enforcement disciplines.

Equipment needs, to include basic individual operator gear and advanced team gear, will be established at the start of every fiscal year to allow for proper budget preparations.

The highest standard of recruitment and team selection will continue to ensure that any loss of personnel on the team will be filled immediately with competent individuals of high moral standards.

# Special Weapons and Tactics

## Timeline:

### 2025-2026

- Further overall efficiency by increasing the number of mandated training hours each month for all team members.
- Purchase new gear for proper and safe deployments and missions

### 2027

- Test and evaluate new equipment and advanced technology to maximize both efficiency and safety.
- Observe and participate in neighboring counties SWAT Team trainings to observe and participate in various training evolutions, share information and experiences, and further grow our working relationships.



## Execution:

The monthly training cycle will continue and increase to ensure adequate training is provided across the multitude of operational tasks.

Team members will participate and assist with developing the sheriff's office training center. Personnel will work together to establish basic needs and gear in preparation for fiscal year to prepare for fiscal impacts and make proper preparations. The team will work on recruitment and team selection and will continue to ensure that any loss of personnel on the team will be filled immediately with competent individuals of high moral standards.

# Calaveras Negotiations Team

## Mission Statement:

The Calaveras Negotiations Team is dedicated to communication and understanding in high-stakes situations. They strive to de-escalate conflicts through empathy, active listening, and strategic dialogue, ensuring the safety and well-being of all involved. By leveraging our diverse expertise and unwavering commitment to collaboration, they aim to build trust and achieve peaceful resolutions, transforming crises into opportunities for positive change.



## Teams Current Status:

Calaveras Negotiations Team (CNT) is comprised of four Deputies and one supervising Sergeant. All members of CNT are full time sworn Deputies who have met demanding selection criteria and successfully completed negotiations training classes. CNT is a collateral assignment. CNT members are on call 24 hours a day, year-round, and provide another tool for Law Enforcement to resolve potentially dangerous situations. CNT also provides mutual aid during crisis situations to other Law Enforcement agencies when requested.

## Goals:

During this fiscal year our goal is to acquire a new CNT vehicle that will aid in the efficiency of the team to conduct its operations. A private donor, who wishes to remain anonymous, has graciously donated funds to purchase a brand-new CNT van. The projected goal is to acquire the van and get the outfitting fully completed by February of 2025. Within the next three years the CNT team wants to upgrade their communications equipment where they will be able to initiate communications wirelessly.

## Objective:

Acquire Calaveras County Board of Supervisors approval to accept the donated CNT van. Select an outfitter to outfit the van with radios, desks, CNT equipment, code 3 and departmental decals. Work with other negotiation teams to determine what cordless/wireless equipment will be most suitable for the team. Develop a plan to purchase new CNT communication equipment.



# Calaveras Negotiations Team

## Timeline:

### 2025-2026

- Acquire Calaveras County Board of Supervisors approval to accept the donated CNT van.
- Select an outfitter to outfit the van with radios, desks, CNT equipment, code 3 equipment and departmental decals.
- Work with other negotiation teams to determine what cordless/wireless equipment will be most suitable for the team.
- Develop a plan to purchase new CNT communication equipment.

### 2027

- Maintain training and personnel standards and training.

## Execution:

CNT will continue to seek funding outside of the general fund, when available, to purchase new equipment and provide for training. CNT will continue to work with the current anonymous donor in the purchase and build of the new response vehicle.

# Explosive Ordnance Disposal

## Mission Statement:

To safeguard lives, property, and the community by expertly identifying, neutralizing, and disposing of explosive threats. Through rigorous training, advanced technology, and unwavering teamwork, we respond swiftly and safely to emergencies, ensuring public safety and maintaining readiness to face any threat, anytime, anywhere.



## Teams Current Status:

The Calaveras County Explosive Ordnance Disposal (EOD) team consists of one sworn Lieutenant who is a certified EOD technician through the Federal Bureau of Investigations (FBI) and Hazardous Materials School (HDS). The EOD team has six additional full time sworn Deputies who are

## Goals:

During this fiscal year the EOD team wants to send one member to the FBI/HDS EOD Technician certification course increasing the level of certified EOD technicians to two. We would like to send some of the remaining members to the Energetic Materials Training and Research Center (EMTRC) for basic EOD response training.

Long term goals will be to add two more FBI/HDS certified EOD technicians to the team. FBI allows our team to have four certified EOD technicians. Additional long-term goals will be to upgrade the EOD equipment including augmenting the x-ray with digital "real time" panels, upgrading our explosive transportation devices, and updating our robotic capabilities.

# Explosive Ordnance Disposal

## Timeline:

### 2025-2026

- Send one member to the FBI/HDS EOD Technician certification course increasing the level of certified EOD technicians to two.
- Send the remaining members to the Energetic Materials Training and Research Center (EMTRC) for basic EOD response training.
- Begin succession planning.

### 2027

- Add two more FBI/HDS certified EOD technicians to the team.
- Upgrade the EOD equipment including augmenting the x-ray with digital “real time” panels.
- Upgrade our explosive transportation devices.
- Updating / Upgrading our robotic capabilities.

## Execution:

Training costs for the EOD team are very expensive, due to this EOD personnel will plan early in the fiscal year budget cycle for these costs. It will be necessary to justify these expenditures to the BOS for approval and to the CEO. The unit will seek any available federal grants which would assist in meeting our goals. Due to the cost of evolving equipment and training, careful thought and planning will have to be considered over an extended period of time. This team will need to work close with allied agencies for perishable skills training and to stay up to the industry standard as to equipment needs and practices.

# K9

## Mission Statement:

The Calaveras County Sheriff's Department Canine Unit strives to provide a high level of quality service and protection to our community and to lend support to field officers.

Professional service is provided by locating, controlling and apprehending criminal suspects, narcotic detection, crowd control, locating missing persons, public awareness demonstrations and other law enforcement related functions which are available only to well-trained handler/dog teams. The canine unit is dedicated to professional service through high standards of weekly training and on-going education of handlers and trainers.

The canine team is proud to be a daily deployed and utilized special unit provided to the citizens of Calaveras County.



## Teams Current Status:

The Calaveras County Canine unit is comprised of one Sheriff Patrol Sergeant. The Calaveras County Canine unit is a volunteer unit, which is highly skilled and specialized in patrol operations as well as special weapons and tactics operations. The Calaveras County Canine unit assists in tracking, locating and apprehending hidden, barricaded and violent subjects in all environments.

The unit is also capable of narcotics detection and article searches. The members of this unit are subject to recall and must report for duty immediately upon being summoned. The members of this unit complete post mandated training multiple times a month for a minimum of sixteen training hours per month, however training is always continuous to ensure a high level mission readiness.

## Goals:

During this fiscal year, the Calaveras County Canine unit's primary goal is to further overall effectiveness by increasing the number of canine/handler teams within the unit. Within the last couple of years, the need for a canine team to respond to callouts for fleeing subjects wanted for violent crimes, narcotics detection and tracking has increased on the patrol level as well as SWAT operations and SAR operations.

The Calaveras County Canine unit will continue to monitor well-disciplined deputies, proactive policing efforts and competency to ensure recruitment of deputies with the highest of moral standards to ensure success for the demanding position.



# K9

## Timeline:

### 2025-2026

- Add an additional canine/handler team.

### 2027

- One canine team for patrol shift.
- Adding at least 1 new K9 vehicle to the fleet.



## Execution:

The Calaveras County Canine unit will continue to lead from the front in day-to-day patrol operations. The Calaveras County Canine unit will continue to train above the standard to ensure quality service to the community and maintain critical skills as a canine/handler team, which will increase efficiency, safety and successful field deployments. The Calaveras County Canine unit will coordinate with patrol operations to ensure COPPS/POPPS projects are being addressed in a timely manner. The Calaveras County Canine unit will assist patrol and investigation units with in-depth narcotics investigations in high crime areas known for drug use to help reduce narcotics use, sales cases and overdoses within the community. The Calaveras County Canine unit will continue to utilize a high visible policing approach to deter crime within the county. Equipment needs, to include basic gear, advanced gear and advanced training, will be established at the start of each fiscal year to allow proper budget preparations. The acquisition of new patrol K9s will be discussed with Sheriff's Administration and Fiscal Staff to plan for cost. This team will strive to fund these expansions and additions through means other than the general fund including but not limited to fundraising.





# Bike Team

## **Mission Statement:**

Our Mission is to provide dedicated service, enhancing community safety and engagement through proactive patrols, effective law enforcement, and meaningful outreach. Leveraging bicycles' mobility and accessibility, the team strives to foster trust, promote public safety, and strengthen relationships between law enforcement and the citizens we serve.

