



# Service Efforts and Accomplishments Report

## Clark County, Washington

For the Years 2007–2011

Prepared by Clark County Auditor's Office  
Audit Services  
Greg Kimsey, Auditor

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Audit Services

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1300 Franklin Street, PO Box 5000, Vancouver WA 98666-5000  
(360) 397-2310 Fax (360) 397-6007 [www.clark.wa.gov/auditor](http://www.clark.wa.gov/auditor)



For other formats, contact the Clark County ADA Office: **Voice** (360) 397-2000;  
**Relay** 711 or (800) 833-6388; **Fax** (360) 397-6165; **E-mail** ADA@clark.wa.gov.



# Executive Summary

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This is Clark County's eighth *Service Efforts and Accomplishments* report on the performance of county government. It covers five years, 2007 through 2011, 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 2012 citizen survey conducted to obtain citizen views on county government and the services provided.

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

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

- About three-quarters of citizens rate their feeling of safety as 'good/excellent,' and half say law enforcement is the most important service for the county to provide (p. 2-10).
- Response times for the most urgent (life-threatening) calls increased from 7.2 minutes to 7.5 minutes between 2007 and 2011. The next priority (in-process crimes) increased from 9.9 to 11.3 minutes (p. 2-8).
- The Clark County jail is heavily impacted by special need inmates, especially mental health, which is reflected in the record high 18 suicide attempts in 2011 (p. 2-11).

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

- The average pavement condition index (PCI) on Clark County roads for 2011 has been calculated at 80, exceeding the goal of 76 PCI. This average is lower than it has been over the last five years (p. 3-5).
- Under the NPDES permit revision, Road Maintenance activities and the way they were measured, has changed. Engineering now performs inspections of stormwater facilities, while Road Maintenance has responsibilities for repair of any identified defects. Road Maintenance also maintains a schedule of street sweeping and catch basin cleaning (p. 3-8).
- Per capita spending dropped overall by eleven percent between 2007 and 2011. There was a significant drop in spending in 2009; spending re-bounded in 2010 by 32 percent, and dropped again in 2011 (p. 3-4).

## ***Parks Acquisition and Maintenance***

- Although eighty acres were added to the Regional Park system in 2011, the Regional park acreage standard continues short of the goal due to population growth (p. 4-4, 4-9).
- There were modest additions to the Urban Park system, but with population growth, the acreage per thousand population remains slightly below the goal (p.4-4, 4-9).
- Park user fees, implemented in 2010, have brought additional revenue into the system (p. 4-11, 4-12).

## ***Building and Development Services***

- Building and Development experienced significant reductions in work resulting in staffing reductions of 67 percent over this five-year period (p. 5-4).
  - Residential permits declined 71 percent (p. 5-2);
  - Commercial building permits remained steady (p. 5-2);
  - Building permits decreased by 43 percent (p. 5-2); and
  - Preliminary development review decisions declined 66 percent (p. 5-3).
- Fire Marshal new construction plan reviews and inspections decreased by 54 percent (p. 5-3).

## ***County Compliance Programs***

- Total Fire and Life Safety inspections of existing businesses completed by the Fire Marshal decreased 19 percent due to fewer re-inspections, fewer inspections of existing business, and changes in interlocal agreements with cities (p. 6-3).
- There was a 34 percent increase in the number of animal licenses between 2007 and 2011 (p. 6-5).
- The overall number of code enforcement cases opened decreased by 43 percent, mostly due to the economy, with a drop in development and building related complaints (p. 6-3).

## ***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, have exceeded the RSN goal of 90 percent (p. 7-9).

- The psychiatric hospital in-patient readmission rate, while still above the desired goal of 10 percent, has dropped by 11 percent from the preceding year, to slightly under 12 percent (p. 7-8).
- Demand for RSN provided mental health services, in terms of eligible residents served and the number of service hours provided, has increased over the period by 17 percent (p. 7-3).
  - Adults served decreased slightly in the current year.
  - Elders served decreased by 24 percent over the period; elders receive services from Medicare that serve to offset need for RSN provided services.
  - Children served increased by 19 percent over the last year, and 45 percent over the five years.

## **Citizen Survey**

The Auditor's Office surveyed citizens in January 2012 to determine citizens' levels of satisfaction with overall county government performance, and with specific service areas within the Sheriff's Office, Public Works' Road Maintenance, and Vancouver-Clark Parks. Community Development's building, development services and code enforcement customers were surveyed separately. Community Services' Behavioral Health Services unit (acting as the Regional Support Network) 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 2009, 2007, 2005, and 2003. A copy of the survey instrument, annotated with the results of this and the previous surveys, is included as an appendix.

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

- Confidence in county government has consistently been about one-half neutral (the 'some confidence' rating) and one-third 'total/a lot' since 2005 (p. A-7).
- Overall, 83 percent of respondents feel quality of life in the county is 'good/excellent' (p. A-2).
- Even with the recession and staff reductions, two-thirds of respondents feel the level of service delivery by Clark County is 'good/excellent' (p. A-2).
- Citizen indicated the top three most important services for Clark County government to provide are law enforcement, social services, and infrastructure (p. A-3).



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# Chapter 1: Introduction

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## Reporting Objectives and Scope

Clark County had been one of the fastest growing regions in the State of Washington; however, population grew just three percent over the five year period of 2007 through 2011. This small population increase has been accompanied by an expanding demand for the county's services, as economics have taken a downturn and the county has experienced budget and staffing cuts.

The Service Efforts and Accomplishments (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 – those 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 other measures that relate efforts to accomplishments.

This report covers calendar years 2007 through 2011, and includes the results of a citizen survey, conducted in January 2012 by the Clark County Auditor. Surveys are conducted every two years, making the January 2012 survey the most current available, and any survey data quoted throughout this report is from this time period. The current survey indicates that 33 percent of responding citizens have total or a lot of confidence in county government, a stable indicator going back to the 2005 survey.

### Reporting Objectives

The SEA report describes trends and, where appropriate, identifies potential issues and concerns and what will be done about 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, but also about the outputs and outcomes of the services provided and the relationship between the use of resources and their outputs and outcomes. 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 eighth edition of Clark County's SEA report.

### Scope

The SEA report includes chapters on the Sheriff's Office operations, Road Maintenance, Parks Acquisition and Maintenance, Building and Development, County Compliance Programs, and Community Mental Health Services. The information on these Clark County service areas are provided for the years 2007 through 2011, 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 Maintenance – one of seven functions of the county’s Public Works’ Operations & Maintenance Division that provides services throughout the County and spends the most money.
- Parks Maintenance and Acquisition – details services related to county parks that create esthetic livability and which are provided via contract with the City of Vancouver.
- Building and Development – Community Development’s permitting services related to growth management, quality construction, and preservation of community livability.
- Compliance Programs – Community Development’s activities related to enforcing codes for animal protection and control, Fire Marshal services, and other building/livability codes.
- Community Mental Health Services – acting as the Regional Support Network with major grant funding, the County provides mental health services to eligible citizens through contracts with various agencies.

## 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 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. 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 input indicators.
- *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. These are the 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.

**Citizen Survey:** In 2012, the Auditor’s Office conducted and analyzed a survey to determine citizen satisfaction in the areas of overall county government performance and specific service areas within the Sheriff’s Office, Road, and Parks. (See appendix for a copy of the survey instrument that includes responses). The Auditor’s office also surveyed customers of Community Development to determine levels of satisfaction for permitting and compliance activities. The Regional Support Network regularly surveys the mental health eligible residents and their families to determine levels of satisfaction. This report used data from all these surveys in the Performance Indicator section of each chapter.

**Inflation Adjustments.** In order to account for inflation, financial data is expressed in constant dollars; that is all dollars are 2011 dollars. This adjustment to the purchasing power is based on the Portland-Salem, OR-WA Consumer Price Index for All Urban Consumers<sup>1</sup>.

Year	CPI Percent Change	Factor
2005		1.000
2006		1.000
2007		1.000
2008		1.000
2009		1.000

Note: This applies to all but the chapter on Mental Health Services, which is presented on a July to June fiscal year basis; no adjustment for inflation has been made to dollars reported in Chapter 7, Community Mental Health Services.

**Population:** Clark County’s population grew by 13,000 since 2007 – about a three percent increase. The unincorporated population grew by 3,475 since 2007, just over half of the total county growth.

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 2011 Estimate.

Year	<i>Population</i>	
	Unincorporated	County Total
2007	201,135	415,000
2008	206,830	424,200
2009	210,415	431,200
2010	203,339	425,363
2011	204,610	428,000

For analysis of the Sheriff’s Office activities, the unincorporated population includes Yacolt and that part of Woodland within Clark County, and shows an increase of 1.8 percent. These population numbers are not shown in the table above.

<sup>1</sup> The geographic area previously termed Portland-Vancouver has been expanded to include the Salem Metropolitan Statistical Area (MSA). The new area name (which includes Clark County) is Portland-Salem, OR-WA. See [www.qualityinfo.org/pubs/cpi/cpi.pdf](http://www.qualityinfo.org/pubs/cpi/cpi.pdf).



# Chapter 2: Sheriff's Office

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## 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 to 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 at the Sheriff's Office.

**Goals:**

- Implement revised public records policies and procedures department-wide to provide comprehensive management of all Sheriff's Office public records 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.

## **Missions of Special Investigative Units**

The bi-annual citizen survey includes a question where residents are asked to rank a list of issues. Crime has been one of the top three priorities for citizens in each of the surveys. 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 Detectives 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 all 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
- Outreach and safety education
- Sex offender registration and monitoring
- Community events such as amphitheater, fair, motocross

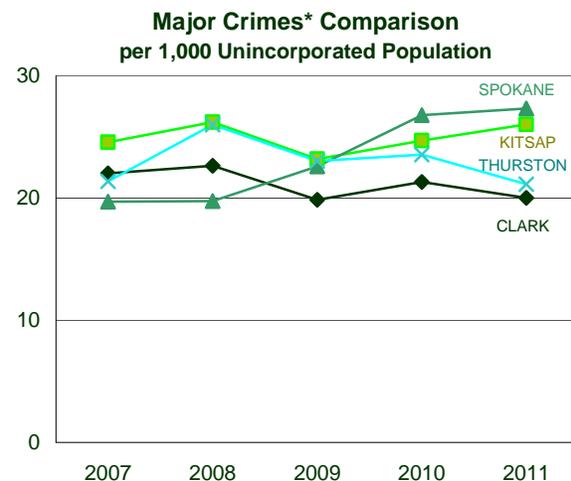
### Comparisons in crime rates:

- Clark County had a 21 percent decrease in major crimes between 2007 and 2011.
- The FBI reports major crimes decreased 10 percent nationally in the first half of 2011 compared to the first half of 2010.
- Clark County is similar to three other counties in the rate of major crimes for every thousand people (unincorporated population), as shown below.

\*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 five percent, of all major crimes.

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



Workload Measures	Enforcement					
	911 Calls		Officer-initiated (Including traffic)	Reported Major Crimes		
	Received	Dispatched		Violent	Property	Total
2007	74,001	46,978	30,642	271	4,182	4,453
2008	84,753	46,694	38,059	274	4,396	4,670
2009	83,686	44,076	39,710	275	3,894	4,169
2010	80,673	51,547	29,125	239	4,288	4,527
2011	76,179	44,098	32,081	163	3,365	3,528

### 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

The Custody branch operates two facilities:

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

There were 769 jail beds at the end of 2011 with an average daily population of 706; average length of stay was 16.5 days.

Workload Measures	Custody					
	Total Bookings	Average Daily Population	Transports	Meals Served	Infractions by Inmates	Video Arraignments
<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
<b>2009</b>	16,589	714	28,689	1,021,887	2,157	4,581
<b>2010</b>	15,485	685	20,375	979,452	2,241	4,443
<b>2011</b>	15,639	706	25,969	982,939	2,467	4,858

**Civil/Support Branch Workload**

Civil/Support branch duties include:

- Law enforcement criminal records for Clark County Sheriff and Vancouver police departments
- 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)

Workload Measures	Civil/Support							
	Civil Papers		Gun Permits Issued	Public Record Requests	Records		Evidence	
	Received	Served			Warrants Received	Police Reports	Cases In	Items
<b>2007</b>	6,125	4,814	3,945		16,420	44,738	4,035	8,291
<b>2008</b>	5,752	4,546	4,455	6,486	16,036	43,160	3,863	8,904
<b>2009</b>	5,498	4,275	4,614	15,426	16,234	42,263	3,322	9,291
<b>2010</b>	4,565	3,584	4,100	14,458	16,954	40,653	3,001	8,597
<b>2011</b>	3,651	2,964	5,038	13,786	15,838	39,976	2,812	11,399

The Evidence unit handles the collection, secure storage, documentation, distribution, and disposal of evidence, found property and safe-keep items. In addition to supporting the Sheriff's Office, the unit performs work for La Center, Ridgefield, the Clark-Skamania Drug Task Force, and staff of the county's Fire Marshal and Prosecuting Attorney's Offices.

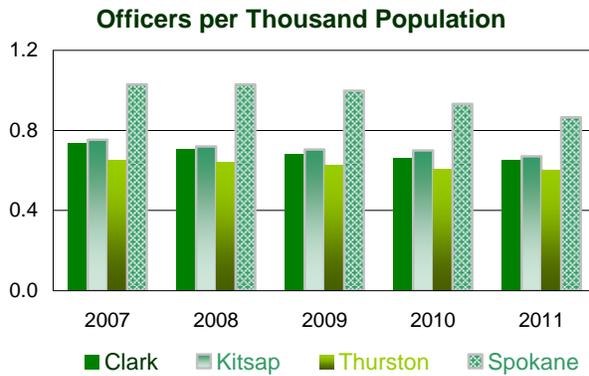
	Evidence			Logistics (equipment/supplies)	
	Items Disposed (1)	DNA Collections	Citizen App'ts (2)	Requests Processed	Shipments Received
	2007	10,547	143	821	616
2008	16,776	180	817	810	1,956
2009	15,897	216	867	738	2,148
2010	8,568	155	774	626	2,334
2011	6,622	92	810	647	2,314

Note 1: In 2009, the Evidence Unit concluded a massive item-by-item inventory of every piece of evidence held by the Sheriff's Office, accounting for 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.

Note 2: Citizen appointments are made when citizens need to view or pick up items held by the Sheriff's Office.

## Staffing

**Enforcement:** The population served by Sheriff's deputies rose 1.8 percent from 2007 to 2011 (unincorporated Clark County, Yacolt, and the part of Woodland in Clark County). The number of deputies began to increase in 2006 when nine additional positions were authorized. The county worked towards adding eight additional officers in 2007 and again in 2008 but these gains were lost to budget cuts.



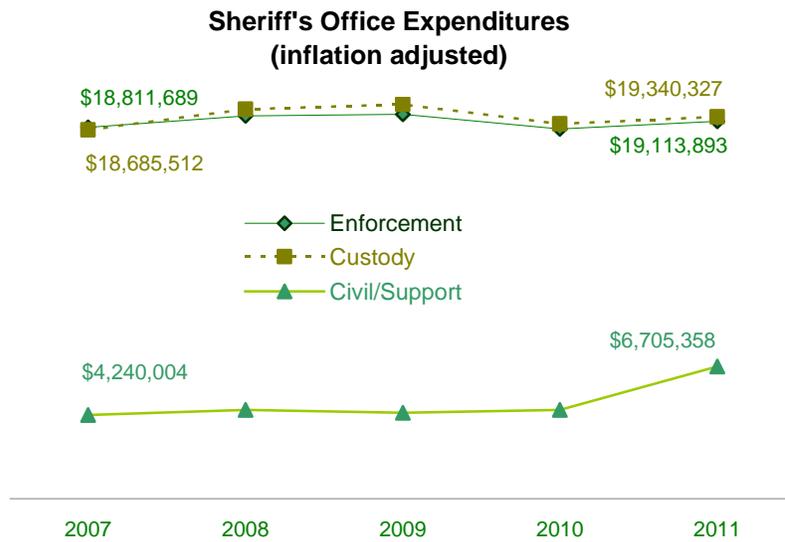
Compared to two similar counties, Kitsap and Thurston, Clark County has had about the same officers-per-thousand-population over time. The average for all urban counties is approximately one officer per thousand population.

**Custody:** In 2006, the number of custody officers was increased by 14 positions with money from the state Department of Corrections Offenders Accountability Act. The jail was able to open 56 additional beds with these new positions; this expansion was cut back January 1, 2009, because of budget cuts.

**Civil/Support:** staffing has remained stable.

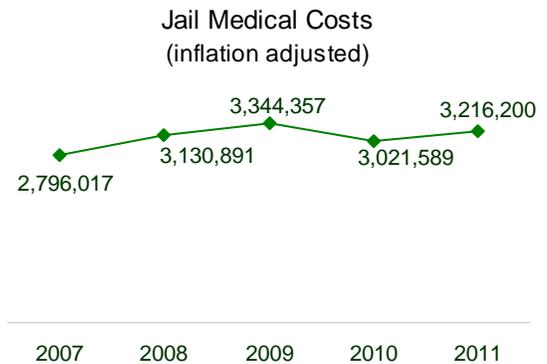
Staffing	Sworn	Custody Officers	Civil/Support
	Enforcement Officers		
2007	149	159	66
2008	157	160	68
2009	152	152	66
2010	136	148	65
2011	135	148	65

## Spending



In 2011, Civil/Support received seven functions previously run from the administration or enforcement branches. This change moved related costs to Civil/Support, including such functions as the campus security contract, information technology, and jail information management.

