

# Service Efforts and Accomplishments Report

## Clark County, Washington

For the Years 2004—2008

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# Executive Summary

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This is Clark County's sixth *Service Efforts and Accomplishments* report on the performance of county government. It covers five years, 2004 through 2008, and contains information on the County's largest and most visible public programs: Sheriff's Office, Public Works' Road Maintenance, Vancouver-Clark Parks (acquisition and maintenance), Department of Community Development's Building and Development Services, the County's Code Enforcement services (Code Enforcement, Fire Marshal, and Animal Control and Protection) and the Department of Community Services' provision of community mental health services. We have also included information generated from the January 2009 citizen survey conducted to obtain citizen views on county government and the services provided.

Additional copies of this report can be obtained on-line at [www.clark.wa.gov/auditor/audit/audreports.html](http://www.clark.wa.gov/auditor/audit/audreports.html) or by calling the Auditor's Office at (360) 397-2310.

Highlights from this report include the following:

## ***Clark County Sheriff's Office***

- Three-quarters of citizens rate their feeling of safety as 'good/excellent', although crime remains one of the two highest concerns on a list of 11 county-wide issues.
- Response times for the most urgent calls decreased from 7.7 minutes to 6.4 minutes between 2006 and 2008.
- The Clark County jail was reported in 2008 as among those having the highest rates of inmate sexual abuse in the nation. In response, the Sheriff added staff training (including volunteers and visitors), inmate education, streamlined reporting, and improved investigation and tracking.

## ***Public Works Road Maintenance***

- Resurfacing cost per lane mile has increased significantly over the last several years due largely to increased costs of diesel and oil. The cost for seal coat resurfacing increased by 82 percent; the cost for structural overlays increased by 69 percent in the same period.
- The average Pavement Condition Index (PCI) rating for county roads in 2008 was 84, above the goal of an overall average rating no lower than 76, set by the Road Department. The county's average PCI over the past five years has fluctuated between 83 and 90.

- Since implementation of the county's National Pollutant Discharge Elimination System permit in 1999, the number of stormwater and swale facilities have grown. Stormwater facilities increased from 197 in 2004 to 204 in 2008. The number of swales increased from 386 to 419 during this same period. The average number of times these were inspected, mowed, and maintained was 4.3 times in both 2006 and 2008, compared to 4.8 times in 2004.

### ***Vancouver-Clark Parks (acquisition and maintenance)***

- Slightly under eight regional park acres per thousand population were provided for county citizens in 2008. This is short of the ten acre goal, and less than the eight acres provided in 2007.
- The urban park acreage is above the goal of five acres per thousand population, but is coming down as the number of residents increase.
- Annual maintenance spending for all parks increased significantly, due to increases in costs related to inflation, fleet equipment, and labor. Urban park spending increased by 37 percent and regional park spending increased by 63 percent.

### ***Community Development's Building and Development Services***

- There is a significant decrease in demand for services related to building construction and land development.
  - Building permits down 67 percent from 2004 to 2008.
  - Development permits down 38 percent from 2004 to 2008.
- To adjust to decreasing demands for these services, at the end of 2008 staffing was reduced by about 10 percent; further reductions occurred in January 2009.
- The county's General Fund was used to fund 18 percent (\$6.7 million) of development expenses over the 2002 - 2008 period. The percentage funded in 2007 and 2008 was much higher than in preceding years -- 45 percent and 39 percent, respectively.

### ***County Code Enforcement***

- The downturn in the economy affected some code enforcement areas.
  - Fire Marshal construction related work down 50 percent.
  - There were an increased number of animal abuse cases.

## **Community Mental Health Services**

- Overall, eligible resident's satisfaction and their rating for the quality of service received, as measured by the Client Satisfaction Questionnaire, has exceeded the Regional Support Network (RSN) goal of 90 percent in each of the last three fiscal years.
- Generally 2008 results show an increased demand for RSN provided mental health services, both in terms of eligible residents served and in the number of service hours provided. Outpatient service hours increased steadily since 2006, with an overall increase of 31 percent. This increase in adult and elder service hours decreased the need for more expensive hospitalizations.
- Residential beds provide another lower cost alternative to hospitalizations, at about \$48.00 per day compared to \$450.00 per day at Western State Hospital. Hotel Hope provides some of that capacity for eligible residents.

## **Citizen Survey**

The Auditor's Office surveyed citizens in early 2009 to determine citizen's levels of satisfaction with overall county government performance, and with specific service areas within the Sheriff's Office, Public Works' Road Maintenance, Vancouver-Clark Parks, and Community Development's Building and Development Services and County Code Enforcement activities. Community Services' Behavioral Health Services unit (acting as the RSN) regularly surveys its clients and their families to determine levels of satisfaction. Survey results are discussed in the Performance Indicator section of each chapter of the report.

This current survey followed the same methodology used for the citizen surveys conducted in 2007, 2005, and 2003. A copy of the survey instrument, annotated with the results of this and the previous surveys, has been included in the report as an appendix.

These are some of the general perceptions gleaned from the survey results.

- Confidence in county government stood at 33 percent rating confidence as 'total/a lot' in 2009, nearly identical to the 32 percent rating in 2007.
- Overall, 85 percent of respondents feel the quality of life in the county is 'good/excellent.'
- Two-thirds of respondents feel the level of service delivery by Clark County is 'good/excellent.'
- Citizens' 2009 rankings indicated that employment/economy, crime, and education were the most concern.

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# Chapter 1: Introduction

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## Reporting Objectives and Scope

Clark County is one of the fastest growing regions in the State of Washington. The county is in transition from a small, urbanized area surrounded by rural farmlands to a suburban-urban setting. The county's population has grown from 383,300 in 2004 to 424,200 in 2008, an increase of 11 percent. This population growth has been accompanied by an expanding demand for county services. The Service Efforts and Accomplishment (SEA) report is one mechanism for governments to assess the level of demand for services and to communicate results of activities and programs.

This report is designed to help citizens, managers, and county policy makers assess selected county program operations -- programs and operations that may impact citizens, such as the Sheriff's Office or Roads Operations, or that are grant funded, such as the county's mental health programs. This information allows readers to more fully assess governmental performance by focusing on a variety of financial and non-financial measures of inputs, outputs and outcomes, and measures that relate efforts to accomplishments.

To further assess county performance, the results of a survey conducted to acquire citizen's perceptions regarding the provision of county services is included. For example, in the most recent citizen survey (January 2009), 66 percent of responding citizens reported that the level of service delivery was 'good/excellent.' The survey found that 33 percent of responding citizens have 'total/a lot of confidence' in county government, an increase of about 3 percent from the survey conducted in 2003. Overall, responding citizens feel the quality of life in Clark County is 'good/excellent.' Citizen responses on services provided can be found throughout this report. The survey, with responses, can be found in the appendix to this report.

### *Reporting Objectives*

The SEA report describes trends and, where appropriate, identifies potential issues and concerns and what might be done to address these concerns. To do this, the report presents information on a broad range of program measures, including not only information about the acquisition and use of resources (staffing and spending), but also about the outputs (work-load) and outcomes (results) of the services provided. Important changes to the programs, such as regulatory changes, are described in the report to the extent they were considered relevant by program staff.

This is the sixth edition of Clark County's SEA report.

### *Scope*

This SEA report includes chapters on the Sheriff's Office, road operations, parks, building and development services, three of the county's code enforcement programs, and community mental health services. The information on these six Clark County service areas are provided for the years 2004 through 2008, a five year period.

- Sheriff's Office — this chapter analyzes the three major functions of the Sheriff's Office: Enforcement, Custody, and Civil/Support. The Sheriff's Office has the largest number of employees in a single department in the county.

- Road Operations — one of six functions of the county's Public Works' Operations & Maintenance Division that provides services throughout the county. Road Operations has the largest amount of expenditures in the county.
- Parks Acquisition and Maintenance— services related to acquiring and maintaining county parks; the creation and maintenance of parks creates aesthetic livability throughout the county.
- Building and Development — provides services related to growth management and quality construction. Community Development processes preserve community livability.
- County Code Enforcement — three services provided by the Department of Community Development units -- the Fire Marshal, Animal Protection and Control, and Code Enforcement Division.
- Community Mental Health Services — acting as the Regional Support Network (RSN), the county provides services to eligible county residents through contracts with various agencies. Community Services has the most grants of any department in the county.

## Reporting Methodology

Staff from the Auditor's Office prepared this report with the cooperation and assistance of managers and staff from county departments and the Vancouver-Clark Parks and Recreation Department. Data has not been independently verified or audited for accuracy.

The chapters in this report focus on the goals, efforts, and accomplishments of the department's programs. Department officials and managers establish the mission statement and the goals for the effective and efficient operation of the department. Management provides the raw data that is used in the charts and graphs, and the departments review their chapters at various stages during the compilation of information through to the final report.

**Selected indicators.** The report contains four types of indicators:

- *Workload* information shows the type and amount of resources used, and, in some cases, the level of public demand for the service. These are output indicators -- for example, the quantity of services provided.
- *Staffing and spending* data includes expenditures and staffing levels. These are input measures, or service efforts, and may include the number of people or square miles served.
- *Results* information provides data that attempts to measure efficiencies for selected activities; outcome measures that provide results of providing the outputs (workload). These include measures that relate service efforts to service accomplishments.
- *Performance* information indicates outcomes or how well services met their established goals, and how satisfied citizens are with the quality of services. If the goals are not met by the department, the report discusses what the department might do to reach the goals in the future.

**Citizen’s Survey.** In 2009 the Auditor’s Office conducted and analyzed a fourth survey to determine citizen satisfaction in the areas of overall county government performance and specific service areas within the Sheriff’s Office, Road Operations, Parks, and Community Development (see appendix for a copy of the survey instrument and responses). The RSN regularly surveys the eligible residents and their families to determine levels of satisfaction; this report uses data from those surveys in the Performance Indicator section of the Mental Health chapter.

**Data Collection.** Data was collected from a variety of sources: general ledger, budget, road maintenance management system, park’s reporting system as well as from published reports and statistics obtained from each department.

## Inflation Adjustments

In order to account for inflation, we have expressed financial data in constant dollars. We adjusted dollars to express amounts as the purchasing power of dollars in 2008 based on the Portland-Salem, OR-WA Consumer Price Index for All Urban Consumers.

Note: Inflation adjustments have been applied to all dollars except those in the chapter on Mental Health Services. Mental health services dollars are tracked on a different fiscal year basis, mostly on a July to June fiscal year, as opposed to all others which are on a calendar year basis.

Year	CPI	
	Percent Change	Factor
2004	2.60%	1.128
2005	2.60%	1.099
2006	2.60%	1.071
2007	3.70%	1.033
2008	3.30%	1.000

Note: Effective in 1998, the geographic area covered by the Portland-Vancouver CPI has been expanded to include the Salem Metropolitan Statistical Area. The new name for the eight county CPI index (including Clark County, WA) is Portland-Salem, OR-WA. See [www.qualityinfo.org/pubs/cpi/cpi.pdf](http://www.qualityinfo.org/pubs/cpi/cpi.pdf)

## Population

The total population of Clark County has grown by 40,900 since 2004 -- an increase of almost 11 percent. The unincorporated population has grown by 22,180 since 2004, an increase of 12 percent. Between 2006 and 2008, the unincorporated population grew by 10,740 -- a growth of about 5 percent.

<i>Population</i>		
Year	Unincorporated	County Total
2004	184,650	383,300
2005	188,955	391,500
2006	196,090	403,500
2007	201,135	415,000
2008	206,830	424,200

In analysis of the Sheriff’s Office activities, the unincorporated population includes Yacolt and that part of Woodland within Clark County. These population numbers are not shown in this table.

Note: Population estimates for the unincorporated area of the county, and for the entire county, are obtained from the Washington State Office of Financial Management (OFM). The figures used in this report reflect revisions made by OFM based on the results of the 2008 Estimate.

# Chapter 2: Sheriff's Office

## Mission, Goals & Organization

### Mission

To work in partnership with our diverse communities to promote and enhance the safety and the quality of life in Clark County.

### Mission and Goals of each Branch

#### ENFORCEMENT

**Mission:** To work with our community partners to address crime, fear of crime, safety, and livability through collaborative problem solving and enforcement activities.

**Goals:**

- Increase the number and improve the impact of problem solving efforts in our area neighborhoods.
- Reduce response times on priority one and two calls for service.
- Continue integration of community oriented policing values into all functions.

#### CUSTODY

**Mission:** To provide safe, secure, and constitutional detention facilities in the most respectful, professional, and fiscally responsible manner possible.

**Goals:**

- Provide a positive atmosphere free from intimidation, harassment, or discrimination for staff to work in.
- Greet the public with courtesy, respect, and understanding for their situation.
- Provide a safe and secure environment for the inmates, staff, and the public.

#### CIVIL/SUPPORT

**Mission:** To provide professional service and support to our community, our external stakeholders (other criminal justice agencies and service providers) and our internal branch partners within the Sheriff's Office.

**Goals:**

- Implement revised public records policies and procedures department wide to provide comprehensive management of public records requests and increased levels of service to requestors.
- Provide quality and efficient service to external customers and internal users through the use of increased technology, paperless initiatives and streamlined processes.
- Completed: a full item by item inventory and purge of evidence as part of the transition to a new evidence manager and a new branch chief.

## **Missions of Special Investigative Units**

The citizen survey (see appendix) includes a question asking residents to rank a list of 12 issues. Crime has been one of the top three priorities for citizens in each of the surveys (2003, 2005, 2007, and 2009).

The Clark County Sheriff has several special investigative units which work to address specific areas of concern:

### ■ **Clark-Skamania Drug Task Force**

The task force initiates and conducts investigations of mid-level and upper-level drug dealers in Clark and Skamania counties. Members include Clark County Sheriff deputies and City of Vancouver police officers. The unit prioritizes and facilitates investigation of major drug dealers and manufacturers. Officers also provide education to the public and other governmental agencies regarding illegal drugs.

### ■ **Tactical Detectives**

The Tactical Detective Unit was formed in early 2002 from four previous areas: West and Central Precinct detectives, gang task force, and intelligence. The unit provides investigative support for crimes that do not reach the criteria for other specialty units, and concentrates enforcement efforts on those persons who are frequently involved in criminal activity.

### ■ **Major Crimes**

The Major Crimes Unit is responsible for investigating serious crimes against persons. A division of the unit investigates fraud crimes including identity theft, forgery, counterfeiting, computer crimes, and financial exploitation of the elderly or incapacitated. The unit also provides investigative support to other law enforcement agencies in Clark County and Skamania County.

### ■ **Children's Justice Center**

The Children's Justice Center (CJC) is a joint venture between Clark County and the City of Vancouver. It brings a coordinated and multi-disciplinary approach to the investigation and prosecution of felony child abuse cases. The CJC investigates and prosecutes felony child abuse cases involving children younger than 16 within the City of Vancouver and unincorporated Clark County.

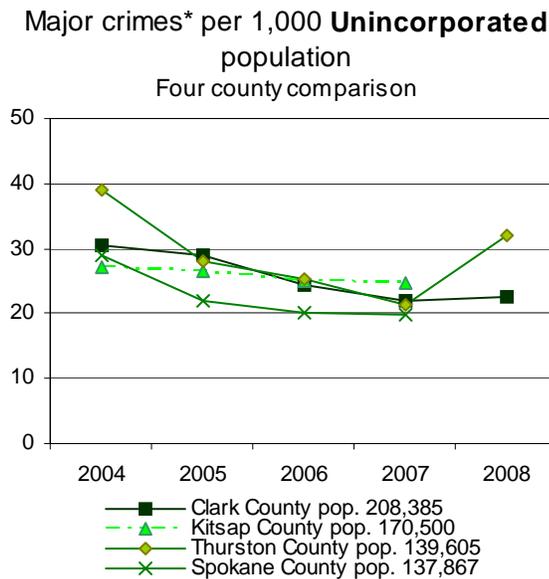
## Workload

### Enforcement Branch Workload

Enforcement branch duties include:

- Law enforcement patrols in unincorporated Clark County
- Criminal investigations
- Traffic enforcement and investigations
- Marine enforcement
- Community events such as amphitheater, fair, motocross
- Outreach and safety education
- Sex offender registration and monitoring

Clark County is similar to three other counties in the rate of major crimes for every thousand people (unincorporated population), as shown in the chart below. Nationally, for the first half of 2008, the FBI reports urban counties had a 4 percent drop in violent crime and no significant change in property crime.



\*FBI definitions: **Part I major crimes** are classified as either violent or property.

**Violent** crimes include murder, manslaughter, forcible rape, and aggravated assault. In Clark County, these violent crimes are a small portion, about 5 percent, of all major crimes.

**Property** crimes include burglary, larceny, motor vehicle theft, and arson.

*Other 2008 numbers were not available at press time.*

Workload Measures	Enforcement					
	9-1-1 Calls		Officer-initiated including traffic	Reported Major Crimes*		
	Received	Dispatched		Violent	Property	Total
<b>2004</b>	78,929	34,742	30,850	272	5,378	5,650
<b>2005</b>	82,419	36,757	31,492	308	5,215	5,523
<b>2006</b>	79,249	34,876	33,281	253	4,586	4,839
<b>2007</b>	74,001	46,978	30,642	271	4,182	4,453
<b>2008</b>	84,753	46,694	38,059	274	4,396	4,670

### Custody (Jail) Branch Workload

Custody branch duties include:

- Secure incarceration of adult offenders
- Transportation to courts and outside appointments
- Monitor all jail access including visitations
- Respond to emergencies such as fire, riot, hostage
- Inmate work, training, and education programs
- Food services
- Inmate health care

There were 814 jail beds at the end of 2008, although budget cuts required closing 56 beds as of January 1, 2009. The 2008 average daily population was 740, and average length of stay was 17 days.

The Custody branch operates two facilities: the main jail and the jail work center. The main jail houses pre-sentence minimum security offenders and both pre- and post-sentence medium and maximum security offenders. The jail work center houses (1) sentenced minimum security offenders who work on the kitchen or laundry crews, and (2) work release which allows offenders to maintain regular jobs in the community but remain incarcerated at all other times in the minimum security setting.

Transportation of inmates for court appearances has been taking increasing amounts of custody staff time. In late 2004, the Sheriff's Office, Clerk's Office, and District Court started using video feeds for some arraignments. With video, inmates are moved from their cell to a broadcast room by using loudspeaker instructions and electronic gates, instead of a custody officer escorting the inmate from the jail to the courthouse.

Inmates with mental health and/or addictions are a factor in custody's workload. The number of mental health appointments grew 78 percent over this period, from 5,182 to 9,243. In late 2004, the Sheriff's Office was awarded a Department of Corrections grant to add four padded cells to better serve special needs inmates.

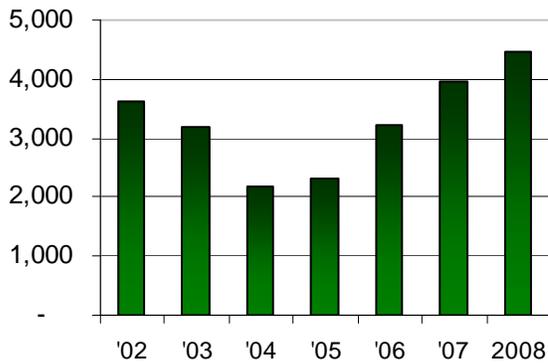
Workload Measures	Custody					
	Total Bookings	Average Daily Population	Transports	Meals Served	Infractions by Inmates	Video Arraignments
<b>2004</b>	15,778	694	24,348	1,048,896	2,473	
<b>2005</b>	16,170	772	24,959	1,188,065	2,924	
<b>2006</b>	15,922	790	27,098	1,218,250	2,394	3,391
<b>2007</b>	16,436	769	23,974	1,152,122	2,225	4,433
<b>2008</b>	16,323	740	21,324	1,106,549	2,026	4,194

### Civil/Support Branch Workload

Civil/Support branch duties include:

- Law enforcement criminal records for Clark County and the Vancouver police department
- Jail records (sentence calculation, bail, custody records)
- Warrants (recordkeeping, arrest warrants, wanted persons)
- Civil process service (receipt, service, case management, protection orders, landlord-tenant actions)
- Reception services (jail visiting, fingerprinting, issuance of concealed pistol licenses)
- Precinct support staffing
- Evidence inventory and disposition services
- Logistics (equipment inventory management, storage, and delivery)

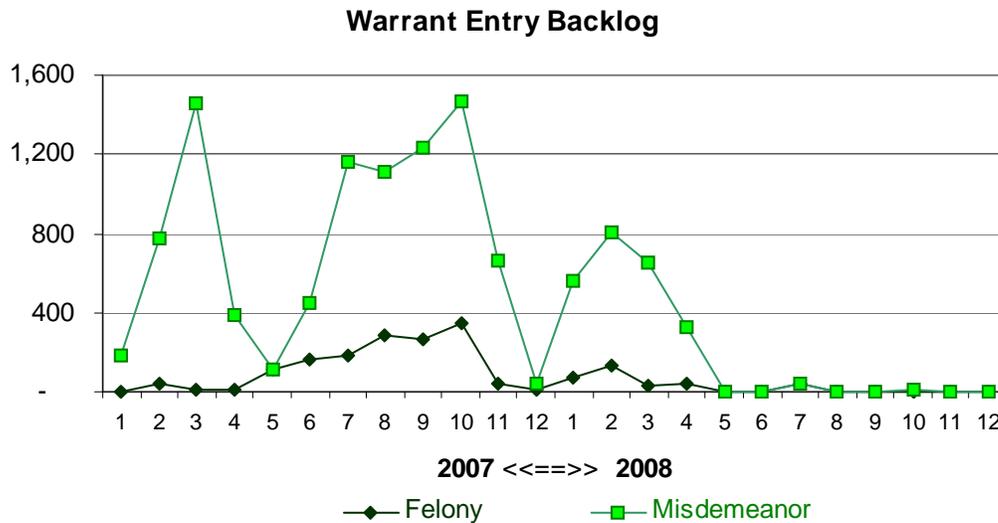
Gun Permits Issued



**Gun permit applications** increased after September 11, 2001, but then tapered back. Gun permits are valid for five years, so the increase shown in the graph is partly tied to the renewal cycle.

