



# Strategic Plan Update

2024-2028



## ONE Washington County



Adopted April 23, 2024

[washingtoncountyor.gov](http://washingtoncountyor.gov)

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# INTRODUCTION

Washington County's 610,101 population is the second largest in Oregon and among the state's most diverse. Washington County is home to Oregon's largest county population of Latino/a/x community members and the highest percentage of Asians and Pacific Islanders. Nearly one in four Washington County residents speaks a language other than English. After English, Spanish is spoken by the largest segment of the county (one in eight county residents speak Spanish). The organization is supported by a budget of \$1.7 billion and is staffed by 2,392 full-time equivalent employees serving a diverse and growing population on the western side of the Portland metropolitan area. More information about Washington County can be found at [washingtoncountyor.gov](http://washingtoncountyor.gov).

The intent of this document is to illuminate the current state and the path forward for Washington County government. In the Strategic Plan Update that follows, you will read about what we mean when we say, "One Washington County." It is our hope that this document lives and provides foundational information and direction to the Washington County organization as we navigate our way forward together into 2028.

This "Strategic Plan Update" contains both documentation of our vision, mission, values and approach and a comprehensive listing of goals by the five areas of Washington County government. These elements are meant to provide direction and an overview of the core responsibilities and strategies to be implemented over the next five years across every department and office in Washington County.

With the adoption and publication of this Strategic Plan Update 2024-2028, a set of next steps is also incorporated to operationalize the organization's goals. It is our expectation that, over the coming years, Washington County will continue to implement and build the foundational systems needed to continuously improve our organization in service to our community.

# VISION

## The Washington County Community – Our Vision



**One Washington County is our unifying effort that produces a vision for a special community and mission-focused organization that can better serve the community now and in the years ahead.**

Our Washington County vision is to be a community that works together to achieve the best for everyone in our community.

Washington County is a vibrant community where people care for one another and our shared experiences. Meeting the needs of residents of this community requires the planning, innovation and action of everyone—across various sectors and organizations. The fulfillment of our community vision requires everyone and our collective will to align passion and resources to serve our residents. This involves uniting community efforts and organizations with the talent, diversity and capacity of the public servants of Washington County to cultivate a thriving, equitable and inclusive community.

For our part, we value our “collaborative community” that recognizes the role, contribution, responsibility and interdependence of residents and institutions. We envision a Washington County community in which:

- Our community is inclusive and every resident feels a sense of belonging and opportunity;
- Our individuals, children and families have access to the resources and support to reach their full potential;
- Our housing is safe and affordable meeting the needs of our diverse community with opportunities embedded throughout vibrant neighborhoods with access to work, school, services and transportation;
- Our educational system provides a consistent level of excellence from preschool through graduate-level higher education, and residents have life-long access to a variety of educational opportunities;
- Our community-based organizational non-profits are known for their strength and dedication to the needs of their constituents, working in concert with government, business and faith-based partners;
- Our residents and visitors are safe and our public safety and justice system is coordinated, balanced, efficient and responsive;

- Our abundant natural resources are nurtured for their inherent beauty, and their contribution to the health and well-being of our residents now and for generations to come;
- Our environment and neighborhood livability is maintained, enhanced and balanced with our community's growth and development;
- Our community recognizes the social, economic and environmental factors that contribute to the health and well-being of residents and works together to prevent illness, disease and injury;
- Our economy is known for its diversity, future orientation, vitality and commitment to the local community; and
- Our private and public institutions work together to identify and problem solve critical community issues.

## MISSION

### Washington County the Organization – Our Mission



Washington County is a leading-edge, mission-focused organization that successfully serves the community now and in the years ahead. We are a human-centered organization that integrates equity into decision-making and supports the health, effectiveness, creativity and talents of our employees as public servants and the residents whom we serve.



# GUIDING PRINCIPLES



## Mission Driven

We commit ourselves to serving the community, providing a wide range of services, including mandated and regulated services while actively engaging others. The County will continue to evolve as a modern, effective and efficient organization. Innovation and calculated risk-taking are essential. We commit ourselves to best practices and professional standards and to continuous improvement and creativity in ways that reduce longer-term costs and mitigate risks.



## Accountability and Stewardship

We will ensure public funds provide priority services. We will strive to get the most benefit from available resources through sound business practices. We will act in accordance with the law, with integrity and in the public interest; ensuring accountability throughout the organization. We commit ourselves to the efficient use of public resources. We will invest in our people, systems and facilities.



## Integrity and Trust

We believe ethical conduct is paramount and it will be a trademark of our organization. We will strive to create and maintain an environment of trust and civility that comes from open, honest and direct interactions with each other and our residents.



## Equity and Inclusion

We are committed to an inclusive culture that values and celebrates the diversity of the county's residents and employees. We are committed to fostering, supporting and strengthening equity and inclusion in Washington County's programs, practices and policies.



## Valued Employees

We will hire and develop employees and provide them with the tools to perform their duties. We will enable employees and teams to manage their work and expect them to be accountable for their decisions and actions. We commit ourselves to employee development and active performance management.



