

Sheriff John Horch

Clark County Sheriff's Office



**2025
ACTION PLAN**

**A SAFER,
STRONGER
CLARK COUNTY**



A MESSAGE FROM SHERIFF HORCH



The Clark County Sheriff's Office Action Plan is a collaborative effort, utilizing my vision, employee input, and community feedback to establish clear and achievable goals that align with CCSO's mission and values. The Executive Team will update this plan regularly to reflect new and evolving agency objectives.

Various initiatives began in early 2023 and have already been accomplished, while others are in progress. Some goals will need occasional re-evaluation, and we acknowledge the need for adaptability in response to unforeseen circumstances.

We are committed to making Clark County as safe and livable as possible and establishing the Clark County Sheriff's Office as Washington's premiere law enforcement employer.

This Action Plan will help the Clark County Sheriff's Office:

- Focus on top priorities.
- Educate the public.
- Increase personal and professional growth of all employees.
- Establish best practices and quality standards throughout the agency.
- Align our decisions with our mission, vision and values.
- Improve accountability for the organization and its individual members.
- Demonstrate the agency's value by meeting clear performance goals.

Working together, we will make a difference.

Sincerely,

A handwritten signature in black ink that reads "John Horch".

John Horch
Clark County Sheriff

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MISSION

To protect and safeguard our community.

VISION

Make Clark County as safe and livable as possible and have the Clark County Sheriff's Office be the most professional and sought-after Sheriff's Office to work for in our state.

VALUES

We value hard work, dedication, and a commitment to service.

We value teamwork throughout the agency, branches, and work units.

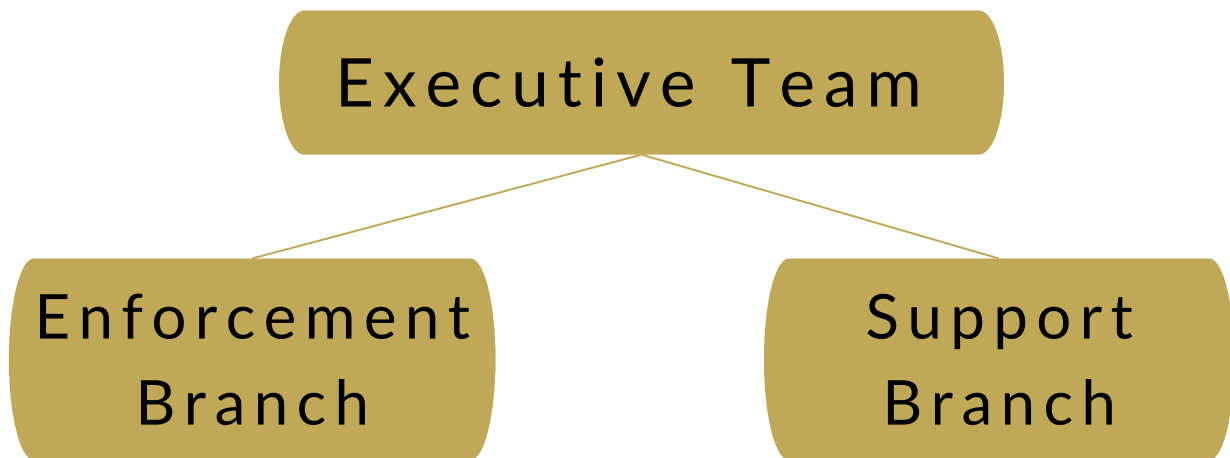
We value a healthy balance between work, family and community.

We value personal integrity and human dignity.



Agency Overview

- Established in 1849 as the first law enforcement agency in Washington
- 245 Employees (when fully staffed)
- The Clark County Sheriff's Office (CCSO) serves a total population of 536,300 residents across Clark County (2024). Of these, approximately 245,585 live within CCSO's direct patrol jurisdiction, which covers 512 of the county's 656 square miles.



Two Branches: One Team



Executive Team



John Horch
Sheriff

John grew up in Clark County, raised his children here and has devoted his life to public service for the past 34 years with the Clark County Sheriff's Office. He has held many positions within the agency, including Chief Enforcement Deputy, Drug Task Force Commander, Internal Affairs Supervisor, Field Training Officer, Bomb Technician, Detective and Deputy. He has a bachelor's degree in Organizational Leadership and is a graduate of the FBI National Academy in Quantico, Virginia.