Civil/Support

Workload Measures	Civil Papers		Gun Permits Issued	Evictions	Records		Evidence	
	Received	Served			Warrants Received	Police Reports	Cases In	Items
<b>2004</b>	7,304	5,320	2,179	1,247	15,126	44,548		
<b>2005</b>	8,220	5,193	2,329	1,314	14,823	43,356	3,636	8,116
<b>2006</b>	7,930	5,131	3,210	1,195	16,605	43,274	4,173	8,467
<b>2007</b>	6,125	4,814	3,945	1,053	16,420	44,738	4,035	8,291
<b>2008</b>	5,752	4,546	4,455	999	16,036	43,160	3,863	8,904



During 2007 and early 2008, the Records unit had backlogs of warrants to be entered in computer systems. This meant that if an officer in the field checked their mobile computer for warrants on a person and didn't see any, they would call in and ask the Records unit for a manual check of the paper backlog. The Records unit made this issue a priority, and essentially cleared the backlog by May 2008. The goal is to have warrants entered within 24 hours of receipt.

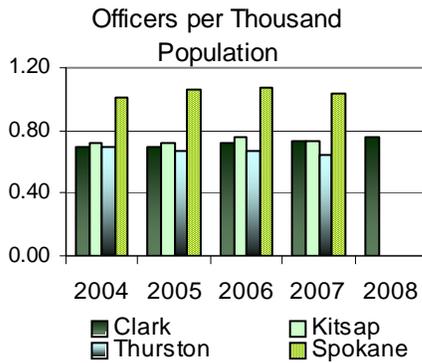
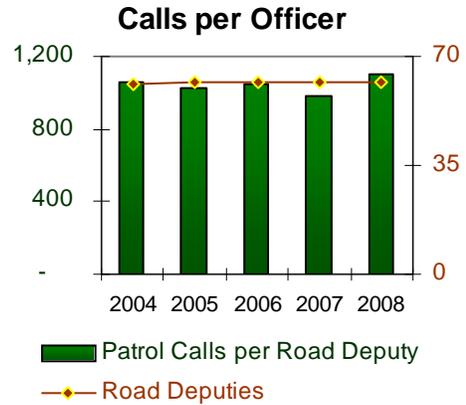
Evidence/property unit, other workload information

	Evidence			Logistics (equipment/supplies)	
	Items Disposed (1)	DNA Collections	Citizen Appts (2)	Requests Processed	Shipments Received
2005	6,778	270	778		
2006	6,771	256	786		
2007	10,547	143	821	616	1155
2008	16,776	180	817	810	1956

- (1) In 2008 the Evidence Unit concluded a massive item-by-item inventory of every piece of evidence held by the Sheriff's Office. This project called for counting nearly 70,000 separate packaged items. The unit devoted over 5,700 hours to the project and disposed of over 15,000 items that had met all legal requirements.
- (2) Citizen appointments are made when citizens need to view or pick up items held by the Sheriff's Office.

## Staffing

**Enforcement:** The population in unincorporated Clark County rose 12 percent from 2004 to 2008. The number of deputies began to increase in 2006 when nine additional positions were authorized (plus one was transferred from Custody). The county worked towards adding eight additional officers in 2007 and again in 2008.



*Other 2008 numbers were not available at press time.*

Compared to two similar counties, Kitsap and Thurston, Clark County has about the same number of officers per thousand population. The average for Washington urban counties is approximately one officer per thousand population. The Sheriff's Office has developed a more comprehensive staffing needs model that uses the calls for service generated from different land-use types. Rather than looking only at population, the model also captures the impacts of commercial and industrial development. As of 2008, the model indicates that 19 additional sworn positions are currently needed to address current workload and six additional positions will be needed each year to address growth. This approach does not lend itself to county-to-county comparisons, so the officers per thousand population measure is still widely used.

**Custody:** In 2006, the number of custody officers was increased by 14 positions with money from the state Department of Corrections Offenders Accountability Act; FTE was reduced by one when the assistant chief position was redeployed from Custody to Enforcement. The jail was able to open 56 additional beds with these new positions; this expansion was eliminated with January 1, 2009 budget cuts.

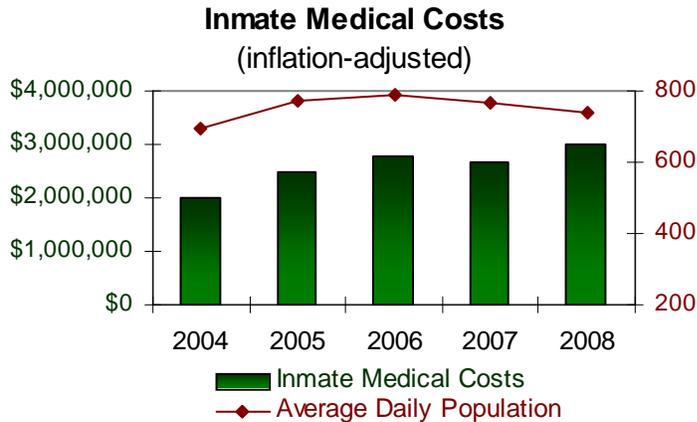
**Civil/Support:** staffing has remained stable, with some increase in Records staff.

Staffing	Sworn		
	Enforcement Officers*	Custody Officers	Civil/ Support
<b>2004</b>	130	146	60
<b>2005</b>	131	145	62
<b>2006</b>	141	158	65
<b>2007</b>	149	159	66
<b>2008</b>	157	160	68

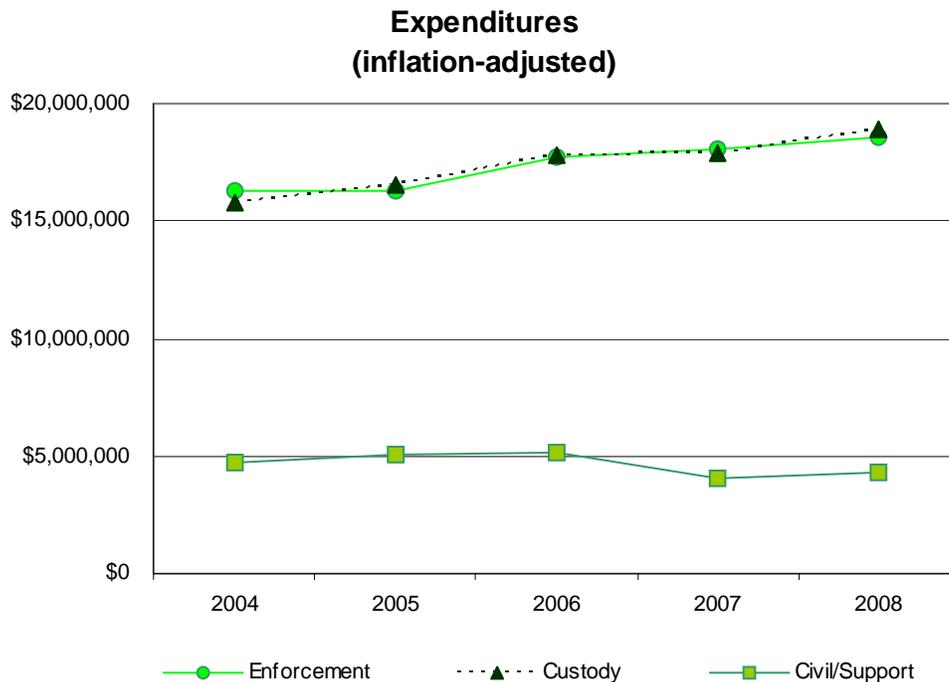
\*These numbers are for all authorized sworn FTE; not all positions respond to calls and some may be vacant.

## Spending

Inflation-adjusted expenditures (graph at the bottom of this page) have increased primarily because of the staff increases discussed on the prior page. Increasing medical costs for inmates have also had an impact, growing 50 percent from 2004 to 2008 as shown here:



The Logistics Unit (in the Civil/Support branch) reports cost saving measures have translated into thousands of dollars in savings. They include cutting department cell phone plan costs by half, utilization of existing contracts for purchasing ballistic vests, reduction of shipping expenses and refurbishing existing equipment when possible.



## Results

### Enforcement

As noted two years ago, Enforcement had a goal to reduce response times on priority one and two calls for service. Some of the strategies included:

- Increasing officers, as discussed in the “Staffing” section on page 2-7.
- Optimizing dispatch through a new Automatic Vehicle Locator using global positioning systems (GPS), which recommends the closest patrol vehicle in terms of computed travel time for priority calls, regardless of whether the call is in that officer’s standard beat.
- Re-deploying some shifts to provide more overlap during peak call times between day shift and swing shift. (Enforcement has not had enough staffing to implement this strategy.)

Response times for priority one calls improved in 2007 and again in 2008:

Enforcement			
Average Response Time (minutes)			
Results	Priority 1	Priority 2	Arrests
<b>2004</b>	6.8	9.4	7,272
<b>2005</b>	6.9	9.6	7,215
<b>2006</b>	7.7	9.9	7,382
<b>2007</b>	7.2	9.9	6,853
<b>2008</b>	6.4	9.6	7,198

Priority 1: Most important, life threatening happening NOW

Priority 2: In process; life or property being damaged

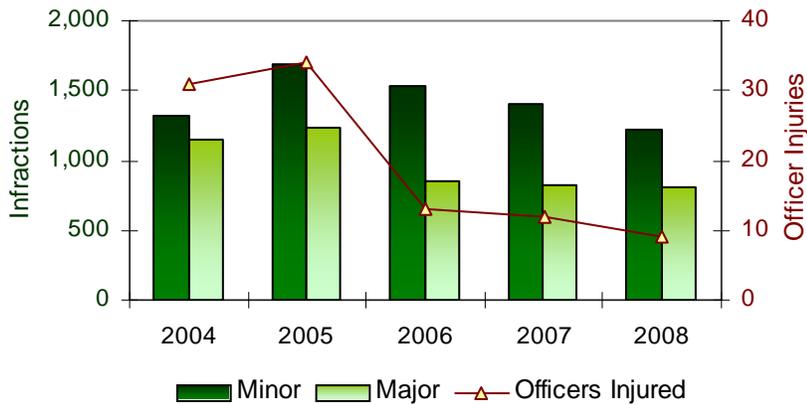
**Custody**

Major inmate disturbances increased 35 percent in 2004 along with officer injuries. To address this problem, custody implemented strategies including:

- Increasing the number of officers.
- Changing the inmate classification system to reduce fights and victimization.
- Opening additional beds (but closed in 2009 for budget cuts).
- Creating additional padded cells.
- Carrying Tasers.

In 2006, major infractions decreased 40 percent and officer injuries decreased 60 percent. By 2008 those levels have stayed down or slightly improved.

**Infractions and Injuries**



Educational or “program” hours limited to inmates at the jail work center include: fellowship/ bible study, motivation, employment, probation, addiction, family planning, and child support. Programs at the main jail include addiction, family planning, and GED. Inmates may also work in the kitchen, laundry, grounds crews, or janitorial. Inmate work hours are shown here:

<b>Results</b>	<b>Work Hours</b>
<b>2004</b>	139,035
<b>2005</b>	145,620
<b>2006</b>	176,799
<b>2007</b>	173,579
<b>2008</b>	185,171

**Civil/Support**

Major accomplishments include: eliminating data entry backlog on warrants (see page 2-6), imaging documents as part of e-distribution, and saving money on equipment (see page 2-8).

## Performance Indicators

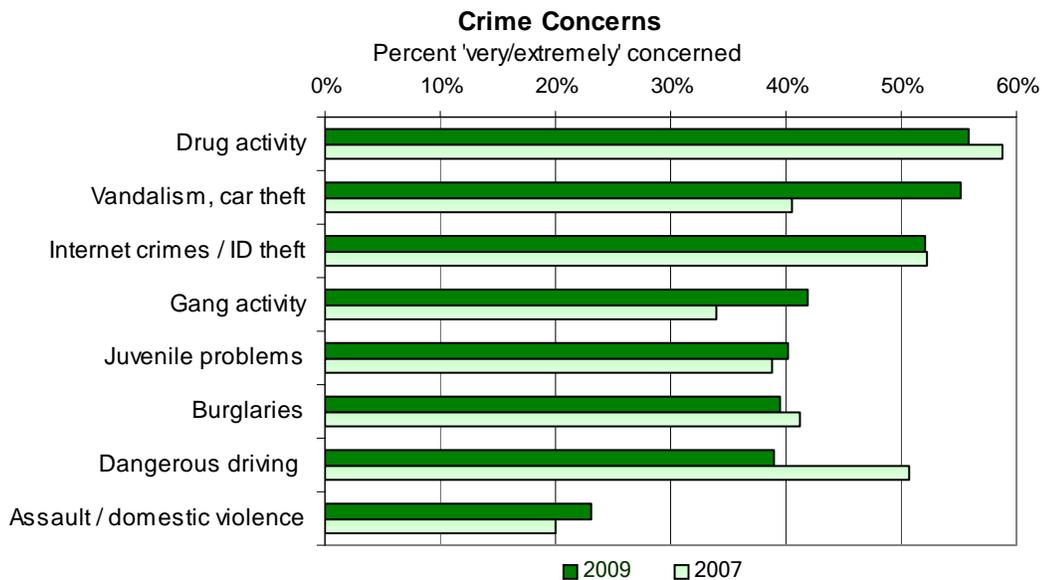
### Citizen Survey (see appendix for details)

In the 2009 survey, 76 percent of responding citizens rated the overall **level of safety** in Clark County as 'good/excellent'; only 12 percent rated safety as 'fair/poor'. These are large improvements from already positive results in prior survey results of 67 to 70 percent for 'good/excellent.'

Similarly, 73 percent rated the Clark County Sheriff's Office as providing 'good/excellent' law enforcement, with 12 percent giving ratings of 'fair/poor.'

### Enforcement

Citizens reported that crime was their second highest priority on a list of 11 county issues (employment/economy was number one). We also asked citizens to rate their level of concern, from 'not at all concerned' to 'extremely concerned,' for specific crimes; the top three areas in order were drug activity, vandalism/car theft, and internet crimes/identity theft.



Two areas of concern changed significantly since the previous survey. Citizen concern for vandalism or car theft rose from about 40 percent being concerned to 55 percent. Conversely, dangerous driving dropped from just over half concerned to less than 40 percent.

Nineteen percent of survey respondents had been stopped or contacted by a deputy in the past year. Of those, 60 percent rate the experience as 'good/excellent,' 14 percent rated as 'expected,' and 26 percent rated as 'fair/poor.'

Of the citizens who had called or asked for assistance, the 'good/excellent' rating was given by 61 percent, which is consistent with the range of 59 to 62 percent in the previous three surveys.

**Custody**

In mid-2008, the Bureau of Justice released findings from a survey of inmates under the Prison Rape Elimination Act (PREA). In that report, the Clark County jail was listed as among those having the highest rates of inmate reported sexual abuse in the nation. The Sheriff tasked a group to recommend improvements to jail management in regards to the PREA legislation and mandates. Some of the results:

- Trained staff on PREA responsibilities, including volunteers/visitors.
- Educated inmates on how to avoid victimization.
- Streamlined reporting of sexual abuse.
- Recommended improved investigation procedures and training.
- Recommended tracking methods for reported inmate sexual misconduct.

Out of 24 reports in 2008, three were substantiated: two were contacts between inmates, and one was contact between staff and an inmate.

Suicide attempts in the jail have run about nine per year, except for an increase to 13 attempts in 2008. Unfortunately there were two completed suicides in 2007 and one in 2008. After each attempt, the incident is reviewed to determine whether changes are needed in procedures.

In a different measure, as reported in the "Results" section, the Custody branch measures inmate work hours and inmate training hours (referred to as "Programming"). These numbers fluctuate based on inmates qualifying for the programs.

**Civil/Support**

The citizen survey asked residents to rate their experience if they had requested public records or police reports. The responses, shown in the appendix, are positive with over half of the responses as 'good/excellent,' and another 20 percent 'neutral.' Note: the margin of error on this question is high because so few survey respondents (167) have had the experience (this result might not represent the entire population).

# Chapter 3: Road Maintenance

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## Mission, Goals & Organization

### Mission

The mission of the Clark County Public Works Road Maintenance program is to provide a cost-effective and responsive program for county road and right-of-way maintenance, as well as maintenance of stormwater and drainage infrastructure.

### Goals

Current goals of Road Maintenance include:

- To meet the needs of customers with an effective and responsive approach.
- To maintain an average network pavement condition index (PCI) of 76 or higher.
- To sweep each neighborhood nine times per year and each arterial road 12 times per year, in compliance with National Pollutant Discharge Elimination System (NPDES) permit requirements.
- To inspect and maintain each drainage structure one time per year.
- To inspect and mow each stormwater facility/pond at least three times per year.

### Organization

Public Works is the largest single county department based on revenues and expenditures. Its responsibilities include designing, building and maintaining roads in unincorporated Clark County, providing and maintaining regional parks and open spaces in unincorporated Clark County, providing environmental services such as solid waste, recycling, storm water and watershed management, and operation of the Salmon Creek Wastewater Treatment Plant. The department consists of seven divisions:

- Administration & Finance
- Program Engineering
- Development Engineering
- Transportation
- Solid Waste
- Water Resources
- Road & Parks Maintenance
- Fleet/Facilities/Treatment Plant

This chapter focuses on the goals, efforts and accomplishments of the Road Maintenance program. The responsibilities of the Road Maintenance program include road and shoulder repair and rehabilitation, drainage and stormwater facility maintenance and enhancement, maintenance of bridges, construction of small projects, roadside vegetation and litter control, sanding operations, snow removal, street sweeping, installation and maintenance of signs, street striping, and maintenance of signals. The program is subdivided into six program areas, as follows:

- **Technical Services** is responsible for pavement management (including overlay and slurry seal projects), offender crew services, driveway inspection, and managing all materials contracts.
- **Specialty Services** is responsible for traffic control issues such as traffic lights, road sign installation and maintenance, street striping, and bridge and guardrail maintenance and repair.
- The **North County** program encompasses the north half of the county and is responsible for maintenance responses in that area. It is also responsible for chip sealing, road oiling for dust control, rocking and grading shoulders, and other road programs.
- The **South County** program encompasses the south half of the county and is responsible for maintenance responses in that area. They also manage small construction projects.
- The **NPDES/Asphalt** program is responsible for both NPDES permit requirements that are tied to maintenance activities (street sweeping, catch basin cleaning, storm water facilities, storm system locations, etc.) and for completion of asphalt and other small construction projects.
- **Roadside Vegetation** is responsible for all vegetation maintenance issues associated with neighborhoods.

## Workload

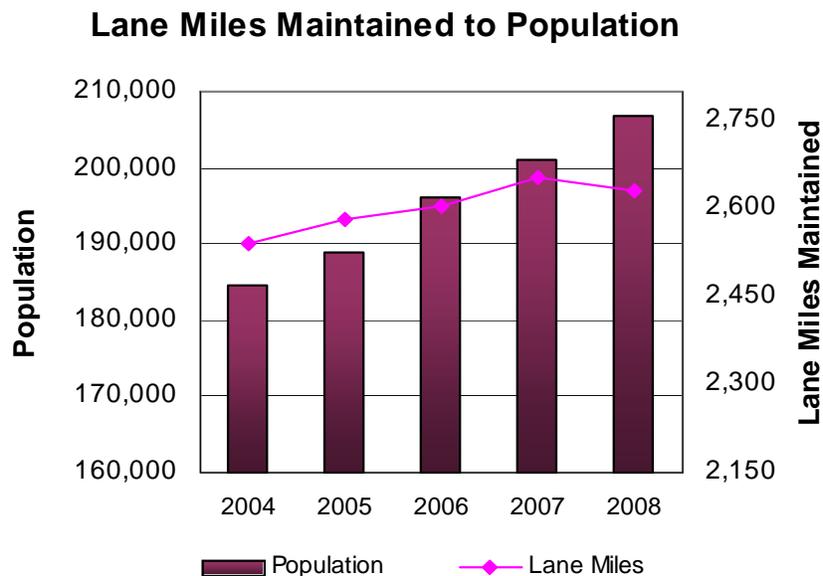
As discussed in Chapter 1, the unincorporated population of Clark County grew by 22,180 since 2004, an increase of 12 percent. Population growth has resulted in an increased demand for, and the construction of, additional lane miles. During the same period, there have been several annexations by cities within Clark County, which have reduced lane miles maintained by the County. The number of lane miles within this discussion reflect the net change of these two conditions.

The number of lane miles maintained in Clark County has increased by 90 miles, or 3.5 percent, since 2004. Between 2006 and 2008, the number of lane miles maintained increased by 28 miles, to 2,631 total lane miles, an increase of one percent. Changes are comprised of:

- A net increase of 103 paved lane miles since 2004.
- A net decrease of 13 graveled lane miles since 2004.

Workload for the Road Maintenance program also includes the mowing and maintenance of stormwater facilities and swales. The number of facilities and swales mowed and maintained increased by nearly seven percent -- from 583 in total in 2004 to 623 in 2008. Of this total, there were 419 swales and 204 stormwater facilities.