## **Teams Current Status:**

The Bicycle Team currently includes a Captain and a Sergeant. Efforts are underway to re-establish the team as a robust operational unit capable of serving the community effectively. While the team is operationally prepared, it requires additional training, resources, and enhanced community outreach efforts to reach its full potential. Plans include expanding coverage to all lakes and special assignments, ensuring a greater presence in key areas. The team is actively pursuing donations and funding sources to support this revitalization, increase personnel, and facilitate the transition to e-bikes.

## **Goals:**

Patrol all Events in the County and Provide high-visibility patrols at local events such as festivals, parades, and sporting events to ensure a safe environment for attendees. Enhance responsiveness and visibility in areas with high pedestrian traffic, fostering a sense of security and accessibility. Enforcement through a focused presence, proactively address quality-of-life concerns such as illegal parking, loitering, and minor disturbances. We strive to deter criminal activity with agile and mobile enforcement strategies that maximize the team's coverage and effectiveness. Community Outreach which will strengthen community trust and rapport by engaging with residents in an approachable, interactive manner during patrols and events. We will promote education on safety topics, including bike safety, traffic awareness, and crime prevention, empowering the community to maintain a secure environment.

# Bike Team

## Timeline:

### 2025-2026

- Present administration with comprehensive plan to re establish team.
- Patrol all events in the County .
- Fiscal plan including what bikes to use.

### 2027

- Be fully operational.
- Establish relationships with adjoining counties to provide expertise and training.
- Continue recruitment efforts focusing on retention.



## Execution:

Training and development by conducting a certified bicycle patrol training course for all team members. Develop advanced skills in maneuverability, pursuit, and crowd navigation. Resource allocation procure which will consist of necessary equipment, including patrol bicycles, safety gear, and maintenance tools. Allocate funding for uniforms and promotional materials to raise visibility and professionalism. Operational expansion by recruiting and training additional deputies to ensure adequate coverage for all major events. Community engagement programs such as organizing bike rodeos and safety workshops for children and families. Partner with local schools and civic organizations to promote the bike team's presence. Develop schedules to rotate patrols effectively across rural and event-heavy areas. Work with Sheriff's administration and fiscal staff to seek fiscal year funding for bike replacement. This funding can be sought through other means in addition to the general fund including but not limited to fundraising.

### Mission Statement:

The mission of the Calaveras Cold Case Task Force is to solve cold cases and to identify unidentified human remains in Calaveras County.

# Cold Case

### Teams Current Status:

The Cold Case Task Force is well-staffed with high-level experience and expertise. It now operates as a task force, meaning member participation occurs from several agencies. A primary achievement of the Task Force is its creation and assignment as a non-profit corporation (organization). The team operates under an advisory board that includes experts in the assigned roles.

The Cold Case Task Force is currently financially successful and prides itself on being a relevant organization for Cold Case Investigators. Its makeup is notable in its varied strengths, and the Task Force membership includes distinguished experts in its fields. The composition of the membership, along with the Task Force's independent tax-exempt status, sets it apart from any neighboring and potentially statewide team.

Industry experts have noted that the Task Force's model, in its current form of membership and status, is worthy of replication on a national level.

### Goals:

The primary goal of the Cold Case Task Force is to (continue) to solve cold cases and to identify unidentified human remains in Calaveras County. The task force hopes to increase its membership numbers and may elicit additional help, such as pro-bono genealogy work from community members.

The Cold Case Task Force intends to provide other agencies and jurisdictions with an operating model so that they can assemble cold case units of similar composition and funding.

### Objectives:

Funding is the key to the Cold Case Task Force's success. The objective of obtaining long-term funding must be met for the goal of identifying unidentified human remains to remain a team priority.

### Execution:

The Cold Case Task Force will seek state or federal grants and private funding sources. It will also examine available talent and expertise from within and outside law enforcement agencies to recruit additional members.

### Timeline:

#### 2025-2027

- Continue fundraising
- Focus efforts on solving existing open cold cases and open currently closed cases for further investigation.





# Search and Rescue

## Mission Statement

Our mission is to aid the lost, injured, and imperiled in the wilderness or remote areas.

## Team Current Status

The Calaveras County Sheriff's Office Search and Rescue Team consists of one Captain, two Lieutenants, two Sergeants, one Corporal, and six Deputies, all trained in contemporary search management techniques. In addition to the sworn staff, the Sheriff's Office oversees a roster of forty Volunteers who are trained in various skills relevant to searching both rural and urban areas. The team's high level of proficiency has enabled them to provide mutual aid to various jurisdictions across the state. With the exception of the new equipment vehicle, all remaining vehicles are approaching or exceeding their expected operational lifespan and have begun to incur significant repair costs. Additionally, our team meetings and monthly training sessions are conducted in a small facility that has become increasingly overcrowded due to the growing number of volunteers, which is hindering the effectiveness of our training events.

## Goals

The priority of the team is to focus on recruiting and retention of volunteers. The biggest short-term success to set up future successes is maintaining sufficient numbers on the volunteer search and rescue team and providing continual training. Continue to utilize working committees comprised of sworn and non-sworn member to address specific topics. To increase the capability and competency of our search and rescue team, the building of a new facility has been identified as a priority. Add a high occupancy transportation vehicle to the search and rescue fleet similar to a four-wheel-drive van or Expedition. Take possession of the new built Search and Rescue equipment response vehicle.

## Objective

The Search and Rescue Team will continue to work with volunteers to help enhance the success of their fund-raising events and work with county officials to secure annual dedicated funding and seek out additional grant funding. Prioritize and invest in the development of specialized skills, expertise and specialized resources in the following areas: swift water rescue, technical rope rescue, tracking, alpine rescue, all-terrain vehicle search operations and multi-agency and multi-operational period incident management. Explore the possibility of partnering with local allied and county departments to erect a new search and rescue meeting/training/command center near the Crescent Cove Heliport in Hathaway Pines. The new F550 4x4 Search and Rescue Emergency response Vehicle will be completed during the first quarter of 2025. This vehicle was purchased through fundraising and other non general fund monies. This project will have no impact to the county general fund.

# Search and Rescue

## Timeline:

### 2025-2026

- Focus on recruiting and retention of volunteers.
- Purchase new gear for proper and safe deployments and missions.
- Provide continual training.
- Building of a new facility.
- Take possession of the new built Search and Rescue equipment response vehicle.

### 2027

- Test and evaluate new equipment and advanced technology to maximize both efficiency and safety.
- Add a high occupancy transportation vehicle to the search and rescue fleet similar to a four-wheel-drive van or Expedition.



## Execution:

Continue to utilize working committees comprised of sworn and non-sworn members to address specific topics. We will enhance the success of the SAR fund-raising events and work with county officials to secure annual dedicated funding and seek out additional grant funding. This fund-raising will pay for many projects and required gear. We will explore the possibility of partnering with local allied and county departments to erect a new search and rescue meeting/training/command center near the Crescent Cove Heliport in Hathaway Pines. The new F550 4x4 Search and Rescue Emergency response Vehicle will be completed during the first quarter of 2025. This vehicle has been paid for and will only require direction as to its completion and outfitting.



# Rural Crimes Task Force

## Mission Statement

The Rural Crimes Task Force is dedicated to safeguarding our communities by proactively addressing and preventing crime in rural areas. Through innovative tactics, targeted outreach, and continued education, we strive to create a safer, more resilient rural environment. This environment will ensure that citizens feel safe and empowered to work together and with law enforcement in order to combat rural crimes.



## Team Current Status

The unit is an ancillary duty comprised of one Lieutenant, two Sergeants, two Corporals and three Deputies make up the team. The Rural Crimes Task Force is available to assist community members with crimes related to their cattle operations, large ranches and even assists with recovering stolen property to include heavy machinery and animals. The Task Force is connected with key stakeholders in the county as well as several external agencies throughout the State of California, fostering a broad network for information sharing. This allows for the team to successfully identify suspect(s) as well as recovering stolen property. In addition to its crime prevention efforts, the Task Force oversees the county's

## Goals

The Rural Crimes Task Force has set a goal for 2025 to ensure that more members are available to attend community meetings and provide a more pro-active approach to contacting ranch families to ensure that their expectations are being met.

The team's long-term goal is to establish a registration system for ranchers using combination locks on their properties and gates. This program would grant law enforcement exclusive access in emergencies, addressing situations where locked gates hinder timely responses and potentially lead to damage. Over the course of the next year, our focus will be on improving our availability to community members by setting up community outreach programs. This can be in the form of classroom presentations at local schools or setting up a booth at a local sub-station.