Brian Kessel
Undersheriff

Brian, a second-generation Clark County Deputy Sheriff, has served with the Sheriff's Office for 24 years. He has held roles including Patrol Deputy, Field Training Officer, Crisis Negotiator, Narcotics Detective, Patrol Sergeant, and Undersheriff. In 2021, he received the Supervisor of the Year Award for developing a detective training program. He also served on the Clark County Deputy Sheriff's Guild Executive Board, including as President. Brian holds a bachelor's degree in social sciences from Washington State University and is an FBI Northwest Command College graduate.



Chad Rothenberger
Chief Enforcement Deputy

Chad has served with the Clark County Sheriff's Office for 31 years, holding a variety of roles, including Patrol Deputy, Detective, Warrants Deputy, Patrol Sergeant, Field Training Coordinator, Patrol Commander, and Special Operations Commander. Throughout his career, he has also been a Firearms Instructor, Emergency Vehicle Operations Instructor, and Guild Executive Board Member. A lifelong resident of Clark County, Chad earned an associate's degree in administration of justice from Clark College.



Duncan Hoss
Chief Civil Deputy

Duncan's distinguished 30-year career serving Clark County has included roles like Tactical Detective Unit Supervisor and Major Crimes Unit Supervisor. As a Commander, he directed patrol operations and special events before becoming Investigative Commander. Duncan earned a Bachelor of Science degree in Criminal Justice from Aspen University and a Master of Science degree from Western Governors University in Management and Leadership.



Jim Hansen
Chief Administrative Deputy

Jim brings over two decades of private sector experience and 25 years with the Clark County Sheriff's Office. He served 18 years as a CCSO Reserve Deputy and excelled as a Sheriff's Administration Manager. He holds multiple law enforcement leadership certifications, including Executive Management from the Washington State Criminal Justice Training Commission. Jim is a graduate of the FBI's Command College and received the FBI LEEDA's Trilogy Award.



Enforcement Branch

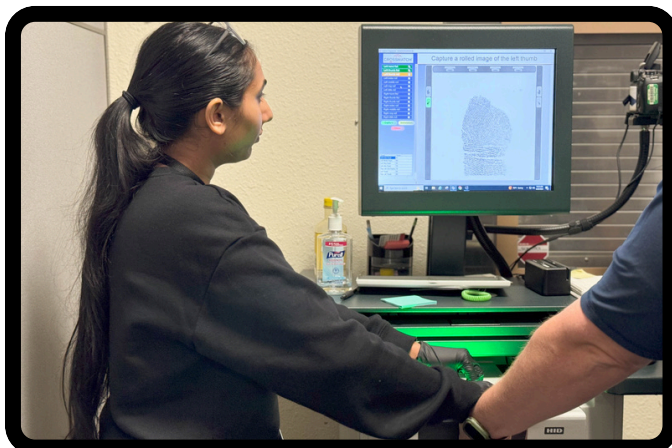
- Air Support Unit
- Background Investigations
- Body-Worn Camera Program
- Civil/Campus Unit
- Children's Justice Center
- Crisis Negotiations Team
- Digital Forensic Analyst Team
- Domestic Violence Unit
- Explosive Disposal Unit
- Honor Guard
- Internal Affairs
- K9
- Major Crimes Unit
- Marine Patrol
- Peer Support
- Public Information Officer
- Search and Rescue
- Sex Offender Registration
- Special Investigations Unit
- SWAT
- Tactical Detective Unit
- Traffic Homicide Unit
- Training
- Unmanned Aerial Systems





Support Branch

- Auxiliary Volunteers
- Cadet Program
- Civil Unit
- Concealed Pistol Permits
- Criminal Records
- Human Resources
- Finance
- Logistics/Evidence
- Outreach Unit
- Peer Support
- Public Disclosure Unit
- Sex Offender Registry
- Warrants Division



AGENCY PRIORITIES

Our priorities will address critical issues and close the gap between the current state of our agency and our vision for the future. These priorities determine where we will focus our time and energy to best execute our mission and achieve our vision.