## Collaboration

We will enhance and support teamwork and team building in our organization and with other public organizations. We will strive for a professional and cooperative working relationship with residents, organizations and other public agencies.

# FOUR FUNDAMENTALS

## Washington County Government's Four Fundamentals

Washington County continues to evolve its strategies and practices based on the vision of One Washington County and the mission of Design the Future. With the 2024-2028 Strategic Plan Update, we revised these fundamentals to guide our work and approach to community problem-solving. Consistent with the guiding principles, these four fundamentals further detail the County's role and approach to services.

### FUNDAMENTAL 1:

#### **We operate with a collective mindset – One Washington County**

What makes Washington County special is the acknowledgement that our diversity is an asset, and we all need each other. Our community is stronger because we recognize the power and promise of every resident. We value collaboration and cooperation and utilize this approach in all of our relationships amongst other local governments, community-based nonprofits, businesses and civic and faith-based organizations. The County relies on both the participation of these organizations as well as individuals and families to provide the range of services needed in our community.

### FUNDAMENTAL 2:

#### **We build capacity and a positive culture**

To effectively serve Washington County residents, we recognize that the employees of Washington County are key drivers of excellence and customer service. To support employees in these roles, we will continue to invest in the development and empowerment of staff to perform their day-to-day activities while also providing opportunities to learn new skill sets. We will also continue to support organizational work to build a positive culture of inclusion and belonging where employees feel seen, heard and valued. We endeavor to be the employer of choice of mission-oriented employees committed to serving the public in a positive workplace.

### FUNDAMENTAL 3:

#### **Washington County is a dynamic partner**

To better serve our community and meet the needs of the people, the County government will assume various roles as set by the Board of Commissioners. Those roles include provider, partner or supporter. In those roles, the County endeavors to bring integrity, best practices and an equity-diversity-and-inclusion (EDI) lens to ensure the success of our priorities and mission.

### FUNDAMENTAL 4:

#### **We prioritize critical needs**

The County recognizes it must balance its aspirations with its long-term financial sustainability. Policies and services are resourced according to the direction of the Board of Commissioners and their expressed priorities. The County will continue to focus on resourcing countywide services defined by utilization and benefit to a broad range of county residents. Countywide property tax dollars will be primarily expended on countywide services.

# ORGANIZATIONAL GOALS

The following organizational goals provide a broad overview of Washington County's services and responsibilities. In this section you will find goals for the primary areas of government administered by the County.

In the Spring of 2024, Washington County leaders will develop 2024-25 Department and Office Work Plans that correspond to the Board's direction and adoption of these organizational goals. These work plans will inform a comprehensive One Washington County Work Plan and corresponding dashboard that annually tracks organization-wide goal attainment, key performance indicators and outcomes.

**HOUSING, HEALTH AND HUMAN SERVICES:** Washington County will develop and provide a system of program delivery options that emphasizes prevention and response to ensure conditions in which every resident has access to safe, affordable housing, can live well and be healthy.

Department/Office and Description	Goal
<p><b>HEALTH AND HUMAN SERVICES</b> This department provides services for people, animals and the environment to foster a healthy, equitable and supportive community.</p>	<p>Washington County Health and Human Services (HHS) increases opportunities for individuals, families and their animals, at every stage of life in the community to achieve health and well-being by influencing policies, systems and environments; advancing racial equity; providing education, programs and services; and responding to the needs of vulnerable populations. It does this by partnering with the State of Oregon and the community to protect the public's health while striving to improve the ability to fund and sustain new and ongoing services, including state and federal mandated services, that impact community members' daily lives.</p>
<p><b>HOUSING</b> This department administers the housing activities and programs of Washington County and the Housing Authority. The Housing Authority remains a separate legal entity and contracts with the County to implement and administer Housing Authority programs and all support services.</p>	<p>The Washington County Housing Department and Housing Authority increases housing stability and creates pathways out of homelessness for low-income residents and their families. This is done through an integrated and coordinated system of housing and shelter strategies, such as affordable housing, rent assistance, Section 8 vouchers, various shelter options and support services.</p>

Department/Office and Description	Goal
<p><b>LIBRARY SERVICES</b></p> <p>This office provides funding for public library operations, central support and outreach services for the libraries who serve the people of Washington County.</p>	<p>Washington County Cooperative Library Services partners with locally operated public libraries, connecting residents to countywide library services through basic centralized infrastructure, operational funding and support services such as information technology, internet connectivity, digital collections and materials movement. This is done by supporting the values of intellectual freedom and to create a curious, engaged and literate community where everyone is welcome and thrives.</p>

<p><b>COMMUNITY DEVELOPMENT</b></p> <p>This office administers the Community Development Block Grant Program (CDBG) and the HOME Investment Partnerships Program (HOME) for Washington County.</p>	<p>The Office of Community Development administers federal and local funds to provide critical services to low-income community members to make neighborhoods accessible and safe, keep homes habitable and healthy, help individuals and their families find and retain employment and help households find and remain stable in housing and thrive in the community. This work is done in partnership with community-based organizations and local jurisdictions.</p>
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**PUBLIC SAFETY:** Washington County will operate and maintain a Public Safety and Justice system that is professional, respectful and coordinated to prevent crime, manage escalating situations, respond to community safety needs, provide corrections and supervision, behavior change, court services, criminal prosecution and victims services programs.