# Rural Crimes Task Force

## Objective

Explore the possibility of partnering with local allied and county departments to enhance the Emergency Access Pass Program. The Rural Crimes Team will continue working with county officials to secure annual dedicated funding while seeking grant funding. Become more active in the California Rural Crime Prevention Task Force. Conduct community outreach and public safety statements regarding relevant rural crime trends. Ensure all members have the basic training relating to Rural Crimes and begin the process of offering enhanced training to expand the teams capabilities.

## Timeline:

### 2025-2026

- Explore the possibility of partnering with local allied and county departments to enhance the Emergency Access Pass Program.
- To secure annual dedicated funding including grant funding.
- Become more active in the California Rural Crime Prevention Task Force.
- Ensure all members have the basic training relating to Rural Crimes

### 2027

- Conduct community outreach and public safety statements regarding relevant rural crime trends.
- Begin the process of offering enhanced training to expand the teams capabilities.

## Execution:

We will partner with allied agencies to expand knowledge and observe operations. We will work with, and educate county officials in order to stress the teams importance, with the goal of receiving additional funding for operations and basic and enhanced training. In addition we will seek out of county grant funding. We will work with county stakeholders to determine public wants and needs.



# Dive Team

## Mission Statement

To provide highly trained and capable Deputies to respond to waterborne emergencies. Recognizing the challenges of surface and subsurface rescues, searches, and recoveries, the team is committed to bringing closure to families and improving community safety.

## Teams Current Status:

The Calaveras County Sheriff's Office Dive Team operates with a blend of experience and new energy, with team members ranging in dive experience, some exceeding fifty dives. The team benefits from equipment, such as custom dive suits, Buoyancy Compensation Devices, and a Tank Fill Station, allowing operational readiness. The dive team faces some challenges which include a lack of a functional dive boat, and limitations with the team's Remote Operated Vehicle (ROV). Besides these challenges, the team remains highly motivated and is supported by administration members with direct experience in dive operations.

## Goals:

The Dive Team will improve its operational ability and member skills within specific timeframes. By mid 2025, all members are expected to attain certifications in Open Water Scuba, Full-Face Drysuits, and ERDI Public Safety Diving. Clear expectations and communication will improve attendance and participation within six months. Over the next year, securing a new dive boat and trailer is desired. The team seeks to implement dive training programs, including deep water, Nitrox, and high-altitude diving certifications.

## Objectives:

The objective of the Dive Team is to enhance its abilities in waterborne emergencies through investments in training, equipment, and team unity. The team is committed to safety and community service while addressing attendance and equipment reliability. The team hopes to uphold its mission to provide closure to families and ensure public safety in aquatic conditions.

# Dive Team



## Timeline:

### 2025-2026

- All members will have certifications in Open Water Scuba, Full-Face Drysuits, and ERDI Public Safety Diving.
- Secure a new dive boat and trailer (see Marine Safety)

### 2027

- Implement dive training programs, including deep water, Nitrox, and high-altitude diving certifications.

## Execution:

See "Marine Safety" for the execution of the new Dive Boat and build. The Dive team will continue to train, recruit and function within the allowances of the general fund. The Dive team is solely funded from line items from the Marine Safety Budget.

# Unmanned Aerial System (UAS)

## Mission Statement

The Unmanned Aerial System Team provides specialized aerial support for the department's units. We focus on assisting in critical missions and scene documentation.

## Teams Current Status:

The Unmanned Aerial System (UAS) Team provides aerial support to the department, including assisting in critical missions, scene documentation, and tactical operations. The team effectively employs short-range drones to provide intelligence and scene documentation. Challenges that limit operational abilities include limited integration with other specialized teams—such as SWAT, EOD, and Crisis Negotiation Teams—and a shortage of licensed pilots.

## Goals:

The UAS Team will enhance its operational readiness and effectiveness by licensing additional pilots to ensure availability. Regular quarterly training will be employed to maintain pilot skills and team involvement. Integration with other department teams is important to maximize the use of the team. The team will seek grant funding to secure advanced equipment, such as long-range UAS aircraft, enhanced thermal imaging, Starlink services, and live-streaming capabilities for expanded operational abilities.

## Objectives:

The objective is to strengthen the UAS Team's role within the department by addressing internal weaknesses, such as pilot shortages and integration limitations, while also seeking opportunities for technological advancement. The team hopes to solidify its position as an essential component in tactical operations and crisis response.





# Unmanned Aerial System (UAS)

## Timeline:

### 2025-2026

- Fill team vacancies.
- License five additional pilots to ensure availability.
- Regular quarterly training will be employed to maintain pilot skills and team involvement.
- Integration with other department teams to maximize the use of the team.

### 2027

- Secure advanced equipment, such as long-range UAS aircraft, enhanced thermal imaging, Starlink services, and live-streaming capabilities for expanded operational abilities.



## Execution:

To meet our goals and timelines this team will focus on staffing and training in order to provide the best service to the county. This team has contacts with other county teams and will train with them to keep up to the industry standard, and strive to stay ahead of evolving technology. This team will seek grant funding and other non general funds for purchasing equipment when general fund is not available. For the success of this team we will need to begin integration into the departments other teams to solidify its place and show its worth as a tool.



# Honor Guard

## Mission Statement

Our mission is to uphold the highest standards of professionalism, respect, and honor in all ceremonial duties. We are dedicated to paying tribute to fallen officers, representing the Sheriff's Office with dignity, and fostering positive relationships within the community. Through precision, discipline and commitment, we strive to preserve the traditions of law enforcement and honor those who serve and sacrifice for the safety and wellbeing of others.

## Team Current Status:

The Calaveras County Honor Guard consists of six dedicated Deputies. Honor Guard detail is a collateral assignment along with the Deputies full time duties. Deputies volunteer to be on the team, some having served in the armed forces, and strive to represent our department during ceremonies and other prestigious events.

## Goals/Objectives

During this fiscal year the Honor Guards goal is to equip the team with new uniforms, shoes, belts, holsters, flags, flag poles, and badges. We will be seeking funding through the Friends of the Calaveras County Sheriff's Office (FOCSO) non-profit organization. Long term goals will be to seek training opportunities to enhance the team's performance.

## Timeline:

### 2025-2025

- Select Team Leader
- Obtain funding
- To equip the team with new uniforms, shoes, belts, holsters, flags, flag poles, and badges.

### 2027

- To seek training opportunities to enhance the team's performance.

## Execution:

This team will seek funding through non general funding sources to buy equipment and supplies needed for the team.

The Team Leader will seek training opportunities and network with other departments for ideas and training opportunities.

# Peer Support

## Mission Statement

The Peer Support / Officer Wellness Group is devoted to supporting department members' mental and emotional well-being. By providing a safe, confidential space and peer support, the group seeks to promote support during personal or professional stress.

## Teams Current Status:

The Peer Support and Officer Wellness Group is a team of representatives from all units, including patrol, dispatch, and administrative roles, that provide a broad range of experiences and perspectives. This group helps allow for deeper connections among department members. However, the team faces challenges, such as limited access to advanced training due to budget constraints and difficulties coordinating meetings because of conflicting schedules. The group is known for its commitment to providing emotional support to members, and it takes pride in the depth of personal connections that have developed.

## Goals:

The Group will improve its success by increasing the frequency of peer support meetings to strengthen team mentality and develop skills. They will explore affordable training opportunities to equip members with up-to-date techniques for managing stress and supporting peers. Another key goal is formalizing a regional peer support group to leverage training resources and expand reach. The team plans to increase awareness and participation in the Peer Support program within the Department.

## Timeline:

### 2025-2026

- Increase the frequency of peer support meetings to strengthen team mentality and develop skills.
- Explore affordable training opportunities to equip members with up-to-date techniques for managing stress and supporting peers.

### 2027

- Formalize a regional peer support group to leverage training resources and expand reach.

## Execution:

The Peer Support and Officer Wellness Group will create a framework that supports the mental and emotional well-being of Department members. The Group desires to build a strong and unified team capable of providing peer support by addressing immediate challenges like budgetary constraints and scheduling conflicts. Improving regional partnerships and increasing knowledge of the program are steps toward long-term success.

# Volunteers

## Mission Statement

To serve the Public by providing non-law enforcement support to the Sheriff's Office with a commitment to ensure a safe, enjoyable, crime free community for our residents, businesses and visitors.



## Unit Current Status:

The volunteer unit currently has thirty two members which includes a Captain, Lieutenant, four Sergeants and one office Volunteer. There are currently four substations located in the county, Valley Springs, Rail Road Flat, Copperopolis and Arnold. The unit patrols the streets of Calaveras County with eighteen marked Volunteer vehicles. The unit conducts monthly meetings which cover past, present and future issues and events. The Volunteer unit serves the public with extra patrols, parades, foot patrol, public relations, and crime prevention to name a few. The Volunteer Unit is a uniformed presence in the public. On average the unit provides approximately 12,000 hours of service divided between being a presence at upwards of thirty nine community events, patrolling the county's roadways, and being present at the four County Sheriff substations.