Medical costs for inmates have impacted expenditures and grew 20 percent from 2007 to 2009. A contract for jail medical services under a new vendor started in 2010, bringing at least temporary savings.



## Results

### Across all branches: Operation Gang Green

Operation Gang Green was conducted in October 2011 to close marijuana grow operations; it was the largest multi-agency action ever undertaken in Clark County:

- 56 search warrants
- 52 homes with active grows
- 50 suspects taken into custody
- 7,000 marijuana plants
- Nearly \$100,000 in cash
- 300 officers from local, state, and federal agencies

Operation Gang Green was supported by all branches while they maintained normal daily work. Custody provided a satellite intake area, transportation, and additional officers in booking. Additionally, investigators interviewed the arrested suspects at a location within the jail. This influx of arrestees and personnel greatly impacted normal jail operations including food service, laundry, classification, and the jail transport unit.

Within the Civil/Support branch, logistics and evidence had two weeks notice to successfully prepare:

- Supplies for the strike team, Records, Jail, command post
- Rental vans for evidence
- Technology support for the command post
- Food, water, and other basic supports for the teams
- Evidence processing with boxes, weigh stations, tables, chairs, and all other supplies
- Two weeks after the operation, a drug burn to destroy 2,700 pounds of marijuana

### Enforcement

Enforcement has a goal to reduce officer response times on priority one and two calls for service. As shown below, however, response times have fluctuated with an overall increase between 2007 and 2011. Budget reductions reduced the number of sworn officers nearly 10 percent. Alternate reporting methods, such as internet based reporting, for very minor crimes are being considered that may have a positive impact on response times.

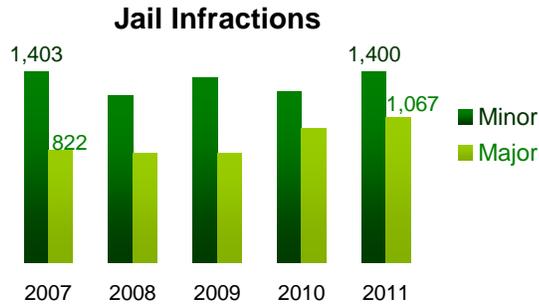
Results	Enforcement		
	Average Response Time		
	(minutes)		
	Priority 1	Priority 2	Arrests
2007	7.2	9.9	6,853
2008	6.4	9.6	7,198
2009	7.0	10.2	8,279
2010	6.5	10.2	7,671
2011	7.5	11.3	7,803

Priority 1: Most important, life threatening, happening NOW

Priority 2: In process; life or property being damaged

**Custody**

Major infractions have increased 30 percent over the current five-year period, while minor infractions have been relatively stable. Officer injuries have decreased from a high of 34 injuries in 2005, now running four to eight injuries in recent years.



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:

	<u>Annual Inmate Work Hours</u>
2007	173,579
2008	185,171
2009	156,198
2010	142,976
2011	196,873

**Civil/Support**

Major accomplishments include disposing nearly one ton of prescription medications from the community “Take Back” initiative, keeping unused prescriptions out of streams.

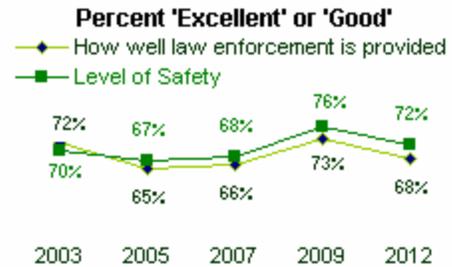
## Performance Indicators

### Citizen Survey

Since 2003, citizen surveys have been conducted about every two years, asking citizens to rate selected Clark County services. In the 2012 survey, 72 percent of responding citizens rate the overall **level of safety** in Clark County as 'good/excellent.' This is within the 67 to 76 percent range from prior surveys.

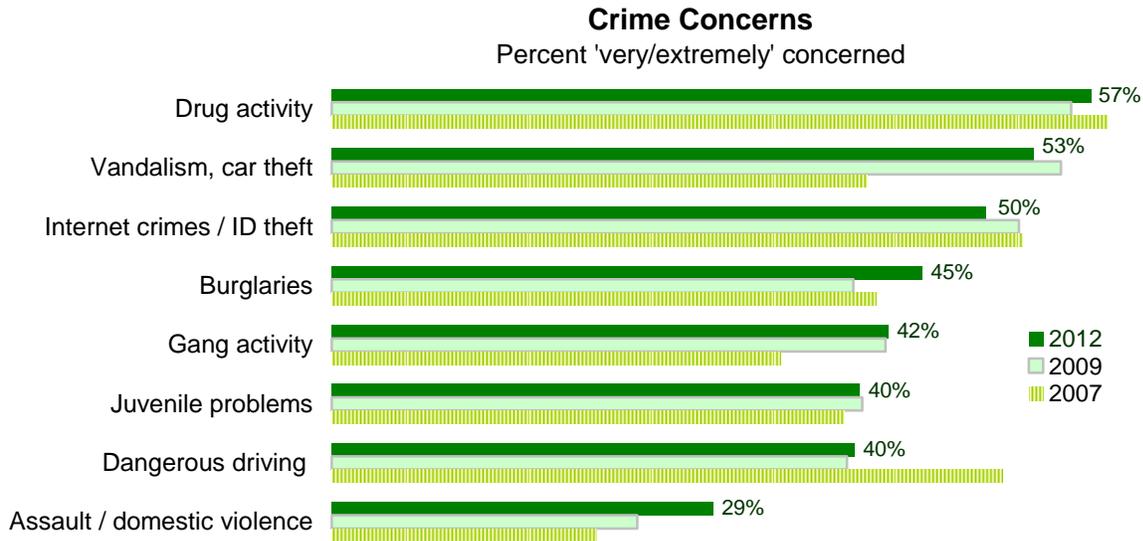
Similarly, 68 percent rate the Clark County Sheriff's Office as providing 'good/excellent' law enforcement, with 14 percent giving a rating of 'fair/poor'.

A new 2012 question asks which services from a list of nine are the most important for Clark County government to provide. Law enforcement is the #1 priority by far (48 percent of citizens).



### Enforcement

Citizens reported that crime was their third highest of 11 issues facing Clark County (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.



Three areas of concern which changed significantly from 2009 to 2011 have remained at the new levels. Citizen concern for vandalism or car theft rose, as did concern around gang activity. Dangerous driving concerns dropped from 50 to 40 percent.

Fourteen percent of survey respondents had been stopped or contacted by a deputy in the past year. Of those, 55 percent rate the experience as 'good/excellent,' 18 percent rated as 'expected,' and 27 percent rated as 'fair/poor.'

Of the citizens who had called or asked for assistance, the 'good/excellent' rating was given by 59 percent, which is in the previous survey ranges of 59 to 62 percent.

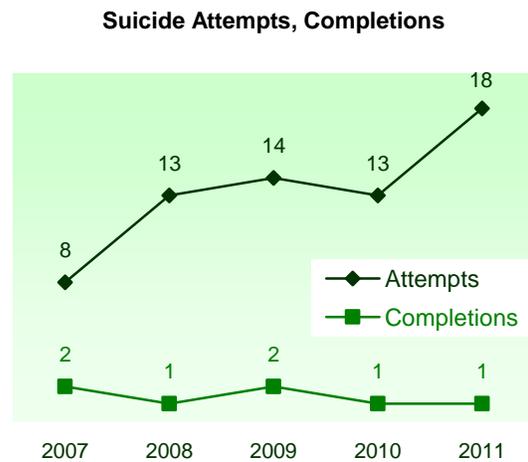
**Custody**

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.

From 2008 through 2011, the number of reports alleging sexual misconduct between staff and inmate were, respectively: 3, 5, 7 and 2. Only one case, from 2008, was found to be substantiated by Custody management.

The jail continues to be heavily impacted by special-needs inmates: the mentally ill, geriatric, physically or mentally challenged, or violent. Suicide attempts in the jail have continued to rise, more than doubling since 2007. Custody reviews incidents after each attempt to determine whether changes are needed in procedures.



The Custody branch also measures inmate work hours and inmate training hours (referred to as “Programming”) as shown on page 2-9. These numbers fluctuate based on inmates qualifying for the programs; overall they increased over the five-year period.

**Civil/Support**

The 2012 survey asked residents to rate their experience if they had requested public records or police reports. The responses were positive with 48 percent of the responses as ‘good/excellent,’ and another 25 percent as ‘expected.’ Note: these results are not statistical because so few survey respondents (145) have had the experience.



# 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 on average, four times per year and each arterial road ten times per year;
- To inspect and maintain each catch basin once per year; and
- To repair recognized defects on stormwater treatment facilities within specified timeframes, in compliance with the National Pollutant Discharge Elimination System (NPDES) permit requirements.

### Organization

Public Works responsibilities include designing, building, and maintaining roads in unincorporated Clark County; providing and maintaining neighborhood, community, and regional parks in unincorporated Clark County; providing stormwater facility maintenance and repair; operating the Salmon Creek Wastewater Treatment Plant; and managing the county's fleet of vehicles and equipment.

Road & Parks Maintenance is one of seven divisions within Public Works:

- Administration and Finance
- Transportation and Asset Management
- Development Engineering
- Engineering and Construction
- Road and Parks Maintenance
- Fleet Services
- Wastewater Treatment Plant

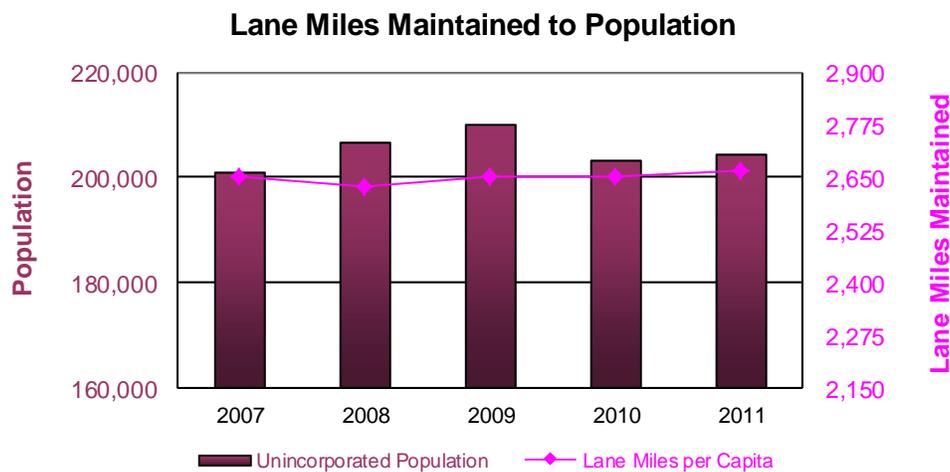
This chapter focuses on the goals, efforts, and accomplishments of the Road Maintenance program. The responsibilities of the Road Maintenance program include road and shoulder repair and rehabilitation, drainage maintenance and enhancement, maintenance of bridges, construction of small projects, roadside 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 five program areas, as follows:

- **Specialty Services** is responsible for NPDES permit compliance of stormwater treatment facilities and for maintenance and repair of enclosed drainage infrastructure and maintenance of asphalt roadway surfaces.
- **Rural County** program encompasses the rural portion of the county and is responsible for maintenance responses in that area. It is also responsible for chip sealing, road oiling for dust control, brush cutting, roadside mowing, rocking and grading shoulders, and other road programs.
- **Urban County** program encompasses the urban portion of the county and is responsible for maintenance responses in that area. It is also responsible for pavement seals, brush cutting, grading shoulders, and other road programs.
- **Traffic Operations** is responsible for traffic control issues such as traffic lights, road sign installation and maintenance, street striping, and pavement markings.
- **Median Maintenance** is responsible for all vegetation maintenance issues associated with the road system.

## Workload

The unincorporated population of Clark County has grown by 13,000 since 2007, an increase of almost two percent. Population growth results in increased demand for, and construction of, additional lane miles (a lane mile is one mile of road, one lane wide). At the same time, there have been several annexations by cities within Clark County, which have reduced lane miles maintained by the county.

The number of lane miles maintained in Clark County has increased by 10.9 miles, or less than one percent, since 2007. This number includes an increase of less than 2 paved lane miles and an increase of 9.2 graveled lane miles.



Workload for the Road Maintenance program has included mowing and maintenance of stormwater facilities and swales. Under the current NPDES permit, measurement criteria have changed; the program is monitoring this area as part of an effort to develop better tracking. In the past, individual swales and facilities were mowed and maintained annually and this workload was counted and tracked. Now a “stormwater facility” may include one or more pond, swale, or other feature/structure, and defects identified during inspections are being monitored and their repair is tracked, instead of tracking individual activities.

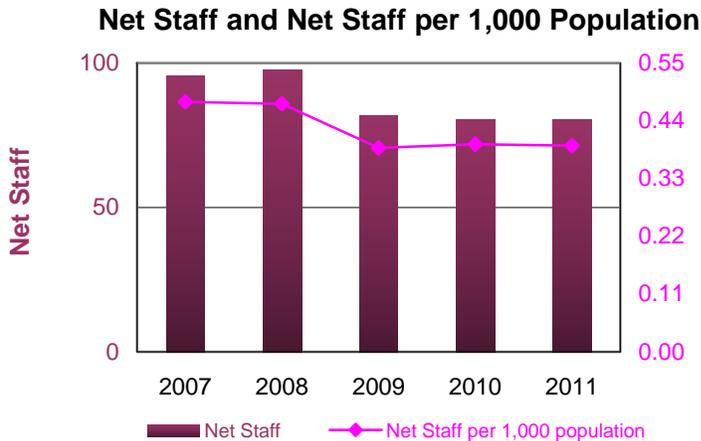
In 2011, all re-defined “stormwater facilities” were mowed and inspected; any defects identified will need to be resolved within the timeframes specified in the NPDES permit.

The Road Maintenance program also maintains bridges in the unincorporated areas. There were 72 bridges maintained in 2011. This number has not changed since 2008.

## 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.

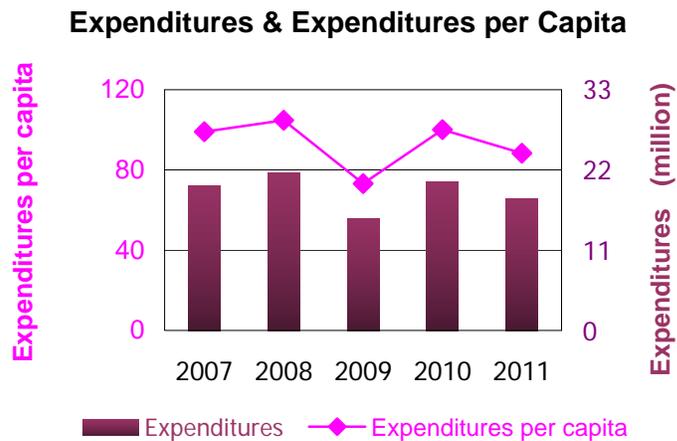
Net FTE's decreased from 95.8 in 2007 to 80.4 by 2011 – a decrease of 16 percent. In the past, staffing fluctuations were predominantly driven by work required to comply with the federal Clean Water Act under the NPDES permit.



Recent staffing decreases have been largely due to economic conditions and budget restraints. The program went through a re-organization in the fall of 2010 in order to address these decreases. The program reprioritized critical service areas as part of this effort. In addition, citizens' complaints provided management with additional criteria for planning which services would continue with available staffing.

Net expenditures, adjusted for inflation, decreased from \$19.9 million in 2007 to \$18.1 million in 2011, a nine percent difference. However, these expenditures were up in 2008 and 2010, decreasing by about one percent between 2010 and 2011. Decreases are due to budget restraints caused by the current economic condition.

Per capita spending, adjusted for inflation, fluctuated over the period, beginning with spending at \$99.06 in 2007 and dropping to \$88.37 in 2011 (an 11 percent change).



## Results

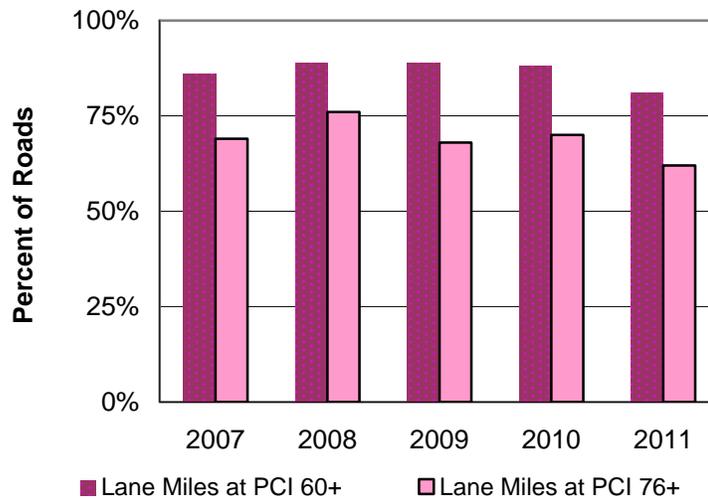
### Pavement Condition Index (PCI)

Distress in the road is measured by visual inspection of a roadway and non-destructive structural testing using a falling weight deflectometer. 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 new road has a PCI of 100. A road that achieves a rating of less than 40 has no structural capacity and needs to be reconstructed.