Department/Office and Description	Goal
<p><b>SHERIFF'S OFFICE</b></p> <p>This office is directed by an elected County Sheriff and is responsible for calls for police services in the rural and unincorporated areas of the county, investigations of major crimes, managing the County Jail and providing a range of other support services that assist law enforcement and public safety.</p>	<p>The Washington County Sheriff's Office provides patrol to rural and unincorporated areas of the county, operates a countywide jail, investigates major crimes and provides other support services to the community to ensure public safety. It does this by prioritizing the recruitment and retention of high-quality staff; conducting ongoing evaluations of jail capacity and booking criteria; providing fingerprinting, civil processing and documentation services; maintaining criminal records; and using trauma-informed approaches to emergency response while fostering a culture of professionalism and compassion for enhanced public safety.</p>



Department/Office and Description	Goal
<p><b>COMMUNITY CORRECTIONS</b></p> <p>This department works to prevent the recurrence of crime among adult justice-involved individuals by supervising and connecting clients with the resources they need to change problem behavior.</p>	<p>The Washington County Department of Community Corrections aims to prevent the recurrence of crime in the County by promoting behavior change of individuals under supervision of parole and probation and in the Community Corrections Center; and provides services to crime victims. It does this by centering the department’s five core values of respect, equity, accountability, collaboration and heart.</p>
<p><b>JUVENILE</b></p> <p>This department protects the public by reducing delinquency and restores victims and the community by holding youth accountable. The Juvenile Department creates opportunities for change through swift and decisive use of effective practices, building on the strengths of youth and families.</p>	<p>The Washington County Juvenile Services Department protects the public by reducing delinquency and restoring victims and the community. This is done by creating equitable opportunities for change for youth who have received law enforcement referrals through swift and decisive use of effective evidence-based practices, cognitive behavioral therapy, skill building, addressing risk, building on the strengths of youth and families and giving clients opportunities to forge new pathways so that they can move out and stay out of the justice system.</p>
<p><b>DISTRICT ATTORNEY’S OFFICE</b></p> <p>This office is directed by an elected District Attorney and its mission is to seek justice and to protect the community.</p>	<p>The Washington County District Attorney’s Office seeks justice and prosecutes dangerous offenders and those who harm quality of life by protecting the community in Washington County. It accomplishes this mission in a variety of ways including holding people accountable who commit all levels of crime, addressing root causes of crime through specialty courts and treatment programs and by protecting victims and vulnerable populations.</p>
<p><b>LAW LIBRARY</b></p> <p>This office provides free access to print and digital collections of statutes, case law, subject treatises covering state and federal jurisdictions and historical Oregon legislative materials.</p>	<p>The Washington County Law Library strives to ensure legal information, resources and tools are available and accessible to everyone in order to enhance equal access to justice. It does this by providing available and accessible legal information.</p>

## Department/Office and Description

### JUSTICE COURT

This court is directed by an elected Justice of the Peace and has jurisdiction over most violations of the State Motor Vehicle Code and over certain misdemeanor offenses. The court also has jurisdiction over civil and small claims for money and damages not exceeding \$10,000.

## Goal

The Washington County Justice Court hears violations, including traffic citations, small claims not to exceed \$10,000 and eviction cases. This is done by providing just, fair and equitable resolutions while treating all participants with dignity, empathy and respect.

**LAND USE, TRANSPORTATION AND ECONOMIC DEVELOPMENT: Washington County will deliver services and planning to promote a thriving community that meets the housing, economic development, transportation, safety and natural resource needs of residents.**

## Department/Office and Description

### LAND USE AND TRANSPORTATION

This department is committed to meeting the needs of Washington County communities by addressing growth while supporting mobility, safety, livability, environmental stewardship and quality of life in a fiscally sustainable and responsible manner.

## Goal

The Washington County Department of Land Use and Transportation supports complete, equitable and welcoming urban unincorporated and rural communities through planning and permitting services that balance growth, housing needs and economic goals with safety and natural resources; farm and forest land protection; and by planning, building and maintaining a safe and connected County-managed transportation system. The department does this by improving internal systems, enhancing staff capabilities and capacity, providing excellent service, ensuring transparent and inclusive community engagement and enhancing collaboration with other County departments and other partners.

### ECONOMIC DEVELOPMENT

The Economic Development Program works to create and implement equitable economic development plans, programs and services that promote shared economic prosperity in partnership with business support organizations, local cities and regional economic development agencies.

Washington County's Economic Development Program advances equitable economic prosperity countywide through strategic initiatives, capacity building and collaborations focused on business growth and workforce development. This is done by collaborating closely with other County departments, local city and community partners, regional agencies, and private businesses to foster a strong and inclusive economic ecosystem countywide so that all businesses can thrive and all community members can access meaningful employment.