## Goals/Objectives

During the upcoming fiscal year, begin entering local parades with a patrol vehicle and attempt to interact with the local school districts. Increase the community's awareness of the Sheriff Volunteer Unit. To obtain two additional used patrol vehicles. To obtain new members.

# Volunteers

## Timeline:

### 2025-2026

- Establish redundancy in training for each elected and appointed position.
- Finish decal work on the newly painted patrol vehicles.
- Individualize number of positions held.
- Establish units to assist with selected projects that may be presented by the SO.
- Increase community awareness regarding the function of the Volunteer Unit and through outreach by current Volunteers.
- Attempt to have a Volunteer Unit in the various parades throughout the County.
- Volunteers host a meet and greet with the Sheriff Deputies and Dispatch in the Common area.

### 2027

- Establish recruitment based on a non proselytizing foundation.
- Update the Volunteer vehicle decals to the black and gold.

## Execution:

This unit will continue to enter parades and public county functions to stay highly visible. This will promote the unit and Sheriff's Office in a positive light, and attract new opportunities and members.

The unit will continue to seek new vehicles. These new vehicles are generally older patrol vehicles that have been donated, some by federal entities.



# Substation Needs



**Rail Road Flat (D-Beat)**



**Valley Springs (A-Beat)**

- Replace ceiling acoustical tile (one).
- Deputy desk is a combination of two. Replace it with a surplus jail desk.
- Base station receiving radio to listen to dispatch.
- Sandwich board sign stating the Substation is open.
- Recruiting sign would substitute.
- Small refrigerator.
- Two armless chairs to place by desks.
- New bookcase (low priority).
- Four drawer file cabinet (low priority).
- Panic Button under desk top to connect to dispatch.
- Possible front door combination lock for front door.

# Substation Needs



**Copperopolis (B-Beat)**

- Door combination lock for front door.
- Color and framed photo of the Sheriff.



**Arnold (C-Beat)**

- One gallon of white paint.
- Door combination lock for front door.
- Color and framed photo of the Sheriff.



# Explorers

## Mission Statement

The Explorers mission is to help our counties youth develop into responsible citizens and prepare for a career in law enforcement.



## Unit Current Status:

Currently the program has the ability to have fifteen Explorers, and two supervisors. The rank structure within the explorers is, Observer, Explorer, Explorer Corporal and Explorer Sergeant. Activities the Calaveras County Sheriff's Office Explorer programs may include Traffic and crowd control, assisting at public events, Riding along with deputies, attending weekly training sessions, and performing community service. The explorers also participate in many fundraising activities such as department patch sales and vending machine management, which creates 100% of the revenue for the program, with an occasional donation.

## Goals/Objective

Our goals for this program is to have fifteen highly motivated and active explorers to receive comprehensive training on basic police procedures, traffic laws, report writing, first aid, and basic self-defense techniques. These explorers will actively participate in community events like neighborhood cleanups, safety fairs, and youth outreach programs. They will receive introduction to leadership concepts through team-building exercises and mentoring opportunities accompanied with regular fitness assessments and participation in physical training programs. As the explorers progress through the program we will focus on specialized areas like crime scene investigation, criminal investigation basics, and traffic control. They will then begin to take on more responsibility in community policing initiatives, including conducting neighborhood checks and interacting with community members. We will develop leadership positions within the Explorer post, leading smaller groups on projects and events. They will begin pursuing relevant certifications like CPR, First Aid, and Explorer and Citizen's Police Academy, and create an annual Explorer and Citizen's Police Academy. As they progress they will participate in more in-depth training on topics like firearms safety, use of force, and legal issues in law enforcement, accompanied by regular ride-alongs with sworn officers to gain practical experience in various policing scenarios. We will strive to provide guidance on educational pathways related to law enforcement careers, including college applications and career exploration. Once the explorer is through this training, the ultimate goal is to hire the explorer as a deputy recruit and send them to the police academy. Upon completion they will be hired as a Deputy Sheriff. We will always strive to train and hire people who have grown up or have ties to the County of Calaveras.





# Explorers



## Timeline:

### 2025-2026

- Attain and retain a minimum of ten to fifteen explorers.
- Have matching uniforms for all explorers.
- Continue building curriculum and implement it.
- Attend other explorer academies throughout the state. and start an annual academy for our office.
- Purchase new duty belts, radios, flashlights, handcuffs, jackets, and handcuffs.

### 2027

- Start an annual explorer academy for our office.
- Allow time or overtime to recruit new explorers and employees.

## Execution:

We will continue to recruit high school age members for our program. We will continue to receive buy in from our employees to assist in the training and development of these explorers. We will continue with our fundraising efforts and discover new fundraising ideas for the programs success. Lastly we will network with other counties and programs to bring our program up to standard, and assist with new ideas and joint trainings for the betterment of the programs and the explorers in it.

# Projects



# Coroner Division

## Mission Statement

Our mission is to accurately determine the cause of death of individuals that die within the jurisdiction of Calaveras County. Through a fair, ethical and competent investigation of death; preformed by trained individuals, in accordance with acceptable medicolegal death investigation professional standards, while ensuring the integrity of the investigation and respect for all involved.

## Project Current Status

The Coroners Division will be responsible for carrying out the statutory duties of the Coroner per Government Code Section 27491. Those duties include investigation into the circumstances surrounding all deaths falling within the Coroners Jurisdiction for the purposes of determining the identity of the deceased, the medical cause of death, the manner of death and the date and time of death. Medicolegal death investigation will be conducted countywide on all homicides, suicides, accidents, suspicious and unexplained deaths. Other duties of the division will include notifying the next of kin, safeguarding personal property, collection of evidence and completion of mandatory records and documents.

The absorption of the Coroner's Office within the Calaveras County Sheriff's Office is being studied to determine the method of operation. Currently staffing has not been determined.

## Goals/Objectives

Upon completion of the analysis and based on board approval and funding several scenarios can occur.

If the board recommends that the Sheriff's office assume the coroner's role it is anticipated that the Sheriff would appoint a Chief Deputy Coroner to work in conjunction with Diebold Mortuary and maintain the existing contracts during the first year of operations. While ensuring that Sheriff's office personnel obtain the required training for death investigations.

Year two of operations a fully staffed and trained operational coroners division will be established and operated within the Calaveras County Sheriff's Office consisting of the following personnel. One Sergeant, one Corporal, one Deputy Sheriff, one Sheriff's Technician.

# Coroner Division

## Timeline:

### 2025-2026

- Completion of the analysis and planning.
- Present analysis to Board of Supervisors with needs, positives and negatives.
- Receive Board of Supervisors approval/denial.
- Prepare seamless transition with current Coroners Office including processing current and historical records and documents properly.

### 2027

- Appoint a Chief Deputy Coroner.
- Sheriff's office personnel obtain the required training/certifications for death investigations.
- Purchasing of all new, state of the art necessary equipment to safely and adequately run a Coroners Division.
- Fully operational Coroners Division with Once Sergeant, One Corporal, one Deputy Sheriff and one Sheriff's Technician.

## Execution:

Sheriff's staff will continue to delve into the processes of running a successful Coroners Office. This will include all aspects including but not limited to personnel, vehicles, equipment, building space, contracts and grants, software, evidence/body storage. All information and costs will be presented to the Calaveras Board of Supervisors in its entirety. The BOS will approve or not approve this project, and the Sheriff's Office will move forward based on the boards decision.

# Mechanic Shop

## Mission Statement

Our Mission is to ensure the needs of the Sheriff's vehicle fleet are more readily completed with an updated shop and with current equipment for newer vehicles, to reduce down time of vehicles needing service and to ensure Sheriff's Office vehicles maintain their safety requirements for service to the citizens of Calaveras County.

## Project Current Status

This project is in the planning stage. Project planning and estimates have been collected. A presentation to the Sheriff Administration is pending with cost analysis to determine whether or not this will be a project to move forward on.

## Goals/Objectives

The current mechanics shop used to facilitate the repairs of Sheriff's Office vehicles is of campus and in space associated to the county road department. It is the goal of the office to have its own up to date mechanics shop, which has equipment and tools to complete routine repairs and more technical repairs that cannot currently be completed at this time. The mechanics shop will have two bays to expedite vehicle repairs.

The initial site assessment has been completed and cost associated with building placement has been determined.