A goal of the Public Works 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 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. The average PCI rating for county roads has fluctuated between 74 and 84 in the last five years; the average PCI rating was 80 in 2011.

From 2009 to 2011, the portion of county roadways maintained in satisfactory condition (a rating of 60 or above) fluctuated between 81 percent and 89 percent (81 percent in 2011). The chart below shows what percentage of total lane miles had a rating of 60 or above and what percentage had a rating of 76 or above for each of the last five years.

**Clark County Pavement Condition  
2007 to 2011**



The number of road segments within each PCI rating category was broken out to provide a better understanding of the condition of roads in unincorporated Clark County. About 50 percent of paved road areas were rated at a PCI of 90 or above in both 2009 and 2011 – the approximate equivalent of about 1,319 lane miles. Only 6.6 percent of roads were rated at 39 or under in 2009 compared to 5.7 percent in 2011 – about 170 lane miles.

### **Lane Miles Resurfaced**

Resurfacing involves base stabilization, sealcoats, overlays, and re-striping the lanes. Knowing the cost per lane mile for resurfacing helps management plan work and create budgets that are more accurate.

Base stabilization includes grinding the entire road surface to a depth of between six and eight inches and adding a small percentage (i.e. less than five percent) of cement to the base 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 consists of two to four inches of asphalt applied to a road that is deteriorating and needs some assistance to continue carrying traffic loads. This work preserves and extends the life of the road.

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.

There was no base stabilization work performed in 2011.

In 2011, there were 133 lane miles of road resurfaced, compared to almost 165 miles resurfaced in 2010 and 116 in 2009. Road maintenance equipment runs on diesel, and oil is a major material used in resurfacing projects. Significant cost increases in asphalt, emulsified oil, and fuel have greatly affected the cost per mile for road resurfacing. Cost per lane-mile for these activities is used for estimating bidding requirements for contracts and for developing budgets.

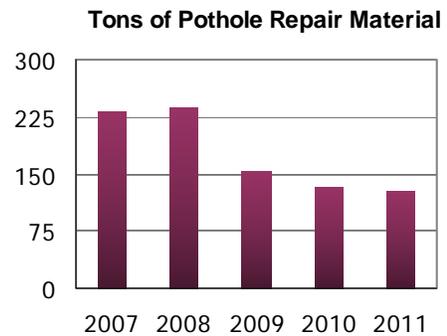
- Cost per lane-mile for sealcoats (adjusted for inflation) increased annually between 2007 and 2011. In 2011, the lane-mile adjusted cost was \$19,986, up from \$8,055 in 2007.
- Structural overlay cost per lane-mile (adjusted for inflation) rose from \$75,448 to \$130,995 from 2007 to 2011. This was an inflation-adjusted cost per lane-mile increase of 74 percent. There was no structural overlay activity in 2009.



### Pothole Repair

Over the last five years, pothole repair (measured in terms of tons of patching materials applied) has fluctuated from a high of 239 tons in 2008 to a low of 127 tons in 2011. The tons of material have decreased over the five-year period by 45 percent.

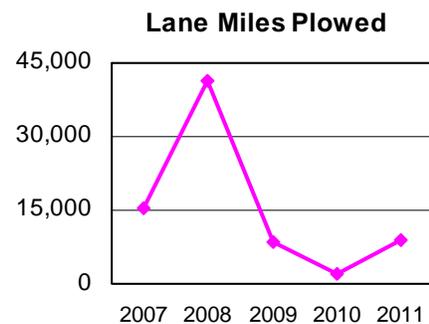
Pothole repair is on the citizen’s radar – they do call to complain about potholes in the roadway. The division tracks reports of potholes and schedules repair work to be more efficient, especially since the material has become more expensive. The decrease in material used reflects this management decision.



### Lane Miles Plowed

Lane miles plowed vary considerably from year to year based on the volume and elevation of snowfall experienced.

In 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. The County experienced more than one severe snowstorm in late 2008, which closed most local businesses, requiring the County to plow 41,461 miles. There were a few days of snow in 2009, mostly in January, and snow in 2010 and 2011 were mainly in the upper elevations. This resulted in some plowing, but nothing as extensive as that occurring in 2008.



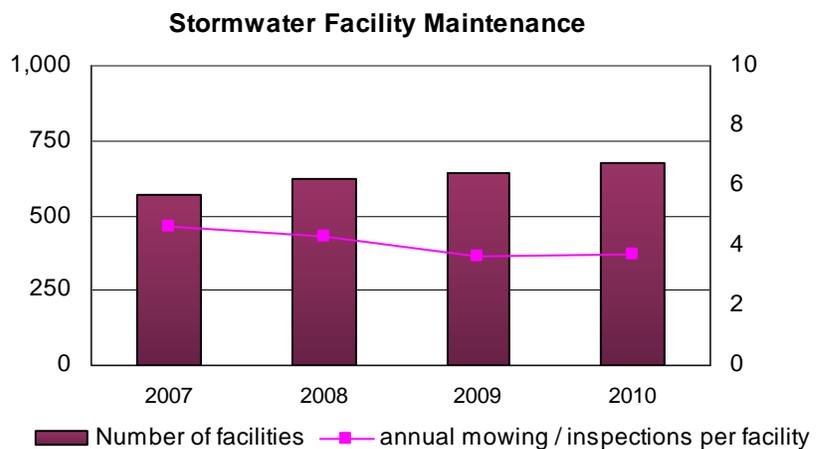
**NPDES**

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. The Clean Water Program holds the permit, but Road Maintenance staff have responsibilities under the permit related to stormwater treatment facilities and catch basins cleaned. In recent years, these stormwater-related activities have changed. The division continues to conduct street sweepings, which are no longer permit required activities, but contribute to clean water.

**Stormwater Maintenance**

Under the revised NPDES permit, all stormwater facilities are to be inspected annually and any defects or problems are to be resolved in an appropriate timeframe. In the past, all individual stormwater facilities and swales were inspected, mowed, and maintained.

Under the permit revision, there are now 846 “stormwater treatment facilities” maintained by the county – these facilities are combinations of ponds and one or more of the 733 swales and 855 stormwater facilities that have been maintained by Road Maintenance. This constitutes a change in how stormwater maintenance is tracked. Engineering performs the actual inspections and Road Maintenance is responsible for any repair work on defects found. In 2011, all treatment facilities were inspected and the Road Maintenance staff are repairing any defects identified.

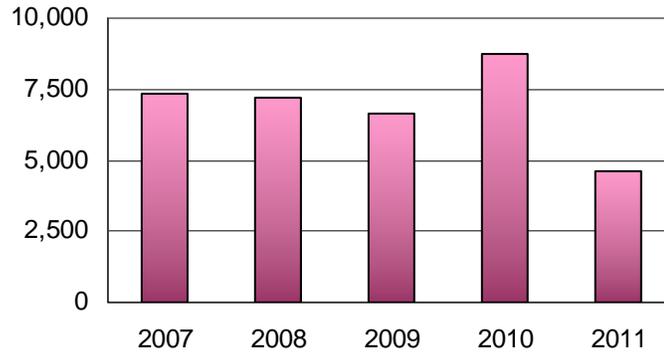


**Catch Basins**

Another method used to provide/maintain clean water is to clean catch basins of debris. Since 2010, the database of stormwater infrastructures, including catch basins, has been updated and more accurately reflects the number of catch basins in the county, and has been implemented into the stormwater maintenance management system.

There were 4,582 catch basins cleaned in 2011 and all catch basins were inspected (10,482). The average number of catch basins cleaned per year over the last five years is 6,908, with a high of 8,746 (in 2010) when the county attempted to clean every catch basin. 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.

**Catch Basins Cleaned**

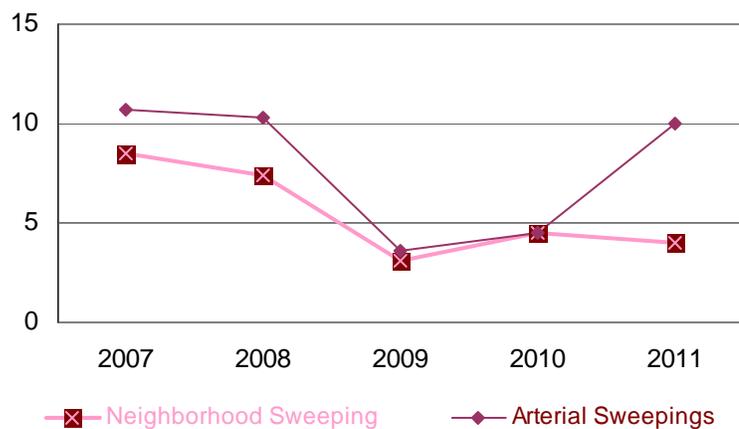


**Street Sweeping**

Clark County re-evaluated the street sweeping program and associated target goals in 2009. Adjusting to a reduction in the sweeper fleet, new goals were set for 2010, including sweeping four to five times per year (instead of the previous nine) on residential streets and eight to ten times on arterials. As the costs of maintenance increases, the Road Maintenance Division hopes to find an appropriate and affordable level of service that provides the best environmental protection within existing revenue and resource constraints.

Neighborhood streets are swept in the fall, winter, and spring of the year only; not in summer. Arterials are swept all year long. The program is moving toward lane miles swept, with a goal of 6,000 lane miles swept per year. In 2011, 2,438 lane miles of neighborhoods and 2,336 lane miles of arterials were swept, short of the lane mile goal by about twenty percent. Once vehicles are equipped with GPS units, more accurate and reliable data will be available.

**Annual Sweeping of Neighborhoods and Arterials**



## Performance Indicators

Since 2003, citizen surveys have been conducted in the County every two years asking citizens to rate selected Clark County services, including some elements of road maintenance operations. The 2012 survey results indicated the following in regards to county road operations:

- Citizens who live outside city limits give a higher ‘good/excellent’ rating for physical condition of roads (35 percent of respondents) than those citizens do within cities (27 percent). The city residents shift to more neutral, not to the ‘poor/fair’ ratings.
- Cleanliness of roads was rated ‘good/excellent’ by 46 to 48 percent of citizens in all surveys.
- Traffic congestion was rated ‘good/excellent’ by 21 percent of citizens in the current survey, compared with 16 percent in 2009. The number of citizens rating traffic congestion as ‘poor/fair’ decreased from 54 percent in 2009 to 33 percent in the current survey.
- There is a correlation between the number of years of residency and ratings of road conditions, as follows:

Rated as ‘Good/Excellent’ 2012 Citizen Survey

	Resident less than two years	Two to five years	Six to ten years	Greater than ten years
Cleanliness of Roads	68%	50%	54%	45%
Physical Conditions of Roads	54%	37%	32%	24%
Traffic Congestion	40%	29%	25%	19%
Road Safety Conditions	47%	39%	36%	36%

The appendix to this report provides total responses for each of the questions asked in the survey.

# Parks Acquisition and Maintenance

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## Mission, Goals & Organization

### Mission

The mission of the Vancouver-Clark Parks and Recreation Department (Parks) 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 promote environmental stewardship.

### Goals

The current Parks goal to “provide a balanced comprehensive and interconnected park trail and open space system” is managed by:

- Providing a diverse system of neighborhood and community parks as part of the network of parks, open spaces, and conservation areas;
- Distributing parks equitably throughout the Urban Growth Boundary (UGB) by providing a one-half mile walking distance for all residents to parks;
- Balancing community-wide interests when planning and designing parks;
- Implementing a site inventory process for parks to inform future preservation and development decisions;
- Preparing master plans for parkland prior to development, major improvement, or renovation to promote cohesive, quality design and to ensure plans are consistent with community needs; and
- Preserving and maintaining our existing parks to provide quality experiences, protect public safety, increase efficiencies, and implement upgrades to meet current codes.

### Organization

Parks adopted an updated comprehensive plan in 2007 to provide a consolidated regional and urban park and recreation system that makes the region a better place to live, work, and play. It manages both the urban park system that lies within the City of Vancouver limits and the Clark County Urban Growth Boundary, and the regional park system throughout Clark County. Partners for achieving these goals include the Environmental Services' Legacy Lands program, Public Works' Road and Parks Maintenance Division, and General Services' Facilities Division.

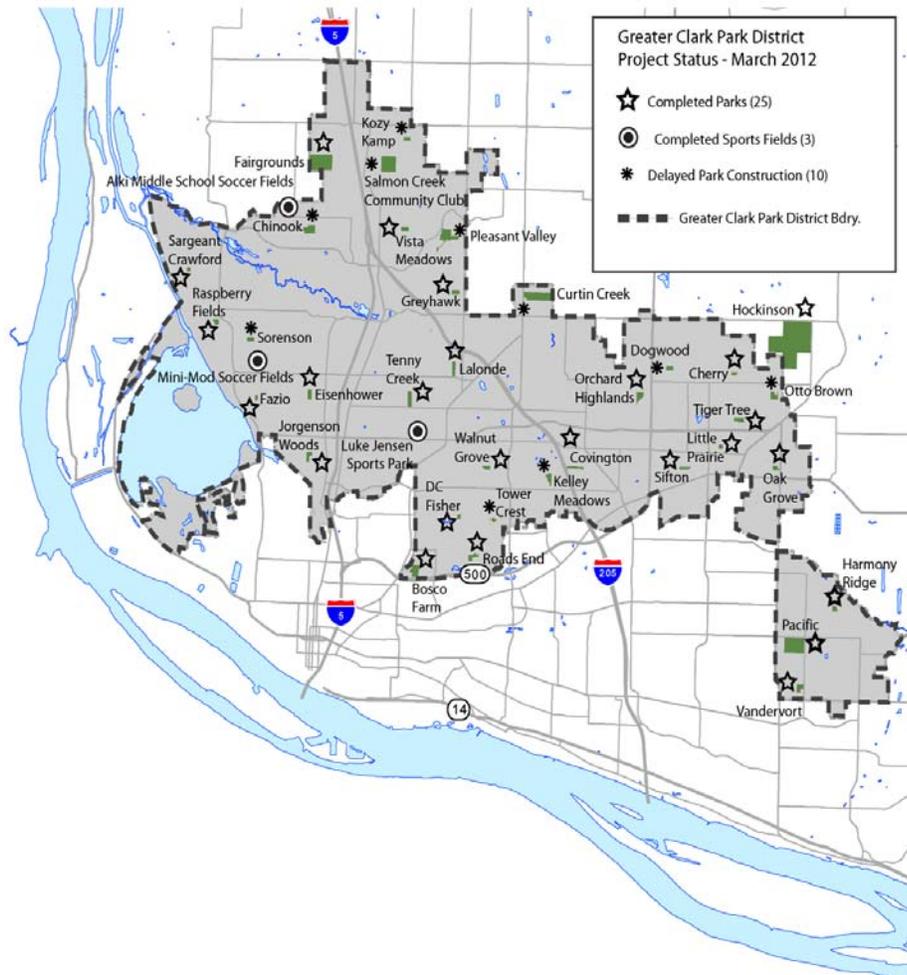
The **Regional Park System** provides some of the larger parks and open spaces in Clark County and serves a variety of recreational interests and needs. Funding for acquisition and development of the regional park system comes from two primary sources: the regional Real Estate Excise Tax and Conservation Futures Tax. The county general fund is utilized for maintenance. Supplemental funding through grants and donations are site/program dependent.

**Regional parks** are recreational areas, typically with more than 50 acres, that serve residents throughout Clark County. These drive-to facilities serve diverse recreational needs within one site. Facilities include trail systems, natural areas, picnic shelters, programmed recreational facilities, and unique natural areas such as river access.

**Regional natural or conservation areas** are primarily undeveloped spaces managed for ecological value and passive recreational uses, such as hiking and wildlife viewing. These sites range in size and habitat type.

**Special purpose facilities** are stand-alone facilities with special uses, such as boat launches, firearm ranges.

**Regional trails** provide opportunities for hiking, biking, horseback riding, and other non-motorized travel. They range from rustic backcountry trails to paved multi-use trails.



The **Urban Park System** in the Clark County urban growth area is primarily provided through the Greater Clark Park District (GCPD) program. The GCPD was established through a voter-approved initiative in 2005 that created a parks maintenance and operation levy. Acquisition and development of parks in the urban area is supported through Park Impact Fees and urban Real Estate Excise Taxes.

