

2008-2009 ADOPTED BUDGET

POLICIES AND PROCESSES

County 2000 Summary

Community Vision

Our vision is to be a prototype community for 21st Century America, reflecting the best of our community's achievements, diversity, values and its pioneering spirit.

Guiding Principles

- Honesty, flexibility and fairness
- Recognize the limits of our resources and promote sound business practices in meeting the priority needs of the community
- Innovation and use of technology
- Stewardship
- Honor and value public service
- Partnerships

Fundamental Principles

Washington County

- Primarily provides services of Countywide benefit
- Is one of many participants in the continuum of services
- Prioritizes services according to a Finance Plan
- Cannot be all things to all people. Nor a government of last resort.

Methods of Service Delivery

- Direct Service – directly provides service
- Partnerships – partners with others to provide services
- Supporting the Agenda – supports others' activities and initiatives

Countywide vs. Municipal Services

- County 2000 dictates that Countywide property tax dollars will be expended on those services that are of Countywide benefit and furthermore, that those services are to be provided on a prioritized basis according to the priorities of the community.
- Municipal services benefit specific sub-areas and groups within the County. Cities, geographically limited special districts, or user fees typically fund these services.

Organization Mission

Provide specific services within the bounds of resources and in a professional, efficient manner. We will honor the Constitution of the United States.

Traditional Service Strategies

General Government

- Employ technologies to improve overall effectiveness
- Service levels will be in proportion to the size of the organization
- Committed to effective citizen involvement
- Committed to prudent financial practices and operating within existing resources

- Maintain accurate and uniform property assessments
- Refinement of Support Services functions

Public Safety & Justice

- Support a base-level of countywide public safety and criminal justice services
- Services which are not of countywide benefit shall be funded by other mechanisms and not by a uniform countywide property tax
- Priority for investment is to remedy any imbalances in services that impact the public's safety and welfare, and the justice systems ability to respond at the necessary level
- Where found to be cost-effective, the development and use of a continuum of community sanctions and services to supervise juvenile and adult offenders should be maximized
- Promote and support the development and implementation of a broad range of crime prevention measures
- Service delivery should be provided in a collaborative and cooperative effort

Land Use

- Careful land use planning inside the UGB (Urban Growth Boundary)
- Development within UGB must be accompanied by a full-range of urban level services in order for the County to approve an application and provide for design and environmental standards that enhance the quality of the development.
- Committed to balancing individual property rights with neighborhood livability and the needs of the community as a whole.
- Absent others, the County will provide planning services at a municipal level (current and long range).
- Current planning and land development and building programs will be self-sufficient with fees. Limited Countywide resources are directed toward code enforcement and public assistance services.
- Long-range planning efforts will be redirected from performing regular updates of community plans toward maintaining and participating in various regional and state planning efforts and rules to manage growth and maintain quality of life.
- The County shall assume a leadership role for land use and transportation planning to assure the various federal, state, regional and local mandates are met.

Housing

- Action will require partnerships with community groups as well as the private and public sectors; and that financing for these programs will come primarily from the creative packaging of federal, state, and local non-General fund sources.
- The County recognizes the relationship between housing and economic development and providing housing options for people who work in our communities. The County supports modestly priced rentals and first-time ownership housing opportunities. The County believes these can be best provided in partnership with cities, and the private and nonprofit sectors. The primary role of the county is to be a coordinator in facilitating these partnerships through the use of tax exempt financing, expedited development review and approvals, monitoring and certifying levels of affordability, securing other state and local resources and providing technical assistance.
- County surplus property may also be made available for the development of affordable housing in partnership or as part of the public housing program of the county.
- County recognizes the housing needs of the elderly and disabled. The County's goal is to advance persons to greater self-sufficiency whenever possible.
- County is committed to innovative solutions.

Transportation – Capital Projects

- Transportation services will be focused on countywide transportation issues and projects, including:
 - ✓ Improvements to adopted countywide road system
 - ✓ Analysis of north-south traffic problems in the Tualatin-Hillsboro corridor
 - ✓ Extend Light Rail to Hillsboro
 - ✓ Promote and develop increased intra-county transit service
 - ✓ Foster energy-neutral modes of transportation, including: mass transit, light rail, carpooling, bicycling and walking.
- Balance transportation planning by addressing growth in transportation requirements and still address issues of community livability and the environment.
- Increase in funding is necessary if the major multi-modal regional and county projects are to be met.
- Regularly update County Transportation Plan
- Implement a regional vehicle registration fee to fund necessary arterial improvements and new sources of revenue for local transit services should be considered. MSTIP should be sustained.

Road Maintenance

- First, money is to be spent on state mandated road work, emergency repair and hazard elimination. Second, the money is to be allocated on general maintenance on County major road systems, including rural resource roads. Remaining funds are allocated towards reconstruction.
- Enhanced level service will need to be addressed via alternate forms of funding
- Privatization and “least-cost” analysis will be continued and enhanced

Health and Human Services

- The County’s health and human services programs will emphasize prevention. Such programs include public education and information and treatment programs on such issues as: drug & alcohol abuse prevention; parenting & prenatal care; child abuse prevention; communicable disease prevention education; mental & emotional disturbances; developmental disabilities; and services for the elderly, veteran’s and disabled.
- The County will encourage visibility of health and human service issues, including services within and beyond the scope of our service continuum.
- To the extent additional General Funds are available, the County will increase investment in health and human services.
- The County will focus on individuals and families in greatest need.
- The County will focus on collaborative opportunities with private and nonprofit partners.
- Every effort will be made to purchase services that can be effectively provided by the private sector or nonprofit.
- Emphasis will be placed on user fees that support the level of service provided.
- Continue to advocate for stability in the continuum of federal and state resources.
- Animal control to be funded by fees assessed to pet owners.