During the assessment additional uses for the building have impacted the scope of the project. It is anticipated that the Sheriff's Office may assume the responsibilities of the Coroners Office. Historically the Coroners Office was housed in a privately owned mortuary within the city of Angels Camp. The coroner used the body storage spaces at one of two mortuaries in the county to secure deceased persons requiring a coroner's investigation. When and if the County Board of Supervisor directs the Sheriff to assume coroner responsibilities in order to ensure the integrity of a coroner's case the Sheriff's Office should maintain its own coroner division and body storage facilities.

In addition to the building of a mechanics shop cost associated to the additional space required to house an investigative unit and body storage area will be likely less than the building of a additional building.

# Mechanic Shop

## Timeline:

### 2025-2027

- Full presentation regarding cost assessment to Board of Supervisors 2025
- RFP
- Groundbreaking
- Completion of project.



## Execution:

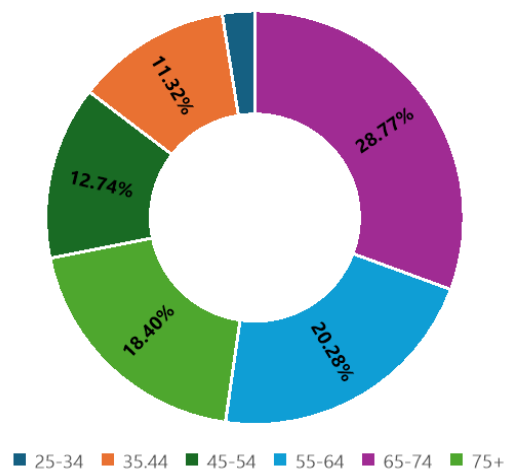
Sheriff's designees will continue with the process of information gathering, presentations and RFP. They will facilitate the build and all needs and wants within the project until its completion.

# **Public Feedback**

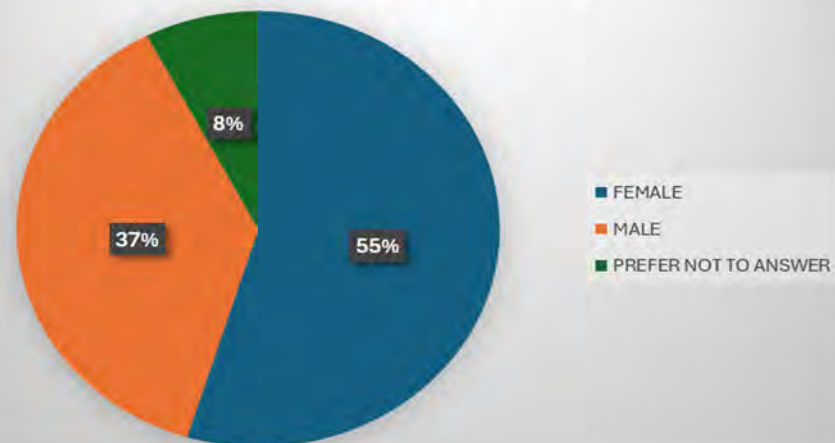


# Public Feedback

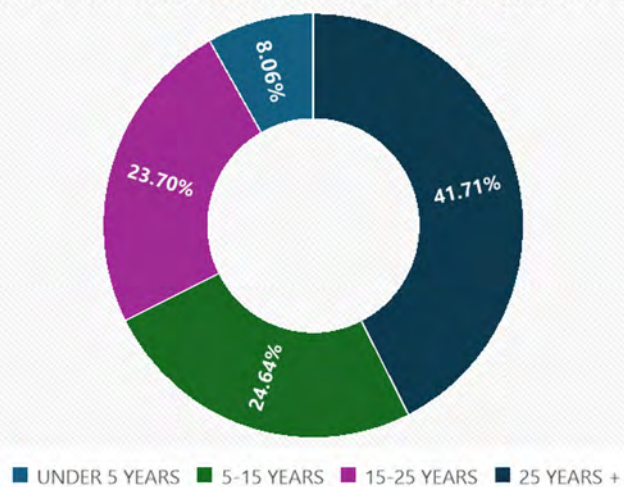
WHAT IS YOUR AGE?



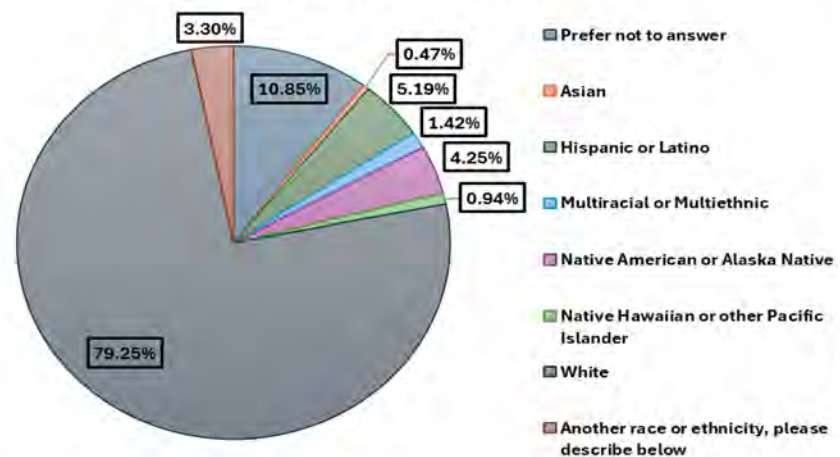
WHAT IS YOUR GENDER?