**Community parks** are usually 20 to 100 acres in size serving citizens within a 5-mile radius. These parks tend to serve as a gathering spot for a variety of users based on the park components. They typically include a trail system, picnic facilities, organized sport facilities, and playgrounds.

**Neighborhood parks** provide local open space amenities to residents, typically within a one half mile walking distance. These parks contain open lawn areas, loop paths, playgrounds, and picnic tables, without parking or restrooms.

**Urban open spaces** are undeveloped lands managed for natural benefits, ecological values, and passive recreational use. These spaces protect stormwater, increase wildlife habitat, and support native plant communities.

**Urban trail systems** connect parks and greenways to create regional multi-modal links from neighborhoods to the park system.

**Special use areas and facilities** are stand-alone facilities such as sports complexes or skate parks that provide space for a specialized activity. Since special use activities vary, there is no minimum size for this type of park.

### **Overview of Service Delivery Organizations**

Vancouver-Clark Parks and Recreation Department (Parks) operates under an interlocal agreement with the County to provide park services for all County owned park properties. This agreement outlines services to include administration, planning, acquisition, design and development, operations (fee collection/special use permits), and capital repairs.

Clark County Public Works – Administration oversees the interlocal agreement with Parks.

Clark County Public Works – Parks Maintenance oversees the maintenance of the parks in the county urban and regional system. This work is performed by the Grounds/Operations crews to clean, remove litter, maintain, and monitor the developed parks. The staff also provides safety maintenance in undeveloped parks such as hazard tree removal and fire hazard mowing.

Clark County Public Works – Engineering and Construction Management provides project management, engineering, and construction management for parks capital projects. Of the 25 parks completed since 2006, two were completed in 2011: Covington Neighborhood Park and Douglas Carter Fisher Neighborhood Park. Construction of the Luke Jensen Sports Park started in 2011 and will be completed in early 2012. The ten remaining parks planned as part of the GCPD have been put on hold until construction funding is available.

Clark County Environmental Services – Legacy Lands program oversees the planning, acquisition and management of open space and conservation lands through the Conservation Futures program.

Clark County General Services – Facilities Maintenance oversees the maintenance and repair of facilities in the parks, such as restroom buildings and picnic shelters. This group also manages payment of park utilities.

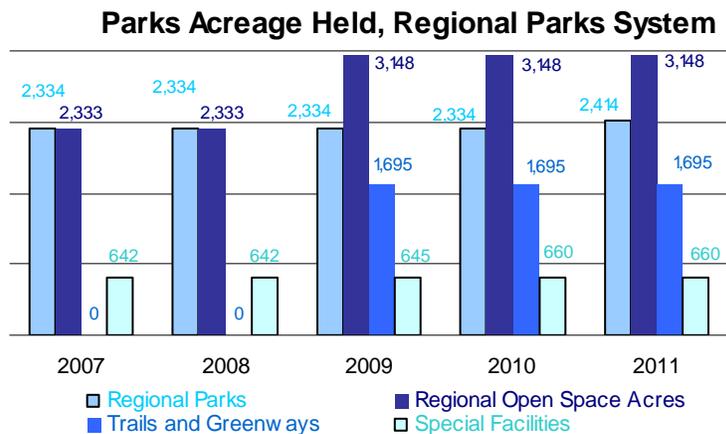
## Workload

### Acquired park acres

Parks acquires properties to meet service standards that are based on population and a one-half mile walkability standard. Declining property values and development pressures have provided increased opportunities to acquire land for future parks. Parks is pursuing limited strategic park acquisition for neighborhood and community parks. Future acquisitions must minimize maintenance responsibilities with an emphasis on maintaining endowments and interim uses.

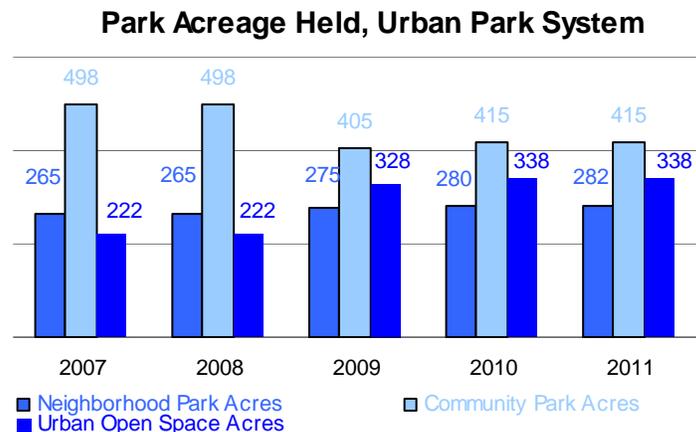
- Regional park system acreage goal – Ten acres per thousand residents

Acreage is acquired through Conservation Futures funding with supplemental funding through grants and donations. Minimal funding is available to acquire regional properties at this time. Regional park acreage had remained the same from 2007 to 2010, before increasing slightly, by 80 acres, in 2011.



- Urban park system acreage goal – Six acres per thousand residents

Acreage is acquired through Park Impact Fees (PIF) funding with supplemental funding through grants and donations. The acreage goal is divided between parks (five acres) and urban open space (one acre). The current program is acquiring neighborhood and community parks and urban open space properties to meet the service need areas, as defined and approved in the Comprehensive Use Plan and Capital Facilities Plan.



**Workload Continued**

In 2010, 15.24 acres of urban parkland were acquired at Chinook (2.19 acres), Wubben (3.57 acres), Blueberry (3.82 acres), and Padden (5.66 acres); an additional 1.89 acres (St. Johns) were added in 2011.

**Maintenance Workload**

Maintenance workload consists of tasks such as mowing, debris and garbage removal, and cleaning.

<b>Maintenance Performance Measures</b>	2009	2010	2011	2012 Goal
Total Labor Hours	109,424	106,682	112,990	126,500
Turf Mowing (acres)	10,681	8,929	10,212	11,144
Debris Removal (cubic yards)	8,743	5,972	6,270	6,200
Litter Collection (cubic yards)	1,286	1,048	562	600
Garbage Cans & Dumpsters (each)	11,494	10,259	11,201	11,200
Janitorial Restrooms & Shelters (each)	8,357	6,838	6,398	6,450
Vandalism Cleanup (labor hours)	216	250	332	0-250

Lands maintained include those for open spaces and green spaces and for neighborhood, community, and urban sports facilities in both urban and regional parks.

<b>Acres of Park Maintained</b>	2007	2008	2009	2010	2011
Undeveloped Urban Open Space	200	255	262	236	229
Neighborhood Green Space (Level I)	123	105	49	39	39
Neighborhood Parks (Level II)	55	71	85	95	102
Community Parks (Level III)	77	86	167	202	202
Urban Sports Facilities (Level III)	25	25	57	77	77
Undeveloped Regional Open Space	640	640	640	640	640
Regional Parks (Level III)	457	457	457	332	332

## Staffing and Spending

An interlocal agreement between Parks and Clark County supports the equivalent of 6.6 full-time employees, including a portion of department management and administration, parks planning and design staff, and resource management staff responsible for overseeing customer service and activities in the parks system.

### Partnerships

Parks and Clark County highly value the partnerships in the community that help to meet multiple goals. Given recent budget reductions, partners from various community groups have stepped up to help meet planning, design, construction, and maintenance goals. These partnerships help extend the availability of programs and services beyond current staffing levels. Such partnerships include:

- **Equestrian groups** – trail restoration at Whipple Creek, planning for Chelatchie Trail and Lower Daybreak, future construction of trail connection at Fairgrounds Park;
- **Angler groups** – maintenance and education at the Haapa and Lower Daybreak boat launches this past winter; and
- **Environmental groups** – native planting and restoration of wildlife and fish habitats, including CPU, Fish First, etc.

### Stewardship

Part of the mission of Parks and Legacy Lands is to preserve greenways and open space for environmental protection objectives. Through various partnerships, grants, donations, and restoration opportunities, Parks and Legacy Lands have worked to restore vital habitat on the greenway properties.

**Parks Maintenance** staffing currently consists of 23 FTE's, 14 Park Caretakers at 9 sites, 3.5 Dedicated Corrections Offender Crews, and 14 Seasonal Temporary Employees. The goal for staff maintenance in 2012 is 126,500 labor hours. Total staff hours worked continues to increase as the numbers of volunteers have increased; in 2010, a volunteer coordinator was hired to provide supervision to the growing number of volunteers. In 2010, there were 3,144 hours of volunteer service; in 2011, there were 5,741 hours of volunteer service, an increase of almost 83 percent. A sports field maintenance person will be hired in 2012 to set up and maintain the sports fields at Luke Jensen Sports Park.

Offender crews performed 47,013 hours of work in 2011, slightly exceeding the goal of 47,000 hours for the year.

**Facilities** staffing consists of 1.9 FTE. Facilities Management provides staffing for preventative maintenance and repair of building structures from vandalism and normal wear in both the regional and county parks.

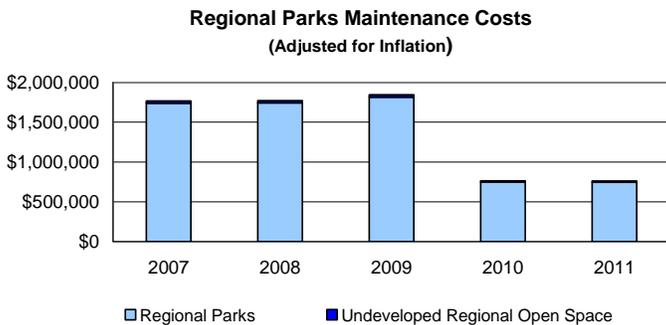
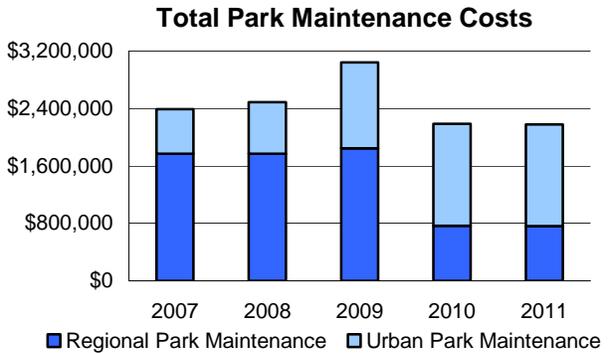
**Maintenance Spending**

Maintenance of park properties is provided through the combined efforts of the county’s Parks Maintenance program and Facilities department. County funds were used for both Regional and Urban park maintenance until the GCPD levy was passed in 2005. After that, park maintenance for Urban unincorporated parks has been funded through GCPD and Regional parks are generally funded by the county. The county general fund continues to provide funding for regional parks, trails, and open space outside of the urban unincorporated area of Clark County, although at drastically lower budget levels.

Total maintenance spending also includes capital expenditures for items like mowers and trucks, and crew training, that are used for work in all parks. These costs have averaged close to \$500,000 per year over this five-year period and are not reflected in the charts below.

Total maintenance spending for both regional and urban parks increased 22 percent in 2009 primarily due to newly added GCPD parks.

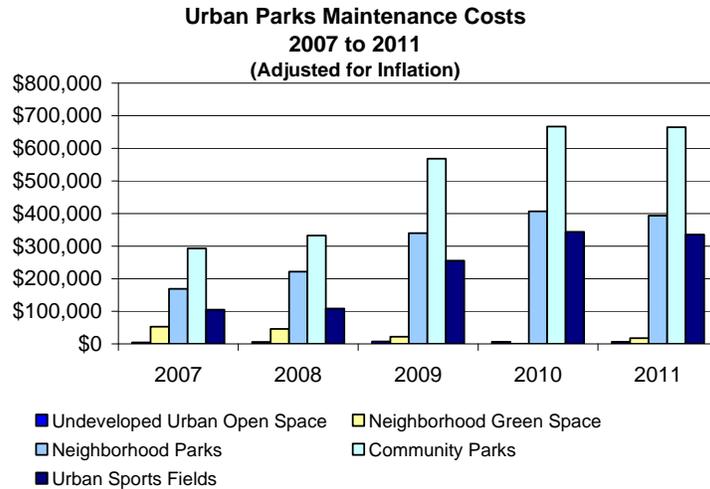
Overall maintenance spending decreased nine percent over the five years.



Regional Park maintenance dropped from a high of almost \$1.9 million in 2008 to under \$800,000 in 2011.

The reduction in maintenance spending of 59 percent was due to budget cuts in 2010. Total regional park maintenance costs were reduced by 57 percent from 2007 to 2011.

Maintenance costs for Urban Parks, on the other hand, and especially for Community Parks, has increased over time. Total Urban Parks maintenance increased from the low of about \$625,000 in 2007 to \$1.4 million in 2011, by 127 percent.

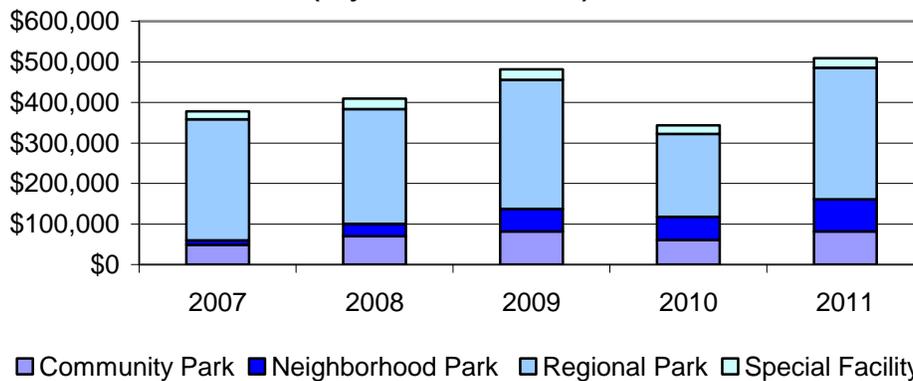


The largest increase was in maintenance for Urban Sports Fields, which increased over the period by 219 percent. Neighborhood Parks maintenance increased by 133 percent, and Community Parks and Open Space maintenance both increased by 127 percent as well. During this time, maintenance for Green Spaces decreased by 67 percent.

**Parks Facilities**

Facilities staff repairs the structures in the parks and sports fields. This would include restrooms, other buildings and shelters, as well as the utility infrastructure. Costs include all utilities, including water, telephones, sewer, and electricity for the parks.

**Park Facilities Costs  
2007 to 2011  
(adjusted for inflation)**



The average cost of repairs per park during 2007 to 2010 was \$11,197 (adjusted); with the addition of new parklands, the average per park Facilities cost decreased to \$10,601 in 2011. The funding for these services is provided by the county's general fund and GCPD funds.

## Results

Clark County residents continue to show that they highly value their diverse parks system through consistently high utilization. Progress continues toward meeting approved Comprehensive Use Plan standards as properties are being acquired to meet the population based park acreage and walkability standards. There has been significant improvement in the availability of developed parks through the Greater Clark Park District (GCPD) program. There are trends showing increased use throughout the system.

### Park Acquisition

Parks continues to move forward to acquire the best suitable and available sites to meet the various park standards and community needs. As shown below the goal for urban open space has been consistently exceeded during this five-year period; the goal for providing sufficient neighborhood and community park space continues below the standard. The acquisition team is actively pursuing adequate properties to meet the goal.

Park Type and Standard	2007	2008	2009	2010	2011
<b>URBAN PARK SYSTEM:</b>					
Neighborhood	1.98	1.94	2.00	2.01	1.96
Community	3.71	3.64	2.94	2.93	2.95
<b>Urban Core Park Total</b>	<b>5.69</b>	<b>5.58</b>	<b>4.94</b>	<b>4.94</b>	<b>4.91</b>
Goal: 5 Acres per Thousand	5	5	5	5	5
<b>Urban Open Space (UOS)</b>	<b>1.66</b>	<b>1.62</b>	<b>2.38</b>	<b>2.32</b>	<b>2.26</b>
Goal for Urban Open Space	1	1	1	1	1
<b>REGIONAL PARK SYSTEM:</b>					
<b>Regional Park Acreage</b>	<b>5.55</b>	<b>5.49</b>	<b>5.59</b>	<b>5.5</b>	<b>5.38</b>
Goal: 10 Acres per Thousand	10	10	10	10	10

The Regional Park standard of ten acres per thousand population has not been met during this five-year period. The lack of a revenue stream for regional park acquisitions inhibits the ability to meet this standard.

### Park Development

Development of new urban parks increased significantly with the passage of the GCPD program in 2005. This property tax levy approved in the unincorporated Vancouver urban area provides maintenance and operations funding for 30 new neighborhood parks, five new community parks, seven miles of new trails, and sports field enhancements. Conversely, development within the regional parks system has been very limited based on a lack of capital and maintenance resources.

**Urban Park System** – Development of urban parks is occurring through the GCPD program described above. Through 2011, the program is over halfway completed.

- Of 35 neighborhood and community parks identified as part of the program, 25 are now complete. The remaining 10 projects are on hold at this time.
- These 25 completed projects have added almost 500 acres of public parkland with just over 125 acres to be added by remaining projects.

**Regional Park System** – No significant development activities are planned for the regional system due to funding limitations for on-going maintenance and major capital repairs. Limited funds have been used to make some targeted upgrades and to support future planning efforts.

