



## CLACKAMAS COUNTY SHERIFF'S OFFICE

Policy # 6

Printed copies are for reference only.  
Please refer to the electronic copy for the latest version.

Reference: [CCSO Strategic Plan](#)

### MISSION STATEMENT, PRIORITIES AND STRATEGIC PLANNING

1. All CCSO employees shall direct their efforts and actions toward accomplishing the Sheriff's Office Mission in a manner consistent with the CCSO Vision – ***to become a World-Class Sheriff's Office.***

#### Mission Statement

2. ***To preserve life, uphold the law, prevent crime, hold offenders accountable, and promote safety while finding innovative solutions and building partnerships with the community.***

#### Sheriff's Strategic Direction

3. The Sheriff has established the following four-point platform to guide employees:
  - a. ***Holding offenders accountable*** – Identify and prioritize crime prevention and law enforcement challenges using a flexible problem-solving approach that achieves results;
  - b. ***Protecting all citizens – especially children, seniors, and vulnerable persons*** – Structure the organization to support the CCSO mission and employ a well-trained workforce that uses technology, training, equipment, and research strategically and effectively;
  - c. ***Creating partnerships with other law enforcement agencies and the community*** – Work together to make a difference building a foundation for safe homes and safe communities; and
  - d. ***Developing standards of excellence for the Sheriff's Office and improving efficiency*** – Foster an organizational culture where fundamental values, professionalism and leadership are recognized as World-Class.



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**Values**

4. The CCSO fulfills its mission, in unison with the policies on employee conduct, by holding fast to our core values of:

**Honesty**

**We will be truthful in all we do and say; acting with character and principle and serving the community in an open, transparent and professional manner;**

**Courage**

**We will serve the community with compassion and commitment, lending our strength to those who are most vulnerable and unable to protect themselves;**

**Justice**

**We will always be fair and impartial, enforcing the law without bias or favoritism. We will treat each person we meet with courtesy and honor their rights, beliefs and diversity.**

**Strategic Planning**

5. The Sheriff will aspire to publish every three years a Strategic Plan for the CCSO by July 1. The Executive Team directly participates in the development of the strategic plan; however, the Undersheriff will compile a formal written update by July 1 on a three-year cycle. The strategic plan will document:

- a. long-term goals and operational objectives;
- b. anticipated workload and demographic trends;
- c. anticipated personnel levels;



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- d. anticipated capital improvements;
  - e. equipment and resource sustainment and anticipated requirements; and
  - f. provisions for review and revision of the plan as a living document.
6. When establishing the budget, the strategic plan will help to guide the budget process. The following list depicts the cycle of events in this process:
- a. Sheriff identifies strategic planning issues in consultation with the Executive Team each year;
  - b. Executive Team conducts analysis by defining or refining performance measures and workload indicators for the coming year;
  - c. Executive Team provides updates (outlining Division status reports on staffing, performance measures, budgetary issues, operations, etc.) for review by the Undersheriff;
  - d. Executive Team prepares budget requests for personnel, equipment (purchase and replacement), technology needs, and capital improvements in support of goals and objectives; and
  - e. Executive Team develops for publication an annual update to the strategic plan, reviewed by the Sheriff and incorporated into the Sheriff's Annual Report to the County.
7. The Executive Team is responsible for evaluating and supporting strategic goals on an ongoing basis. Division Commanders shall assign personnel, establish work units, make budget recommendations, and otherwise operationally and administratively support the Sheriff's Office strategic planning objectives.