**ASSESSMENT AND TAXATION:** Washington County will honor and build public trust in democracy through effective financial administration, fair and accurate assessment and taxation and conduct free and fair elections.

Department/Office and Description	Goal
<p><b>ASSESSMENT AND TAXATION (INCLUDING ELECTIONS AND RECORDING)</b></p> <p>This department conducts appraisal and assessment of property in Washington County, collects and distributes property taxes, conducts elections, records documents, provides mapping services, issues marriage licenses and passports and many other services.</p>	<p>The Washington County Department of Assessment and Taxation provides essential countywide services of stewardship such as records which define land and ownership; efficient generation and collection and distribution of property tax revenues across every taxing district and for every single property in Washington County; issuance of marriage licenses and passports. It also perform the duties of the County Clerk by retaining and preserving public records as well as transparently administering open, free and fair elections. This is done by providing accessible information and using sound methodologies to ensure the highest standard for community trust and to enhance public confidence.</p>

**COUNTY GOVERNMENT:** Washington County will operate a modern, effective and efficient, One Washington County organization that delivers county government services that are equitable and human centered.

Department/Office and Description	Goal
<p><b>HUMAN RESOURCES</b></p> <p>This department finds and develops people and processes essential to the success of the Washington County organization and helps to provide a safe and inclusive place to work and live.</p>	<p>The Washington County Department of Human Resources develops leading-edge human resources systems in support of organizational evolution to allow County employees to better serve communities. It does this by leading transformational change through the implementation of innovative and equitable strategies that manage the employee life cycle and by ensuring the County’s personnel policies and practices are compliant with federal, state and local laws and regulations.</p>

Department/Office and Description	Goal
<p><b>FACILITIES, FLEET AND PARKS</b></p> <p>This department provides efficient and effective planning, acquisition, construction, operation, maintenance and repair of all County-owned or operated facilities and vehicles. The department oversees three parks, Eagle Landing, Metzger Park and Scoggins Valley Park, that together make up over 2,500 acres of parkland. It provides safe, dependable, cost-effective vehicles and equipment used to support Washington County services.</p>	<p>The Washington County Facilities, Fleet and Parks Department aims to maximize the value and use of existing County assets of buildings, equipment and land to ensure health and safety, center equity and inclusion and meet future demands. It does this by planning for the total cost of ownership through Board-approved capital plans; leveraging revenue-generating opportunities to offset expenses; extending the useful life of equipment, vehicles, and buildings; and optimizing the community's use and access of County-owned or operated greenspaces, parks and buildings.</p>
<p><b>WESTSIDE COMMONS</b></p> <p>Westside Commons, home of the annual Washington County Fair, is a multi-use campus located in Hillsboro, Oregon, that is dedicated to serving the entire community by hosting and producing national-class events on a local scale.</p>	<p>Washington County Westside Commons provides a gathering place for public and private events and provides community gathering points during natural disasters and unforeseen emergencies. It does this by efficient, effective and equitable management and operations of facilities, community engagement and marketing to maximize revenue opportunities for Westside Commons which also includes the Wingspan Event and Conference Center and the fairgrounds.</p>
<p><b>FINANCE</b></p> <p>This department manages the accounting system and financial records of the County and reports on the County's fiscal affairs.</p>	<p>The Washington County Department of Finance provides day-to-day centralized, countywide fiscal services including budget planning; procurement and contract processing; payroll; accounts receivable and payable; general ledger accounting and reporting; debt management; annual audit coordination; and cash flow and investment portfolio management. It does this by developing a best-in-class fiscal plan that supports the allocation of resources in accordance with the goals and objectives of the County's Strategic Plan Update while increasing the transparency and improving the general understanding of the budget-strategic plan relationship through a redesign of budget practices, fiscal planning methods, internal procedures, accounting practices, management reporting and forecasting and decision-support techniques toward those considered best financial practices in local government.</p>

Department/Office and Description	Goal
<p><b>INFORMATION TECHNOLOGY SERVICES</b></p> <p>This department is the centralized provider of support and strategic leadership for technology serving all Washington County programs, offices and departments.</p>	<p>The Washington County Department of Information Technology Services (ITS) is dedicated to advancing the County’s mission by delivering trusted and innovative technical solutions that embrace new technologies to provide community members, businesses and County staff with efficient, effective and equitable services which enhance operational efficiency, streamline processes and improve data accuracy. It does this through initiatives like the replacement of the County’s enterprise resource planning (ERP) solution to foster agile, transparent, security-focused and modern technology solutions to better meet the diverse needs of the community.</p>
<p><b>COUNTY COUNSEL</b></p> <p>This office provides legal advice and represents the Washington County government and affiliated agencies in civil litigation, administrative and enforcement proceedings.</p>	<p>The Office of Washington County Counsel provides legal services to assist the Washington County government in achieving its goals and resolving legal and contractual issues, drafting County legislation and representing Washington County in civil litigation and in administrative and County code enforcement proceedings. The County Counsel Office accomplishes this by delivering quality legal services and creative solutions at a reasonable cost while adhering to the highest ethical standards.</p>
<p><b>EQUITY, INCLUSION AND COMMUNITY ENGAGEMENT</b></p> <p>This office provides leadership and support to the County to advance equity, inclusion and community engagement policies and practices so that all Washington County residents thrive.</p>	<p>The Washington County Office of Equity, Inclusion and Community Engagement (OEICE) works through County government policies and practices to dismantle systemic barriers and eliminate racial disparities countywide. It does this by using an integrated approach to providing educational and technical support for County staff and by supporting inclusive community engagement practices so everyone has culturally and linguistically appropriate access to the County’s services, programs and opportunities to participate in decision making.</p>