- Two new master plans to define future development for Lower Daybreak and Camp Lewisville are being completed. Funds have been utilized to update and repair the existing parks, including American with Disabilities Act compliance upgrades, capital improvements (such as a new playground at Lewisville Park), and implementation of parking fee collection systems.
- The Chelatchie Rail Trail continues to move forward with design and permitting for construction. This project is partially funded by state and federal grants. The GCPD program will develop several trail corridor projects including Whipple Creek and Cougar Creek. An equestrian trail to connect Fairgrounds Community Park to the equestrian center at the county fairgrounds is planned to open in early 2012.

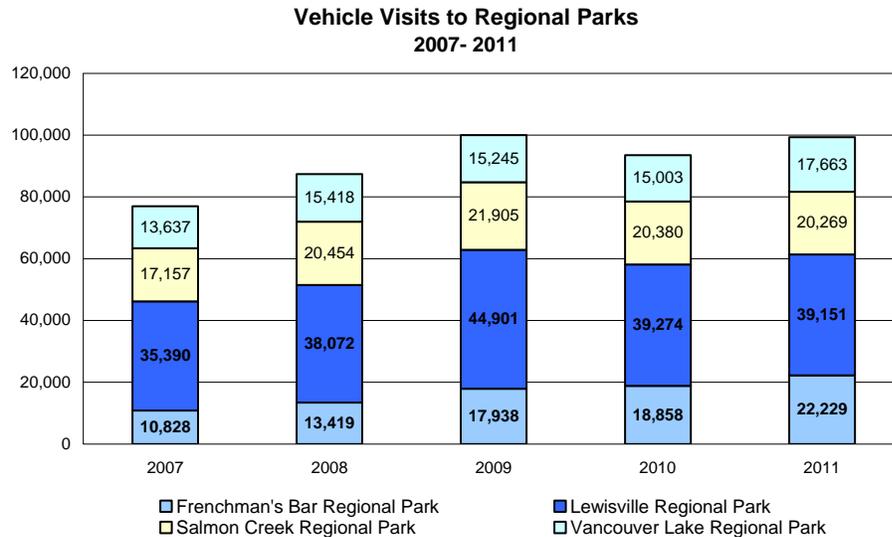
### **Partnerships**

Work with partners has resulted in completion of several projects, including fish restoration projects (in-stream and bank), upland habitat/reforestation, and buffer enhancements. Volunteers are engaged to install wildlife habitat structures such as raptor perches and habitat boxes. Examples include the Manley Creek restoration at Lower Daybreak and the CPU Stream Team projects along the Salmon Creek.

### **Parks Use**

Generally, park use remains very strong based on all measures. Local economic trends suggest that residents are using local parks more for their vacation needs and community gatherings such as family reunions, corporate events, weddings, and other events.

- **Vehicle Attendance/Use** – The number of vehicle visits is collected by counting vehicles at fee collection stations in regional parks during the summer months. The trends show a steady increase in use at all facilities. Some of this increased use may be related to the addition of new amenities and improvements in the parks.



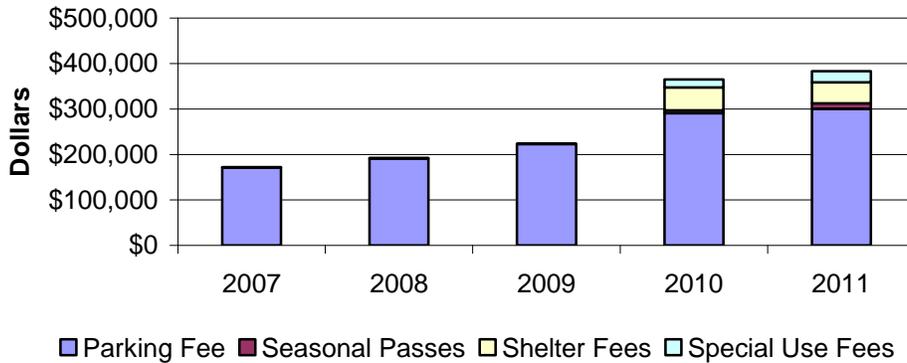
- Shelter Use** – Historically, the only shelters that could be reserved were at Lewisville (13 shelters of various sizes) and Vancouver Lake (two large shelters). The estimated number of users is based on information provided at the time of the reservation. Two more parks have been added to the shelter reservation system as part of the fee program initiated in 2010 (including Capt. William Clark Park at Cottonwood Beach and Frenchman’s Bar regional parks).

**Regional Park Picnic Shelter Attendance 2008-2011**

<b>Regional Park</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Lewisville Regional Park	50,022	45,891	42,710	45,985
Vancouver Lake Regional Park	21,691	20,506	17,642	13,374
Captain William Clark Regional Park	-	-	1,398	285
Frenchman's Bar Regional Park	-	-	6,772	8,055
<b>Totals</b>	<b>71,713</b>	<b>66,397</b>	<b>68,522</b>	<b>67,699</b>

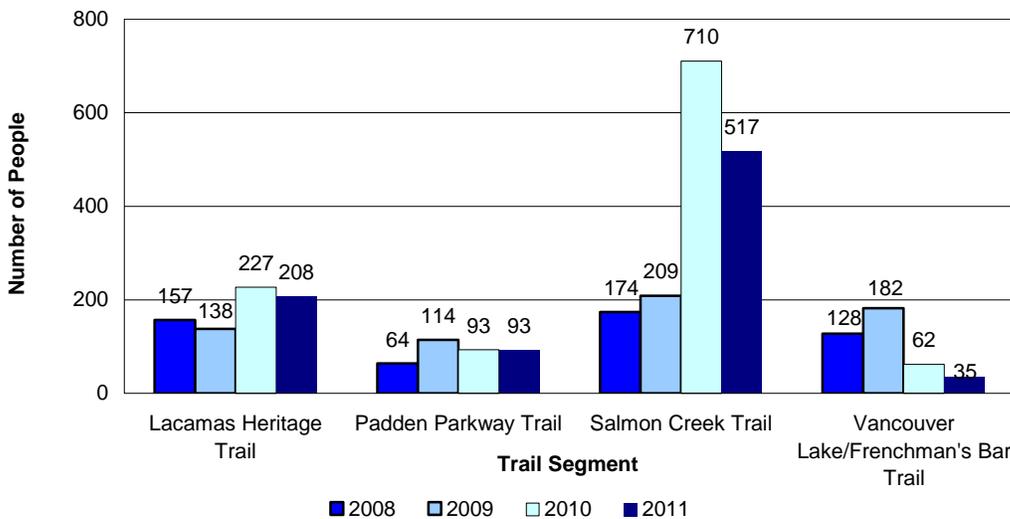
- Park Revenue: Parking Fees and Permit Requests** – Park Resource Management staff manages parking fee collection and applications for special use of parks facilities. The number of special use permits and parking contracts issued provide an indicator of park use by larger groups and special events. Permits continue to increase the demand for park spaces and amenities within the regional park system based on the number and type of permits issued.

**Park Revenues  
2007 to 2011  
(adjusted for inflation)**



- Trails** – Based on trail user surveys, trails continue to rank high as a vital component of the local park system. The County adopted a regional trail plan in 2004 that identifies 17 key trail systems, Parks will continue to prioritize trail projects to best serve the community. Data to better understand the levels of trail use and use patterns on the trails (i.e. recreational use, commuting, etc.) is being collected to help prioritize project types and locations.

**Countywide Trail Counts  
2008-2011**



Volunteers perform trail counts annually on specific days over specific time ranges, noting both use and mode of transportation (walking, biking, etc.). Information on any extraneous circumstances, like a nearby soccer game or the weather, are also collected.

## Performance Indicators

Since 2003, citizen surveys have been conducted in the County about every two years asking citizens to rate selected Clark County services, including elements of parks acquisition and maintenance operations. The 2012 survey results indicated the following in regards to County parks:

- Overall, 71 percent of citizen respondents rated parks service ‘good/excellent,’ more than the 2009 record of 66 percent and beyond the 57 to 59 percent of citizens in the other prior surveys.
- Overall, cleanliness of parks and trails continues to receive the highest ‘good/excellent’ rating, given by 67 percent of respondents in 2012.
- Length of residency and level of education: some aspects of parks services receive lower ratings as responding citizens’ length of residency increases. Other aspects receive higher ratings as the citizens’ education increases.

	Rated as ‘Good/Excellent’			
	Resident <2 years	2-5 years	6-10 years	>10 years
Safety/security of trails	64%	43%	48%	36%
Adequate park amenities	75%	55%	45%	43%
Safety/security of parks	76%	47%	53%	42%

	Rated as ‘Good/Excellent’			
	High school or GED	Some college or Associate’s	Bachelor’s Degree	Master’s or Doctorate Degree
Safety/security of parks	29%	45%	50%	58%
Safety/security of trails	24%	37%	44%	54%
Adequate park amenities	34%	43%	53%	55%
Maintenance of restrooms, picnic shelters	25%	40%	43%	44%

Trends continue to indicate park users have increasing overall satisfaction rates for park services provided. Parks staff will continue to increase use of internal surveys of customers (via on-line surveys, volunteer efforts) as well as user counts (parks, trails and sports fields) to track the effectiveness of their activities related to parks development.



# Chapter 5: Building and Development

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## Mission, Goals & Organization

### Mission

“Community Development is dedicated to safeguarding the public and building a better Clark County. We value professional and courteous service, honest and respectful communication, diversity of ideas and people, constructive partnerships and teamwork, and accountability and transparency.”

The Department of Community Development is responsible for reviewing and permitting building and land use throughout Clark County. Department staff assists citizens and applicants in understanding the development process and resolving any issues they face. It is the department’s goal to make the process fair, objective, consistent, and cost-efficient.

### Goals

#### Building Safety and Permit Services:

- Ensure Washington State safety codes are met for all types of buildings.
- Train and educate on building code and construction issues.
- Continually monitor and improve provision of technical services to customers.

#### Development Services:

- Review land use proposals within county established processing deadlines.
- Ensure development proposals meet county land use codes and standards.
- Identify and help lessen potential of proposed developments.
- Facilitate the public review process.

#### Fire Marshal’s Office (FMO):

- Assure fire code compliance on new construction.

### Organization

#### Building Safety

- Plan review –ensure compliance with the International Building Code.
- Inspection services – for all permitted building projects.
- Public outreach – internal and external interaction on construction codes and projects.

#### Permit Services

- Permits for building, development, and other permits (such as burning, grading, signs).

#### Development Services

- Urban and rural development review; code revision and updates (with Community Planning Department); land use information outreach.

#### Fire Marshal’s Office

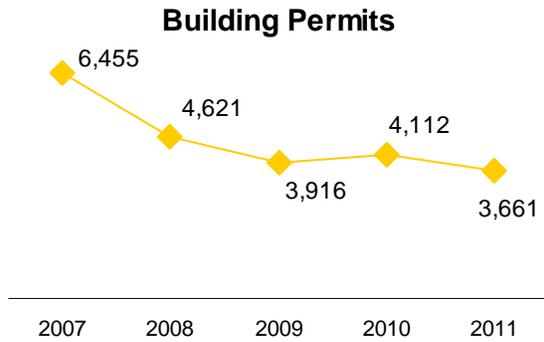
- Inspect existing occupancies; investigate fires for origin and cause; review plans and inspect site for new construction; work with permitting staff to ensure fire code compliance.

## Workload

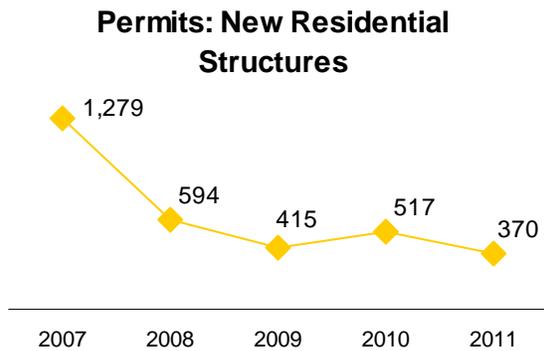
The national recession started in December 2007 and affected the economy and housing. Locally those impacts are evident in Building and Development's declines in workload. Later in this chapter, reductions in staffing and spending are shown and follow the same trend.

### Building Safety and Permit Services

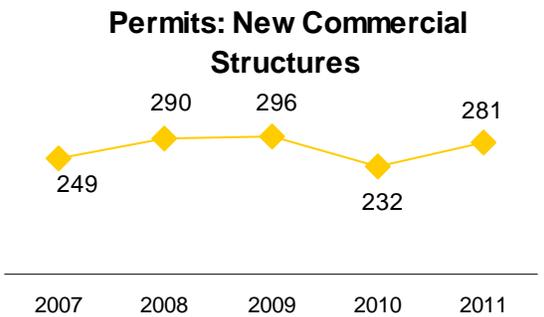
Total building permits issued include new single family and commercial structures, remodels, additions, plumbing, mechanical and other related permits. Permits declined 43 percent.



New residential building permits declined 71 percent from 2007 to 2011. Most of the new residences are single family dwellings.



Commercial building permits have been fairly steady for the past five years: an average of 270 permits.



## Workload Continued

### Development Services and Permit Services

Development review includes applications for:

- land divisions,
- site plan review for commercial and industrial development,
- boundary line adjustments
- and other similar requests.

These decisions are categorized into Type I, II and III applications. Type I are relatively simple; Type III are the most complex and include a decision from a Hearings Examiner. Development reviews decreased 66 percent, from 674 in 2007 to 225 in 2011.

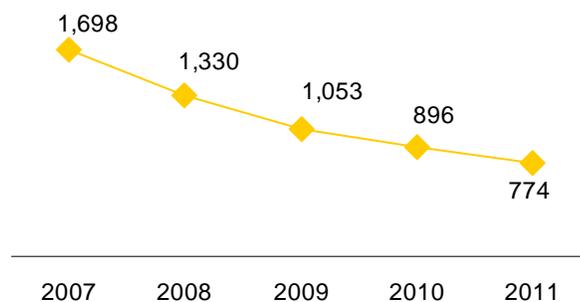
#### Development Services Cases

	Type I Review	Type II Review	Type III Review	Total Number of Reviews
<b>2007</b>	411	158	105	674
<b>2008</b>	265	96	45	406
<b>2009</b>	182	96	47	325
<b>2010</b>	170	43	47	260
<b>2011</b>	167	35	23	225

### Fire Marshal’s Office

The FMO workload includes land use plan reviews and new construction site inspections to assure fire code compliance. The program’s workload decreased 54 percent over the 2007 to 2011 period for construction-related tasks.

#### Fire Marshal New Construction Plan Reviews and Inspections



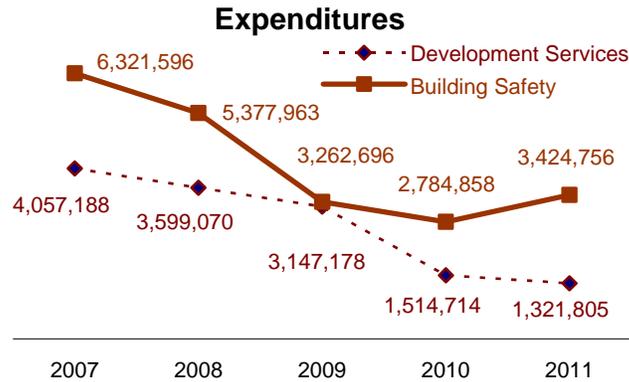
## Staffing and Spending

To adjust to changes in workload, the budgeted staff for Community Development's Building, Development Services, and Permit Services programs declined significantly over the 2007 - 2011 period. Budgeted positions went from 83.5 FTEs in 2007 to 27.65 in 2011.

Staffing	2007	2008	2009	2010	2011	2007-2011 Percent Change
Building Safety	38	11.9	12.9	12.9	12.9	-66%
Permit Services	25	12.9	7.9	6.9	6.9	-72%
Development Services	20.5	11	9.25	7.85	7.85	-62%
<b>Total Budgeted FTEs</b>	<b>83.5</b>	<b>35.8</b>	<b>30</b>	<b>27.65</b>	<b>27.65</b>	<b>-67%</b>

The staffing numbers shown are authorized, budgeted positions as of year-end.

The Development Services and Building Safety program expenditures include direct expenses, as well as allocated costs from administration and permit services.

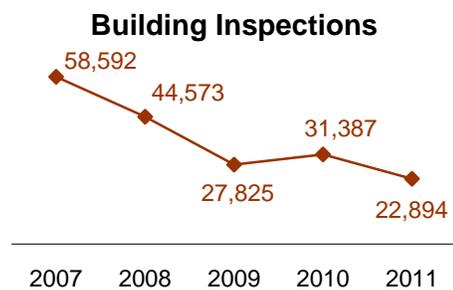
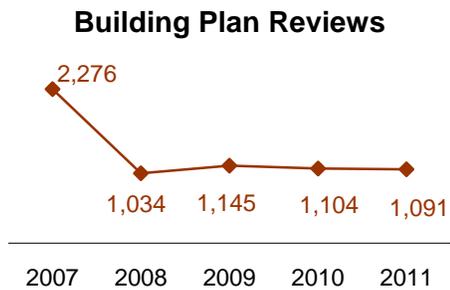


Fire Marshal's Office staffing and spending information is shown in Chapter 6 with the county compliance programs.