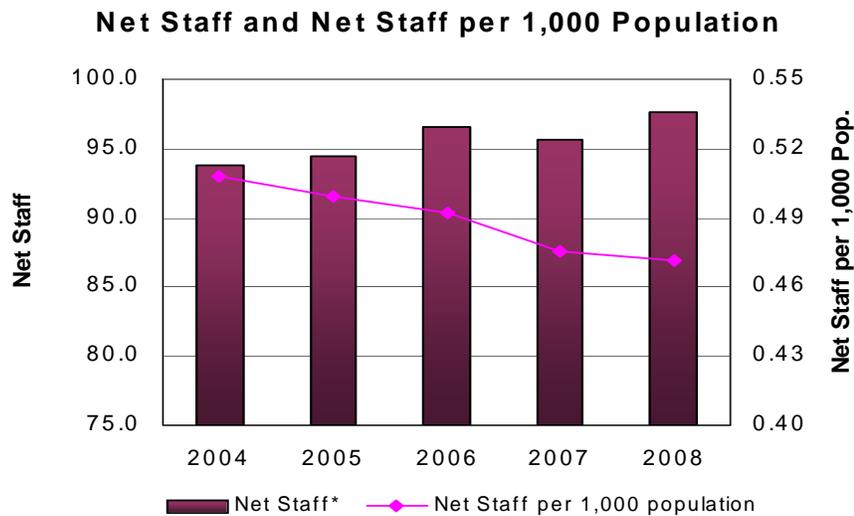
Bridges are also maintained by the Road Maintenance program. While the number of bridges maintained fluctuated between 72 and 74 over the last five years, 72 bridges were maintained in 2008. Changes in the number of bridges resulted from annexations.



## Staffing & Spending

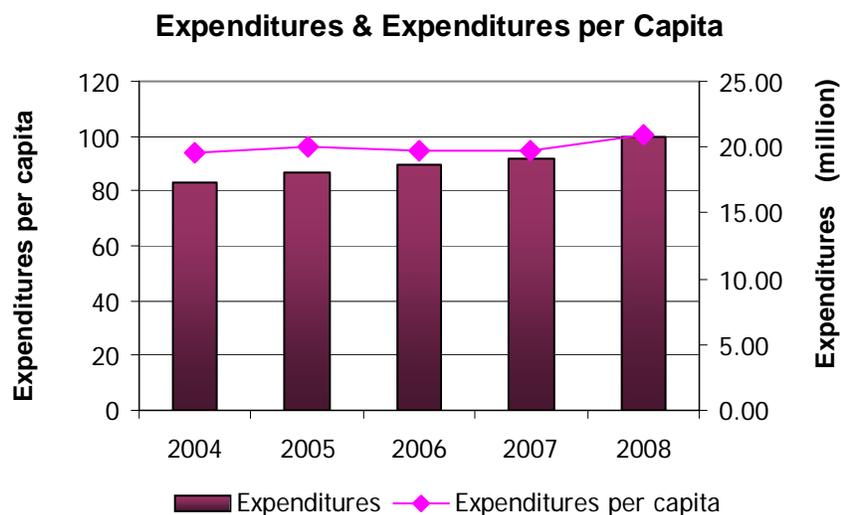
Net staff represents the number of full time equivalent (FTE) staffing available for general county road maintenance in the Road Maintenance Division, after adjusting for staff assigned to interlocal contracts and other reimbursable work.

Net FTE's increased from 93.7 in 2004 to 97.6 by 2008. Net FTE's per 1,000 population decreased from 0.51 to 0.47 during this same time period, as county population averaged nearly three percent growth per year. Staffing fluctuations over the past few years have been predominantly driven by work required to comply with the federal Clean Water Act under the NPDES permit.



Net expenditures, adjusted for inflation to 2008 dollars, increased from \$17.4 million in 2004 to \$20.7 million in 2008 -- an increase of 19 percent. The largest annual increase in adjusted net expenditures -- \$1.6 million, representing an 8.4 percent increase -- occurred from 2007 to 2008.

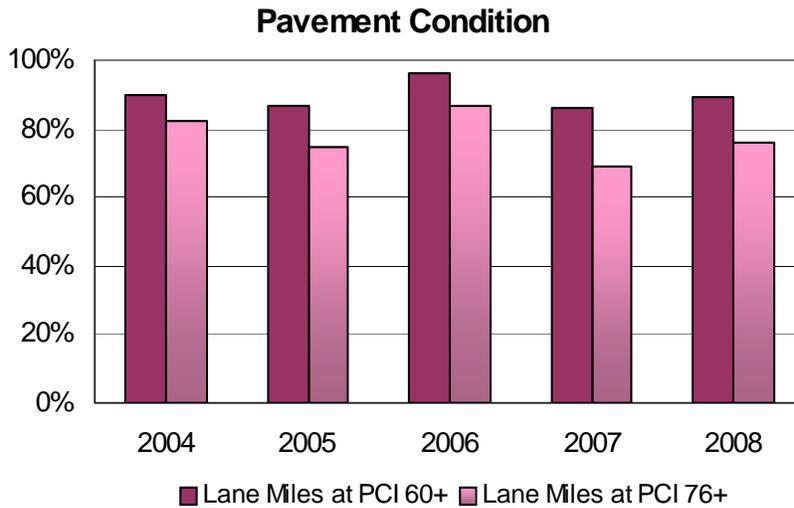
Per capita spending, adjusted for inflation, fluctuated between \$94.11 in 2004 and \$100.21 in 2008.



## Results

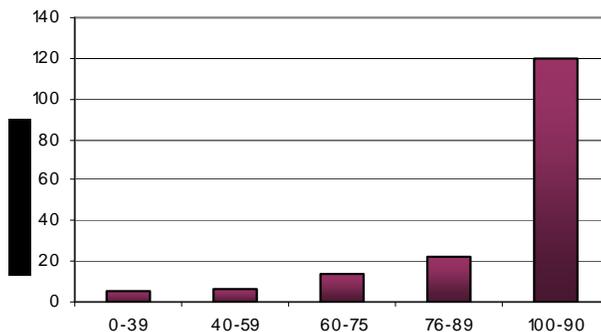
**Pavement Condition Index (PCI)** -- Distress in the road is measured by visual inspection of a roadway. Clark County uses a scale of 0 to 100. Each distress requires a deduction from the total possible rating of 100 to arrive at the PCI. A road that is new has a PCI of 100. A road that achieves a rating of less than 40 needs to be reconstructed as it has no more structural capacity.

The County considers a road with a PCI rating of 60 or more to be in satisfactory condition. When the rating falls below 60 the road is in need of extensive repair. From 2004 to 2008 the portion of county roadway maintained in satisfactory condition (a rating of 60 or above) fluctuated between 86 percent and 96 percent (89 percent in 2008).



A goal of the Road Department is to achieve an overall average rating no lower than 76, although the County has established a rating of 70 as the minimum acceptable condition (as published in the County’s Comprehensive Annual Financial Report). The average PCI rating for county roads has fluctuated between 83 and 90 in the last five years, and was 84 in 2008, well above the goal of 76.

**PCI Ratings by Road Area for 2008**



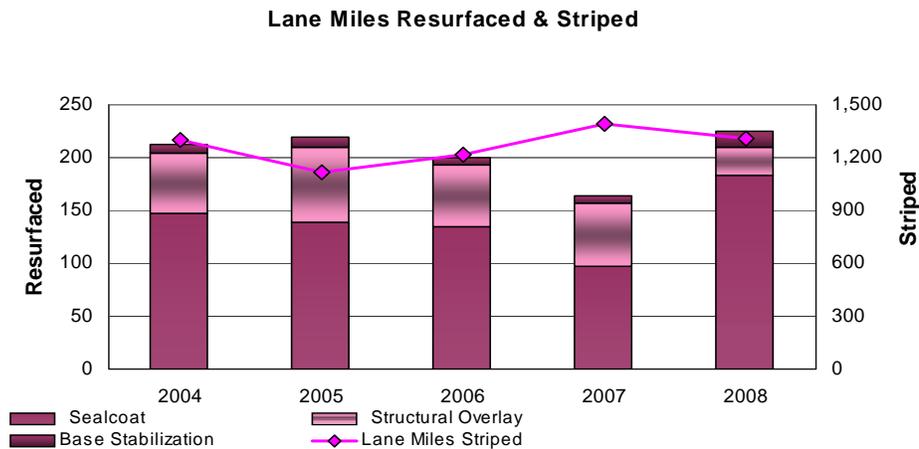
The chart on the left shows the percent of road areas by their PCI ratings to provide a better understanding of the numbers of roads within each PCI rating category. About 71 percent of road areas are rated at a PCI of 90 or above, the approximate equivalent of about 1,870 lane miles. Only three percent of roads are rated at 39 or under which is about 87 lane miles.

**Lane Miles Resurfaced** -- Resurfacing involves base stabilization, sealcoats, overlays and re-stripping the lanes. Base stabilization includes grinding the entire road surface to a depth of between six and eight inches and adding cement to the surface of the road. A regrinding process then occurs to create a cement treated base. After base stabilization has occurred, a new chip seal or overlay is applied to the surface of the road.

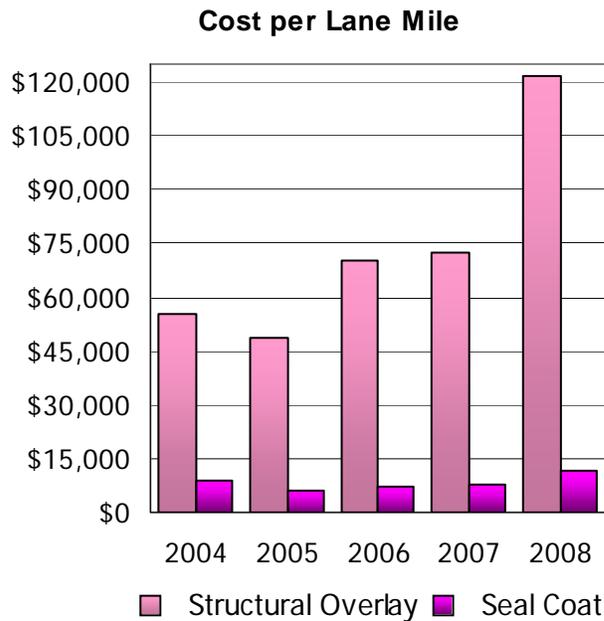
Sealcoats are applied to the road surface to prevent moisture from infiltrating the sub-grade and causing more extensive damage to the road structure. Sealcoats include chip seal, double chip seal, rubber chip, slurry, and cape seals. Chip seals are used in the rural part of the County for better traction in ice and snow. Traffic may drive on chip seal application as soon as it is rolled into place. Slurry seals are used in the urban area of the County and provide a smoother surface. It takes between two to five hours to cure before traffic may drive on the newly applied slurry seal surface.

Overlays are applied to the road surface to add structural strength or to re-establish the cross slope of the road. A structural overlay is two to four inches of asphalt applied to a road that is deteriorating and needs some assistance to continue carrying traffic loads using that route.

Striping is an application of paint on roadways to mark centerlines and roadway edges. Clark County roads are striped yearly, with the exception of newly resurfaced roads, which are striped twice a year.



In 2008 there were 225 lane miles of road resurfaced, compared to 165 miles resurfaced in 2007 and 200 miles in 2006. From 2004 through 2008, lane miles resurfaced per year fluctuated between 165 to 225, and averaged 204 miles over the five year period. Road maintenance equipment runs on diesel, and oil is a major material used in resurfacing projects. With oil and diesel prices showing dramatic increases over the last few years, the cost of resurfacing has risen significantly.

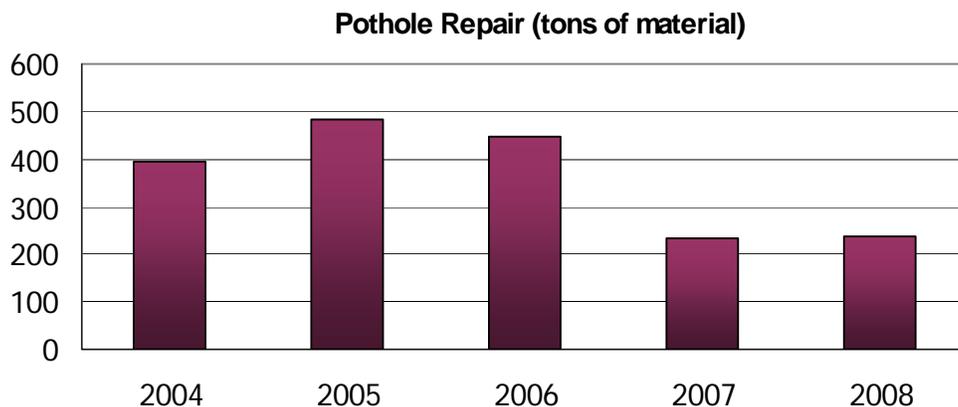


Cost per lane-mile for sealcoats (adjusted for inflation) increased annually between 2005 and 2008. In 2008 the lane-mile adjusted cost was \$11,464, up from \$6,298 in 2005 -- an increase of 82 percent on top of inflation.

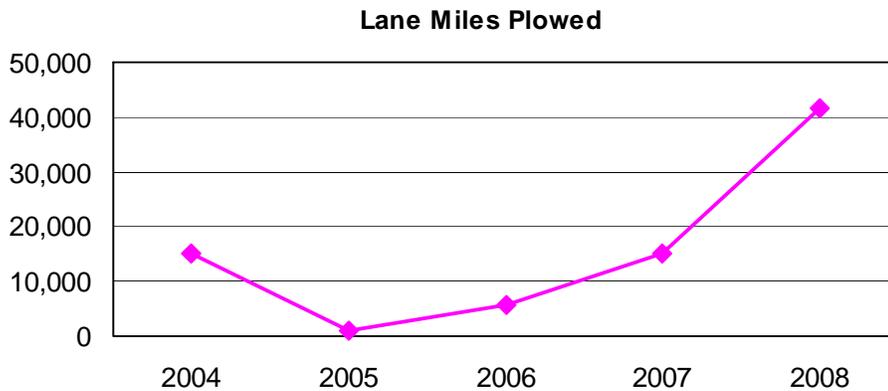
Structural overlay cost per lane-mile (adjusted for inflation) fluctuated from \$48,564 to \$72,305 in the four years from 2004 to 2007. The inflation-adjusted cost per lane-mile in 2008 rose to \$121,827, an increase of 69 percent over the previous high. Significant cost increases in asphalt, emulsified oil and fuel have greatly impacted the cost per mile for road resurfacing.

**Pothole Repair** -- Over the last five years, pothole repair (measured in terms of tons of patching materials applied) has fluctuated from a low of 232 tons in 2007 to a high of 482 tons in 2005. The average tonnage of materials over five years is 358 tons per year.

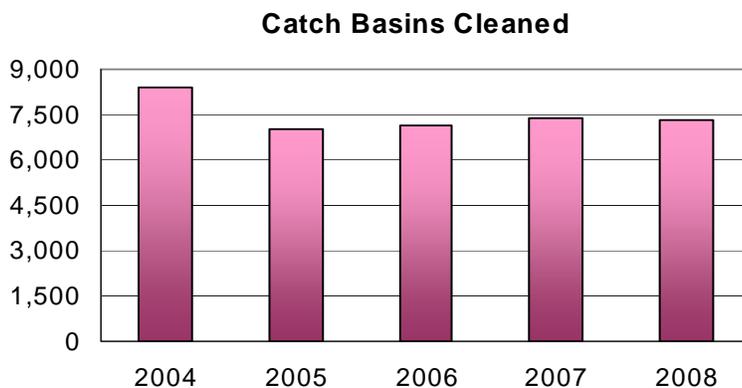
Repairs in 2008 accounted for 239 tons.



**Miles Plowed** --Lane miles plowed varies considerably from year to year based on the level of snowfall experienced. In both 2004 and 2007 slightly over 15,000 miles were plowed, when the County experienced snow and ice substantial enough to close county services except for road maintenance. There was little snowfall in 2005 and several days of snow in 2006, though not enough to close most businesses. The County experienced more than one severe snowstorm in late 2008 which closed most local businesses and county services other than essential functions, requiring the County to plow 41,461 miles.



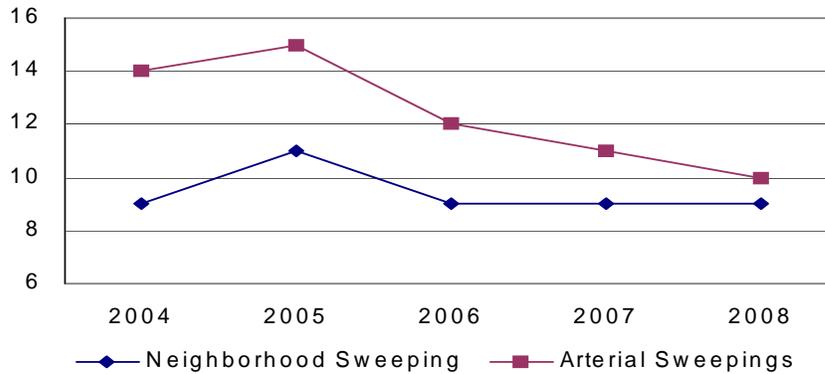
**NPDES** -- The federal Clean Water Act requires the County to have an NPDES permit for storm water discharge. To obtain and maintain this permit, the County undertakes substantial additional efforts to ensure clean water runoff. One method is to clean catch basins of debris.



There were 7,299 catch basins cleaned in 2008. The average number of catch basins cleaned per year over the last five years is 7,433, with a high of 8,400 (in 2004) and a low of 6,996 (in 2005). The number of catch basins cleaned will vary from year to year, based on the type of maintenance required and/or performed at the individual sites.

**Street Sweeping** -- Neighborhoods were swept nine times each year from 2004 through 2008, with the exception of 2005, when they were swept 11 times during the year. These statistics are in keeping with the goal of neighborhood sweeping nine times per year. As mentioned earlier in this report, the unincorporated county population has grown by 12 percent since 2004. Consistent with the infill requirements of the Growth Management Act of Washington, much of this growth has been in neighborhood populations, resulting in several additional miles of residential streets over this period of time.

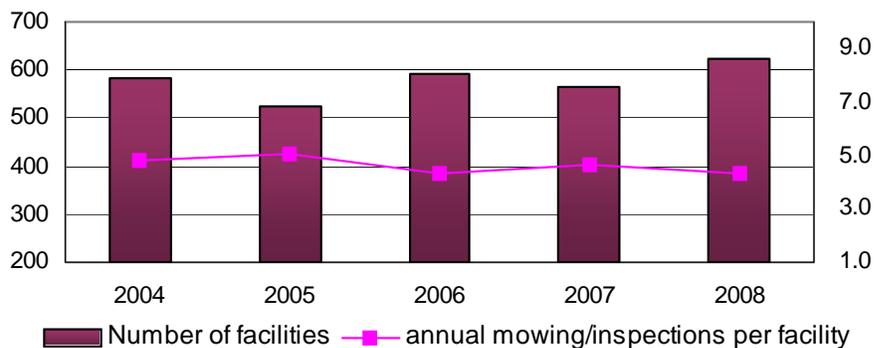
**Annual Sweeping of Neighborhoods and Arterials**



Arterials were swept 10 times in 2008, as compared to 12 times in 2006 and 14 times in 2004. The 2008 activity is below the current departmental goal of 12 times per year. Clark County is in the process of re-evaluating the street sweeping program and associated target goals. As the costs of maintenance increase, it is unlikely that the County can maintain the high level of street sweeping service that has been performed in the past. The Road Maintenance Department hopes to find an appropriate and affordable level of service that provides the best environmental protection within existing revenue and resource constraints.

**Stormwater Maintenance** -- All stormwater facilities and swales were inspected, mowed, and maintained an average of 4.3 times per year in 2008 (no change from 2006), as compared to 4.8 times per year in 2004. The five year average for 2004 through 2008 is 4.6 times per year, compared to the departmental goal of three times per year.

**Stormwater Facility Maintenance**



## Performance Indicators

### Citizen Survey *(see appendix for details)*

In the 2009, 2007, and 2005 surveys, citizens were asked to rate selected elements of road operations. These survey results indicated:

- Only 29 percent of citizen respondents rated the physical condition of county roads as 'good/excellent' in 2009, compared to 41 percent in 2007 and 40 percent in 2005. 37 percent of citizen respondents rated road conditions as 'fair/poor' in 2009, as compared to 21 percent in 2007 and 24 percent in 2005.
- Cleanliness of roads was rated 'good/excellent' by 46 percent in 2009, 48 percent in 2007 and 47 percent in 2005. In 2009, 24 percent of the respondents rated cleanliness as 'poor/fair', as compared to 16 percent in 2007 and 18 percent in 2005. It should be noted that the survey was sent out in January 2009, after adverse winter weather conditions which may have impacted citizen's perceptions of the condition of roads in the county.
- Road signage and striping was rated as 'good/excellent' by 45 percent of respondents in both 2007 and 2009, while 20 percent rated this as 'poor/fair' in 2009, compared to 22 percent in 2007 and 24 percent in 2005.

There were three new road services/concerns that respondents were asked to rate in 2009. They were traffic congestion, safety conditions, and adequate amount of bike lanes and sidewalks.

- Only 16 percent of the respondents rated traffic congestion as 'good/excellent', while 44 percent rated it as 'poor/fair'.
- 34 percent of the respondents feel that safety conditions are 'good/excellent', while 20 percent feel they are 'poor/fair'.
- 39 percent of the respondents rated "adequate amount of bike lanes and sidewalks" as 'good/excellent', while 35 percent indicated a 'poor/fair' rating.