Department/Office and Description	Goal
<p><b>EMERGENCY MANAGEMENT</b></p> <p>This office works to minimize the effects of major emergencies and disasters on the community.</p>	<p>The Washington County Emergency Management Office is responsible for coordinating risk reduction and preparedness efforts across Washington County for the purpose of implementing efficient, effective and equitable natural and human-made disaster response and recovery operations in close collaboration with partners across local, state and national jurisdictions and all sectors. It does this by coordinating planning and preparedness activities that reduce risks and continuously improve Washington County's response and recovery capabilities.</p>
<p><b>SUSTAINABILITY</b></p> <p>This office provides guidance for sustainable best practices and supports work to reduce the County's footprint.</p>	<p>The Washington County Office of Sustainability provides a framework for the organization to serve the public to improve resource conservation, promote equity and reduce harm to the environment in support of future generations. It does this by proposing County actions that build resilience to a changing climate and collaborating and contributing to regional groups and community organizations on solutions to achieve County goals.</p>

# LOOKING FORWARD

## How this update will be used

With the documentation completed of our vision, mission, values and approach and a comprehensive listing of goals by the five areas of Washington County government, these elements will now provide direction and an overview of the organization's core responsibilities and strategies. With implementation over the next five years, this work will be happening across every department and office in Washington County.

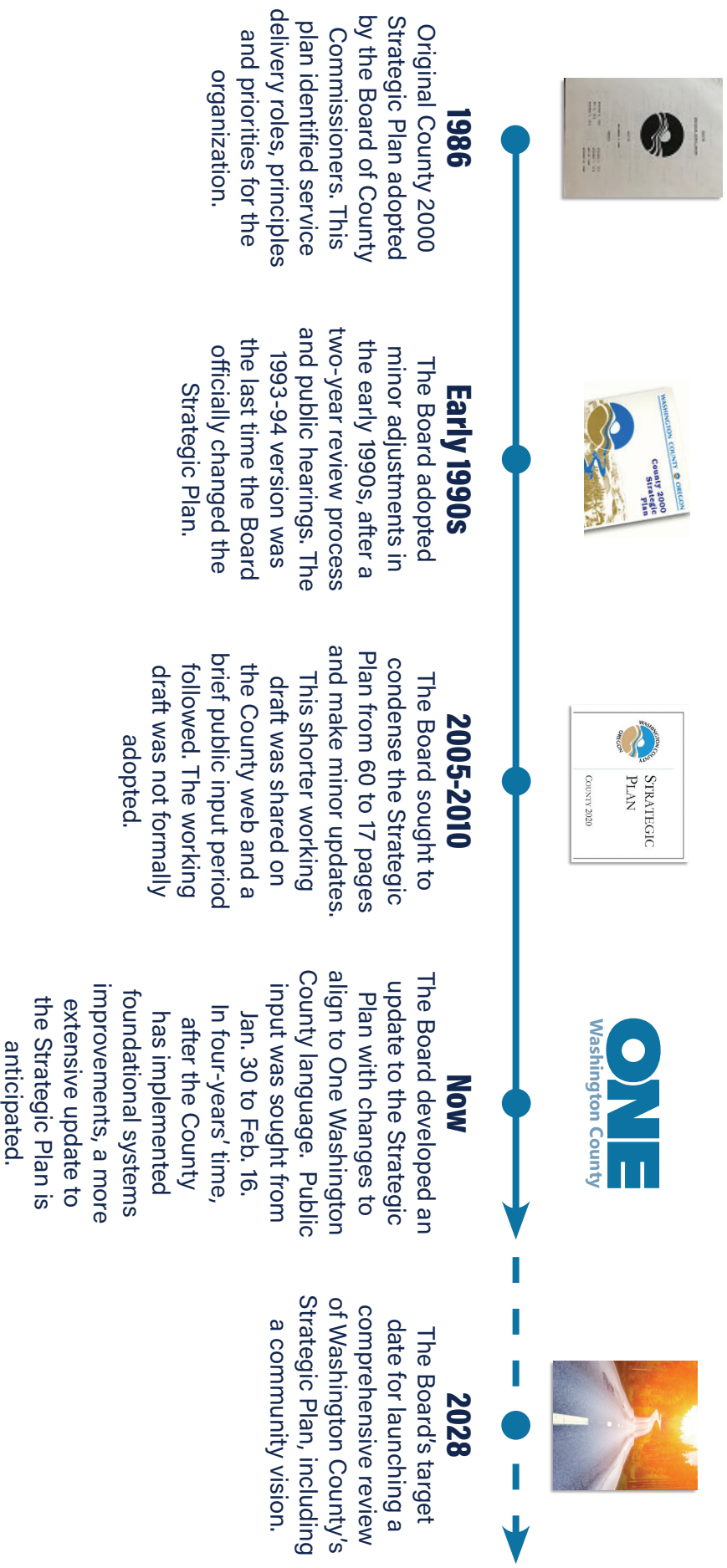
Upon the Board of County Commissioners' adoption of the Strategic Plan Update, Washington County staff, under the direction of the County Administrator, will work to operationalize the organizational goals through the development and implementation of several important management systems (see Appendix B: Strategic Update and Washington County Management Systems Diagram). These include Financial Plan/Budget, Capital Improvement Plan, Service Level Assessment, Employee Engagement Surveys and Single Department Work and Strategic Plans. Taken together, the goals outlined in the Board-adopted Strategic Plan Update 2024-2028 will inform the insights and implementation of the recommendations contained in each management system. Each of these systems, outlined in the Management Systems Diagram, are considered best practices in local government administration.