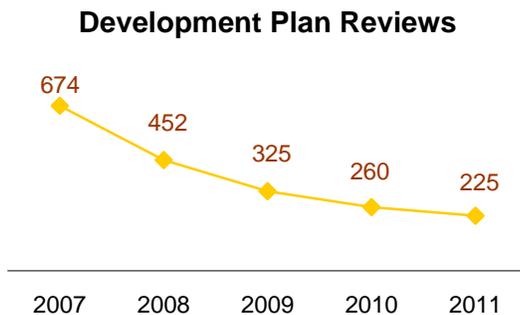
## Results

As mentioned previously, the recession has greatly decreased the number of homes being built, leading to less plan reviews and inspections.

### Building Safety



### Development Services and Permit Services



Timely processing is important to both the department’s efficiency and the customer’s business. Processing time for all permits remained under the county code requirements and the State of Washington’s mandated allowed maximum of 120 days.

**Average Permit Processing Time in Days**

	Type I Review	Type II Review	Type III Review
<i>Maximum time per Clark County Code</i>	21	78	92
<b>2007</b>	13	65	78
<b>2008</b>	13	67	79
<b>2009</b>	12	71	86
<b>2010</b>	14	69	75
<b>2011</b>	11	69	82

**Fire Marshal's Office**

The FMO 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 in 2008. The office succeeded in meeting this goal from 2008 through 2011, with an average of 5.4 days per review during 2011.

<b>Construction Related Work</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
New Construction Plan Reviews	554	345	248	284	242
New Construction Inspection	719	630	575	529	448
Land Use Planning Reviews	425	355	230	83	84
Total Reviews and Inspections	1,698	1,330	1,053	896	774

## Performance Indicators

The Auditor's Office 2012 survey of Clark County citizens showed ten percent of respondents rated community planning and zoning as the most important service to provide; 37 percent rated the service provided as excellent/good and 36 percent were neutral.

Additionally, the Auditor's Office directed specific surveys to 1,700 customers of Building Safety, Development Services, and Permit Services. Unfortunately, only 66 customers responded so the results are not statistically representative. The following information is for general discussion, not to represent all customers:

	Surveys completed	Overall 'good/excellent' experience	Highlights
Commercial Building Permits	20	47%	Highest priority: equitable enforcement (all work should have permits and inspections for community safety)
Residential permits	26	50%	a) Highest priority: more web-based information and tools. b) 21 respondents made multiple trips to complete the permit process
Development Services	20	45%	40% would like to see website navigation improved (rated 'poor/fair')



# Chapter 6: County Compliance Programs

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## Mission, Goals & Organization

### Mission

This chapter focuses upon three programs under the direction of the county's Department of Community Development which is responsible for enforcing county codes for fire; animal protection and control; and building/zoning/nuisance.

### Goals

Fire Marshal's Office: reduce the risk of fire, explosion, hazardous materials release, and similar incidents in a variety of ways:

- Work with existing business owners through inspections and education about how to keep establishments safe for workers and the public.
- Investigate fires to determine origin and cause. This helps to identify product defects, identify fire cause patterns, develop fire prevention strategies and prosecute those who intentionally start fires.
- Participate in outreach to citizens with life-safety and fire prevention education messages.
- Provide plan review and inspection of life safety systems (fire alarms, fire sprinklers, etc.) for new buildings and development proposals (discussed in Chapter 5).

Animal Protection and Control: promote public safety, community livability and the welfare of domestic animals, livestock, and exotic animals by:

- Promote responsible pet ownership through pet licensing and spay/neuter education.
- Perform out-reach to citizens through education and interaction with the Animal Advisory Board.
- Assist non-profit organizations to offer temporary food, health care and shelter to horses and livestock.
- Prevent animal cruelty through enforcement of county, city and state regulations.

Code Enforcement: enforce building, zoning, and nuisance regulations to maintain quality of life and environmental goals important to citizens by:

- Inspect possible code violations reported by citizens.
- Attempt to gain compliance by working with and educating citizens.
- Pursue legal action as a last resort when voluntary compliance fails, including the assessment of fines and/or penalties and liens against properties.

### Organization

The programs manage their responsibilities by discrete program areas.

The Fire Marshal's Office (FMO) divides work into three program areas:

- Existing occupancies – periodic fire inspections of occupied commercial buildings.
- Investigations – to determine origin and cause of fires.
- New construction – review of plans and site inspections for new construction, working with permitting staff, to assure fire code compliance (discussed in Chapter 5).

Animal Protection and Control (APC) contains the program areas of:

- Licensing – promoting the licensing of pets by working with citizens and third party vendor to license domestic animals in order to protect and return animals to their rightful owners.
- Enforcement – responding to police and citizen reports of issues relating to animals.
- Hearings – participating in hearings related to animal cruelty, animals that cause destruction or damage to property, a nuisance to neighbors, and/or injury to other citizens.

Code Enforcement programs parallel building and permit activity within the department and include:

- Building code violations such as abatement of possible harm from dangerous structures.
- Planning and zoning enforcement for un-permitted uses such as businesses operating in residential zoning without review, business development in commercial and industrial zones.
- General nuisance violations, including complaints such as inoperable vehicles, an excessive accumulation of debris on property, and weed/grass control.

## Workload

### Fire Marshal's Office

The largest segment of the FMO workload involves inspections of occupancies where, should a fire occur, the potential for fire injuries or loss of life is high (churches, schools, etc.). compliance with fire and building codes. The FMO has experienced a 19 percent decrease in the number of inspections in the 2007 to 2011 period. The FMO estimates there are 3,800 – 4,000 businesses or buildings that could be subject to inspection.

The FMO also conducts investigations to determine the origin and cause of fires. The investigation workload varies; the latest five years averaged 130 annually, with 98 in 2011. A significant portion of the FMO workload is in development and construction, discussed in Chapter 5 of this report.

Fire Marshal's Office	2007	2008	2009	2010	2011
Fire Investigations	150	154	119	128	98
Occupancy Inspections	1,562	1,574	1,483	1,288	1,273

### Animal Protection and Control

APC service requests track county assistance dealing with loose pets, vicious behavior, biting, animal cruelty, and other animal related protection and control services. These requests remained fairly stable, with an average of 10,631 requests from 2007 to 2010.

Animal Protection & Control Service Requests	2007	2008	2009	2010	2007-2010 % Change	2011
Pets Running Loose	4,338	4,788	4,686	2,961	-32%	7,344
Barking Dogs, etc.	2,010	1,929	1,617	1,549	-23%	3,536
Animal Cruelty	1,225	1,490	1,429	1,188	-3%	2,595
Vicious/Dangerous Animal	970	1,084	1,138	1,226	26%	2,229
Animals in Distress/Other	1,855	2,253	1,950	2,841	53%	4,247
<b>Total Annual Service Requests</b>	<b>10,398</b>	<b>11,544</b>	<b>10,820</b>	<b>9,765</b>	<b>-6%</b>	<b>19,951</b>

An increase in 2011 is due to a new tracking method to better reflect workload. In the past, each address was treated as single case/request. Beginning in 2011, each call to an address is counted as a separate request.

### Code Enforcement

The number of code enforcement cases opened peaked at 2,132 in 2007, with a low of 1,216 in 2011.

Code Enforcement Cases Opened	2007	2008	2009	2010	2011	2007-2011 % Change
Building	577	503	414	334	276	-52%
Nuisance	856	739	780	729	674	-21%
Zoning	543	417	315	219	233	-57%
Other	156	40	66	45	33	-79%
<b>Total All Cases Opened</b>	<b>2,132</b>	<b>1,699</b>	<b>1,575</b>	<b>1,327</b>	<b>1,216</b>	<b>-43%</b>

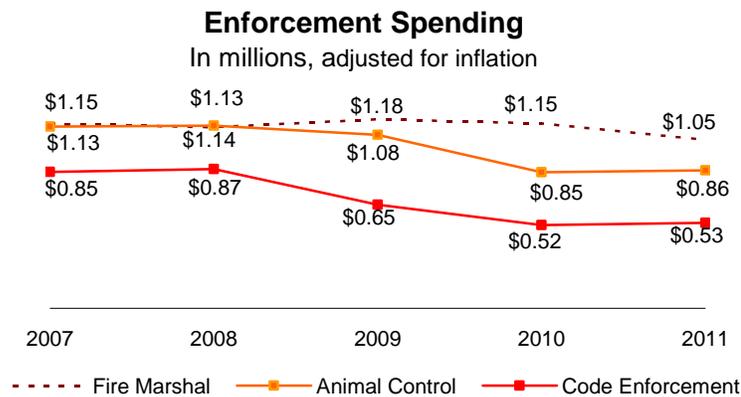
## Staffing and Spending

Overall, there was a 36 percent decrease in staffing for the FMO, APC and Code Enforcement. Of the decrease, 1.5 FTE moved to the new Department of Environmental Services in January 2010.

Staffing	2007	2008	2009	2010	2011
Fire Marshal Inspectors	4	4	4	3	3
<i>Total FMO staff</i>	9	9.2	9.2	8.2	8.2
Animal Control Officers	7	7	5	3.45	4
<i>Total APC staff</i>	10	10	7.45	5.7	6
Code Enforcement Inspectors	6	6	4	3	3.75
<i>Total Code staff</i>	10	9	5.5	4	4.25

### Spending

After adjusting for inflation, expenditure amounts expressed in 2011 dollars decreased overall for all enforcement programs. The most significant change was a 38 percent decline in Code Enforcement followed by 24 percent in Animal Protection and Control.

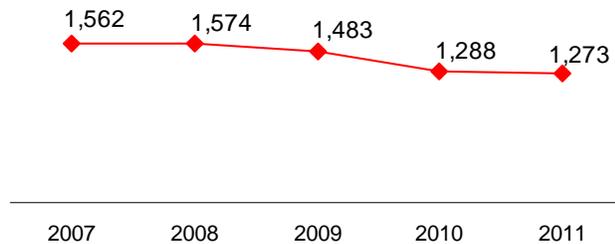


## Results

### Fire Marshal's Office

A goal of this program is to inspect 100 percent of Clark County's high-risk occupancies (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.

**Fire Marshal's Office  
Existing Occupancy Inspections**



### Animal Protection and Control

APC was successful in efforts to increase the number of dogs and cats licensed:

<b>Animal Protection &amp; Control Licensing</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2007-2011 % Change</b>
Total Licenses	24,373	25,918	24,423	25,235	32,705	34%

An increase in animal control service requests in 2011 is due to a new tracking method to better reflect workload. In the past, each address was treated as single case/request. Beginning in 2011, each call to an address is counted as a separate request.

<b>Animal Protection &amp; Control Service Requests</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2007-2010 % Change</b>	<b>2011</b>
Total Annual Service Requests	10,398	11,544	10,820	9,765	-6%	19,951
Total Number of Animal Control Officers	6	6	5	3.45	-43%	4
<b>Requests per Animal Control Officer</b>	<b>1,733</b>	<b>1,924</b>	<b>2,164</b>	<b>2,830</b>	<b>63%</b>	<b>4,988</b>

### Code Enforcement

Code enforcement officers attempt to gain voluntary compliance with county codes before resorting to fines and penalties. This policy, in addition to case specific circumstances, may result in cases remaining active from one day to several years. The additional work required to attempt voluntary compliance, along with factors such as code changes and community involvement, affect the number of cases each FTE can close per year.

New enforcement cases declined 43 percent from 2007 through 2011.

<b>Code Enforcement Cases Closed</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Total Cases Carried Over from Previous Years	1,610	1,789	1,584	1,696	1,815
New Cases Received	2,135	1,799	1,588	1,327	1,216
<b>Total Active Cases</b>	<b>3,745</b>	<b>3,588</b>	<b>3,172</b>	<b>3,023</b>	<b>3,031</b>
Total Cases Closed	1,956	2,004	1,476	1,208	1,098
Total Cases Carried over to Next Year	1,789	1,584	1,696	1,815	1,933
<b>Percent of Total Active Cases Closed</b>	<b>52%</b>	<b>56%</b>	<b>47%</b>	<b>40%</b>	<b>36%</b>
Number of Code Enforcement Officers	6	6	4	3.75	4
<b>Active Cases per Officer</b>	<b>624</b>	<b>598</b>	<b>793</b>	<b>806</b>	<b>758</b>

## Performance Indicators

The Auditor's Office 2012 survey of Clark County citizens show six percent of respondents rate code enforcement as the most important service to provide. 40 percent of citizens rate the service provided as excellent/good and 33 percent are neutral.

Additionally, the Auditor's Office directed nearly 4,000 specific surveys to customers of Animal Control, Fire Marshal, or Code Enforcement. Unfortunately, only 127 customers responded so the results are not statistically representative. The following information is for general discussion, not to represent all customers:

	Number of Responses	Highlights
<b>Fire Marshal</b>	12	All Fire Marshal respondents agreed with these statements: <ul style="list-style-type: none"> <li>▪ A business should meet all fire and life-safety requirements when open to the public.</li> <li>▪ There is value to regular fire and life-safety inspections of businesses.</li> <li>▪ All businesses should be required to have periodic fire and life-safety inspections.</li> </ul>
<b>Animal Control</b>		
Licensing	33	All but one said the application is easy to follow.
Complaints	24	Complaints were better resolved in the county (7 of 12 cases) than in the city (3 of 12 cases).
Owners (of complaints)	11	City pet owners were satisfied with their case three out of four times, while County pet owners were satisfied only one out of five times.
<b>Code Enforcement</b>		
Complaints	35	The most important violations are junk cars/debris and dangerous structures
Owners	12	The most important violation to be addressed is dangerous structures.

# **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 community mental health. The RSN works to ensure that 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.

State and federal funding for community mental health services in Washington State are allocated to the locally administered RSN. Since 1998, the RSN has arranged for the provision of Medicaid and state-funded services for persons who meet state eligibility requirements.

Through subcontracts with local community mental health agencies, the RSN provides a full range of services, including outpatient, residential, and inpatient services, designed from a recovery-oriented perspective, to all eligible persons living in Clark County. Mental health crisis services are provided by Clark County Crisis Services, through the Clark County Department of Community Services. The RSN provides oversight and monitors provider agencies' adherence to federal, state, and local regulations and requirements.

### **Goals**

The RSN provides high quality services for eligible residents through monitoring and continual refinement of services offered. RSN goals include:

- Preparing for health care reform to include integration of behavioral health and primary care;
- Working to reduce health care disparities;
- Identifying service gaps and working in collaboration with community stakeholders to ensure access to identified services;
- Adopting a quality management framework using available clinical data to meet eligible residents' recovery/resiliency goals;
- Striving to increase quality and needed services for higher eligible resident satisfaction; and
- Working with community partners to leverage resources.

### **Organization**

To accomplish its mission, the RSN funds mental health services in five basic categories with the overarching goal of promoting recovery and community reintegration.

- 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, regardless of funding sources. 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 contract or financial arrangement with community psychiatric hospitals and Telecare Clark County Evaluation and Treatment Center.
- 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.
- Outpatient Services – The RSN manages outpatient treatment services for Medicaid and low income eligible Clark County residents 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 need them.

### **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 86,792 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.

### **Diversity of Population**

Residents of Clark County represent a diverse population, and that diversity is reflected among people eligible for and receiving publicly-funded mental health services. A common measure of parity of service delivery is the penetration rate (that is, for each ethnic/racial group, the percentage of those eligible who actually received services). As reported by the Division of Behavioral Health and Recovery, for Fiscal Year 2011 all ethnic minorities except Asian/Pacific Islanders received outpatient mental health services at a higher rate than Caucasians. Penetration rates ranged from 3.3 percent for Asian-Americans to 17.7 percent for Hispanics; the rate for Caucasians was 8.1 percent.

*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.

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<sup>1</sup> The 86,792 is an actual unique count of Medicaid eligible residents taken in fiscal year 2011; data was obtained from the Washington State Mental Health Division web site.

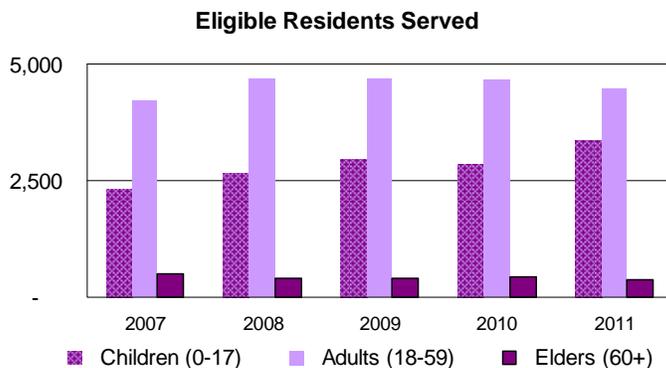
## Workload

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 input 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.