The appendix to this report provides total response numbers for each of the questions asked.

# Chapter 4: Parks Acquisition & Maintenance

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## Mission, Goals & Organization

### Mission

The mission of the Vancouver-Clark Parks and Recreation Department is to help build a healthy community, protect the natural environment, and support a high quality of life for all residents by providing an interconnected system of parks, trails, recreational facilities, and natural areas that support diverse recreational programs and environmental stewardship.

### Goals

Current Parks Department goals include:

- To provide a balanced, comprehensive and interconnected system of parks, trails and open space that meets both current and future needs and provides diverse recreational opportunities for all residents. Acreage standards established in the County's Growth Management Plan include:
  - Regional Parks: 10 acres per 1,000 county residents
  - Urban Parks: 5 acres per 1,000 urban residents
  - Urban Open Space: 1 acre per 1,000 urban residents
- To maintain and enhance existing parks and recreation facilities to ensure they remain safe, sanitary, and open for public use.
- To build strong partnerships with other agencies, divisions, jurisdictions, and community partners to assure long-term planning and management efforts result in improved or increased services or reduced costs.
- To be effective stewards of the land by protecting and enhancing important wildlife habitat and natural resource lands and promoting an ethic of preservation, conservation, and sustainability.

### Organization

In 1997, the City of Vancouver and Clark County consolidated their Parks & Recreation departments into the Vancouver-Clark Parks & Recreation Department in order to gain greater efficiency and provide seamless services throughout the service areas. In 2005, voters in the unincorporated urban area of Clark County passed a property tax-based proposition creating the Greater Clark Parks District. This metropolitan parks district is charged with providing maintenance and operations funding for new neighborhood and community parks, walking trails, and additional sports field capacity to meet the needs of the county's youth sports programs.

Clark County provides parks maintenance and development services through the Public Works Department, and contracts with the City of Vancouver for parks-related services for overall administration, planning, fund management, design, and operations.

The County divides park acreage into two broad categories: Regional and Urban.

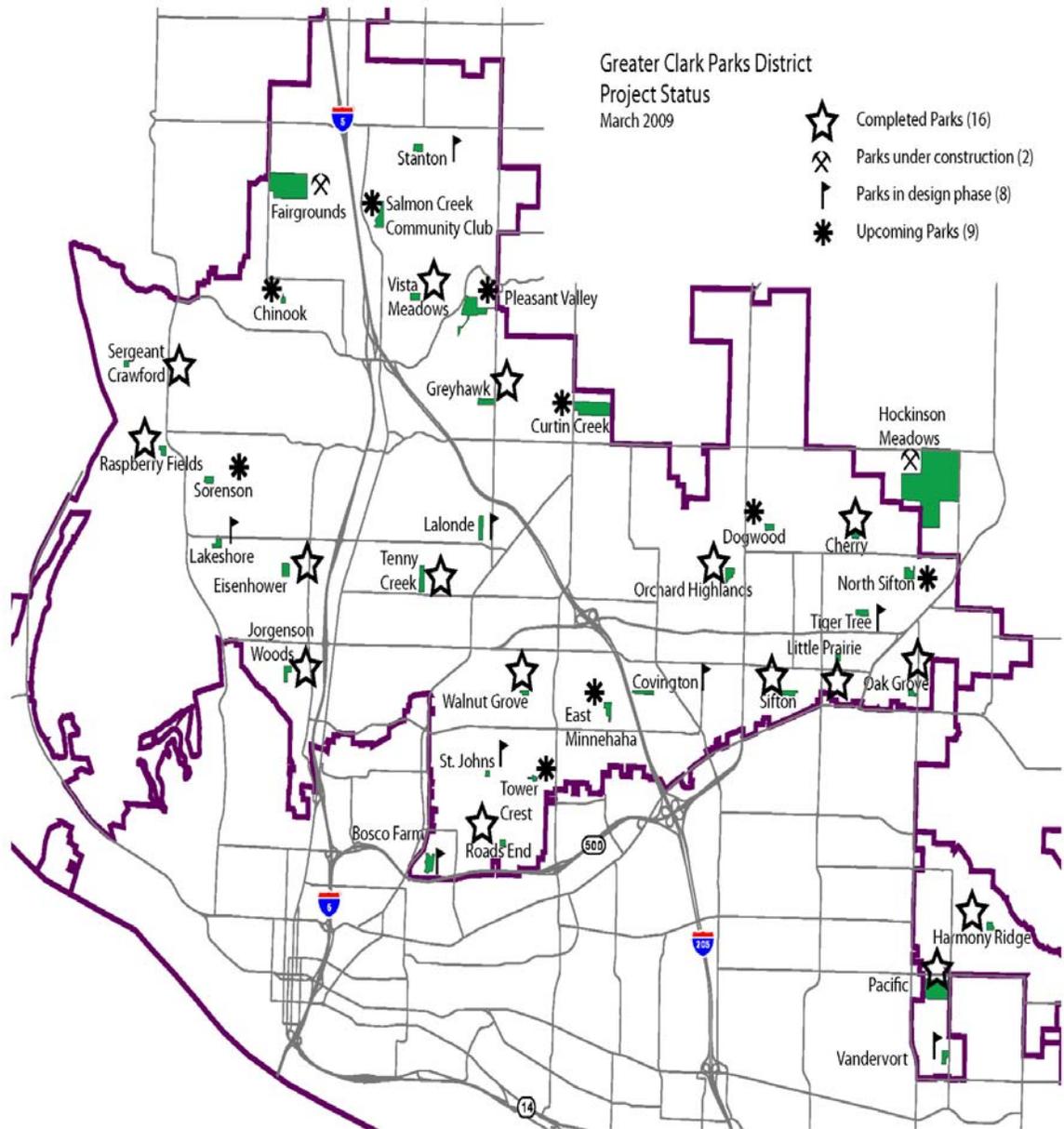
The **Regional Park System** is comprised of four park types and is designed to serve the recreational needs of all county residents.

- **Regional parks** are recreational areas that serve residents throughout Clark County. They are usually larger than fifty acres and provide opportunities for diverse recreational activities. Facilities may include sports fields, extensive trail systems, acreage picnic areas, and unique features such as significant natural areas or access to lakes or rivers.
- **Natural or Conservation Areas** are primarily undeveloped spaces which are managed for ecological value and for light-impact recreational use. These areas range in size from one acre to thousands of acres, and may include wetlands, wildlife habitats, or stream corridors.
- **Special purpose facilities** are stand-alone facilities such as community centers, sports complexes, boat launches.
- **Regional trails** provide opportunities for hiking, biking, horseback riding and other non-motorized travel. They range from rustic backcountry trails to paved and urban multi-use trails.

The **Urban Park System** consists of parks designed to serve the Vancouver unincorporated urban population, and is comprised of three park types: neighborhood, community, and urban open space.

- **Neighborhood parks** provide access to basic recreational opportunities for nearby residents, enhance neighborhood identity, and preserve neighborhood open space. Located within walking and bicycling distance of most users, these parks are generally three to five acres in size and primarily serve residents within a half-mile radius. The parks often include amenities such as playgrounds, turf areas, pathways and trails, picnic tables, sports courts, and benches.
- **Community parks** provide a focal point and gathering place for broad groups of users. Usually 20 to 100 acres in size, these parks generally serve residents from a one-to three-mile service area. The parks often include facilities for organized activities, such as sports fields, skate parks, and play courts.
- **Urban open spaces** are undeveloped lands managed for natural, ecological values and for light-impact recreational use. These parks can provide relief from urban density and may also preserve or protect environmentally sensitive areas, such as endangered animal habitat and native plant communities.

The following map updates the location of park land throughout Clark County.



## Workload

### Vancouver-Clark Parks

Vancouver-Clark Parks follows a management plan designed to increase both the urban and regional open space system of parks inventories through a variety of land acquisitions designed to protect important open space and wildlife habitat.

The Vancouver-Clark Parks department reclassified acreage in 2005, to assure that only lands owned by Clark County were included in the urban and regional park systems. All lands which were owned by entities other than Clark County were eliminated from the park acreage inventories—for example, acreages previously used for recreational purposes which were subsequently converted to non-park or recreation uses by schools needing to expand classroom facilities. As a result, the Regional Park and Open Space acreages decreased significantly, while the impact on the Urban Park and Open Space System was less pronounced. There was an overall decrease -- of 31 percent -- from 9,060 to 6,143 acres. This adjustment resulted in a more accurate measure of the land being provided by Clark County to meet local park and open space needs within the community.

Camp Bonneville lands, over 3,000 acres transferred from the Army in 2006, were originally included in the acreage numbers, although work is not yet completed to prepare land for future park use. In 2008, based on concerns raised by the county, these acres were removed from the total acreage inventory. Once work is completed and land can be categorized as park, it will be added back into the inventory.

Since 2005 when the acreage was adjusted, the total acreage in the parks inventory — including open space — grew from 6,143 to 6,294, a 2.5 percent increase. The following table shows the changes in the total inventory of park lands held, by year.

<b>Urban Park System</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Neighborhood Park Acres	1	-33	11	1	0
Community Park Acres	0	-90	0	0	0
Urban Open Space Acres	0	35	40	0	0
<b>Total Urban System Acreage</b>	<b>1</b>	<b>-88</b>	<b>51</b>	<b>1</b>	<b>0</b>
<b>Regional Park System</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Regional Park Acres	0	-498	0	0	0
Regional Open Space Acres	0	-2973	0	59	0
Special Facilities	0	642	0	0	0
<b>Total Regional System Acreage</b>	<b>0</b>	<b>-2829</b>	<b>0</b>	<b>59</b>	<b>0</b>

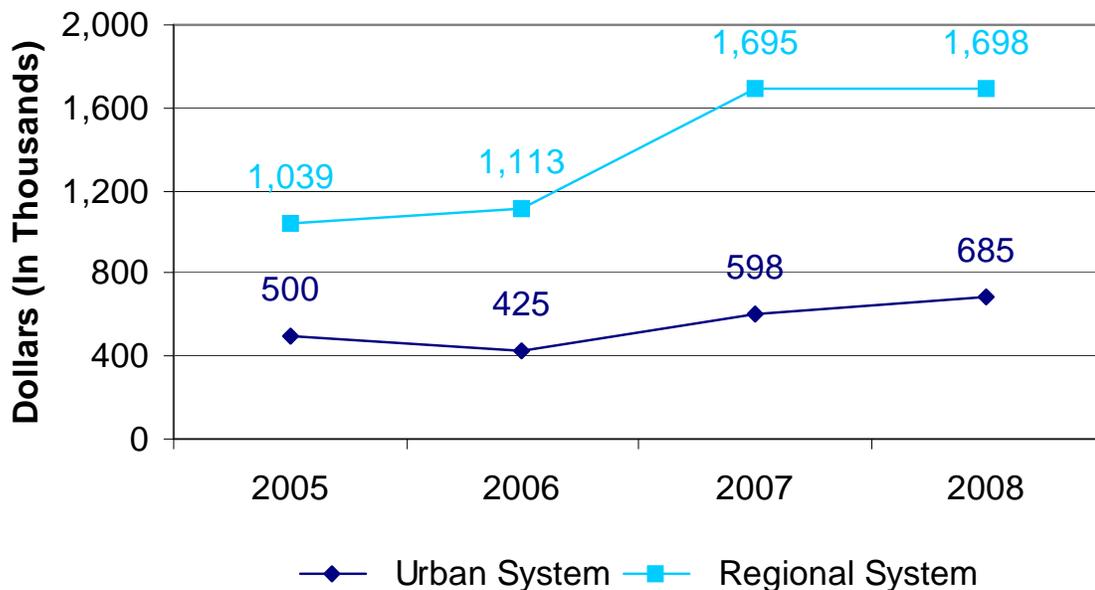
## Maintenance Spending<sup>1</sup>

The county is responsible for maintaining completed park acreage. Examples of maintenance activities include turf mowing, tree planting and replacement, noxious weed control, and trail maintenance. In 2005 the county maintained 1,459 acres; in 2008 the county maintained 1,639 acres, an increase of 13 percent. The chart below indicates the number of acres maintained by year.

Acres of Park Land Maintained				
	2005	2006	2007	2008
Acres	1,459	1,465	1,577	1,639

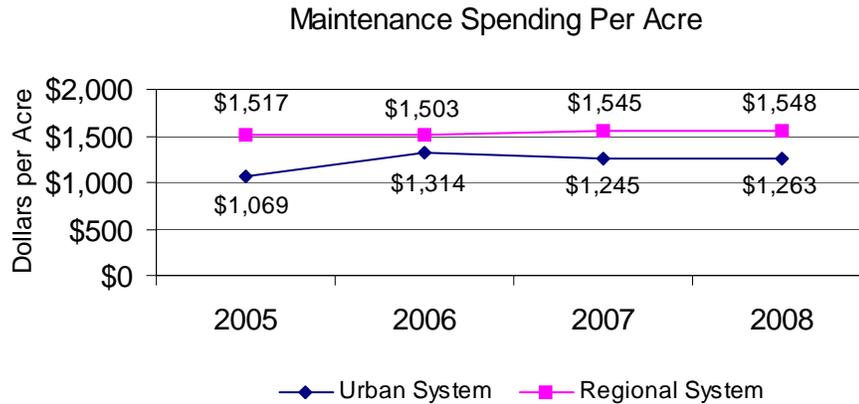
Total spending for parks maintenance, after adjusting for inflation, increased from \$2 million in 2005 to \$2.4 million in 2008—an increase of 20 percent. During the four-year period, maintenance spending for the Urban System increased from \$500,000 to \$685,000 (a 37 percent increase). Spending for the Regional System increased from \$1.0 million to \$1.7 million over the same period (a 63 percent increase). Costs have been increasing over time -- due to inflation, fleet equipment, and labor. Also in 2008, expenses related to the use of offender crews used for some maintenance, increased.

**Annual Maintenance Spending  
(Inflation Adjusted 2005 through 2008)**



<sup>1</sup> Measures for 2004 are not shown due to changes in the maintenance management tracking system.

Maintenance spending per acre for the Urban System increased by 42 percent from 2005 to 2008. This increase is attributed to the increasing costs related to inflation, fleet equipment, and labor. Offender crew costs also increased. The Regional per acre spending increased by two percent from 2005 to 2008.



**Maintenance Staffing**

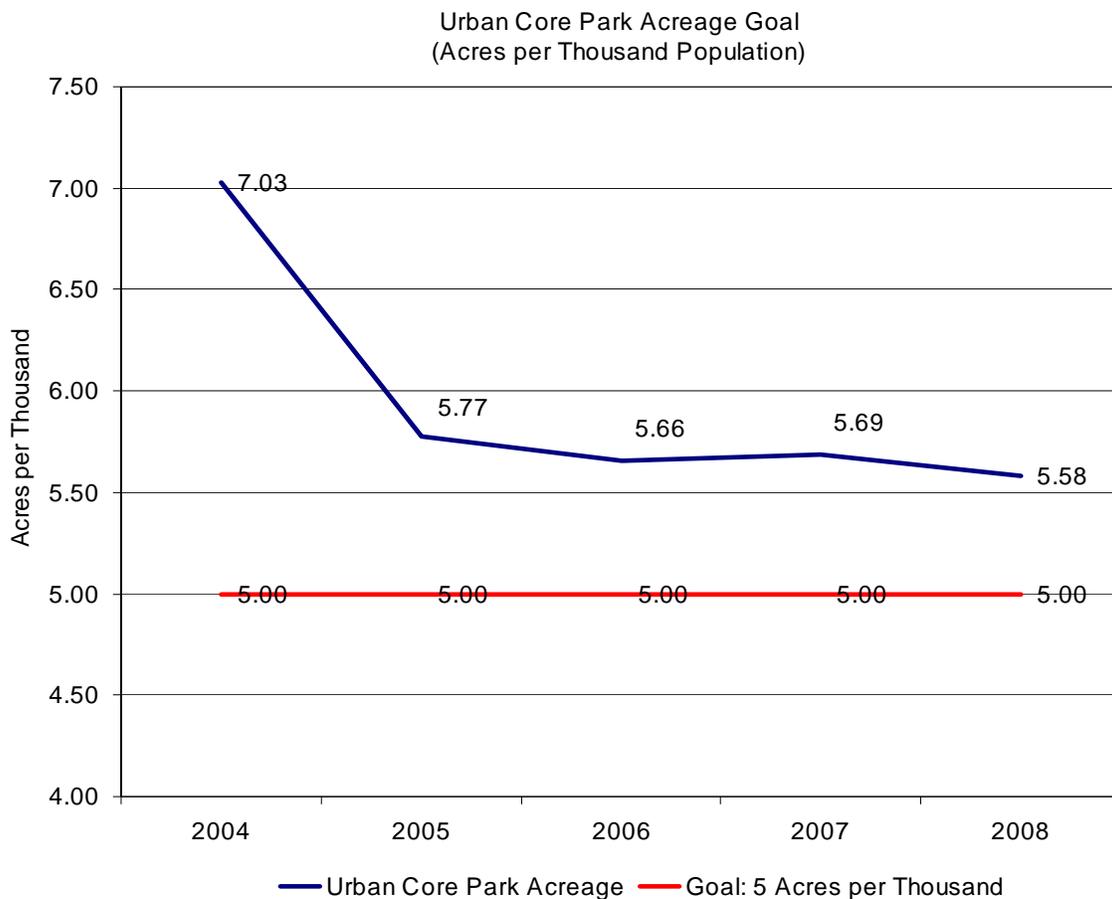
Annual hours for full-time staff dedicated to parks maintenance increased from 28,559 in 2005 to 39,866 in 2008, a change equal to about 5.4 FTE’s. In addition to these full-time hours, temporary and parks caretakers staff worked 19,386 hours and offender crews worked 46,797 hours during 2008. Offender crew hours have increase by 35 percent since 2005, during which 34,882 hours were worked.

## Results

At the end of 2008, the Greater Clark Parks District reached the halfway point of the approved park development program in the Vancouver Urban Unincorporated Area.

### Urban Park Acreage Goals

Clark County’s Comprehensive Growth Management Plan establishes a parks service level standard of five acres per thousand residents for urban “core” parks (neighborhood and community parks). Based on the overall parks inventory and the urban unincorporated population, the county exceeded the standard by providing 5.58 acres of core park land in 2008, as shown in the chart below.



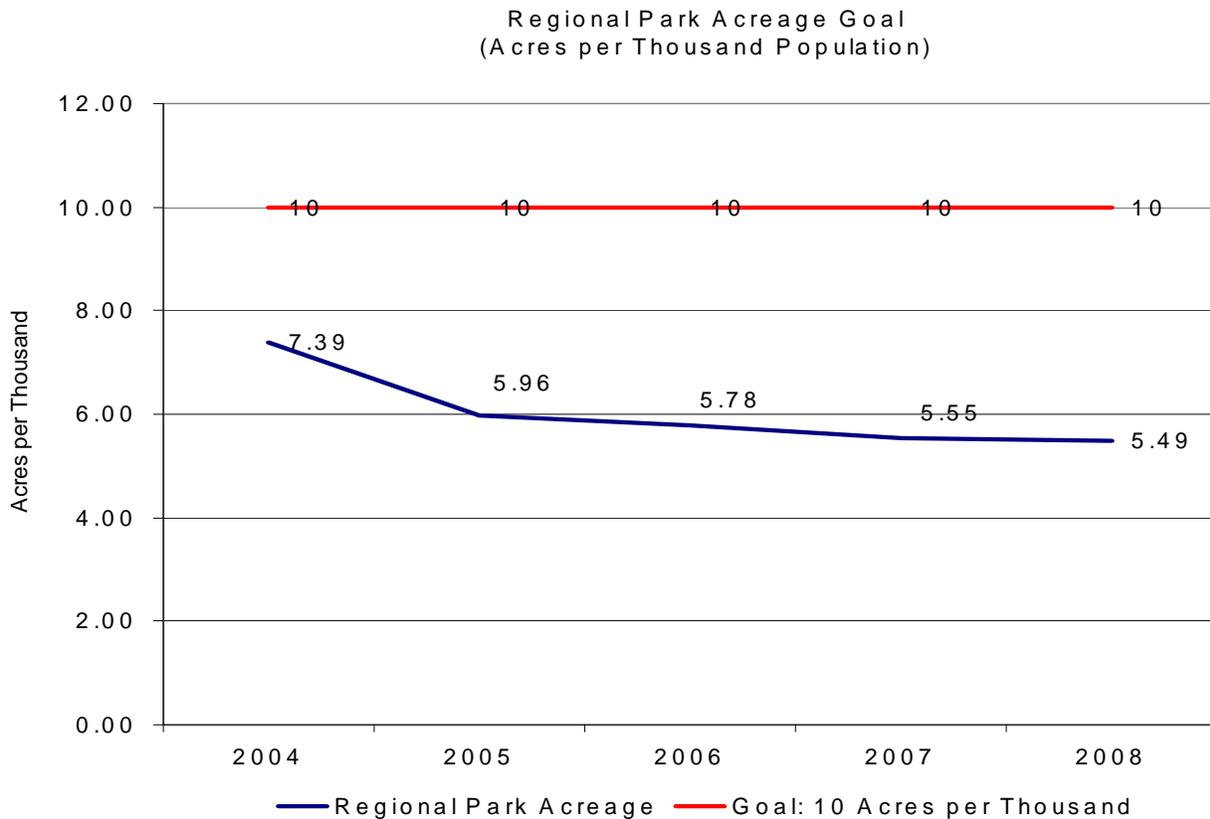
Note that although the core park standard is met on an overall service basis, it is possible that individual areas—i.e., park districts—may still be underserved. This report does not present a district-by district evaluation.