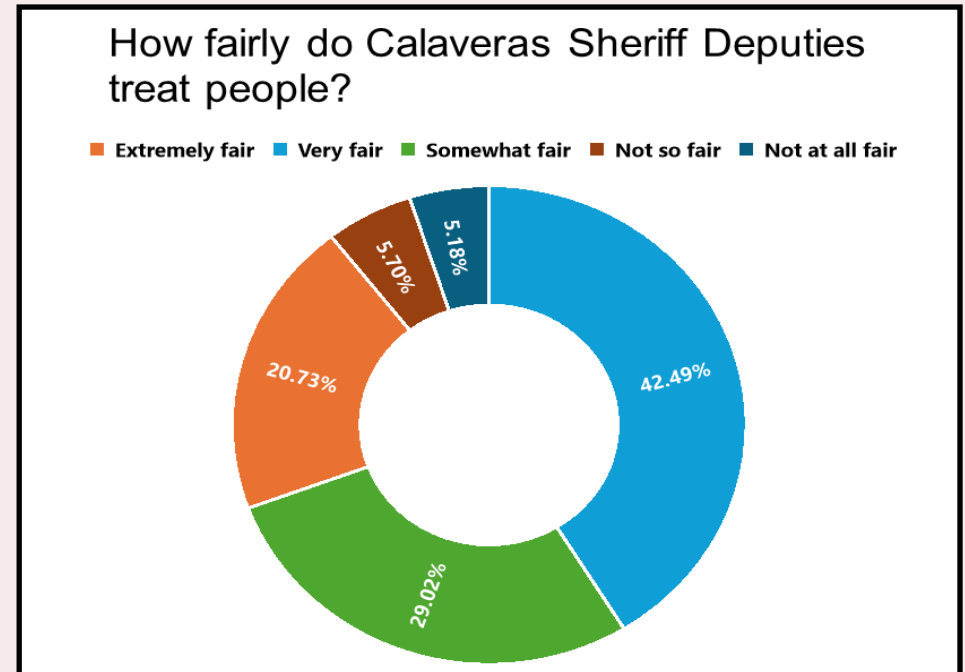
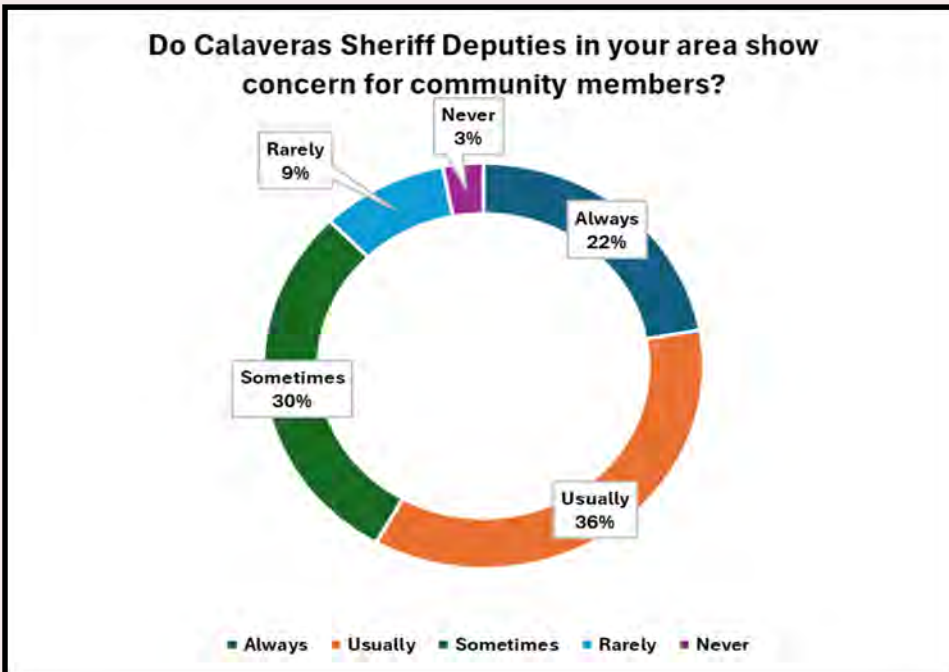
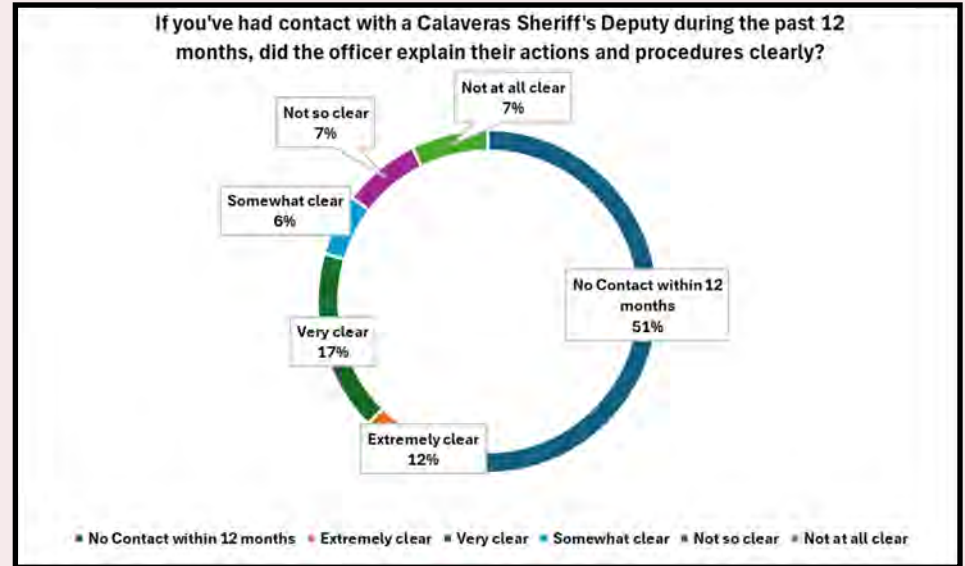
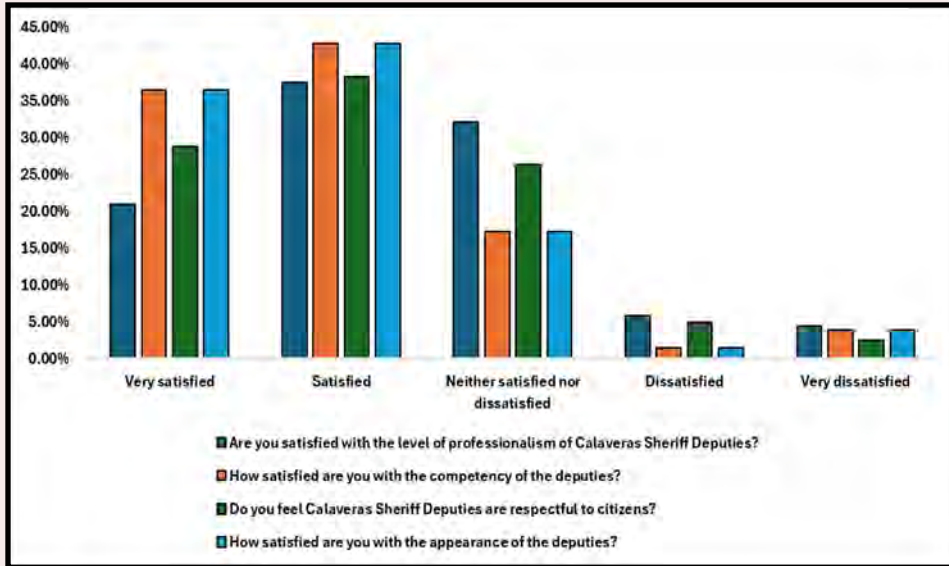
HOW MANY YEARS HAVE YOU LIVED IN YOUR COMMUNITY



WHAT IS YOUR RACE OR ETHNICITY?



# Public Feedback

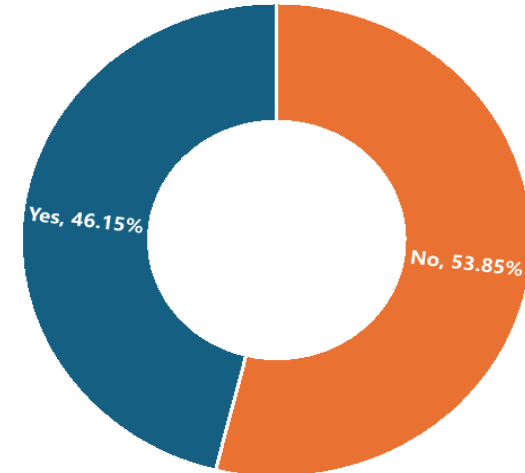


# Public Feedback

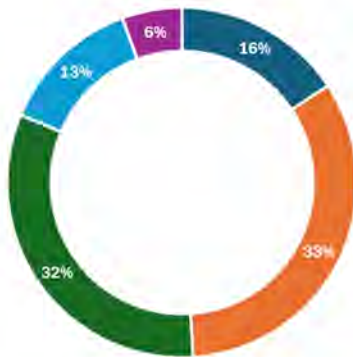
Do you feel the Calaveras Sheriff's Office is proactively preventing crime effectively?



Does the Calaveras County Sheriff's Office make it easy for community members to provide feedback, comments, suggestions, or concerns?

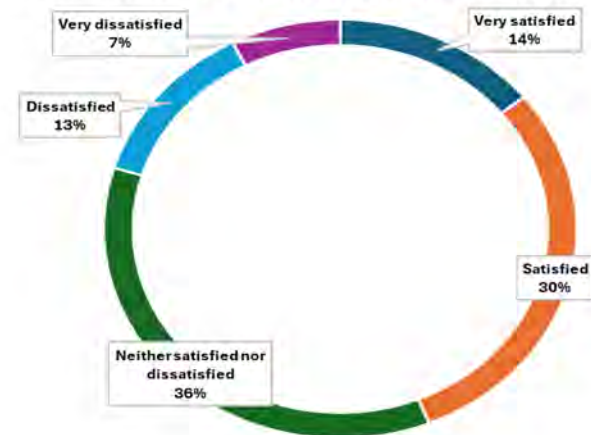


Is the Calaveras Sheriff's Office responsive to the concerns of community members?