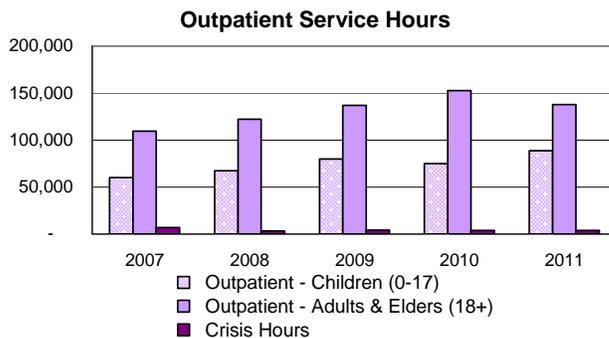
Workload numbers for individuals served has increased over the five-year period by 17 percent. Adults served continue on a downward trend since 2008, decreasing by four percent in the last year, but with an overall increase over five years of six percent. The number of elders served has decreased 24 percent over the five years, and 15 percent in the last year alone. Elders receive additional services from Medicare that serve to offset needs for RSN provided services.



Children served have increased by 19 percent in the last year and by 45 percent over the five-year period. This increase is larger than the decrease in the number of elders served and is the reason the overall numbers of individuals served has increased.

### Service Hours for Outpatient and Crisis Services

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.



Total outpatient service hours increased by 31 percent over the five-year period, but decreased since 2010 by one percent. Crisis hours were reduced by 46 percent over the five years measured in this report, and by four percent in the past year.

## Workload Continued

Growth in children's services is seen in the number of outpatient hours provided; hours increased over the five-year period by 48 percent and by 18 percent in the past year. Adult and Elder service hours decreased by ten percent in the most recent year.

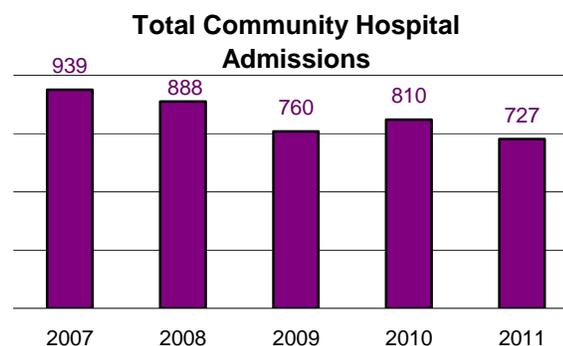
### Hospital Admissions

There are four types of facilities for inpatient treatment: state hospitals, community hospitals, Children's Long Term Inpatient Placement (CLIP) centers, and freestanding evaluation and treatment centers. The RSN uses Western State Hospital, local and regional community psychiatric hospitals, state CLIP facilities, and Telecare Clark County Evaluation and Treatment Center<sup>2</sup> for individuals needing inpatient care. The following table displays the authorized numbers of in-patient admissions, by year and by facility.

Fiscal Year	Western State Hospital	Children's Long Term Inpatient Placement	Community Hospitals	Telecare Clark County	Total Inpatient Admissions
2007	50	3	604	282	939
2008	41	0	320	527	888
2009	54	3	334	369	760
2010	56	2	399	353	810
2011	57	4	395	271	727
<b>Totals</b>	<b>258</b>	<b>12</b>	<b>2,052</b>	<b>1,802</b>	<b>4,124</b>

*Table Note: 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. These figures are not an "unduplicated count" of individuals; some individuals have multiple admissions in a given year.*

Community hospital beds decreased in 2008 and admissions have mostly decreased in every year since that time; however, there was a seven percent overall increase in 2010 attributable to community hospitals (from 334 to 399 in 2009 to 2010, respectively). There was an overall decrease of 23 percent in the five years; the number of admissions declined by ten percent in the most current year.



<sup>2</sup> Telecare took over operation of Hotel Hope Evaluation and Treatment Center, changing the name to Telecare Clark County Evaluation and Treatment Center in 2010.

## Workload Continued

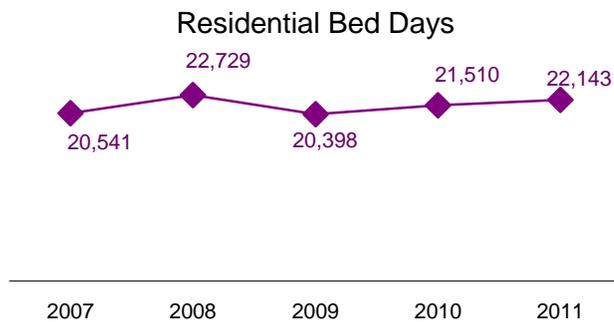
In 2008, RSN Care Managers implemented a concurrent review process to better manage in-patient utilization and continuity of care with out-patient services. These decreases in hospital admissions continue to be attributed to the implementation of best practices designed to improve utilization of services.

### Residential Bed Days

One of the goals of the RSN is to keep eligible residents 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 eight percent over the five year period of 2007 to 2011; this was the result of factors including an aging and more chronic population and pressure to close hospital beds at a state-wide level that are otherwise used for evaluation and treatment of mental illness.



In 2009, the number of residential bed days decreased by ten percent, thought to be due to better management of other services designed to keep residents out of the residential facilities. This was due to the RSN’s implementation of best practices, such as Program for Assertive Community Treatment (PACT) for better management of intensive mental health services.

Access to care has not changed over time.

It continues to be more cost effective to use residential beds – at a cost of \$48 per day – to hospital beds – at a cost of \$450 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.

## **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. Because these programs are mostly grant-funded, information on funding sources and operating revenue are also included in this section.

### **Staffing**

The Clark County RSN's Prepaid Inpatient Health Plan (PIHP) operates across four distinctive functional areas: Clinical Management, Quality Management, Program Development, and Consumer and Stakeholder Affairs. A program manager oversees each functional area. The Business Services division of Community Services, providing computer, contracting, and fiscal support, further supports operations. An RSN Administrator provides overall oversight. This organizational framework is common to most managed care organizations.

The Center for Community Health (CCH) 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 was established in 2005, making the calculation uniform and consistent. In fiscal year 2009, there were five funding source buckets, of which the largest was Medicaid funding. In 2008, there were six funding "buckets," in 2007 there were seven; in both 2006 and 2005 there were eight. About 58 percent of this revenue comes from Medicaid — combined federal and state dollars — for a variety of programs.

Of the total funding, \$142,000 was from the county's general fund in fiscal year 2011, as it has been since 2009.

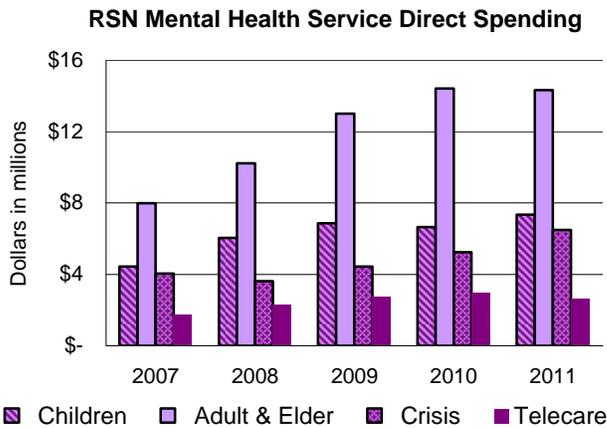
### **Spending**

Total direct spending for mental health services exceeded \$30 million in the current fiscal year, an increase over the \$18 million spent in fiscal year 2007, for a 64 percent increase over the five-year period. 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, on housing, or for infrastructure. The table below displays these direct spending amounts. Overall spending has increased by 69 percent over this five-year period.

**Spending by Fiscal Year, 2007 to 2011**  
(dollars in millions)

Direct Services Spending	2007	2008	2009	2010	2011
Children	\$4.44	\$6.04	\$6.86	\$6.65	\$7.34
Adult and Elder	7.99	9.86	13.00	14.41	14.32
Crisis	4.04	3.62	4.43	5.24	6.48
Telecare County Evaluation and Treatment	1.73	2.34	2.75	2.99	2.64
<b>Totals</b>	<b>\$18.20</b>	<b>\$21.86</b>	<b>\$27.04</b>	<b>\$29.30</b>	<b>\$30.78</b>



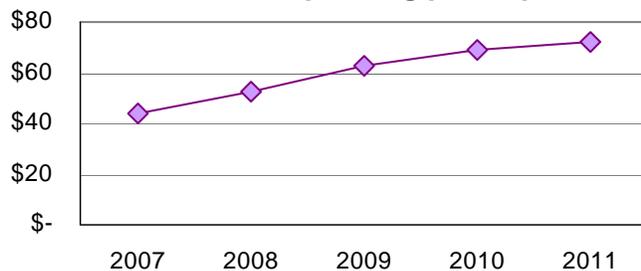
Adult/Elder spending decreased in the current year by one percent, although the overall increase for the five years was 79 percent – from spending of \$7.99 million in 2007 to \$14.32 million in the current year. Spending on children’s services increased over the five years by 65 percent; there was a spending increase of ten percent in the current year. Crisis spending alone rose by 60 percent over the 5 year-period and by 24 percent in 2011. Telecare services rose over the five year period by 53 percent but declined in 2011 by 12 percent.

**Per Capita Spending**

Per capita spending is calculated using the total county population, by year, with the total eligible resident spending (above).

Overall, spending for eligible residents continues to rise; over the five-year period spending grew by 64 percent. This may have been fueled by \$3.8 million in funding provided by (1) increases in Medicaid eligibles served which resulted in additional funding through Medicaid, (2) increases from State funding sources (3) the additional sales tax funding made available in 2009 by the Board of County Commissioners.

**Direct Service Spending per Capita**



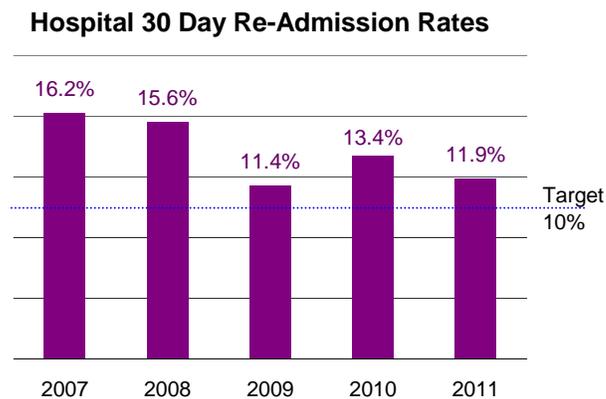
## Results

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, homeless individuals now have housing; skills training for the eligible resident resulting in employment. Information on these outcomes is being collected; 2008 will be the baseline for this data. Indications are that eligible residents are satisfied with services received (see Performance Indicators, next section).

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

The following chart displays 30-day re-admission rates for Telecare County Evaluation and Treatment Center and all other community psychiatric hospital over the five year fiscal year period from 2007 to 2011.



Note: Inpatient admission numbers are readjusted over time due to late claim assignments and other adjustments. Thus, a given year's rate may change from year to year.

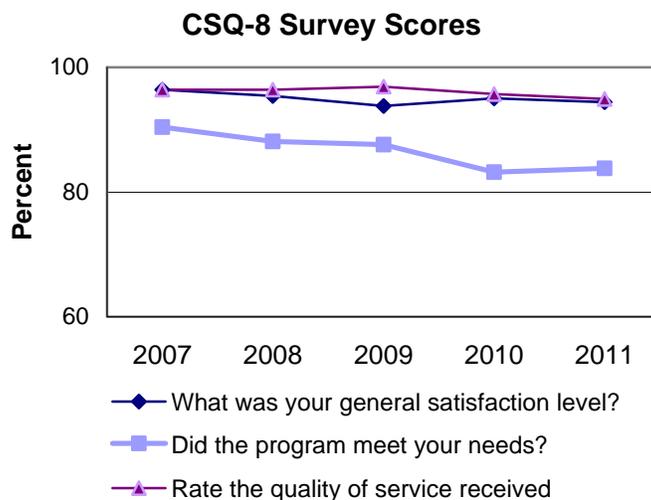
In 2011, the re-admission rate dropped by 11 percent from the preceding year, but was still above the target goal of 10 percent. Over the five-year period, the rate dropped by 27 percent from 16.2 percent to 11.9 percent in 2011.

The RSN's strategic plan prioritizes reducing the hospitalization re-admission rate to a target of ten percent. To continue to meet this goal, the RSN is reviewing utilization of services for the high-risk population, to help ensure that their needs are being met without incurring inpatient treatment. In 2011, the RSN enhanced its service utilization efforts by implementing standardized level of care tools at two pilot agencies (one adult and one children's agency).

## 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). Youth, adults, and caregivers or parents of children complete the questionnaire; it measures several aspects of satisfaction with services. The CSQ-8 has been broadly adopted, both nationally and internationally.

Overall satisfaction ratings since fiscal year 2007 are shown below for three of the key questions on the survey. Overall, eligible resident's general 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. There has been little change from year to year for these question responses.



However, residents have continued to report lower than expected scores in response to the question “To what extent has our program met your needs?” The responses increased by less than one percent between 2010 and 2011, but decreased by over seven percent over the five-year period.

The RSN took a closer look at the written comments from the surveys to better understand what was behind the lower ratings for perceptions of how well needs had been met. Themes from the comments, which were made by a relatively small number of survey respondents, included

- Inadequate quality, frequency or length of counseling or case management services;
- Lack of timely access to desired outpatient services;
- Need for additional supportive services, especially employment and housing assistance;
- Lack of attainment of desired expected outcomes, including the persistence of painful emotions or troubling behaviors; and
- Problems with medication-related services, including trouble finding the right medications.

Review of literature on the use and results of the CSQ-8 with similar groups revealed consistently lower ratings for this question than for others on the scale. The question appears to provide respondents with an opportunity to bring in a wider range of needs than

those related to the mental health services provided through the RSN – note the theme related to additional supportive services as an example. The RSN, through its system-wide Quality Management Committee and through ongoing discussion with individual providers, has elected to maintain an overall goal of 90% for all eight questions on the survey while addressing the underlying needs reflected by these results where possible.

Detailed responses to these questions, and additional results for other questions regarding participation in treatment, outcomes of treatment, and other aspects of publically-funded mental health services, are published in separate annual survey reports available from the RSN.

# 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 29, 2011. County Auditor Greg Kimsey asked selected residents to respond, saying in part:

"The survey gives us a broader view of opinions than the small number of people we usually hear from. You can help by filling out the enclosed survey and returning it to us.

"When the survey is completed, we will share the information with program managers to help them make decisions about how to design and deliver services. We will also be reporting public opinion and how it 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	3,585	621 (17.3%)
Incorporated	3,915	686 (17.5%)

The response rate gives overall reliability of 95% with a margin of error of +/- 2.7%.

The following pages show the compiled responses along with the previous surveys. This summary includes surveys received by February 1, 2012. For a more detailed discussion and analysis of the survey, including cross-question comparisons, see our separate report #12-02 at [www.clark.wa.gov/auditor/audit/audreports.html](http://www.clark.wa.gov/auditor/audit/audreports.html).

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 rate the quality of life, safety, and service delivery in Clark County:**

		Prior Year Totals				
	2012	2009	2007	2005	2003	
<b>Overall Quality of Life in Clark County</b>						
Poor	1%	1%	1%	1%	2%	
Fair	6%	7%	7%	7%	9%	
Neutral	10%	8%	8%	10%	9%	
Good	66%	67%	68%	68%	67%	
Excellent	17%	18%	16%	14%	13%	
	(1,279)*	(1,396)	(856)	(1,139)	(1,189)	
<b>Overall Level of Safety in Clark County</b>						
Poor	2%	2%	2%	3%	2%	
Fair	13%	10%	15%	15%	14%	
Neutral	14%	13%	15%	16%	14%	
Good	61%	66%	60%	61%	62%	
Excellent	11%	10%	8%	6%	8%	
	(1,257)	(1,375)	(823)	(1,106)	(1,157)	
<b>Overall Level of Service Delivery by Clark County</b>						
Poor	2%	2%	<i>not asked in prior years</i>			
Fair	9%	11%				
Neutral	21%	20%				
Good	58%	57%				
Excellent	10%	10%				
	(1,252)	(1,362)				

**2. Please prioritize issues facing Clark County. Use “1” as the issue you are most concerned about, and “12” as the issue you are least concerned about.**

*Percent rating the issue as “1,” the highest priority*

	2012	Prior Years		
	2012	2009	2007	
1. Employment/Economy	31%	25%	10%	<i>These results are shown with a statistical adjustment to remove an age-bias and better reflect the entire adult population.</i>
2. Education	24%	16%	21%	
3. Crime	17%	16%	18%	
4. County taxes	16%	15%	15%	
5. Health care	11%	9%	10%	
6. Infrastructure (roads etc.)	8%	6%	9%	
7. Local environment	8%	6%	7%	
8. Growth/Sprawl	7%	15%	22%	
9. Housing	6%	4%	5%	
10. Land/property rights	6%	7%	11%	
11. Parks	4%	1%	2%	

**A-2** Notes: Total number of respondents in parentheses. Percentages may not add to 100 from rounding.

**3. What are the most important services for Clark County government to provide?**

Percent rating as #1, most important

	<b>2012</b>
1. Law enforcement	<b>48%</b>
2. Social services (housing, mental health services, etc.)	<b>17%</b>
3. Infrastructure (roads, sewer, etc.)	<b>17%</b>
4. Local environment (land, air, water)	<b>14%</b>
5. Public health (disease control, food / septic inspections, etc.)	<b>13%</b>
6. Justice (courts, juvenile justice)	<b>11%</b>
7. Community planning, zoning	<b>10%</b>
8. Parks	<b>6%</b>
9. Code enforcement (animals, trash, nuisance, etc.)	<b>6%</b>

*(new question in 2012)*

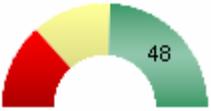
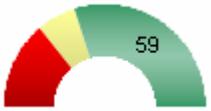
4. How well are the following services provided in Clark County?