The County’s standard for urban open space is one acre per thousand residents. The County met this goal by providing 1.62 acres of urban open space per thousand in 2008. Note that although the Urban Open Space standard is met on an overall service basis, it is possible that individual areas—i.e., park districts—may still be underserved. This report does not present a district-by district evaluation.

Acres Held by Year	2004	2005	2006	2007	2008
Neighborhood Park Acres	286	253	264	265	265
Community Park Acres	588	498	498	498	498
Urban Open Space Acres	107	142	182	222	222
Urban System Acres	981	893	944	985	985

### Regional Park System Acreage Goals

Regional park acreage per thousand residents (based on total County population—incorporated and unincorporated) was 5.49 acres in 2008, down from 7.39 acres in 2004. The County remained short of the goal of providing ten acres of regional park land per thousand residents, as shown in the chart below.



Regional open space acreage per thousand residents decreased by 8.2 acres from 7.39 acres in 2004 to 5.49 acres per thousand in 2008.

<b>Acres Held by Year</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
Regional Park Acres	2,832	2,334	2,334	2,334	2,334
Regional Open Space Acres	5,247	2,274	2,274	2,333	2,333
Special Facilities		642	642	642	642
Regional System Acres	8,079	5,250	5,250	5,309	5,309
Total Acres	9,060	6,143	6,194	6,294	6,294

## Partnerships

The department is involved in developing and sustaining a large number and wide variety of partnerships in an effort to work collaboratively, and pool knowledge and resources to achieve community goals. Examples include: acquisition of park land and open space in coordination with school districts and the Columbia Land Trust, funding and cost cutting opportunities through work with Parks Foundation, development of recreation facilities such as sports fields with youth sports groups, restoration of important open space and greenways land in coordination with Clark Public Utilities, and planning for the long-term health and viability of Vancouver Lake with the Vancouver Lake Watershed Partnership.

## Stewardship

The Vancouver-Clark Parks and Recreation Department has employed a team of Americorps volunteers since 2000 to assist in the management, restoration and maintenance of the thousands of acres of Clark County conservation lands. Working in coordination with the Legacy Lands Program, the teams have initiated multiple, large-scale planting projects along the East Fork of the Lewis River, Salmon Creek Greenway and Vancouver Lake Lowlands. These projects involve multiple phases of effort, including site preparation, preparation of a planting plan, procurement of planting material, plant installation, watering, maintenance and preparation of monitoring reports. Additionally, the teams have partnered with multiple public agencies and private non-profit organizations to assist in their environmental stewardship efforts.

The Volunteer Coordination Program is a component of the Americorps team. One member of the team coordinates multiple small and mid-scale volunteer projects, primarily with neighborhood associations, church and school groups, and scout members. Typical projects include invasive and noxious vegetation removal, rustic trail maintenance/repair, and native plant projects.

The volunteer program is critical to maintaining acreage as efficiently as possible while building community support through volunteerism. In 2008, 586 volunteers participated in efforts, contributing a total of 1,997 hours, realizing a value of \$16,116.

## Performance Indicators

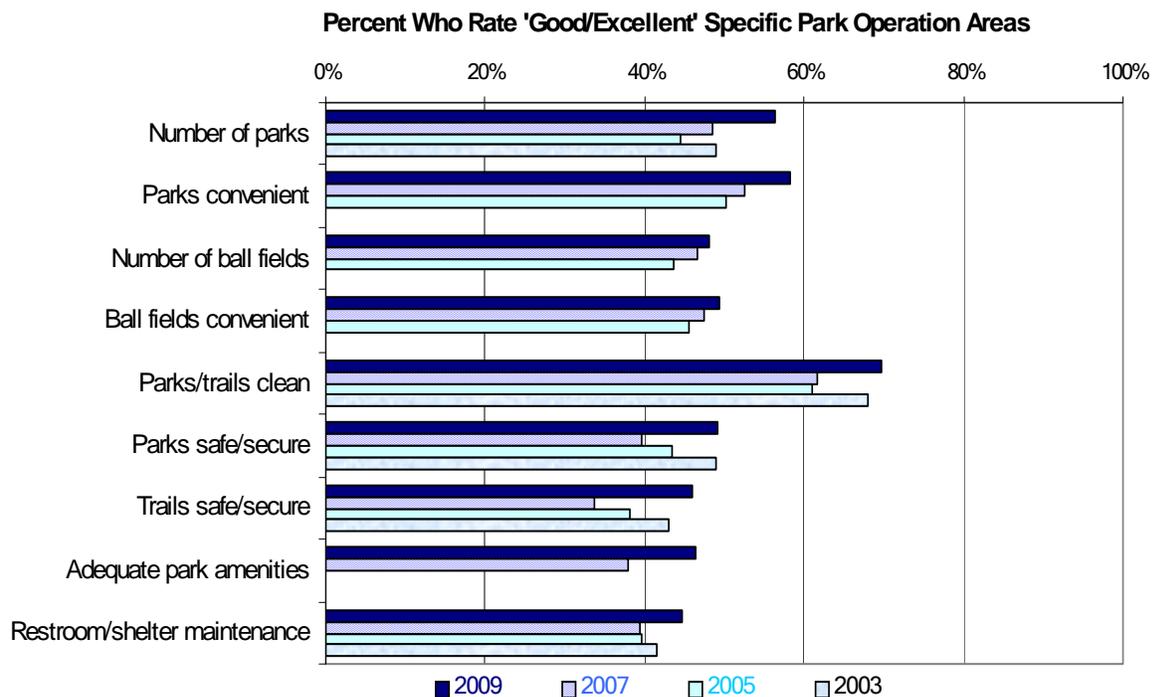
Citizens of Clark County report being satisfied with their parks. According to the 2009 survey, parks were ranked as the lowest item of concern, as they were in all of the previous citizen surveys.

### Citizens were asked to evaluate:

- How well park services are provided in Clark County.** Overall, 66 percent of citizens rated parks service 'good/excellent.' In 2007, 57 percent of citizen respondents rated parks services 'good/excellent' and in 2005, 59 percent rated parks services as 'good/excellent.'
- How do you rate the safety and security of county parks.** In 2009, 49 percent of citizens rated parks 'good/excellent' for safety and security compared to 44 percent in 2005. This represents a five percent increase in feeling safe and secure in county parks.
- How do you rate the cleanliness of park grounds and trails.** In 2009, 69 percent of citizens rated park grounds and trails 'good/excellent' an 8 percent increase compared to 2005's rating of 61 percent.

Citizens seem more satisfied with the number of parks; 56 percent rated the number 'good/excellent' in 2009 compared with 48 percent in 2007.

The appendix to this report shows detailed response numbers for each of the survey's questions, including responses associated with additional questions related to parks.



# Chapter 5: Building and Development

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## Mission, Goals & Organization

### Mission

Permitting relating to building and development is the responsibility of Clark County's Department of Community Development. The department's mission is to implement the community's vision of the future through managed growth, quality construction and community safety. The department acts to preserve community livability, safeguard the public good, and ensure a healthy environment for future generations.

### Goals

- To help manage and guide land development in Clark County by serving as advocates for quality development.
- To ensure the minimum safety requirements are met on all new construction within Clark County.

### Organization

The professional activities of the department include review and inspection of new development, review of zoning, and ensuring compliance with environmental laws. This chapter focuses on the efforts and accomplishments of the processes involved in land development. The process is divided among the following divisions:

**Permit Services (customer services)** takes in applications, processes and issues all land use and building permits and answers general questions from the public. The division maintains active building files, receives payments and submits billings for permitting, and provides permit information and verification for individuals, businesses and other government agencies.

**Development Services and Engineering divisions** are responsible for implementing portions of the Clark County Land Use Code. The divisions process about fifty different types of land use reviews including land divisions, commercial and industrial site plans, conditional uses, zone changes, and administration of the State Environmental Policy Act, shoreline management plan, and the Columbia River Gorge Scenic Area. The responsibilities of the two groups are as follows:

Development Services provides preliminary plan review for development projects such as land divisions, apartment complexes and commercial and industrial centers. Proposed developments are classified for a Type I, II, or III review process. Projects considered to be of low impact are classified as Type I, with higher impact projects classified as Type II or III.

Development Engineering provides transportation, stormwater, erosion control, geohazard and floodplain reviews for the preliminary project plans, and for the final engineering and construction plan stages of development. Note that as of January, 2009, development engineering staff were officially transferred from the Department of Community Development to the Public Works Department.

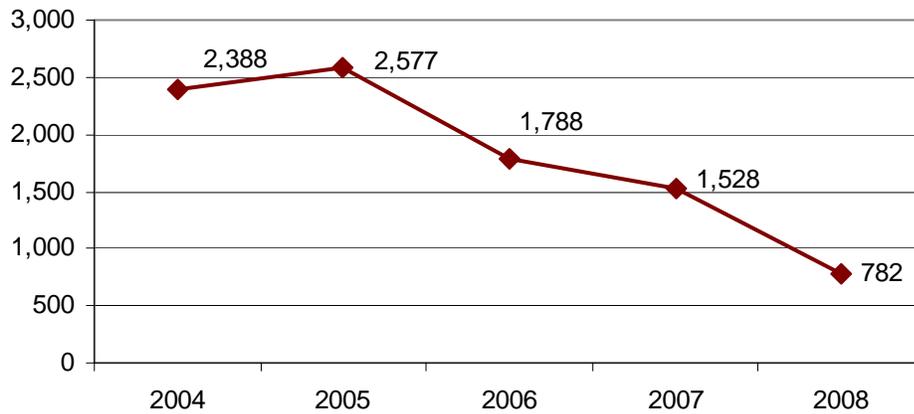
**Building Safety** is responsible for the enforcement of the Clark County Building Codes. The division reviews building, plumbing and mechanical plans and performs site inspections at each stage of construction for residential and commercial projects.

Additionally, the department's Fire Marshal's Office ensures that new land development and commercial building construction complies with county fire codes. The code enforcement responsibilities of the Fire Marshal's Office are addressed in Chapter 6 of this report.

## Workload

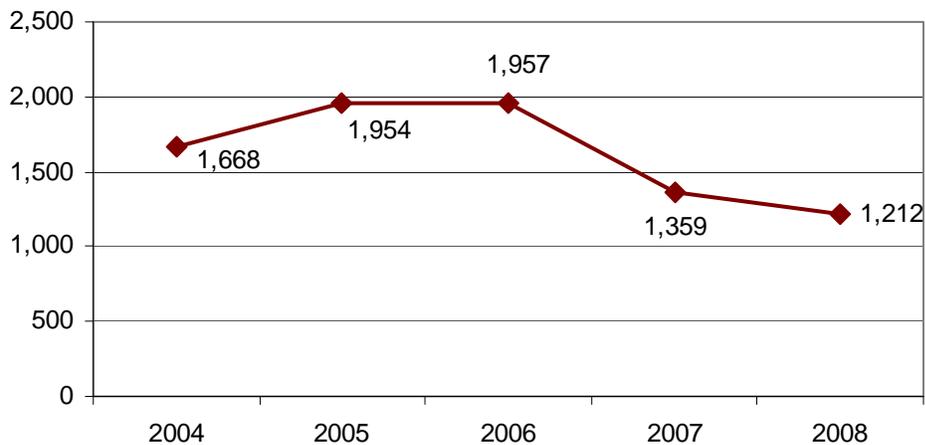
Between 2004 and 2008, the demand for building permits declined from 2,388 in 2004 to 782 in 2008 — a 67 percent reduction. Permits for single family residences — by far, the most numerous type — declined from 2,106 in 2004 to 592 in 2008. Also, permits for multi-family residences dropped from 35 to 2, and commercial buildings permits dropped from a high of 433 in 2005 to 188 in 2008.

**BUILDING PERMITS**  
(Single Family, Multi-family, and Commercial)



As shown below, the total number of development permits issued declined from a high of 1,957 in 2006 to 1,212 in 2008, a decrease of 38 percent. Development permits encompass actions related to subdivision and other development plans, and involve reviews to assure code requirements are met — regarding, for example, impacts relating to wetlands, habitat, and archaeological resources.

**DEVELOPMENT PERMITS**



## Staffing

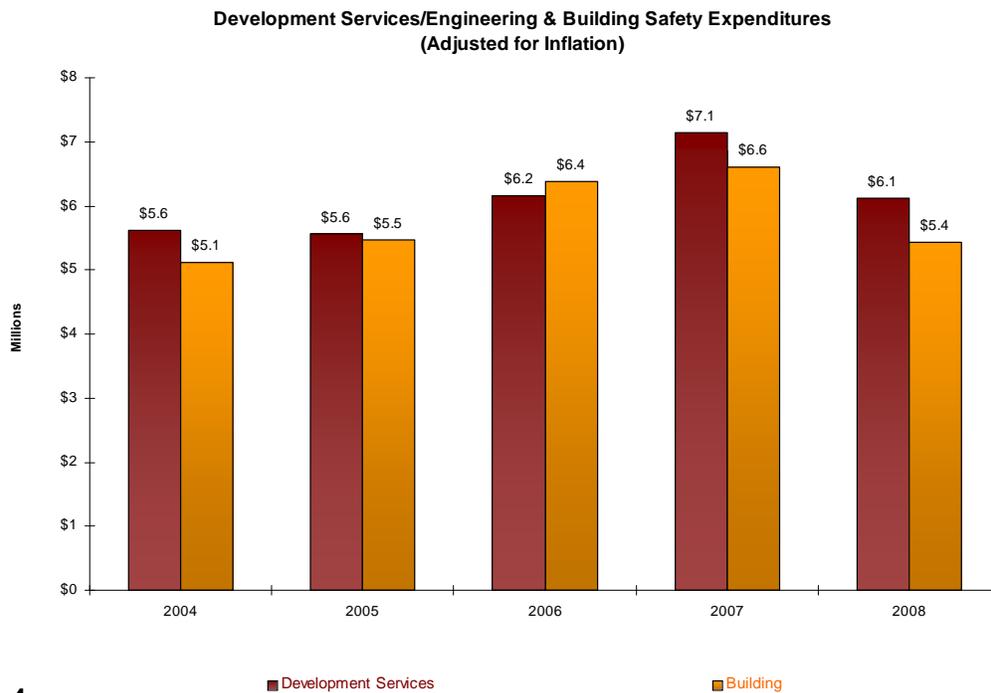
To adjust to changes in workload, the budgeted staff for Community Development’s building, development services, and customer service divisions varied substantially over the 2004 - 2008 period. As shown in the table below, budgeted positions reached a high of 117.5 FTE’s in 2006 and dropped to a low of 90.5 in 2008. Building Safety Division staffing decreased by 17 percent between 2004 and 2008, and Development Services/Engineering staffing dropped by 4 percent.

Community Development Division	2004	2005	2006	2007	2008	2004-2008 Percent Change
Building Safety	35	34	39	38	29	-17%
Permit Services	20	22	25	25	18	-10%
Development Services/Engineering	45.5	48.5	53.5	52.5	43.5	-4%
<b>Total Budgeted FTEs</b>	<b>100.5</b>	<b>104.5</b>	<b>117.5</b>	<b>115.5</b>	<b>90.5</b>	<b>-10%</b>

The staffing numbers shown are authorized, budgeted positions as of year-end, including both filled and vacant positions. Engineering Division positions (22 FTEs in 2008) were officially transferred from the Department of Community Development to Public Works in 2009.

## Spending

Development Services, Engineering, and Building Safety divisional expenditures include direct expenses, as well as allocated costs from administration, code enforcement, customer service and the Fire Marshal. The chart below shows that Development Services and Engineering costs, as adjusted for 2008 dollars, ranged from \$5.6 million to \$7.1 million, while Building Safety costs ranged from \$5.1 million to \$6.6 million during the 2004 through 2008 period.



For the period under review, county policy has been to recover, from fees, 100 percent of Building Safety expenditures and 90 percent of Development Services/Engineering expenditures. Transfers from the General Fund were to be used to support the 10 percent of Development Services/Engineering expenditures not recovered by fees.

Both programs suffer from high volatility in activity and associated revenues. During the period under review, Building Safety began with operating surpluses, built up a \$4 million fund balance by 2005, and suffered negative cash flow for the next three years--resulting in a negative fund balance of \$0.7 million by the end of 2008. Given the poor economy for construction, this \$0.7 million will probably be recovered from the General Fund, and will be the first operating support provided by the General Fund to Building Safety.

For Development Services/Engineering, the pattern of General Fund support can be seen from the following table , averaging 18 percent over the 7 years shown, and reaching a high of 45 percent in 2007.

	2002	2003	2004	2005	2006	2007	2008	Total
Development Services/Engineering Expenses	\$4,415,504	\$4,535,285	\$4,975,437	\$5,062,699	\$5,754,562	\$6,449,973	\$5,909,717	\$37,103,178
General Fund Support Paid in Current Year	\$1,066,942	-\$239,873	\$136,016	-\$88,584	-\$648,535	\$579,287	\$206,541	\$1,011,794
General Fund Support Paid in Subsequent Year	\$0	\$0	\$0	\$0	\$1,223,992	\$2,340,337	\$2,109,984	\$5,674,313
Total General Fund Support	\$1,066,942	-\$239,873	\$136,016	-\$88,584	\$575,457	\$2,919,624	\$2,316,525	\$6,686,107
Percentage of General Fund Support	24.2%	-5.3%	2.7%	-1.7%	10.0%	45.3%	39.2%	18.0%

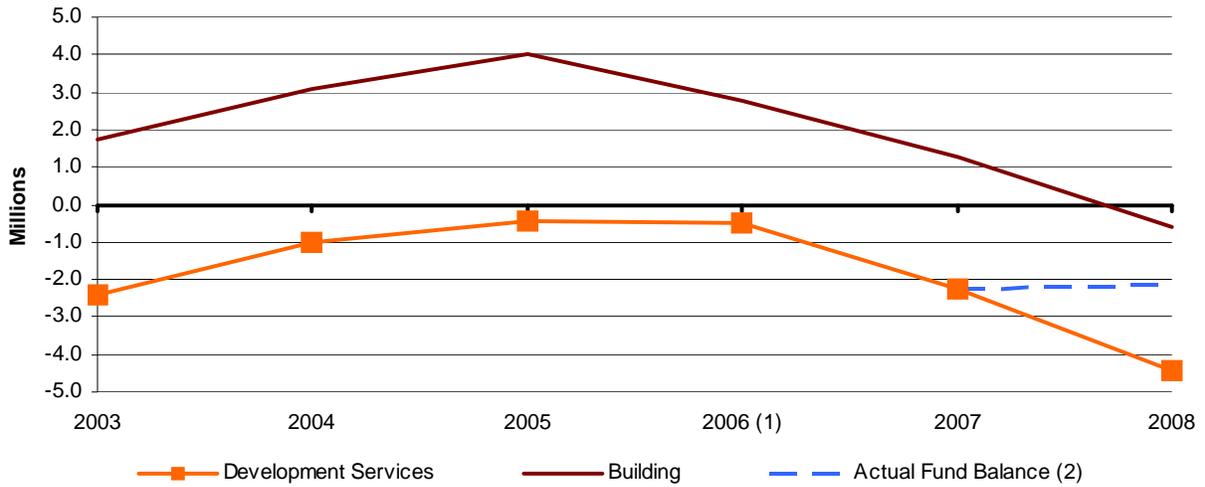
Note 1: County policy provides that 10 percent of the Development Services/Engineering expenses are to be funded by the General Fund.

Note 2: Years with a negative General Fund contribution to Development Services/Engineering are years when the Department of Community Development’s fund balance was used to fund other activities.

**Fund Balance**

The following chart shows that the Development Services/Engineering divisional fund balance has been negative throughout the 2003 - 2008 period. The Building Safety Division’s balance first became negative in 2008. Both balances were in steep decline from 2006 - 2008.

**Community Development Fund Balance by Business Unit**



(1) Includes a one-time General Fund transfer of \$1.2 million made in 2007.

(2) Includes a one-time General Fund transfer of \$2.3 million.

Note that 2008 balances necessitate additional General Fund transfers of \$2.1 million for Development Services and \$0.6 million for Building Safety.

## Results

Processing transactions on an efficient basis is a key to providing good customer service. As the table below indicates, the number of development reviews completed reached a high of 1,145 in 2006 and decreased to 563 in 2008 — a 51 percent drop attributable largely to economic conditions.

Measuring the number of decisions (reviews) processed by type allows the department to calculate the number of reviews completed per FTE. The table below shows that the plan reviewer staff, in response to a decreasing workload, declined from a high of 25 FTE's in 2006 and 2007 to 19 in 2008. The table also shows that the number of reviews completed per FTE has declined steadily, from a high of 58.1 in 2005 to 29.6 in 2008. Note that during this period, the proportion of Type I permits reviewed declined from 71 percent in 2004 to 50 percent in 2008. Since these are less complex permits, this may be a factor in the decline of the "reviews per FTE" measure.

	Type I Review	Type II Review	Type III Review	Total Number of Reviews	Number of Reviewers (FTE's)	Completed Reviews per FTE
<b>2004</b>	650	131	136	917	19	48.3
<b>2005</b>	792	108	146	1046	18	58.1
<b>2006</b>	811	181	153	1145	25	45.8
<b>2007</b>	426	214	145	785	25	31.4
<b>2008</b>	283	192	88	563	19	29.6

The ability to process permits in a timely fashion is important to both the department's efficiency and the customer's business. Permit cycle time is the number of days required to approve the permit. As the table below indicates, processing time for the permits for relatively small scale activities (Type I permits) declined between 2004 and 2008. The Type I decline was substantial in comparison to Type II and Type III. Processing time for all permits remained under the State of Washington's mandated allowed maximum of 120 days.