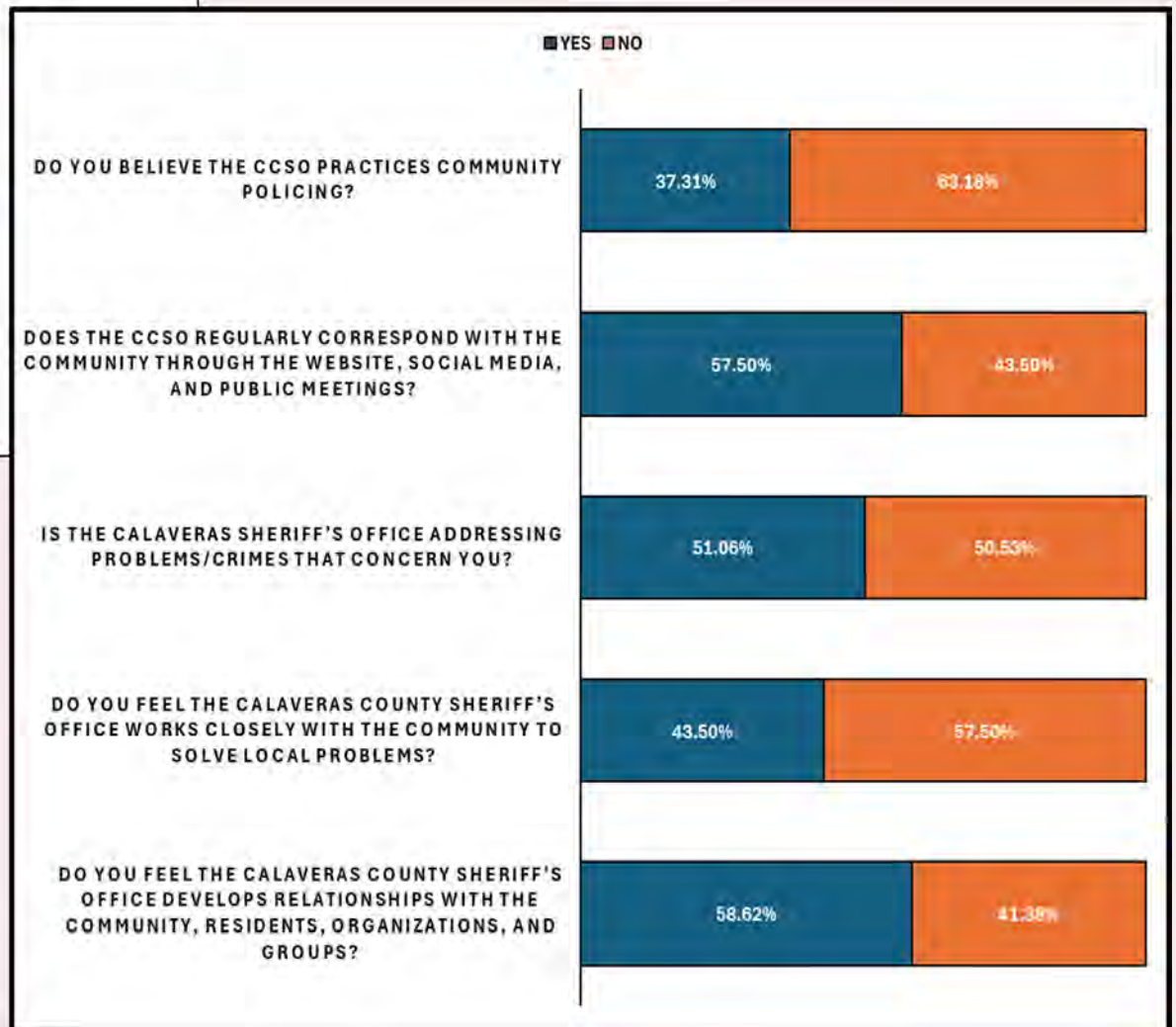
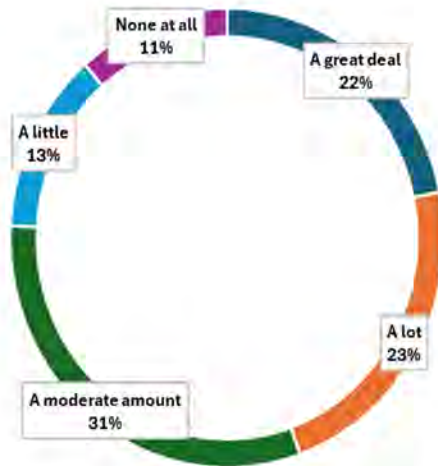
■ Very responsive 
 ■ Responsive 
 ■ Neither responsive nor unresponsive 
 ■ Unresponsive 
 ■ Very unresponsive

To what extent are you satisfied with the overall performance of the Calaveras Sheriff's Office?

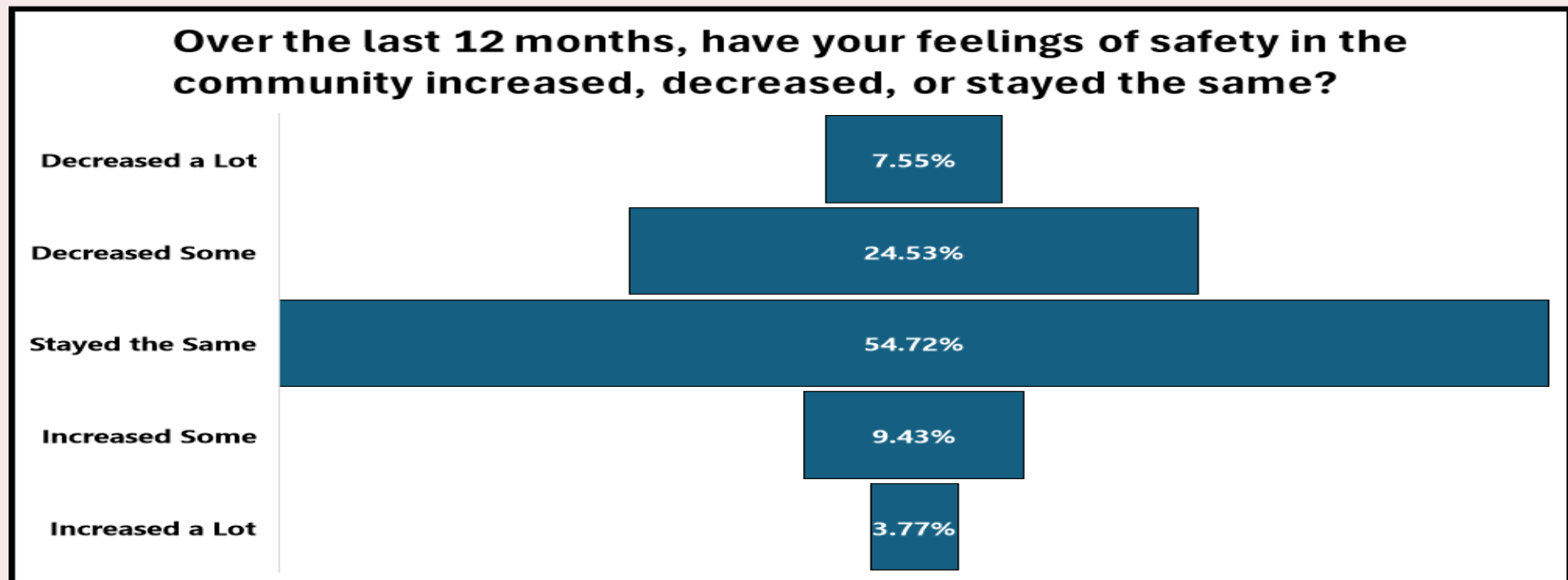
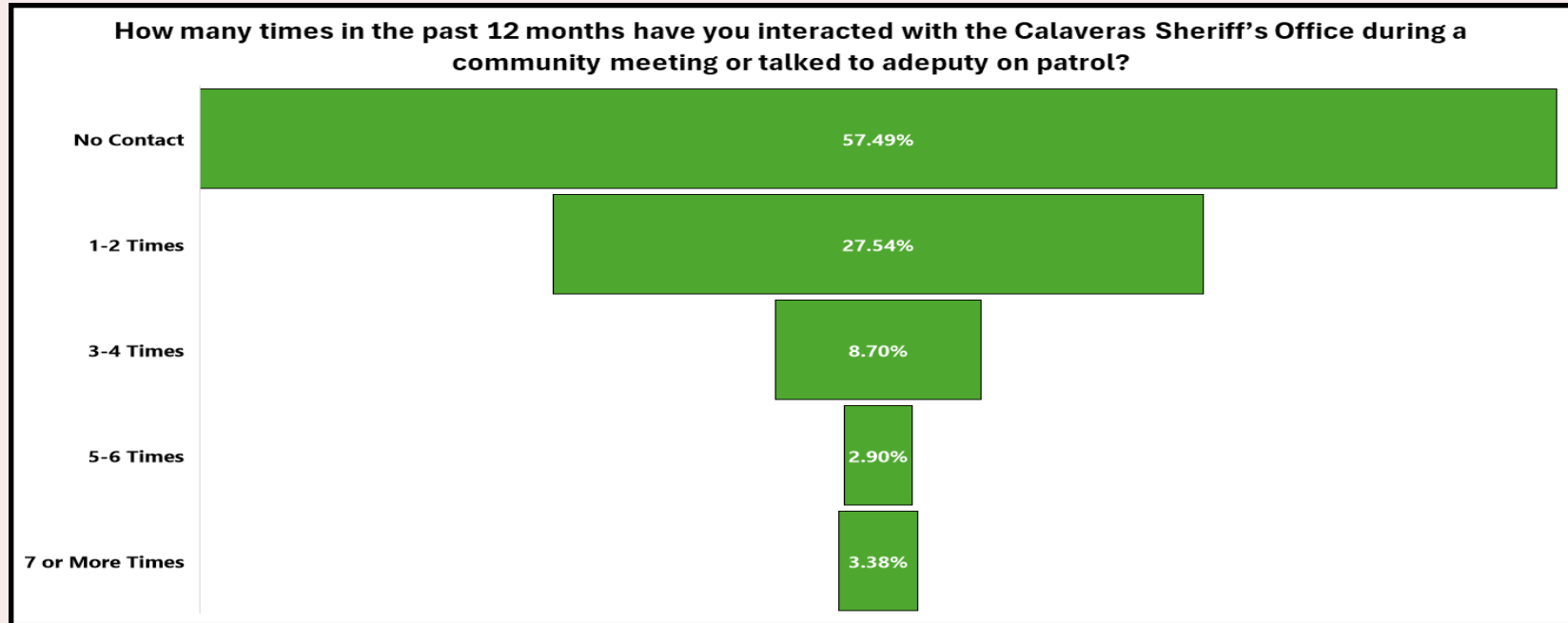


# Public Feedback

To what extent do you trust the Calaveras County Sheriff's Office?