Culture, Education & Recreation

- There is a continual demand for increased cultural, educational and recreational programs and facilities. However, given the priority assigned to other County services, there is a lack of resources to meet these demands. These services will need to be funded through increased reliance on fees or other non-general fund sources.
- Washington County is not traditionally in the parks business. Hagg Lake improvements will need to balance accessibility to residents with environmental concerns. Costs will be funded by dedicated sources other than general fund discretionary resources.
- Continual emphasis on coordination with cities, special districts and Metro to assure collective goals is met.
- Cooperative Library Services will provide support services to local libraries and to provide direct service to special populations.

- In concert with OSU Extension, the County will maximize the application of limited resources in promoting the continued vitality of the Washington County agricultural community.
- The Fairplex is a multipurpose, year-round event and conference facility. Fair and event revenues and grants will finance future development plans.
- The County commits through advocacy, coordination and technical assistance, to further the level of educational excellence.
 - ✓ Provide school districts current demographic information
 - ✓ Involved in projects to improve the review and impact analysis of individual development applications from school districts.

Other Strategies

Citizen Involvement

The County supports the following citizen involvement mechanisms:

<u>Community-based</u>	<u>Citizen-based</u>	<u>Media/information based</u>
Access to public officials	CPO/CCI	TVCA
Board Meetings	Neigh. Assoc.	Publications
Public Hearings	Advisory Boards	Press Release
Polling	Task Forces	Documents
Elections	Focus Groups	

Livability and Environment

Highlights of the County's efforts and policy positions in terms of livability and the environment:

- Support of the Urban Growth Boundary – County's development philosophy states that development inside the UGB must be accompanied with a full range of urban level services in order for the County to approve the application. In addition, the development must provide for design and environmental standards that enhance the quality of the development. The Board will unequivocally oppose the expansion of the UGB before its required thresholds are met.
- Aspiration for a balanced transportation system. The Transportation plan recognizes the automobile as the primary mode of transportation, while calling for strong transit, demand management, and bicycle and pedestrian elements to complement, and, in some cases, substitute for improvements to the roadway system.
- Support of land trust acquisition and planning. The County's inventory of land should be reviewed for potential greenway and park sites.
- Solid Waste management planning.
- Enhancement of water quality (USA/CWS)

Economic Development

In terms of direct service, the County's role is limited to providing the basic governmental services. These services provide the infrastructure that makes economic development possible. The County will also partner with other organizations to provide economic development coordination, marketing, business recruitment and business retention. The county may provide limited financial support to countywide or regional economic development agencies or programs. Finally the County will take the lead in facilitating the development of a coordinated economic development plan for the County as a whole.

Annexation

- Cities are recognized as the ultimate municipal service provider. As opposed to stating a specific deadline for the withdrawal of municipal services and forcing the solution, the County determined that when annexation and/or incorporation occurred, practicality and resident interest would drive the timeline. Residents who are requested to annex shall continue to enjoy the opportunity to vote on annexation pursuant to their statutory rights. The exception (double majority) accomplishes the same end for typically small scale annexations or unoccupied property by requiring written approval of over 50% of registered voters and 50 percent of property owners.
- The County will maintain the following service strategies until annexation/incorporation takes place: ESPD, URMD and minimum funding of land use planning services.

Internal Organizational Development

The County's organizational development strategy is composed of three main sections:

- Leadership section focuses on values, mission, goals and objectives. It addresses the value and responsibility of public service and ethical standards.
- Human resources management plan focuses on supporting and empowering the individual employee and the organization through a wide range of systems and supports to improve the work environment, promote staff development and ensure fair and equitable treatment.
- Management practices focuses on policy development, communication, organizational structure, goal setting and performance evaluation.

Financial Plan

The financial plan represents two key elements: Resource Allocation Strategy and the Resource Reduction Strategy.

Resource Allocation Strategy

County 2000 distinguishes between services of countywide benefit and municipal services.

- Countywide services are to be funded by a broad-based revenue structure. Further distinctions are made between those countywide services that are to be funded primarily by the General Fund and those countywide services that are to be funded primarily by special revenue.
- Another distinction is made between those General Fund supported countywide services that, to the extent additional resources are available are slated for growth in General Fund support and those that will receive constant or decreasing General Fund support. Priority will be given to a) funding Health and Human Services programs, and b) strategic investments in the Public Safety and Justice System to remedy any imbalances. The remaining countywide services will receive steady or decreasing General Fund support.

Resource Reduction Strategy

1. General Philosophy – To the extent possible, across-the-board reductions will be avoided. The goal is to reduce the quantity of services, not the quality.
2. Resource Reduction Priorities – The County will begin with category 1 and proceed to other categories as required.
 1. Elimination of General Fund “block grant” support for outside agencies that are not funded by dedicated resources.
 2. Moderate service level reductions will be proposed on a case-by-case basis. These reductions will focus on reducing general fund support.
 3. Major new sources of discretionary revenue will be evaluated.
 4. Major program reductions will be proposed.
 - First are program reductions that will reduce discretionary expenses beginning with a) culture, education and recreation, b) base level of Sheriff's Patrol and c) certain planning and survey programs. Second level reductions would be pursued in Health and Human Services and Public Safety and Justice.
 - The County may also evaluate returning state programs.
 5. A reduced County work week
 6. Protection from debt and obligations through authorized restructuring.