### DEVELOPMENT PERMIT PROCESSING TIME (DAYS PER REVIEW)

	Type I Review	Type II Review	Type III Review
<b>2004</b>	20	67	81
<b>2005</b>	18	62	78
<b>2006</b>	18	69	77
<b>2007</b>	13	65	78
<b>2008</b>	13	67	79

## Performance Indicators

### **Citizen Survey** (see appendix for details)

Questions relating to Community Development were first included in the 2007 Citizen Survey, and were also included in the survey conducted in 2009 as part of this report. Results for the several questions related to Building and Development are summarized as follows.

- Citizens were asked to prioritize the issues facing Clark County. In the 2007 survey, 'Growth/Sprawl' was ranked as the county's top problem by the highest percentage of respondents. In the 2009 survey, 'Growth/Sprawl' was tied for fourth with 'County Taxes.' 'Employment/Economy,' 'Crime,' and 'Education' were the top three priorities.
- In 2007, 23 percent of respondents who had applied for a "permit for a new building, addition, or remodel" indicated that their experience was 'good/excellent.' In 2009, 46 percent responded in this manner. The percentage stating that the experience was 'fair/poor' dropped from 42 percent in 2007 to 34 percent in 2009.
- In 2007, 14 percent of respondents who had contacted Community Development regarding "zoning or subdividing parcels of land" indicated that their experience was 'good/excellent.' In 2009, 32 percent responded in this manner. The percentage stating that the experience was 'fair/poor' dropped from 57 percent in 2007 to 46 percent in 2009.
- In 2009, 53 percent of respondents indicated that their experience with "inspections of a new building, addition, or remodel" had been 'good/excellent,' and 26 percent gave a 'fair/poor' rating. (This question was not asked in the 2007 survey.)

# Chapter 6: County Code Enforcement

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## Mission, Goals & Organization

### Mission

This chapter focuses upon three units under the direction of the county's Department of Community Development with code enforcement responsibilities.

- **Fire Marshal's Office:** enforces the fire code and investigates arson fires that occur within unincorporated areas and several of the county's cities.
- **Animal Protection and Control:** enforces local animal control laws related to pet licensing, loose and vicious animals, animal cruelty, and nuisances. Responds to citizen complaints to resolve animal code violations.
- **Code Enforcement:** acts to ensure compliance with the Uniform Building Code and county zoning, environmental, and nuisance (abandoned vehicles, etc.) ordinances.

### Goals

Each unit has goals related to their code enforcement duties.

- Fire Marshal's Office: reducing the risks to citizens associated with fire, explosion, hazardous material release, and natural disasters.
- Animal Protection and Control: increasing public safety and community livability and promoting responsible pet ownership through pet licensing and spay and neuter education.
- Code Enforcement: enforcing building, zoning, and environmental regulations to help maintain quality of life and environmental goals important to citizens.

### Organization

The units manage their responsibilities by program area.

- Fire Marshal's Office: work is divided into three program areas:
  - (1) Existing Occupancies — periodic fire inspections of occupied commercial buildings;
  - (2) New Construction — review of plans and site inspections to assure fire code compliance; and
  - (3) Investigations — determination of the origin and cause of fires.
- Animal Protection and Control: program areas include:

Mission, Goals & Organization, cont.

- (1) Enforcement of animal control code;
  - (2) Pet Licensing; and
  - (3) Participation in Animal Control Hearings.
- Code Enforcement: program areas include:
    - (1) Building (e.g., building code violations);
    - (2) Abatement (of possible harm from dangerous structures);
    - (3) Environmental (e.g., erosion control);
    - (4) Planning (zoning enforcement), and
    - (5) General/Nuisance (abandoned vehicles, etc.).

## Workload and Staffing

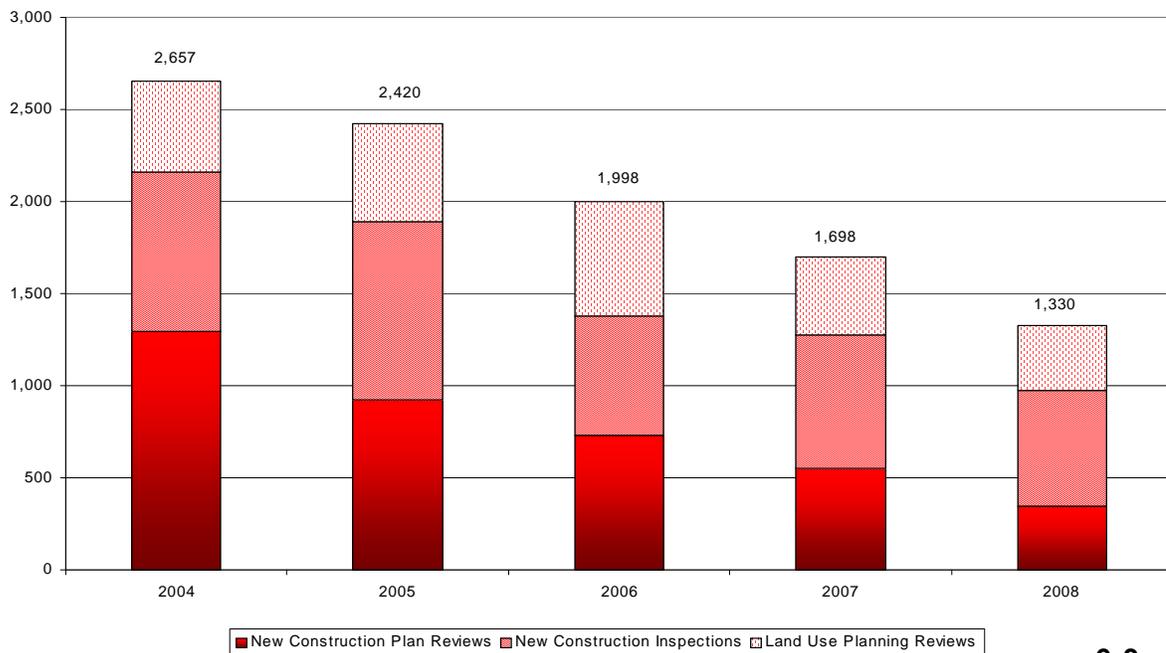
**Fire Marshal's Office:** Staffing during the five-year time period has remained constant at nine budgeted positions. An additional Assistant Fire Marshal position is budgeted for 2009, to compensate for the Fire Marshal taking on substantial duties in the Building Safety Division.

The largest segment of the Fire Marshal's Office workload involves inspections of "high-risk existing occupancies" (churches, schools, etc.) to assure fire code compliance. The number of existing occupancies inspected decreased from 1,784 in 2006 to 1,574 in 2008 — a 12 percent decline. (Data for 2004 and 2005 are not comparable to later years because of a change made to the collection methodology in 2006. For example, prior to 2006, if a church property contained four buildings, four separate inspections would be recorded. Beginning in 2006, the church property counts as one inspection.)

A significant portion of the Fire Marshal's Office workload is related to development and construction. The following table shows that the unit's workload decreased over the 2004 to 2008 period for construction-related tasks (new construction and land use plan reviews, and new construction inspections) from an all-time high of 2,657 in 2004 to 1,330 in 2008.

CONSTRUCTION-RELATED WORK	2004	2005	2006	2007	2008	2004-2008 Change
<b>New Construction Plan Reviews</b>	1,295	924	729	554	345	73%
<b>New Construction Inspections</b>	868	968	650	719	630	27%
<b>Land Use Planning Reviews</b>	494	528	619	425	355	28%
<b>Total: Reviews &amp; Inspections</b>	<b>2,657</b>	<b>2,420</b>	<b>1,998</b>	<b>1,698</b>	<b>1,330</b>	<b>50%</b>

Fire Marshal's Office: Reviews and Inspections of New Construction and Land Use Plans



In addition to new construction plan review and existing occupancy inspection, the Fire Marshal's Office conducts investigations to determine the origin and cause of fires. The investigation workload was up and down from year to year, decreasing from 172 investigations in 2004 to 126 in 2005 — then going back up to 151 in 2006 and staying at about that level through 2008.

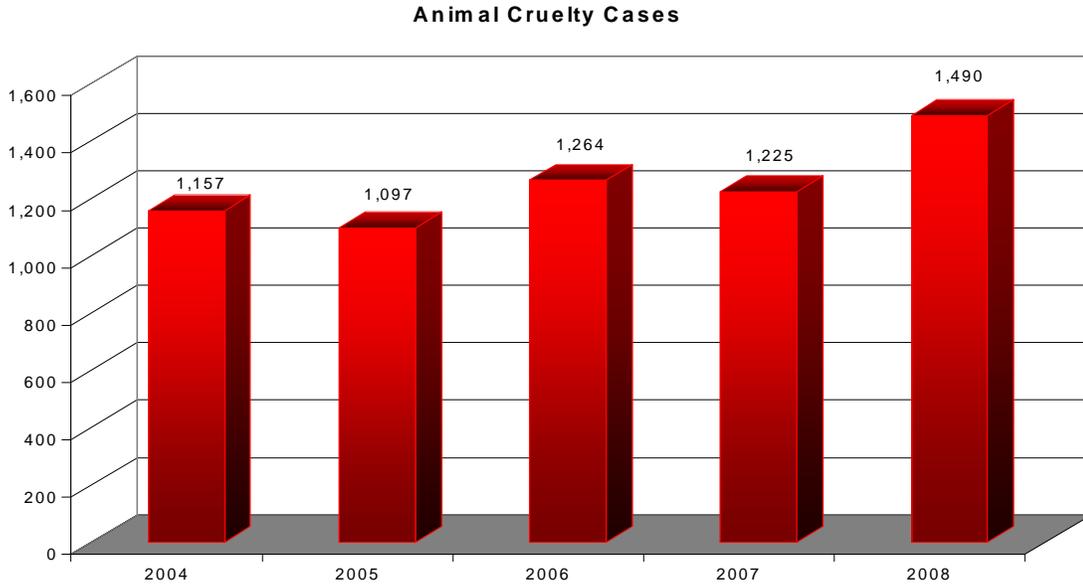
Animal Protection and Control: Staffing decreased from 11 budgeted FTE's in 2004 to 10 in 2008. This has decreased to 9 FTE's in 2009, when one licensing program position was eliminated. As shown in the chart below, the total number of complaints received rose from 10,469 in 2004 to 11,544 in 2008, an increase of 10.3 percent.

Service Requests						2004-
	2004	2005	2006	2007	2008	2008 Change
Pets Running Loose	3,903	4,008	4,337	4,338	4,788	22.7%
Barking Dogs, etc.	1,753	2,051	2,003	2,010	1,929	10.0%
Animal Cruelty	1,157	1,097	1,264	1,225	1,490	28.8%
Vicious Animal/Dog Bites	1,674	1,722	1,119	970	1,084	-35.2%
Animals in Distress/Other	1,982	1,551	1,666	1,855	2,253	13.7%
<b>Total</b>	<b>10,469</b>	<b>10,429</b>	<b>10,389</b>	<b>10,398</b>	<b>11,544</b>	<b>10.3%</b>

As shown in the table below, the number of service requests per animal control officer, after several years of stability, rose by nearly 200 service requests between 2007 and 2008, an 11 percent gain.

	Annual Service Requests	Number of Animal Control Officers	Requests per Animal Control Officer
2004	10,469	6	1,745
2005	10,429	6	1,738
2006	10,389	6	1,732
2007	10,398	6	1,733
2008	11,544	6	1,924

The following chart shows the nearly 30 percent increase in animal cruelty cases during the five-year period. According to Animal Protection and Control personnel, this can occur during times of economic hardship, when expenses for animal food and health care become difficult to meet.



Code Enforcement: Staffing increased from 9.5 FTE’s in 2004 to 10 FTE’s in 2005 and remained at 10 through 2008. Staffing has been reduced to 6 FTE’s for 2009, with the elimination of three code enforcement officer positions and one clerical position.

As shown in the chart below, the number of complaints increased to 3,044 in 2006, then dropped to a five-year low of 2,231 in 2008. Most of the decline is attributed to a drop in building-related complaints.

<b>Complaints</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>Percent Change</b>
Nuisance	758	914	927	855	734	-3.2%
Building	758	708	749	577	489	-35.5%
Environmental	371	434	637	559	463	24.8%
Zoning	398	383	515	541	405	1.8%
Other	156	140	216	176	140	-10.3%
<b>Total</b>	<b>2,441</b>	<b>2,579</b>	<b>3,044</b>	<b>2,708</b>	<b>2,231</b>	<b>-8.6%</b>

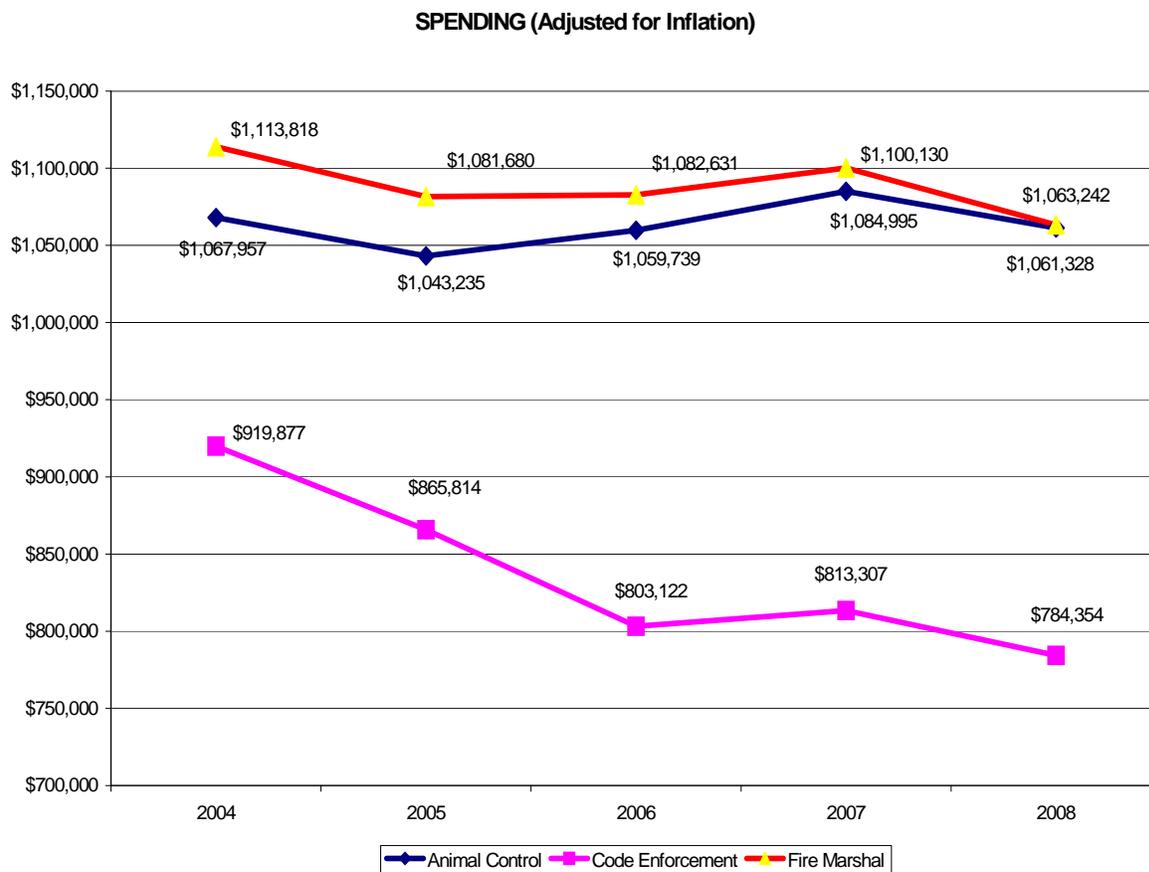
As shown in the table below, the number of requests per code enforcement officer dropped from 451 in 2007 to 372 in 2008, an 18 percent decline.

	<b>Annual Service Requests</b>	<b>Number of Enforcement Officers</b>	<b>Requests per Officer</b>
2004	2,441	7	349
2005	2,579	6	430
2006	3,044	7	435
2007	2,708	6	451
2008	2,231	6	372

## Spending

After adjusting for inflation, expenditure amounts expressed in 2008 dollars decreased for all three units between 2004 and 2008. The most significant change was for the Code Enforcement unit, which experienced a 14.7 percent decline. Fire Marshal's Office expenditures decreased by 4.5 percent and Animal Control by .6 percent.

	2004	2005	2006	2007	2008	Percent Change
Fire Marshal	\$ 1,113,818	\$1,081,680	\$ 1,082,631	\$ 1,100,130	\$ 1,063,242	-4.5%
Animal Control	\$ 1,067,957	\$1,043,235	\$ 1,059,739	\$ 1,084,995	\$ 1,061,326	-0.6%
Code Enforcement	\$ 919,877	\$ 865,814	\$ 803,122	\$ 813,307	\$ 784,354	-14.7%

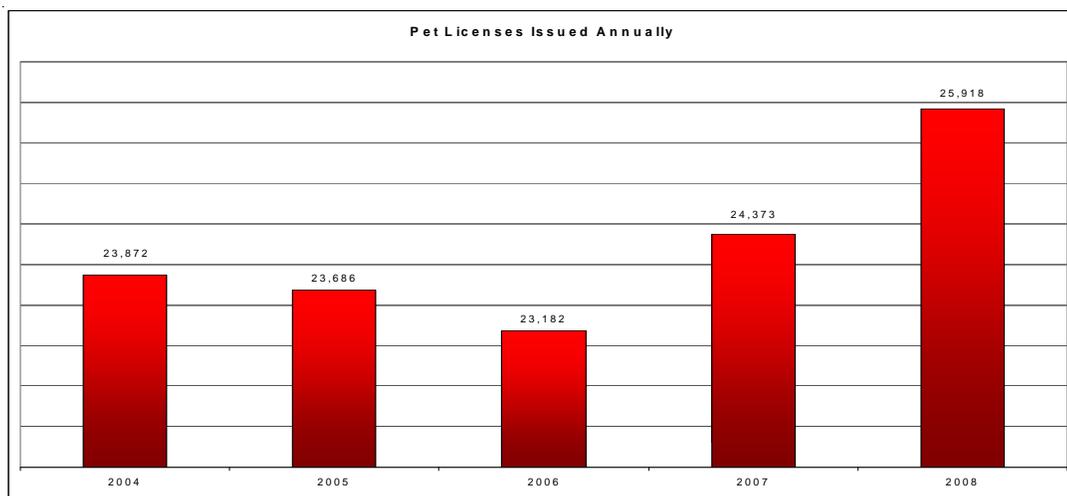


## Results

**Fire Marshal's Office:** The office reviews new construction plans to assure compliance with the fire code. A goal to complete reviews in an average of less than ten days was set for 2008. The office succeeded in meeting this goal, with an average of 4.7 days per review during 2008.

Another Fire Marshal's Office goal is to inspect 100 percent of Clark County's high-risk (churches, schools, hotels/motels) annually. The office estimates that it inspects 20 to 25 percent of all businesses in the county, including all high-risk occupancies, each year.

**Animal Protection and Control:** The following chart shows that Animal Protection and Control has been successful in efforts to increase the number of dogs and cats licensed in Clark County, with an increase of more than 2,000 licenses issued by the end of the period. In 2009, unit staffing was reduced by one FTE—the Pet Licensing Officer position. According to unit personnel, this reduction could reduce future licensing numbers, but eliminating an animal control officer would decrease enforcement.



**Code Enforcement:** The Department of Community Development's website includes a questionnaire asking respondents to rate their interactions with Clark County Code Enforcement. Cumulative results from implementation of the survey in 2004 through March of 2009 are as follows:

- Fairness: 29% 'great/good' and 42% 'fair/poor.' (84 responses)
- Professionalism: 38% 'great/good' and 35% 'fair/poor.' (88 responses)
- Thoroughness: 30% 'great/good' and 54% 'fair/poor.' (87 responses)
- Responsiveness: 27% 'great/good' and 48% 'fair/poor.' (88 responses)

The department's questionnaire also asked respondents "what are the most important violations for Code Enforcement to address." The top three priorities, based on the average response score, were (1) dangerous structures, (2) junk cars, and (3) debris.

## Performance Indicators

2009 Citizens Survey: Respondents rated services provided by the county in the 2009 survey as follows. (See the report appendix for ratings of additional services and other information):

- Animal Control: dealing with uncontrolled or problem animals—36 percent ‘excellent/good,’ and 45 percent ‘fair/poor.’ In the 2007 survey, 34 percent gave ‘excellent/good’ ratings, and 27 percent ‘fair/poor.’
- Animal Control: licensing of pets—70 percent ‘excellent/good’ and 7 percent ‘fair/poor.’ This is a significant improvement from the 2007 survey, in which 43 percent gave ‘excellent/good’ ratings, and 14 percent ‘fair/poor.’
- Animal Control: dealing with animal abuse—39 percent ‘excellent/good’ and 34 percent ‘fair/poor.’ In the 2007 survey, 35 percent gave ‘excellent/good’ ratings, and 17 percent ‘fair/poor.’
- Fire Marshal’s Office: conducting fire safety inspections of businesses, schools, and churches—67 percent ‘excellent/good’ and 17 percent ‘fair/poor.’ In the 2007 survey, 53 percent gave ‘excellent/good’ ratings, and 9 percent ‘fair/poor.’
- Code Enforcement: dealing with noise, junk, or signs problems—32 percent ‘excellent/good’ and 49 percent ‘fair/poor.’ In the 2007 survey, 24 percent gave ‘excellent/good’ ratings, and 41 percent ‘fair/poor.’