These management systems will infuse key data points into a unified "One Washington County" work plan that the organization will develop. The work plan will detail important performance indicators to inform system outcomes and how the organization's resources will align to achieving those outcomes. This work plan will also be tracked quarterly and progress against our goals will be publicly available via a dashboard on our website. This means that every Washington County resident will be able to access information that describes the work of the Washington County government while also accessing information that shows our progress towards achieving the goals outlined in the Strategic Plan Update 2024-2028.

# APPENDICES

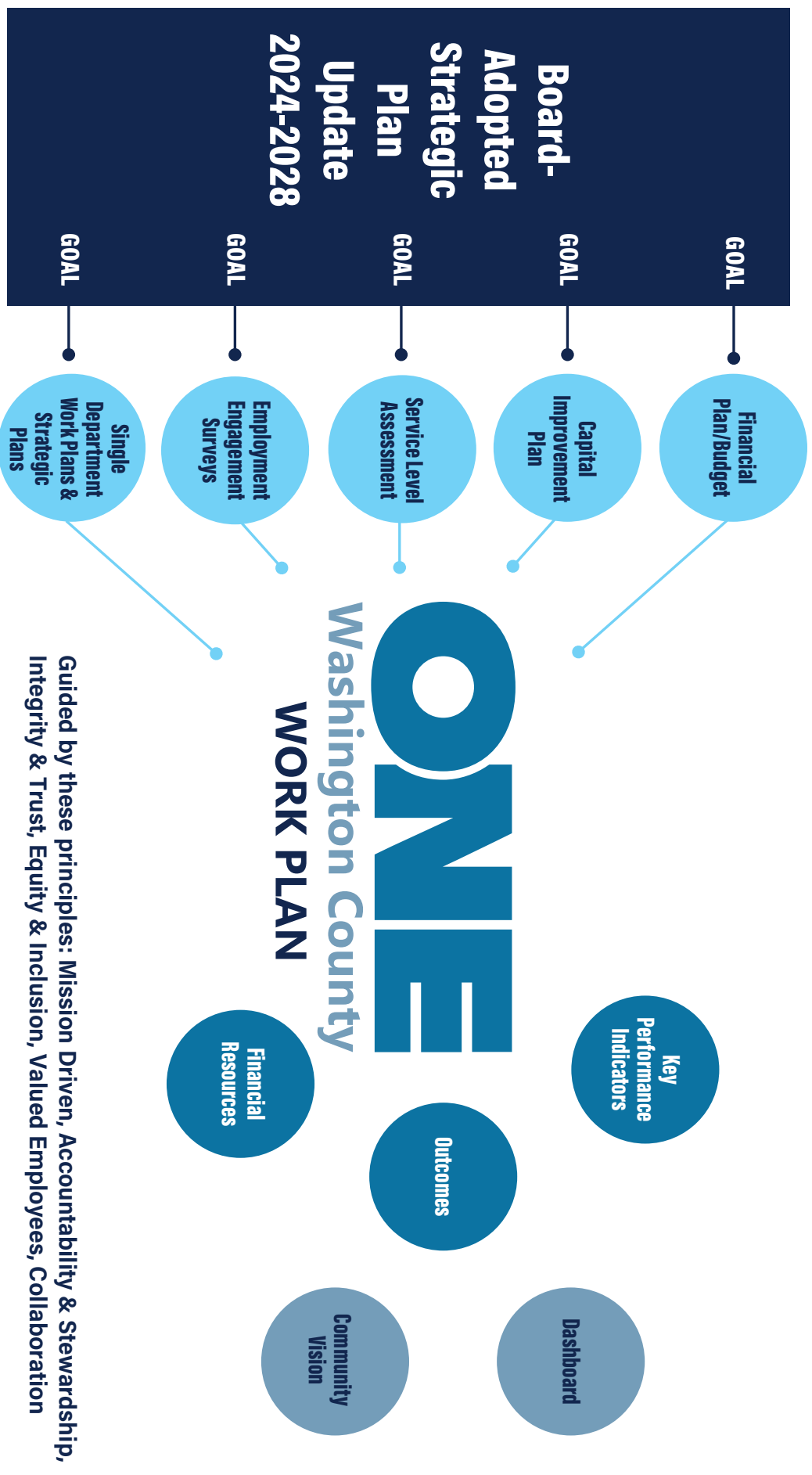
## TIMELINE

### Strategic Plan History

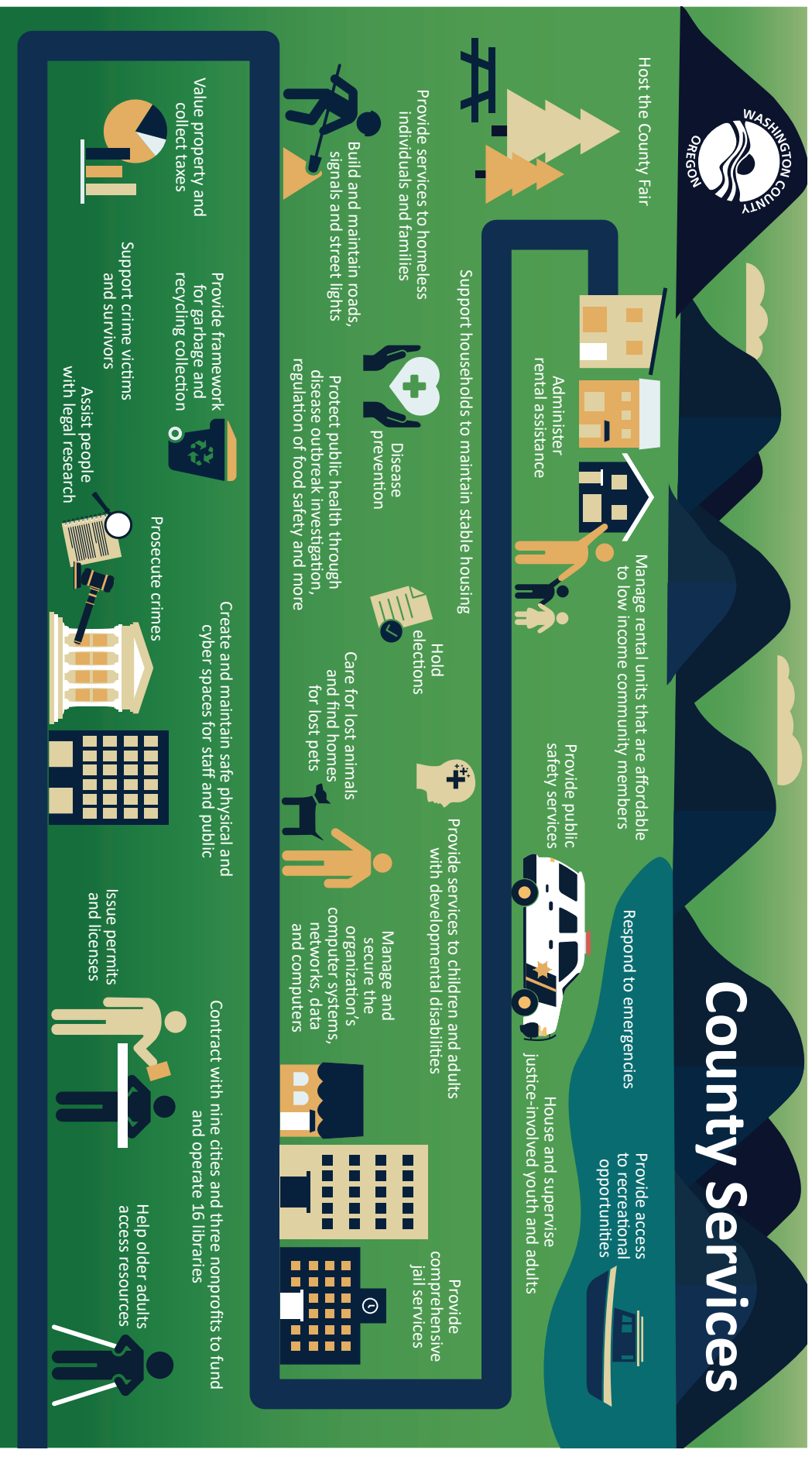




# STRATEGIC UPDATE AND WASHINGTON COUNTY MANAGEMENT SYSTEMS DIAGRAM



# WASHINGTON COUNTY SERVICES DIAGRAM



# COUNTY AND STATE SHARED SERVICES DIAGRAM

	<b>HUMAN SERVICES</b>	<b>PUBLIC SAFETY</b>	<b>NATURAL RESOURCES</b>	<b>TRANSPORTATION &amp; COMMUNITY DEVELOPMENT</b>	<b>GOVERNANCE &amp; REVENUE</b>
<b>STATE-PROVIDED SERVICES</b>	<ul style="list-style-type: none"> <li>Child Protection State Hospital</li> </ul>	<ul style="list-style-type: none"> <li>Appellate Courts</li> <li>Department of Justice</li> <li>State Police</li> <li>State Prisons</li> </ul>	<ul style="list-style-type: none"> <li>State Lands</li> <li>State Parks</li> <li>Water Regulation</li> <li>Wildlife Regulation</li> </ul>	<ul style="list-style-type: none"> <li>State Fair</li> <li>State Highways</li> <li>State Parks</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Services</li> <li>Contracting &amp; Procurement</li> </ul>
<b>STATE/COUNTY-SHARED SERVICES</b>	<ul style="list-style-type: none"> <li>Behavioral Health Services</li> <li>Civil Commitment</li> <li>Child &amp; Family Services</li> <li>Disability Services</li> <li>Early Learning</li> <li>Environmental Health</li> <li>Foster Care</li> <li>Healthcare</li> <li>Housing Services</li> <li>Mental Health