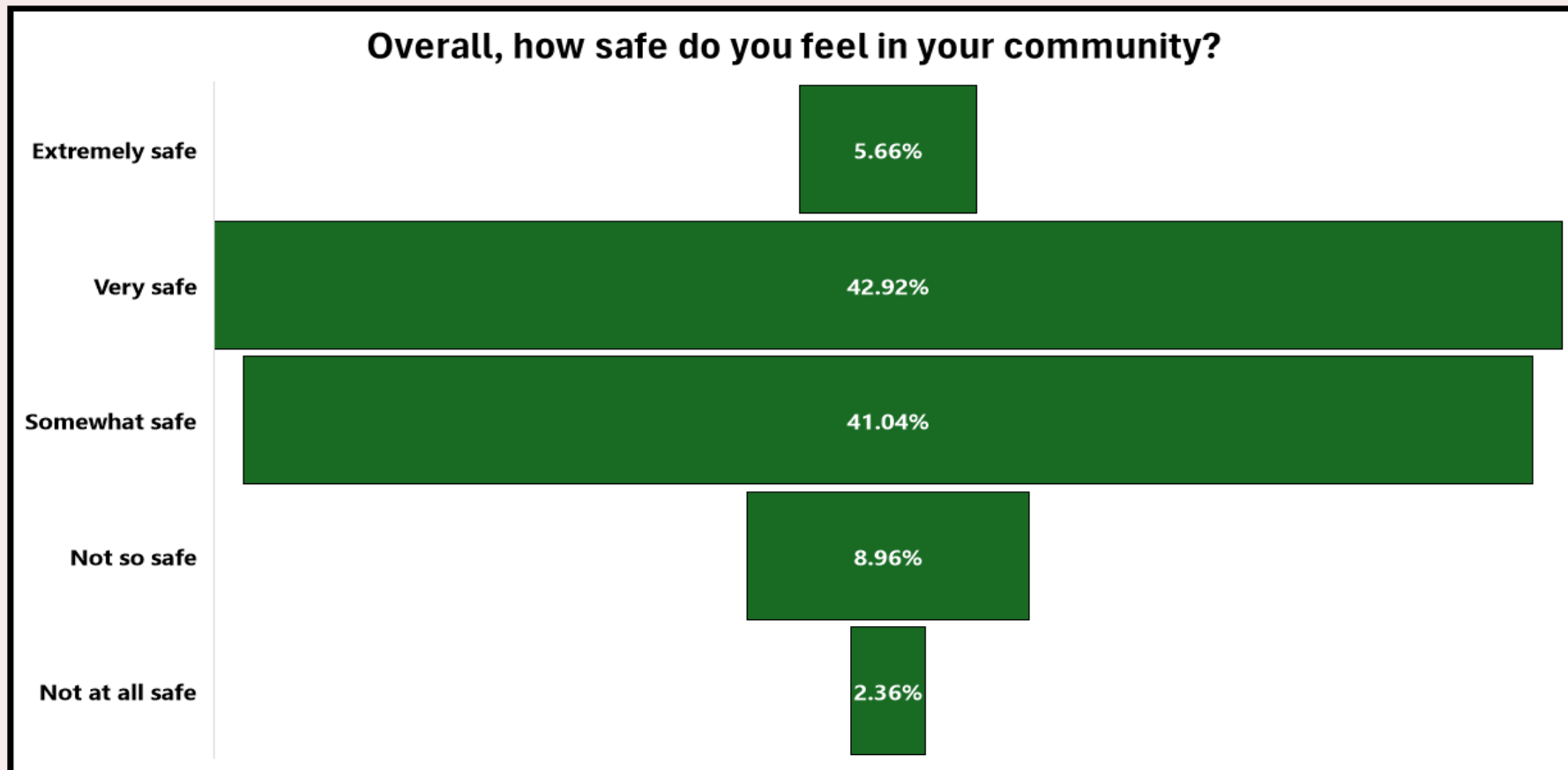


# Public Feedback



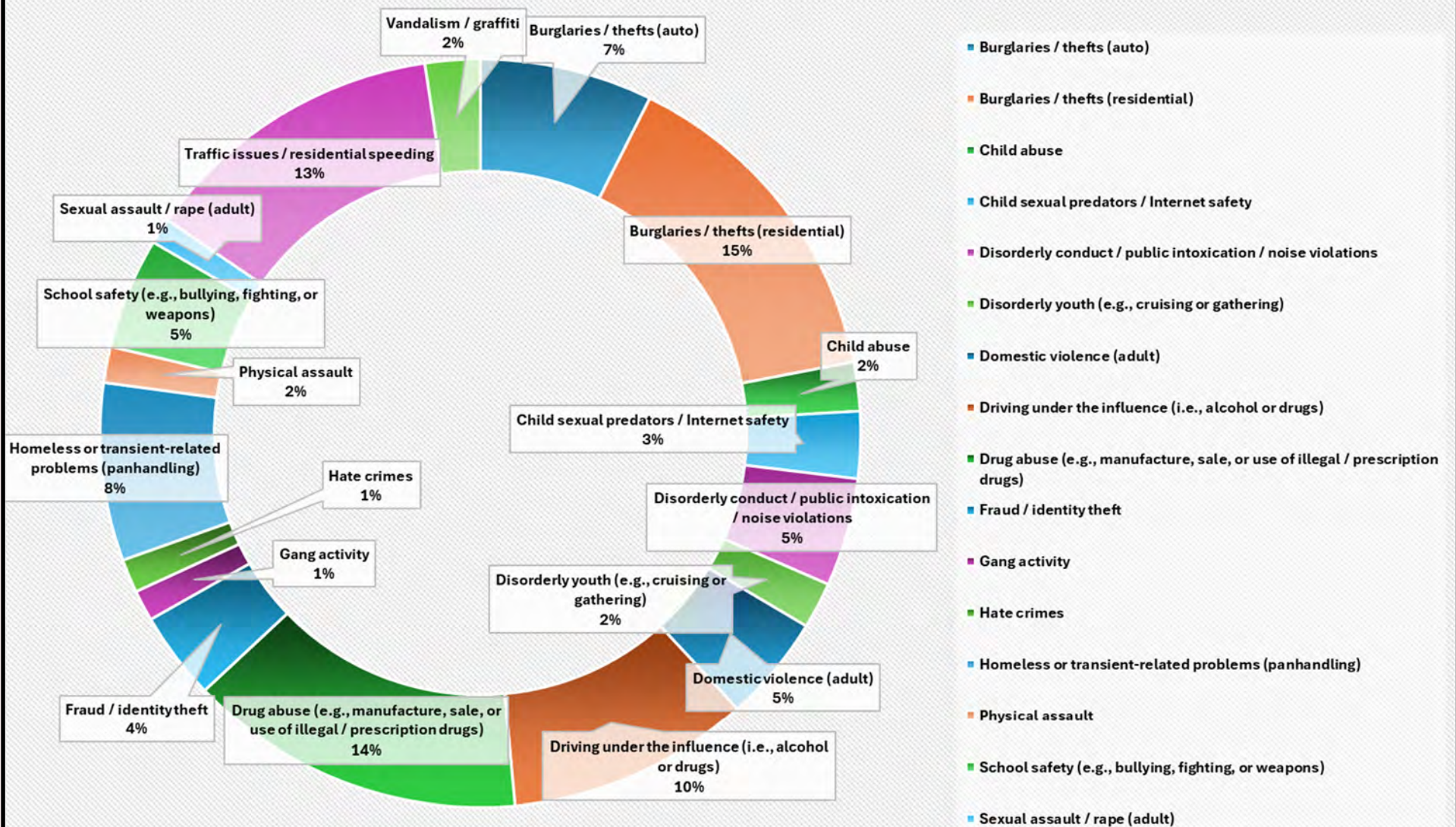


# Public Feedback



# Public Feedback

Please select the top five (5) issues you think are the greatest problems within your community.





# Closing

*“The members of our Calaveras County Sheriff’s Office truly care about public safety and quality of life in our community”.*

*“Community First”*