# Chapter 7: Community Mental Health Services

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## Mission, Goals & Organization

### Mission

The mission of the Clark County Department of Community Services' Regional Support Network (RSN) is to promote good mental health and ensure that RSN-eligible residents of Clark County who experience mental illness receive treatment, services, and support so that they can recover, achieve their personal goals and live, work, and participate in their community.

### Goals

The RSN provides high quality services for eligible residents and increasing value to the public through the following efforts:

- Participating in prevention activities and community education and training efforts.
- Monitoring and continuing refinement of the children's mental health system that will increase children's crisis services, family participation, and community support services through wraparound services and evidence-based practices.
- Improving access to needed services to Medicaid beneficiaries.
- Continually striving for higher service recipient satisfaction.
- Improving the coordination and collaboration of services among provider agencies and community partners.
- Implementing enhanced performance measurement, quality improvement, and utilization of management systems.
- Increasing the rate of employment for service recipients in Clark County.
- Promoting cultural competency, and recognizing, respecting, and planning around cultural, ethnic, and linguistic diversity in the creation and provision of mental health services.

### Organization

State and federal funding for community mental health services in Washington State are allocated to locally administered RSN. There are 12 RSNs state-wide; the Clark County Department of Community Services serves as the Clark County RSN.

This is the twelfth year of RSN operation, which began with a Pre-Paid Health Plan in 1996 and a Pre-Paid Inpatient Health Plan for Medicaid enrollees in 2003. Since 1998, the RSN has arranged for the provision of state-funded services for persons who meet state eligibility requirements. This RSN is a single county RSN and is fully accredited through the Washington Mental Health Division. To accomplish its mission, the RSN funds mental health services in five basic categories with the overarching goal of promoting recovery and community reintegration.

- Outpatient Services – The RSN manages outpatient treatment services to low income and Medicaid eligible Clark County residents through contracts with mental health provider agencies to deliver mental health services.
- Crisis Services – The Department of Community Services, through its Crisis Services program, delivers mental health crisis response services on a 24-hour basis to all county residents. These services include evaluation and referral.
- Inpatient Services – The RSN provides short-term psychiatric inpatient treatment to low income and Medicaid eligible Clark County residents through contracts with mental health provider agencies.
- Residential Services – The RSN provides mental health services in residential settings, such as residential rehabilitation facility, boarding home, or supported housing, through contracts with mental health provider agencies.
- Community Support Services – The RSN provides funding to community organizations that deliver mental health support services to Clark County residents who are eligible for publicly funded mental health services.

### **Service Population**

Children and adults are qualified for medically necessary mental health services through the RSN if they are covered by Medicaid. Other people not eligible for Medicaid, but having serious or long-term mental illness, can receive services as resources allow. All residents of Clark County are eligible for crisis mental health services, disaster response services, and involuntary treatment services. The Clark County RSN coordinates behavioral healthcare for the estimated 69,000 Medicaid enrollees<sup>1</sup> who reside in the county, as well as for other county residents who meet eligibility requirements for state-funded or grant-funded services.

The RSN contracts with provider agencies to provide a full range of mental health services covered under the Washington State Plan, as approved by the Center for Medicare and Medicaid Services. About 250 practitioners<sup>2</sup>, representing multiple professional and paraprofessional disciplines, serve eligible residents through RSN-contracted agencies. The RSN served over 7,800 unique eligible residents in fiscal year 2008.

### **Diversity of Population Served**

Residents of Clark County represent a diverse population. By comparing the prevalence of specific ethnic groups in the general population with those seeking mental health services, a measure of parity of services from the perspective of ethnic diversity can be seen. There is also a growing Russian-speaking population residing in the county. The growth in diversity in the community, along with the increased demand to reduce service barriers presents unique opportunities and challenges.

The most recent estimates are contained in the following table.

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<sup>1</sup> The 69,000 is an actual unique count of Medicaid eligible residents taken over an entire year; obtained from the Washington State Mental Health Division web site.

<sup>2</sup> Taken from Clark RSN Fiscal Year 2007 Quality Management Plan Evaluation.

**Table 7.1: Population Diversity, fiscal year 2008**

<b>Race/Ethnicity</b>	<b>Number Served</b>	<b>Percent Served</b>
Caucasian	5,581	71.5%
African American	493	6.3%
Asian/Pacific Islander	191	2.4%
American Indian	301	3.9%
Hispanic	641	8.2%
Other Ethnicity	602	7.7%
<b>Totals</b>	<b>7,809</b>	<b>100.0%</b>

### Statewide Database System

In order to track and better monitor activities, Clark RSN participates in the Washington State Consortium, comprised of five RSNs. Service recipients data is collected in the NetSmart database available to the RSN. The NetSmart database system is more robust than the previous system and the RSN is using it to track all eligible resident service activity. A pilot project is underway to implement an electronic health record in community mental health agencies. This will allow better monitoring and tracking of clinical care services and efficiencies.

*Special Note:*

*Mental Health programs are generally grant funded and as such follow the grantor's fiscal year. The contract year, or fiscal year (FY), for most Mental Health programs begins in July and ends in June. For example, fiscal year 2006 began in July 2005 and ended in June 2006.*

*Dollars shown have NOT been adjusted for inflation as they have in previous chapters of this report.*

## Workload

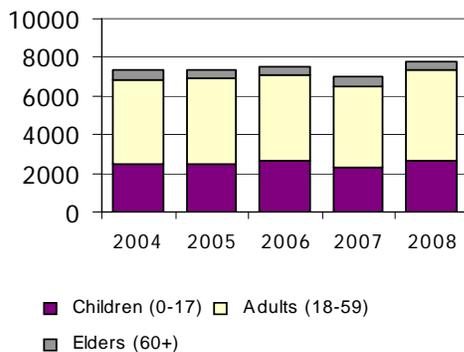
Mental health programs capture data related to the numbers of eligible residents served, which may include numbers by age or by service provided, the number of hours of specific services provided, and hospital admissions and re-admissions. These are the output indicators for program services.

### Eligible Residents Served

Data on RSN eligible residents served by mental health programs is captured in three categories: children up to age 17; adults aged 18 to 59; and elders aged 60 and up. The number of eligible residents served represents an unduplicated count of individuals who received at least one service from one or more of the 12 providers under contract during the fiscal year.

2008 continued an upward trend; this excludes a drop in 2007 which was due, in part, to the expiration of a grant that provided \$1,000,000 annually for children's services. There were 212 more eligible residents seen in 2006 than in 2004; there were 234 more residents served in 2008 than in 2006, a 3 percent increase.

**Eligible Residents Served**



The number of children served between fiscal year 2004 and 2008 increased by seven percent. However, as seen for overall eligible residents, there was a significant drop in 2007 of 12 percent, with an offsetting increase in 2008 of 13 percent when hours for children's services across all providers were increased.

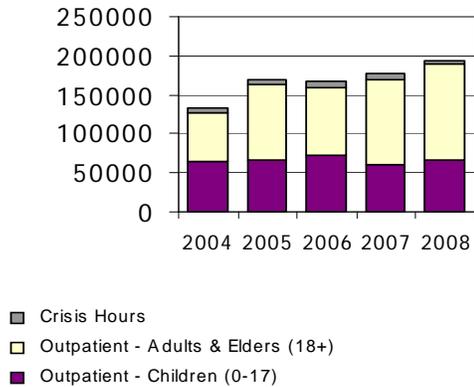
Adults served follow this same pattern, with an overall seven percent increase from 2004 to 2008. Providers decreased medication management services in 2007; in 2008 the RSN expanded the number of non-Medicaid adult out-patient hours.

There was a decrease in the number of elders served between 2004 and 2008, from a high of 499 in 2005 to a low of 421 in 2008, due to increased coverage elders have been getting through Medicare over the last two years.

### Service Hours for Outpatients and Crisis

Service hours are measures of one hour of service provided to or for the benefit of the specific eligible resident. These include but are not limited to, family therapy, group therapy, individual therapy, and medication management. Hours are captured based on three reporting categories: Outpatient Adult and Elder, Outpatient Children, and Crisis Hours.

Outpatient Service Hours



Total outpatient service hours increased steadily since 2006, with an overall increase of 31 percent. However, crisis hours taken by themselves show the opposite – dropping from 6,250 hours in 2004 to 3,144 hours in 2008, a 50 percent decrease. This is due to a shift from community fee-for-service providers to the department’s crisis services which are provided based on capacity. While there is a difference in how the information is collected, the resulting data remain comparable.

Outpatient adult and elder hours, just over half of the total number of hours, have increased by 41 percent between 2006 and 2008, just as they did between 2004 and 2006. Overall, adult and elder hours increased by 50 percent between 2004 and 2006.

Outpatient children hours increased by 4 percent in 2008 over 2004, dipping between 2006 and 2007 by 18 percent and increasing between 2007 and 2008 by 11 percent. These increases reflect changes in the categorization of services hours from crisis to outpatient.

### Hospital Admissions

With the addition of Hotel Hope, there are now three types of facilities for inpatient treatment: state hospitals, community hospitals, and inpatient treatment centers. The RSN uses Western State Hospital, community psychiatric hospitals, and Hotel Hope for patient evaluation and treatment. The following table displays the authorized numbers of in-patient admissions, by year and by facility.

**Table 7.2: Authorized In-patient Admissions by Facility Type, Fiscal Years 2004 to 2008**

Fiscal Year	Western State Hospital	Community Hospitals	Hotel Hope Evaluation and Treatment Center	Total In-patient Admissions
2004	49	707	*	756
2005	61	763	*	824
2006	51	752	*	803
2007	50	597	282	929
2008	41	296	527	864
<b>Totals</b>	<b>252</b>	<b>3,115</b>	<b>809</b>	<b>4,176</b>

Table Notes: Totals by year differ from previous versions of this report due to inclusion of claims that have been adjudicated over time. After claim adjudication processing, approximately 30 percent of authorized admissions are paid by other payers (than the RSN), such as Medicare, private insurance, or other support networks. Western Hospital admissions have not been included in previous versions of this report.

In 2008, hospitals decreased the number of treatment and evaluation beds, as can be seen from the table above. Total hospital admissions decreased in the most current fiscal year by 7 percent, after a rise from 2004 to 2007 of 23 percent. Increases in total admissions in 2007 resulted from the first year start-up of Hotel Hope's Evaluation and Treatment Center. In 2008 RSN Care Managers implemented a concurrent review process to better manage in-patient utilization and continuity of care with out-patient services.

### Residential Bed Days

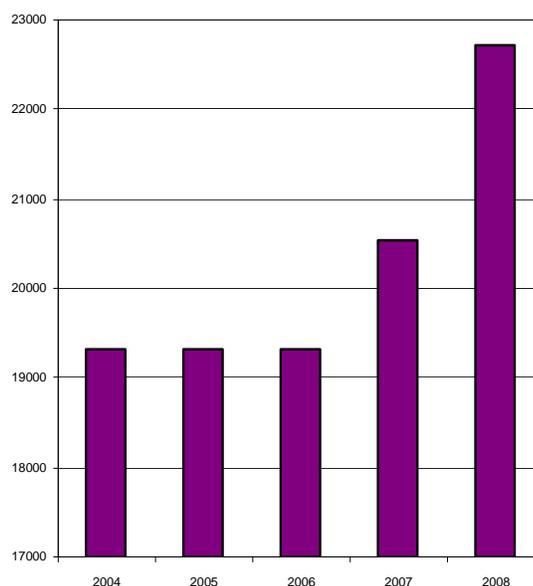
One of the goals of the RSN is to keep service recipients in the community and not in a hospital. Residential services allow eligible residents to remain in the community rather than be admitted to a hospital for treatment. The services provided also reduce the risk of an individual repeatedly being admitted to a community hospital.

There are three facilities having various levels of care providing residential bed days for eligible residents; like a nursing home or an assisted living facility, these centers provide a living situation for eligible residents who are unable to maintain independent living.

Residential bed days increased by 15 percent over the 5 year period of 2004 to 2008; this was the result of factors including an aging and more chronic population and pressure to close hospital beds otherwise used for evaluation and treatment of mental illness. Access to care has not changed over time.

It is more cost effective to use residential beds – at a cost of \$48.00 per day – to hospital beds – at a cost of \$450.00 per day at Western State Hospital, for example. In addition, there is more of a push toward using community beds as the state has continued to decrease the number of beds that can be used for evaluation and treatment.

**Residential Bed Days, Fiscal Years  
2004 through 2008**



## **Staffing & Spending**

Staffing and spending data are input measures, or service efforts. Mental health programs are conducted under contract, so staffing consists of those county staff administering the programs and providing oversight; this report does not address non-profit staff under contract. Because these programs are mostly grant-funded, information on funding sources and operating revenue are included in this section in addition to spending data.

### **Staffing**

The Clark County RSN's Prepaid Inpatient Health Plan is operated across four distinctive functional areas: Clinical Management, Quality Management, Program Development, and Consumer and Stakeholder Affairs Management. Each functional area is overseen by a program manager. Operations are further supported by the Business Services division of Community Services, providing computer, contracting, and fiscal support. Overall oversight is provided by an RSN Administrator. This organizational framework is common to most managed care organizations.

The Center for Community Health building houses the RSN administration, Clark County Crisis Services, and several service provider agencies.

### **Funding Sources**

Funding sources for mental health services are provided through both federal and state grants, with some funding from county property taxes and other local sources. Funding sources vary and are categorized into "buckets", such as for all federal block grant dollars, or all state targeted dollars.

The methodology for categorizing these sources has changed since 2005, at which time it became more uniform and consistent. As a result, comparisons of data since 2005 are more representational. However, the number of sources continues to fluctuate. In fiscal year 2008 there were six funding source buckets, of which the largest was Medicaid funding – combined federal and state dollars. In 2007, there were seven; in both 2006 and 2005 there were eight. About 57 percent of the revenue comes from Medicaid for a variety of programs.

Of the total funding, \$142,000 was from the county's general fund in fiscal year 2008 and \$71,000 in fiscal year 2007.

### **Spending**

Spending for mental health services totaled just under \$25 million in the current fiscal year. Total spending in fiscal year 2007 totaled almost \$19 million. Total spending includes amounts spent providing eligible resident services, amounts in assistance to agencies for technology upgrades and training, amounts specifically dedicated to housing, along with capital projects to upgrade residential housing. It does not include spending otherwise incurred for the RSN administration.

This section of the report deals only with the spending for direct services, and not amounts spent as agency expenditures, housing, or for infrastructure. These direct spending amounts are shown in the table below.

**Table 7.3 Spending by Fiscal Year, 2004 to 2008**  
(dollars in millions)

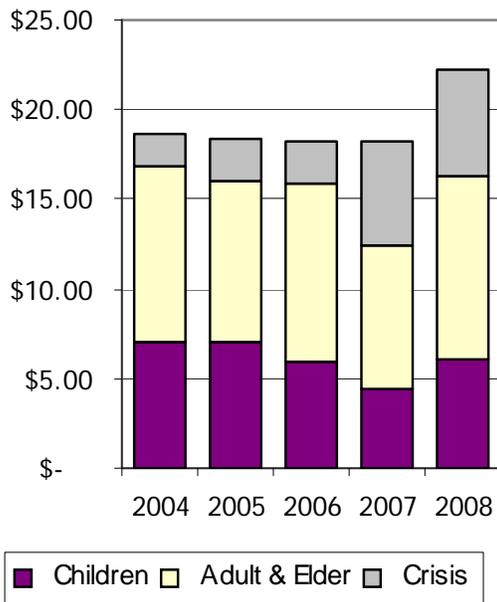
	2004	2005	2006	2007	2008
Direct Services					
Children	\$7.00	\$6.98	\$5.94	\$4.44	\$6.04
Adults/Elders	9.8	9.02	9.89	7.99	9.86
Crisis Service	1.9	2.35	2.44	4.04	3.62
Hotel Hope Evaluation and Treatment				1.73	2.34
<b>Total Direct Service Spending</b>	<b>\$18.70</b>	<b>\$18.35</b>	<b>\$18.27</b>	<b>\$18.19</b>	<b>\$21.86</b>

**Per Capita Spending**

Per capita spending is calculated using the total county population, by year, with the total direct services spending (shown above).

Spending overall remained fairly stable over the first 4 years of the 5 year period, rising in 2008 by 16 percent.

**Per Capita Spending for Services (\$ million)**



Adult/Elder spending rose significantly in 2008, by 22 percent. Crisis spending rose in fiscal year 2007, by 58 percent; it has continued to rise, albeit slightly, in 2008.

Spending on children’s services decreased steadily from 2004 through 2007 by 37 percent, and increased by 27 percent in 2008.

Spending declines between 2004 and 2006 are attributed to the expiration of major federal grants. Some services were sustained through the use of state dollars.

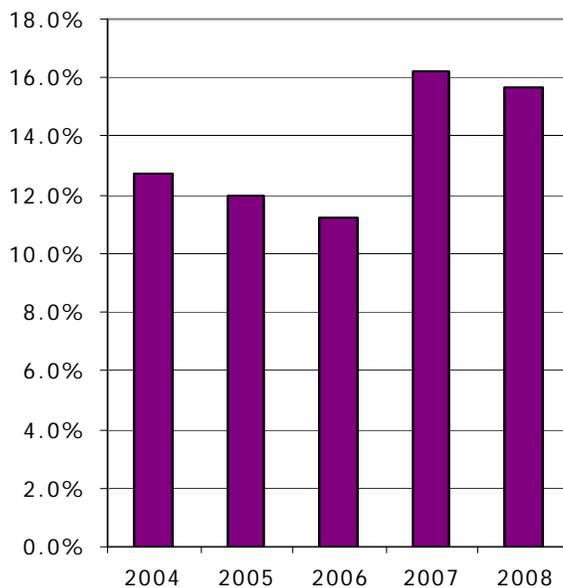
## Results

The concepts of recovery and resilience are cornerstones of the approach taken by the RSN. Programs include those for inpatient and outpatient care, individual and family therapies, stabilization and respite bed care, and school-based programs for children. These programs address recovery issues – employment, education, and housing.

Service effectiveness is best measured by improvements in an individual's condition – for example, eligible homeless individuals now have housing; skills training for employment. Information on these outcomes is being collected; 2008 will be the baseline for this data. Indications are that residents receiving services are satisfied with services received (see Performance Indicators, next section).

One important measure that has been followed by the RSN over time is the inpatient re-admission rate, with a performance goal of ten percent. This rate measures the effectiveness of programs at maintaining the mental health of service recipients as not needing to return for inpatient treatment within 30 days of discharge.

**Hospital Re-Admission Rate (30 day)**



Within the current five year period, 2004 to 2008, there were significant changes. After declining for the first three years, the hospital re-admission rate rose to 16.2 percent in 2007 and dropped slightly in 2008 to 15.7 percent.

The increased rate of re-admission in 2007 is likely the result of multiple factors, including increases in severity of symptoms for recipients of services, persons who are admitted with both mental health and substance abuse problems, a shortage of medication management providers (also a state and national challenge), and lack of appropriate housing resources. In addition, with less evaluation and treatment beds in the community, Hotel Hope, which opened in 2007, has provided the beds to close that gap.

Over the previous 5 year period, the RSN had decreased the re-admission rate from a high of 13.9 percent in 2002 to 11 percent in 2006. Reducing the re-admission rate is a RSN priority in its strategic plan for FY 2009.

## Performance Indicators

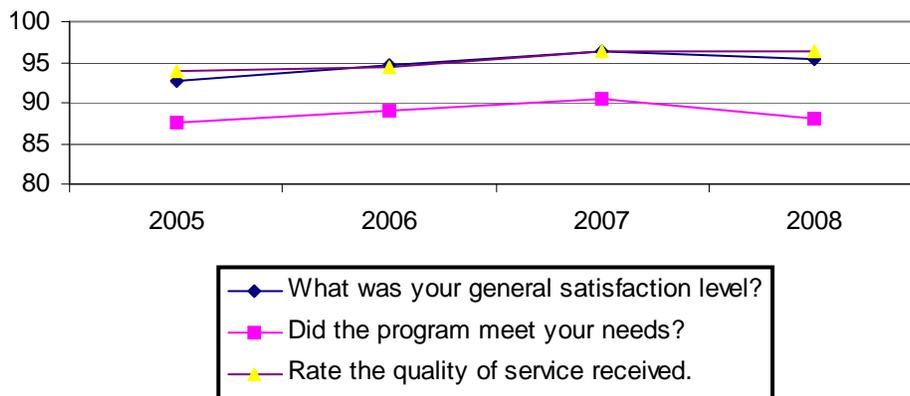
The Regional Support Network regularly surveys eligible residents being served and their families to monitor their level of satisfaction with services they have received. The results reported below reflect responses to three of the eight questions on a standardized survey instrument, the Client Satisfaction Questionnaire (CSQ-8). The questionnaire is completed by youth, adults, and caregivers or parents of children; it measures several aspects of satisfaction with services. The CSQ-8 has been broadly adopted, both nationally and internationally.

These RSN surveys are distributed directly in agency waiting rooms on an annual basis. To assure confidentiality, surveys – which are completed anonymously — are deposited in locked ‘drop boxes’ at each agency. The overall return rate from all agencies was 88 percent in fiscal year 2006, 83 percent in fiscal year 2007, and 76 percent in FY 2008, offering a good degree of confidence that a complete range of service recipients’ opinions were obtained.