Services</li> <li>Public Health Services</li> <li>Senior Services</li> <li>Substance Abuse Prevention</li> <li>Substance Abuse Treatment</li> </ul>	<ul style="list-style-type: none"> <li>Community Corrections</li> <li>County Law Libraries</li> <li>Court Security</li> <li>District Attorney Services</li> <li>Drug Policy</li> <li>Emergency Services</li> <li>Juvenile Services</li> <li>Marine Patrol Services</li> <li>Medical Examiner</li> <li>Trial and Specialty Courts</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture</li> <li>County Forest Trust Lands</li> <li>County Parks</li> <li>Endangered Species</li> <li>Federal Land Policy</li> <li>Land Use (resource lands)</li> <li>Ocean &amp; Coastal Policy</li> <li>Pesticide Control</li> <li>Predator Control</li> <li>Private &amp; State Forests</li> <li>Watermaster</li> <li>Weed Control</li> <li>Wetlands</li> <li>Wildfires</li> </ul>	<ul style="list-style-type: none"> <li>Broadband</li> <li>Building Code &amp; Inspections</li> <li>County Fairs</li> <li>Energy Development</li> <li>Engineering</li> <li>Highway &amp; Road System</li> <li>Infrastructure Development</li> <li>Land Use (non resource lands)</li> <li>Ports</li> <li>Railroads</li> <li>Telecommunications</li> <li>Transit</li> <li>Workforce Development</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Elections</li> <li>Extension Service</li> <li>Fees</li> <li>Finance &amp; Investment</li> <li>Insurance &amp; Liability</li> <li>Labor Relations</li> <li>LABOR PERS</li> <li>Public Records &amp; Meetings</li> <li>Revenue &amp; Taxation</li> <li>Veteran Services</li> </ul>
<b>COUNTY-PROVIDED SERVICES</b>		<ul style="list-style-type: none"> <li>Animal Control</li> <li>County Jails</li> <li>Justice Courts</li> <li>Search &amp; Rescue</li> <li>Sheriff Patrol</li> </ul>	<ul style="list-style-type: none"> <li>County Parks</li> <li>County Property</li> <li>Soil &amp; Water Conservation</li> <li>Vector Control</li> </ul>	<ul style="list-style-type: none"> <li>County Road System</li> <li>Recycling</li> <li>Solid Waste Management</li> <li>Surveying</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Services</li> <li>County Library</li> <li>County Museums</li> <li>County Service Districts</li> <li>County Governance</li> <li>Document Recording</li> </ul>