- 1 Increase Staffing
- 2 Community Safety
- 3 Employee Retention, Wellness and Development
- 4 Community and Government Stakeholder Engagement
- 5 Communications
- 6 New CCSO Headquarters Facility



Goal: Increase staffing by presenting solutions to county leadership, expanding public awareness, and enhancing recruitment efforts. Through targeted outreach, hiring events, and strategic partnerships, we aim to attract and retain high-quality candidates to strengthen our workforce.

- 1** Present staffing proposal to Clark County Council regarding immediate staffing needs and solutions
- 2** Communicate staffing needs to the public through neighborhood meetings, handouts, social media and other forms of communication
- 3** Attract high-quality candidates through targeted digital and in-person recruitment initiatives
- 4** Increase footprint at hiring events, job fairs and other career-related events to increase public exposure to CCSO
- 5** Send recruitment team to all Public Safety Testing events to foster stronger connection with law enforcement candidates
- 6** Host Career Preview Night events every quarter to better streamline the onboarding process for candidates
- 7** Host local Public Safety Testing events in Vancouver to increase accessibility for local candidates



Priority #2: Community Safety

2

Goal: Improve community safety by continuously evaluating crime trends and reallocating resources when necessary.

1

Solicit feedback from community groups & neighborhood associations to address crime and safety concerns

2

Increase staffing in our Training Unit and provide employees with additional training opportunities

3

Work with local school districts to explore expansion of our School Resource Officer (SRO) program

4

Ongoing assessment of agency efficiencies to ensure optimal resource utilization and the highest level of service delivery

Priority #3: Employee Retention, Wellness and Development

3

Goal: Enhance employee retention and recruitment by fostering a healthy and supportive work environment, offering comprehensive wellness programs and promoting career development and mentorship.

1

Develop and implement effective recruitment strategies to attract and retain high-quality team members, streamline hiring process

2

Strive to ensure Sheriff's Office compensation and benefits packages are market competitive and equitable



3

Increase employee knowledge & familiarity of mental health resources through education, training and implemented wellness strategies

4

Implement hybrid work plans for certain professional support staff functions

5

Create and implement a formal mentorship/leadership program for all ranks and positions within the agency

6

Host a "Family Night" meet-and-greet orientation where new hires and their significant others can connect and gain valuable success tips from expert panelists.

Priority #4: Community and Government Stakeholder Engagement

4

Goal: Strengthen working relationships with county leaders, elected officials and the community.

1

Hold monthly meetings between the Sheriff, Executive Team and Clark County Councilors

2

Executive Team and Command Staff participation in county work sessions regarding public safety issues

3

Build and maintain positive relationships with the public and improve trust by regularly attending neighborhood meetings and community events

4

Advise and collaborate with local and state lawmakers on public safety legislation



5 Be an active stakeholder in assisting CJTC to secure a permanent police academy location

6 Encourage employee participation in community outreach initiatives, such as the Police Activities League (PAL), Santa's Posse and Camp Rosenbaum

7 Develop a Sheriff's Office Foundation

Priority #5: Communications

5

Goal: Increase transparency, improve trust and establish a consistent form of communication between the agency, the media and the public.

1 Publish a quarterly employee newsletter & quarterly community newsletter

2 Coordinate hosted periodic community forums and town hall meetings with the Sheriff or Command Staff

3 Solicit feedback from the community and employees through surveys to ensure agency performance and accountability

4 Hire a volunteer coordinator



Goal: Acquire a new CCSO Headquarters facility that creates an exceptional work environment for employees and offers a welcoming space for our community. Establish a Southwest Washington Regional Training Center through strong collaboration with regional stakeholders.

1

Identify and purchase/lease/build a permanent facility suitable for the agency's long-term needs:

- Agency training space (firearms, defensive tactics, emergency vehicle operation, de-escalation tactics)
- Community center for streamlining agency administration (concealed weapons permits, community resource information, veterans outreach)
- Greater accessibility for community engagement (Sheriff's town halls, Citizens' Academies, neighborhood association meetings, community events)

2

Sheriff Horch will continue collaborating with regional stakeholders to secure an appropriate location and sustainable funding for the development of a Southwest Washington Regional Training Center, which could include both indoor and outdoor firing ranges



THE CLARK COUNTY SHERIFF'S OFFICE ACTION
PLAN WILL BE ROUTINELY UPDATED.



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Have feedback, suggestions or questions?
Contact the Clark County Sheriff's Office

[CLARK.WA.GOV/SHERIFF](https://clark.wa.gov/sheriff)



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