Overall satisfaction ratings since fiscal year 2005 are shown below for three of the key questions on the survey. Overall, eligible resident’s satisfaction and their rating for the quality of service received, as measured by the survey, has exceeded the RSN goal of 90 percent in each of the last three fiscal years. The decrease in satisfaction related to meeting needs from over 90 percent to about 88 percent, is thought to be related to the decreasing number of medication prescribers, a condition which is also true state-wide. This is being watched by the RSN.

Detailed responses to these questions and satisfaction ratings by ethnicity and age group for FY 2006-2008 surveys are published in a separate report available from the RSN.

**CSQ-8 Survey Responses Fiscal Years 2005  
through 2008**



# Appendix: Citizen Survey

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The Clark County Auditor's Office mailed 7,500 surveys to a random sample of county residents on December 31, 2008. County Auditor Greg Kimsey asked selected residents to respond, saying in part:

"Clark County usually hears from just a small percentage of people who live here. We know you're busy, but if you would spare just a few minutes you would really help us learn more about what citizens think.

"When you return the survey, we will share the information with program managers to help them make decisions about how to design and deliver services in the future. We will also be reporting how public opinion may be changing in Clark County."

The breakdown of surveys delivered and returned by area is:

	<u>Mailed to residents</u>	<u>Completed and returned</u>
Unincorporated	3,750	750 (20%)
Incorporated	3,750	674 (18%)

The response rate provides an overall reliability rate of 95% with a margin of error of +/- 2.6%.

The following pages show the compiled responses along with the previous surveys. This summary includes surveys received by February 13, 2009. For a more detailed discussion and analysis of the survey, including cross-question comparisons, see our separate report #09-02 at [www.clark.wa.gov/auditor/audit/audreports.html](http://www.clark.wa.gov/auditor/audit/audreports.html).

*Service Efforts and Accomplishments Report 2004—2008 Appendix: Citizen Survey*

Please read each question carefully before answering, and complete all applicable sections. While answering, please remember there are no right or wrong answers. Your opinions are most valuable.

**1. Please check the box that most accurately describes how you rate the quality of life, safety, and service delivery in Clark County:**

	Prior Year Totals			
	2009	2007	2005	2003
<b>Overall Quality of Life in Clark County</b>				
Poor	1%	1%	1%	2%
Fair	7%	7%	7%	9%
Neutral	8%	8%	10%	9%
Good	67%	68%	68%	67%
Excellent	18%	16%	14%	13%
	<b>(1,396)</b>	<b>(856)</b>	<b>(1,139)</b>	<b>(1,189)</b>
<b>Overall Level of Safety in Clark County</b>				
Poor	2%	2%	3%	2%
Fair	10%	15%	15%	14%
Neutral	13%	15%	16%	14%
Good	66%	60%	61%	62%
Excellent	10%	8%	6%	8%
	<b>(1,375)</b>	<b>(823)</b>	<b>(1,106)</b>	<b>(1,157)</b>
<b>Overall Level of Service Delivery by Clark County</b>				
Poor	2%	<i>not asked</i>		
Fair	11%	<i>in prior</i>		
Neutral	20%	<i>years</i>		
Good	57%			
Excellent	10%			
	<b>(1,362)</b>			

**2. Prioritize the following issues facing Clark County from 1 to 12, using 1 as 'the issue you are most concerned about:'** Percent rating the issue as "1," the highest priority

	Prior Year		
	2009	2007	
1. Employment/Economy	25%	10%	<i>For this question, there was a significant shift in answers based on age. Therefore, these results are shown with a statistical adjustment to better project the results to the entire adult population. Details are not available from prior years to make the same adjustment.</i>
2. Crime	16%	18%	
3. Education	16%	21%	
4. Growth/Sprawl	15%	22%	
5. County taxes	15%	15%	
6. Health care	9%	10%	
7. Land/property rights	7%	11%	
8. Infrastructure (roads etc.)	6%	9%	
9. Local environment	6%	7%	
10. Housing	4%	5%	
11. Parks	1%	2%	

Service Efforts and Accomplishments Report 2004—2008 Appendix: Citizen Survey

3. Please rate how well you feel the following services are provided in Clark County:

	2009	Prior Year Totals		
		2007	2005	2003
Law enforcement (Sheriff's Office)				
Poor	3%	2%	4%	4%
Fair	9%	12%	11%	10%
Neutral	14%	19%	19%	14%
Good	61%	56%	56%	61%
Excellent	12%	10%	9%	11%
	<b>(1,291)</b>	<b>(809)</b>	<b>(1,104)</b>	<b>(1,124)</b>
Mental health and substance abuse				
Poor	13%	14%	<i>not asked in</i>	
Fair	21%	25%	<i>prior</i>	
Neutral	39%	40%	<i>years</i>	
Good	24%	19%		
Excellent	3%	2%		
	<b>(894)</b>	<b>(616)</b>		
Parks				
Poor	2%	4%	3%	5%
Fair	12%	14%	11%	13%
Neutral	21%	25%	27%	24%
Good	51%	49%	50%	48%
Excellent	15%	8%	9%	10%
	<b>(1,385)</b>	<b>(817)</b>	<b>(1,099)</b>	<b>(1,121)</b>
Road maintenance				
Poor	8%	7%	7%	11%
Fair	25%	27%	25%	26%
Neutral	21%	21%	25%	20%
Good	42%	41%	39%	38%
Excellent	4%	4%	4%	4%
	<b>(1,385)</b>	<b>(856)</b>	<b>(1,139)</b>	<b>(1,195)</b>
Animal control				
Poor	8%	<i>not asked in</i>		
Fair	15%	<i>prior</i>		
Neutral	31%	<i>years</i>		
Good	40%			
Excellent	6%			
	<b>(1,143)</b>			
Code enforcement				
Poor	10%	<i>not asked in</i>		
Fair	19%	<i>prior</i>		
Neutral	35%	<i>years</i>		
Good	32%			
Excellent	5%			
	<b>(1,051)</b>			

**4. If you have had contact with the Clark County Sheriff’s Office in the past year, please rate your experience in the following situations:**

	<b>2009</b>	<b>Prior Year Totals</b>		
		2007	2005	2003
When you called or asked for assistance:				
Poor	<b>12%</b>	12%	15%	12%
Fair	<b>12%</b>	14%	14%	14%
Expected	<b>15%</b>	15%	8%	13%
Good	<b>34%</b>	34%	29%	38%
Excellent	<b>27%</b>	25%	33%	24%
	<b>(393)</b>	(228)	(333)	(361)
When stopped or contacted by a sheriff’s deputy:				
Poor	<b>12%</b>	14%	17%	18%
Fair	<b>14%</b>	13%	16%	10%
Expected	<b>14%</b>	12%	9%	19%
Good	<b>31%</b>	41%	34%	34%
Excellent	<b>28%</b>	20%	24%	19%
	<b>(247)</b>	(137)	(116)	(134)
When requesting public records / police reports:				
Poor	<b>11%</b>	12%	16%	<i>not asked in 2003</i>
Fair	<b>15%</b>	24%	23%	
Expected	<b>20%</b>	23%	5%	
Good	<b>34%</b>	26%	37%	
Excellent	<b>20%</b>	16%	19%	
	<b>(167)</b>	(101)	(104)	

**5. Please rate your LEVEL OF CONCERN for yourself / your family, with the following in Clark County**

**SPECIFIC CONCERNS for self/family**

	Prior Year Totals		
	2009	2007	
Identity Theft / Internet Crimes:			
Not at all	4%	7%	<i>As described previously, there was a significant shift in answers based on age for this question. Therefore, these results are shown with a statistical adjustment to better project the results to the entire adult population. Details are not available from prior years to make the same adjustment.</i>
Slightly	14%	15%	
Somewhat	30%	26%	
Very	32%	26%	
Extremely	20%	26%	
Drug Activity (use / manufacture / sale):			
Not at all	6%	8%	<i>Therefore, these results are shown with a statistical adjustment to better project the results to the entire adult population. Details are not available from prior years to make the same adjustment.</i>
Slightly	12%	11%	
Somewhat	26%	23%	
Very	34%	28%	
Extremely	22%	31%	
Dangerous Driving (previously "Road Rage"):			
Not at all	7%	4%	<i>Details are not available from prior years to make the same adjustment.</i>
Slightly	18%	15%	
Somewhat	36%	30%	
Very	26%	31%	
Extremely	13%	19%	
Burglaries:			
Not at all	3%	3%	
Slightly	19%	21%	
Somewhat	38%	35%	
Very	28%	26%	
Extremely	12%	15%	
Juvenile Problems:			
Not at all	5%	6%	
Slightly	20%	20%	
Somewhat	35%	36%	
Very	27%	27%	
Extremely	13%	12%	
Vandalism / Car Thefts / Prowls:			
Not at all	2%	4%	
Slightly	12%	21%	
Somewhat	31%	34%	
Very	35%	28%	
Extremely	20%	13%	
Gang Activity:			
Not at all	11%	11%	
Slightly	22%	31%	
Somewhat	25%	23%	
Very	24%	20%	
Extremely	18%	14%	
Assault / Domestic Violence:			
Not at all	20%	34%	
Slightly	27%	23%	
Somewhat	30%	23%	
Very	15%	13%	
Extremely	8%	7%	

**6. If you have had contact with Clark County Community Development in the past year, please rate your experience in the following situations:**

	2009	2007
Zoning / subdividing parcels of land	<b>27%</b>	30%
Poor	<b>18%</b>	27%
Fair	<b>23%</b>	30%
Average	<b>29%</b>	12%
Good	<b>3%</b>	2%
Excellent	<b>(182)</b>	(658)
Permit for new building, addition, remodel	<b>22%</b>	17%
Poor	<b>12%</b>	25%
Fair	<b>19%</b>	36%
Average	<b>34%</b>	19%
Good	<b>12%</b>	4%
Excellent	<b>(202)</b>	(506)
Inspections of new building, addition, remodel	<b>13%</b>	2007
Poor	<b>13%</b>	question
Fair	<b>20%</b>	was
Average	<b>39%</b>	combined
Good	<b>14%</b>	"permits and
Excellent	<b>(98)</b>	inspections"
County code enforcement (noise, junk, signs)	<b>29%</b>	16%
Poor	<b>20%</b>	25%
Fair	<b>19%</b>	35%
Average	<b>21%</b>	22%
Good	<b>11%</b>	2%
Excellent	<b>(248)</b>	(693)
Uncontrolled / problem animals	<b>26%</b>	10%
Poor	<b>19%</b>	17%
Fair	<b>18%</b>	39%
Average	<b>26%</b>	30%
Good	<b>10%</b>	4%
Excellent	<b>(201)</b>	(603)
Licensing your pet	<b>3%</b>	5%
Poor	<b>4%</b>	9%
Fair	<b>22%</b>	42%
Average	<b>44%</b>	34%
Good	<b>26%</b>	9%
Excellent	<b>(294)</b>	(525)
Animal abuse	<b>16%</b>	6%
Poor	<b>18%</b>	11%
Fair	<b>28%</b>	48%
Average	<b>25%</b>	32%
Good	<b>14%</b>	3%
Excellent	<b>(96)</b>	(431)
Fire safety inspection (business, church, other)	<b>8%</b>	1%
Poor	<b>9%</b>	8%
Fair	<b>16%</b>	37%
Average	<b>40%</b>	44%
Good	<b>26%</b>	9%
Excellent	<b>(136)</b>	(443)

A-6

Note: Total number of respondents in parentheses. Percentages may not add to 100 due to rounding.

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**7. Please tell us what you have noticed or experienced concerning Clark County roads.**

	Prior Year Totals			
	2009	2007	2005	2003
Traffic congestion	<b>16%</b>	<i>not asked</i>		
Poor	<b>28%</b>	<i>in prior</i>		
Fair	<b>39%</b>	<i>years</i>		
Average	<b>15%</b>			
Good	<b>1%</b>			
Excellent	<b>(1,337)</b>			
Safety conditions	<b>4%</b>	<i>not asked</i>		
Poor	<b>16%</b>	<i>in prior</i>		
Fair	<b>46%</b>	<i>years</i>		
Average	<b>31%</b>			
Good	<b>3%</b>			
Excellent	<b>(1,330)</b>			
Physical condition of roads	<b>12%</b>	4%	6%	8%
Poor	<b>25%</b>	17%	18%	20%
Fair	<b>34%</b>	38%	37%	35%
Average	<b>27%</b>	37%	37%	34%
Good	<b>2%</b>	4%	3%	3%
Excellent	<b>(1,361)</b>	(861)	(1,138)	(1,186)
Cleanliness of roads	<b>7%</b>	3%	5%	6%
Poor	<b>17%</b>	13%	13%	17%
Fair	<b>30%</b>	35%	35%	30%
Average	<b>40%</b>	42%	42%	42%
Good	<b>6%</b>	6%	5%	6%
Excellent	<b>(1,345)</b>	(865)	(1,135)	(1,190)
Traffic control devices (traffic lights)	<b>9%</b>	9%	6%	10%
Poor	<b>14%</b>	14%	14%	18%
Fair	<b>34%</b>	31%	35%	32%
Average	<b>38%</b>	41%	40%	35%
Good	<b>5%</b>	4%	5%	5%
Excellent	<b>(1,326)</b>	(862)	(1,120)	(1,179)
Adequate amount of bike lanes, sidewalks	<b>16%</b>	<i>not asked</i>		
Poor	<b>19%</b>	<i>in prior</i>		
Fair	<b>27%</b>	<i>years</i>		
Average	<b>32%</b>			
Good	<b>7%</b>			
Excellent	<b>(1,216)</b>			
Road signage and striping	<b>6%</b>	6%	8%	7%
Poor	<b>13%</b>	16%	16%	15%
Fair	<b>36%</b>	33%	33%	32%
Average	<b>39%</b>	41%	39%	40%
Good	<b>6%</b>	4%	5%	6%
Excellent	<b>(1,314)</b>	(855)	(1,124)	(1,173)
Effectiveness of culverts / drainage systems	<b>6%</b>	7%	6%	6%
Poor	<b>14%</b>	17%	15%	14%
Fair	<b>35%</b>	36%	36%	32%
Average	<b>41%</b>	37%	39%	41%
Good	<b>5%</b>	3%	4%	6%
Excellent	<b>(1,250)</b>	(785)	(1,022)	(1,146)

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**8. Please tell us what you have noticed or experienced concerning Clark County parks**  
**Prior Year Totals**

	2009	2007	2005	2003
Adequate number of parks				
Poor	7%	9%	9%	<i>In 2003, asked: "accessibility / number of park facilities"</i>
Fair	11%	13%	15%	
Average	26%	29%	31%	
Good	41%	38%	37%	
Excellent	15%	10%	7%	
Parks conveniently located				
Poor	5%	7%	6%	9%
Fair	13%	11%	14%	14%
Average	24%	30%	30%	28%
Good	43%	42%	41%	39%
Excellent	16%	11%	9%	10%
Adequate number of ball fields				
Poor	7%	9%	9%	
Fair	14%	14%	17%	
Average	31%	30%	31%	
Good	36%	37%	35%	
Excellent	12%	9%	9%	
Ball fields conveniently located				
Poor	6%	6%	8%	
Fair	15%	13%	12%	
Average	30%	33%	35%	
Good	37%	38%	38%	
Excellent	13%	10%	8%	
Cleanliness of park grounds / trails				
Poor	1%	1%	2%	1%
Fair	5%	9%	9%	7%
Average	24%	29%	29%	24%
Good	54%	52%	51%	56%
Excellent	15%	10%	10%	12%
Safety and security of parks				
Poor	5%	4%	4%	5%
Fair	13%	16%	16%	15%
Average	33%	40%	37%	32%
Good	41%	36%	40%	42%
Excellent	8%	4%	4%	7%
Safety and security of trails				
Poor	6%	6%	5%	7%
Fair	15%	19%	21%	18%
Average	33%	41%	36%	33%
Good	39%	31%	35%	38%
Excellent	6%	3%	3%	5%
Adequate park amenities				
Poor	5%	4%	<i>not asked in prior years</i>	
Fair	15%	17%		
Average	34%	41%		
Good	36%	33%		
Excellent	11%	4%		
Restroom/picnic area maintenance				
Poor	5%	6%	9%	4%
Fair	18%	18%	18%	18%
Average	32%	38%	35%	36%
Good	35%	35%	34%	37%
Excellent	9%	4%	5%	5%

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**9. a) How long does it take you to travel:**

	2009	Prior Year Totals		
		2007	2005	2003
• To work				
5 minutes or less	10%	11%	12%	11%
5 to 10 minutes	17%	17%	15%	14%
10 to 20 minutes	32%	28%	29%	26%
20 to 30 minutes	22%	19%	23%	27%
Over 30 minutes	20%	25%	22%	22%
	(895)	(571)	(765)	(844)
• To shopping				
5 minutes or less	15%	14%	16%	20%
5 to 10 minutes	38%	37%	38%	37%
10 to 20 minutes	33%	34%	31%	32%
20 to 30 minutes	12%	12%	13%	8%
Over 30 minutes	2%	2%	2%	2%
	(1,393)	(858)	(1,135)	(1,172)
• To local county parks				
5 minutes or less	23%	21%	22%	22%
5 to 10 minutes	31%	31%	27%	30%
10 to 20 minutes	31%	33%	35%	33%
20 to 30 minutes	12%	13%	13%	12%
Over 30 minutes	3%	2%	3%	3%
	(1,227)	(752)	(996)	(1,049)

**9. b) How satisfied are you with the length of time it takes you to travel:**

	2009	Prior Year Totals		
		2007	2005	2003
• To work				
Extremely dissatisfied	9%	15%	11%	14%
Somewhat dissatisfied	12%	13%	16%	16%
Neutral	17%	17%	21%	19%
Somewhat satisfied	27%	23%	20%	24%
Extremely satisfied	35%	33%	31%	28%
	(912)	(600)	(801)	(866)
• To shopping				
Extremely dissatisfied	3%	4%	4%	5%
Somewhat dissatisfied	8%	7%	8%	9%
Neutral	16%	19%	18%	18%
Somewhat satisfied	31%	33%	30%	32%
Extremely satisfied	42%	38%	39%	36%
	(1,367)	(843)	(1,117)	(1,167)
• To local county parks				
Extremely dissatisfied	3%	4%	4%	5%
Somewhat dissatisfied	7%	8%	6%	6%
Neutral	20%	24%	28%	24%
Somewhat satisfied	30%	28%	28%	29%
Extremely satisfied	40%	36%	34%	37%
	(1,180)	(735)	(960)	(1,017)

**10. How much confidence do you have in your County government?**

	2009	Prior Year Totals		
		2007	2005	2003
None	3%	1%	3%	4%
Very little	14%	13%	15%	19%
Some	50%	54%	48%	51%
A lot	32%	30%	31%	24%
Total	1%	2%	2%	2%
	(1,280)	(774)	(1,042)	(1,094)

**DEMOGRAPHIC INFORMATION**

	2009	Prior Year Totals		
		2007	2005	2003
<b>11. How many people including yourself live in your household? (Write in the number of people in each age group)</b>				
		<i>Average per respondent</i>		
<i>Average household size:</i>	2.5	2.7	2.5	2.6
Age 9 and under	0.2	0.3	0.3	0.3
Age 10 to 19	0.3	0.4	0.3	0.4
Age 20 to 54	1.0	1.1	1.1	1.2
Age 55 and over	1.0	0.9	0.8	0.7

**12. How long have you lived in Clark County?**

Less than 2 years	3%	1%	5%	6%
2-5 years	11%	10%	13%	14%
6-10 years	15%	18%	15%	14%
11 years or more	71%	72%	66%	66%
	(1,410)	(872)	(1,152)	(1,197)

**13. How would you describe your ethnic background?**

Caucasian	92.1%	93%	91%	90%
Hispanic/Latino	0.7%	1%	2%	2%
African American	0.4%	1%	1%	1%
Asian American/Pacific Islander	2.4%	3%	2%	2%
American Indian/Alaska Native	0.4%	1%	2%	3%
Other/more than one	4.0%	1%	2%	2%
	(1,392)	(856)	(1,136)	(1,210)

**DEMOGRAPHIC INFORMATION (continued)**

	<b>2009</b>	<b>Prior Year Totals</b>		
		2007	2005	2003
<b>14. What is the last level of education you had the opportunity to complete?</b>				
High school or less, GED	<b>13%</b>	12%	18%	17%
Some college	<b>30%</b>	31%	30%	30%
Associate degree	<b>8%</b>	13%	13%	13%
Bachelor degree	<b>28%</b>	27%	22%	23%
Masters/Doctorate degree	<b>21%</b>	18%	16%	16%
	<b>(1,402)</b>	(865)	(1,148)	(1,193)
<b>15. Which of the following best describes your age?</b>				
18-24	<b>0.5%</b>	1%	3%	2%
25-34	<b>8%</b>	8%	8%	12%
35-44	<b>13%</b>	16%	17%	20%
45-54	<b>22%</b>	25%	23%	23%
55-64	<b>27%</b>	25%	23%	20%
65 or over	<b>30%</b>	24%	26%	22%
	<b>(1,406)</b>	(868)	(1,145)	(1,197)
<b>16. Do you work outside your home?</b>				
Yes	<b>59%</b>	62%	64%	67%
No	<b>10%</b>	13%	36%	33%
No – retired	<b>31%</b>	25%		
	<b>(1,399)</b>	(869)	(1,150)	(1,199)
<b>If yes, do you work in Oregon?</b>				
Yes	<b>26%</b>	33%	35%	39%
No	<b>74%</b>	67%	65%	61%
	<b>(904)</b>	(512)	(741)	(807)