Disclaimer: Please note this list is not all inclusive. | Last updated August 2022

# GLOSSARY

**County, county** – “Washington County” refers to either the local government organization or the territory. In this document, the up-cased term “County” refers to the government organization and the low-cased term “county” refers to the land area or community.

**Design the Future** – An initiative focusing on building a leading-edge, mission-focused organization that can better serve the community now and in the years ahead.

**enterprise resource planning (ERP)** – An integrated technology system that connects critical business processes, people and technologies. ERP enables data-driven decision making, transparency and visibility throughout the Washington County organization.

**equity, diversity and inclusion** – The body of work, programs, policy reforms and other actions aimed at re-shaping communities and organizations so that race can no longer be used to predict life outcomes and outcomes for all groups are improved.

Although the term “diversity, equity and inclusion” is also widely used, Washington County is intentionally using a different order of these words to lead with equity as the ultimate outcome.

**Equity Resolution** – Resolution and Order 20-30, adopted unanimously by the Board of County Commissioners on February 25, 2020, that established an equity framework for the organization, including the creation of the Office of Equity, Inclusion and Community Engagement to be led by a Chief Equity Officer.

**One Washington County** – The vision of departments and offices operating together as a single organization.

**unincorporated area** – Territory that is outside of any city boundary. In Washington County, these unincorporated areas include rural and natural areas, but also urbanized communities inside the urban growth boundary and yet outside of city boundaries.