	2012	2009	2007	2005	2003
Law enforcement	<p>Poor 3% Fair 11% Neutral 18% Good 59% Excellent 9%</p> <p>(1,210)*</p>	<p>Law enforcement</p> <p>Poor 3% Fair 9% Neutral 14% Good 61% Excellent 12%</p> <p>(1,291)</p>	<p>2% 12% 19% 56% 10%</p> <p>(809)</p>	<p>4% 11% 19% 56% 9%</p> <p>(1,106)</p>	<p>4% 10% 14% 61% 11%</p> <p>(1,124)</p>
Social Services (housing, MH, etc.)	<p>Poor 7% Fair 21% Neutral 40% Good 30% Excellent 3%</p> <p>(1,024)</p>	<p>MH, Substance Abuse</p> <p>Poor 13% Fair 21% Neutral 39% Good 24% Excellent 3%</p> <p>(894)</p>	<p>14% 25% 40% 19% 2%</p> <p>(616)</p>	<p>(Not asked)</p>	<p>(Not asked)</p>
Infrastructure	<p>Poor 6% Fair 26% Neutral 24% Good 41% Excellent 3%</p> <p>(1,219)</p>	<p>Road Maintenance</p> <p>Poor 8% Fair 25% Neutral 21% Good 42% Excellent 4%</p> <p>(1,385)</p>	<p>7% 27% 21% 41% 4%</p> <p>(856)</p>	<p>7% 25% 25% 39% 4%</p> <p>(1,139)</p>	<p>11% 26% 20% 38% 4%</p> <p>(1,195)</p>
Local environment	<p>Poor 2% Fair 14% Neutral 27% Good 52% Excellent 5%</p> <p>(1,162)</p>				
Public health	<p>Poor 2% Fair 12% Neutral 36% Good 47% Excellent 4%</p> <p>(1,057)</p>				
Justice	<p>Poor 4% Fair 14% Neutral 32% Good 41% Excellent 3%</p> <p>(1,026)</p>				
Community planning, zoning	<p>Poor 8% Fair 20% Neutral 36% Good 34% Excellent 3%</p> <p>(1,048)</p>				
Parks	<p>Poor 2% Fair 10% Neutral 17% Good 58% Excellent 13%</p> <p>(1,182)</p>	<p>Parks</p> <p>Poor 2% Fair 12% Neutral 21% Good 51% Excellent 15%</p> <p>(1,385)</p>	<p>4% 14% 25% 49% 8%</p> <p>(817)</p>	<p>3% 11% 27% 50% 9%</p> <p>(1,099)</p>	<p>5% 13% 24% 48% 10%</p> <p>(1,121)</p>
Code enforcement	<p>Poor 7% Fair 19% Neutral 33% Good 36% Excellent 4%</p> <p>(1,117)</p>	<p>Code, animal control</p> <p>Poor 9% Fair 17% Neutral 33% Good 36% Excellent 6%</p> <p>(1,143)</p>			

A-4 Notes: Total number of respondents in parentheses. Percentages may not add to 100 from rounding.

**5. 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>Prior Year Totals</b>				
	<b>2012</b>	2009	2007	2005	2003	
<b>When you called or asked for assistance:</b>						
Poor	<b>12%</b>	12%	12%	15%	12%	
Fair	<b>16%</b>	12%	14%	14%	14%	
Expected	<b>13%</b>	15%	15%	8%	13%	
Good	<b>33%</b>	34%	34%	29%	38%	
Excellent	<b>27%</b>	27%	25%	33%	24%	
	<b>(273)</b>	(393)	(228)	(333)	(361)	
<b>When stopped or contacted by a sheriff's deputy:</b>						
Poor	<b>12%</b>	12%	14%	17%	18%	
Fair	<b>14%</b>	14%	13%	16%	10%	
Expected	<b>18%</b>	14%	12%	9%	19%	
Good	<b>31%</b>	31%	41%	34%	34%	
Excellent	<b>24%</b>	28%	20%	24%	19%	
	<b>(187)</b>	(247)	(137)	(116)	(134)	
<b>When requesting public records/police reports:</b>						
Poor	<b>10%</b>	11%	12%	16%	<i>not asked in 2003</i>	
Fair	<b>17%</b>	15%	24%	23%		
Expected	<b>25%</b>	20%	23%	5%		
Good	<b>31%</b>	34%	26%	37%		
Excellent	<b>17%</b>	20%	16%	19%		
	<b>(145)</b>	(167)	(101)	(104)		



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

SPECIFIC CONCERNS for self/family	2012	Prior Year Totals		
		2009	2007	
Dangerous Driving (previously "Road Rage"):				
Not at all	8%	6%	8%	<i>These results include a statistical adjustment to remove an age-bias and better project the results to the entire adult population.</i>
Slightly	20%	12%	11%	
Somewhat	32%	26%	23%	
Very	25%	34%	28%	
Extremely	14%	22%	31%	
Identity Theft / Internet Crimes:				
Not at all	6%	2%	4%	
Slightly	15%	12%	21%	
Somewhat	29%	31%	34%	
Very	32%	35%	28%	
Extremely	17%	20%	13%	
Drug Activity (use / manufacture / sale):				
Not at all	7%	4%	7%	
Slightly	13%	14%	15%	
Somewhat	23%	30%	26%	
Very	32%	32%	26%	
Extremely	26%	20%	26%	
Burglaries:				
Not at all	5%	3%	3%	
Slightly	19%	19%	21%	
Somewhat	31%	38%	35%	
Very	31%	28%	26%	
Extremely	14%	12%	15%	
Juvenile Problems:				
Not at all	7%	11%	11%	
Slightly	20%	22%	31%	
Somewhat	33%	25%	23%	
Very	29%	24%	20%	
Extremely	11%	18%	14%	
Vandalism / Car Thefts / Prowls:				
Not at all	3%	5%	6%	
Slightly	13%	20%	20%	
Somewhat	31%	35%	36%	
Very	35%	27%	27%	
Extremely	18%	13%	12%	
Gang Activity:				
Not at all	12%	7%	4%	
Slightly	22%	18%	15%	
Somewhat	23%	36%	30%	
Very	25%	26%	31%	
Extremely	17%	13%	19%	
Assault / Domestic Violence:				
Not at all	21%	20%	34%	
Slightly	23%	27%	23%	
Somewhat	27%	30%	23%	
Very	21%	15%	13%	
Extremely	8%	8%	7%	

<sup>1</sup> #16 raw numbers shown; adjusted for age bias is Yes 71%; No 13%; Retired 15%

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

		Prior Year Totals			
	2012	2009	2007	2005	2003
None	2%	3%	1%	3%	4%
Very little	11%	14%	13%	15%	19%
Some	54%	50%	54%	48%	51%
A lot	32%	32%	30%	31%	24%
Total	1%	1%	2%	2%	2%
	<b>(884)</b>	(1,280)	(774)	(1,042)	(1,094)

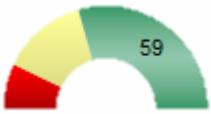
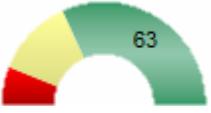
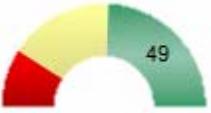
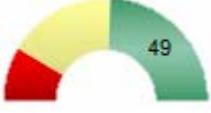


**8. What have you noticed or experienced concerning Clark County roads?**

	2012	2009	2007	2005	2003
Traffic congestion					
Poor	10%	16%	<i>not asked in prior years</i>		
Fair	23%	28%			
Average	47%	39%			
Good	19%	15%			
Excellent	2%	1%			
	(1,195)	(1,337)			
Safety conditions					
Poor	3%	4%	<i>not asked in prior years</i>		
Fair	15%	16%			
Average	47%	46%			
Good	33%	31%			
Excellent	2%	3%			
	(1,203)	(1,330)			
Physical condition of roads					
Poor	14%	12%	4%	6%	8%
Fair	29%	25%	17%	18%	20%
Average	33%	34%	38%	37%	35%
Good	23%	27%	37%	37%	34%
Excellent	2%	2%	4%	3%	3%
	(1,232)	(1,361)	(861)	(1,138)	(1,186)
Cleanliness of roads					
Poor	7%	7%	3%	5%	6%
Fair	18%	17%	13%	13%	17%
Average	30%	30%	35%	35%	30%
Good	40%	40%	42%	42%	42%
Excellent	6%	6%	6%	5%	6%
	(1,223)	(1,345)	(865)	(1,135)	(1,190)
Traffic control devices (traffic lights)					
Poor	4%	9%	9%	6%	10%
Fair	14%	14%	14%	14%	18%
Average	35%	34%	31%	35%	32%
Good	41%	38%	41%	40%	35%
Excellent	6%	5%	4%	5%	5%
	(1,210)	(1,326)	(862)	(1,120)	(1,179)
Adequate amount of bike lanes and sidewalks					
Poor	13%	16%	<i>not asked in prior years</i>		
Fair	18%	19%			
Average	28%	27%			
Good	32%	32%			
Excellent	9%	7%			
	(1,129)	(1,216)			
Road signage and striping					
Poor	6%	6%	6%	8%	7%
Fair	17%	13%	16%	16%	15%
Average	33%	36%	33%	33%	32%
Good	38%	39%	41%	39%	40%
Excellent	6%	6%	4%	5%	6%
	(1,211)	(1,314)	(855)	(1,124)	(1,173)
Effectiveness of culverts / drainage systems					
Poor	5%	6%	7%	6%	6%
Fair	15%	14%	17%	15%	14%
Average	35%	35%	36%	36%	32%
Good	40%	41%	37%	39%	41%
Excellent	6%	5%	3%	4%	6%
	(1,143)	(1,250)	(785)	(1,022)	(1,146)

A-8 Notes: Total number of respondents in parentheses. Percentages may not add to 100 from rounding.

9. What have you noticed or experienced concerning Clark County parks?

	2012	2009	2007	2005	2003
Adequate number of parks					
Poor	3%	7%	9%	9%	<i>In 2003, asked: "accessibility / number of park facilities"</i>
Fair	10%	11%	13%	15%	
Average	28%	26%	29%	31%	
Good	44%	41%	38%	37%	
Excellent	15%	15%	10%	7%	
					
Parks conveniently located					
Poor	3%	5%	7%	6%	9%
Fair	10%	13%	11%	14%	14%
Average	24%	24%	30%	30%	28%
Good	49%	43%	42%	41%	39%
Excellent	15%	16%	11%	9%	10%
					
Adequate number of ball fields					
Poor	5%	7%	9%	9%	
Fair	14%	14%	14%	17%	
Average	33%	31%	30%	31%	
Good	39%	36%	37%	35%	
Excellent	10%	12%	9%	9%	
					
Ball fields conveniently located					
Poor	5%	6%	6%	8%	
Fair	12%	15%	13%	12%	
Average	34%	30%	33%	35%	
Good	38%	37%	38%	38%	
Excellent	11%	13%	10%	8%	
					
Cleanliness of park grounds / trails					
Poor	2%	1%	1%	2%	1%
Fair	8%	5%	9%	9%	7%
Average	24%	24%	29%	29%	24%
Good	53%	54%	52%	51%	56%
Excellent	14%	15%	10%	10%	12%
					
Safety and security of parks					
Poor	4%	5%	4%	4%	5%
Fair	14%	13%	16%	16%	15%
Average	35%	33%	40%	37%	32%
Good	40%	41%	36%	40%	42%
Excellent	6%	8%	4%	4%	7%
					
Safety and security of trails					
Poor	6%	6%	6%	5%	7%
Fair	17%	15%	19%	21%	18%
Average	37%	33%	41%	36%	33%
Good	35%	39%	31%	35%	38%
Excellent	6%	6%	3%	3%	5%
					
Adequate park amenities					
Poor	5%	5%	4%	<i>not asked in prior years</i>	
Fair	15%	15%	17%		
Average	36%	34%	41%		
Good	35%	36%	33%		
Excellent	9%	11%	4%		
					
Restroom/picnic area maintenance					
Poor	7%	5%	6%	9%	4%
Fair	15%	18%	18%	18%	18%
Average	36%	32%	38%	35%	36%
Good	35%	35%	35%	34%	37%
Excellent	7%	9%	4%	5%	5%
					

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

	2012	Prior Year Totals			
		2009	2007	2005	2003
To work					
5 minutes or less	12%	10%	11%	12%	11%
5 to 10 minutes	15%	17%	17%	15%	14%
10 to 20 minutes	31%	32%	28%	29%	26%
20 to 30 minutes	23%	22%	19%	23%	27%
Over 30 minutes	19%	20%	25%	22%	22%
	(762)	(895)	(571)	(765)	(844)
To shopping					
5 minutes or less	17%	15%	14%	16%	20%
5 to 10 minutes	43%	38%	37%	38%	37%
10 to 20 minutes	31%	33%	34%	31%	32%
20 to 30 minutes	8%	12%	12%	13%	8%
Over 30 minutes	1%	2%	2%	2%	2%
	(1,275)	(1,393)	(858)	(1,135)	(1,172)
To local county parks					
5 minutes or less	24%	23%	21%	22%	22%
5 to 10 minutes	33%	31%	31%	27%	30%
10 to 20 minutes	29%	31%	33%	35%	33%
20 to 30 minutes	11%	12%	13%	13%	12%
Over 30 minutes	2%	3%	2%	3%	3%
	(1,102)	(1,227)	(752)	(996)	(1,049)

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

	2012	Prior Year Totals			
		2009	2007	2005	2003
To work					
Extremely dissatisfied	8%	9%	15%	11%	14%
Somewhat dissatisfied	12%	12%	13%	16%	16%
Neutral	21%	17%	17%	21%	19%
Somewhat satisfied	25%	27%	23%	20%	24%
Extremely satisfied	34%	35%	33%	31%	28%
	(721)	(912)	(600)	(801)	(866)
To shopping					
Extremely dissatisfied	2%	3%	4%	4%	5%
Somewhat dissatisfied	6%	8%	7%	8%	9%
Neutral	18%	16%	19%	18%	18%
Somewhat satisfied	28%	30%	33%	30%	32%
Extremely satisfied	46%	42%	38%	39%	36%
	(1,246)	(1,367)	(843)	(1,117)	(1,167)
To local county parks					
Extremely dissatisfied	2%	3%	4%	4%	5%
Somewhat dissatisfied	5%	7%	8%	6%	6%
Neutral	20%	20%	24%	28%	24%
Somewhat satisfied	29%	30%	28%	28%	29%
Extremely satisfied	43%	40%	36%	34%	37%
	(1,067)	(1,180)	(735)	(960)	(1,017)

A-10 Notes: Total number of respondents in parentheses. Percentages may not add to 100 from rounding.

## DEMOGRAPHIC INFORMATION

	2012	2009	2007	2005	2003
<b>11. How many people including yourself live in your household?</b>					
	Average per respondent				
Average household size:	<b>2.4</b>	2.5	2.7	2.5	2.6
Age 9 and under	<b>0.2</b>	0.2	0.3	0.3	0.3
Age 10 to 19	<b>0.3</b>	0.3	0.4	0.3	0.4
Age 20 to 54	<b>0.9</b>	1.0	1.1	1.1	1.2
Age 55 and over	<b>1.0</b>	1.0	0.9	0.8	0.7
<b>12. How long have you lived in Clark County?</b>					
Less than 2 years	<b>4%</b>	3%	1%	5%	6%
2-5 years	<b>10%</b>	11%	10%	13%	14%
6-10 years	<b>16%</b>	15%	18%	15%	14%
11 years or more	<b>70%</b>	71%	72%	66%	66%
	<b>(1,295)</b>	(1,410)	(872)	(1,152)	(1,197)
<b>13. How would you describe your ethnic background?</b>					
	Population Est				
Caucasian	84.9%	<b>89%</b>	92.1%	93%	91%
Hispanic/Latino	5.9%	<b>2%</b>	0.7%	1%	2%
African American	1.8%	<b>1%</b>	0.4%	1%	1%
Asian American/Pacific Islander	4.3%	<b>4%</b>	2.4%	3%	2%
American Indian/Alaska Native	0.8%	<b>0.4%</b>	0.4%	1%	2%
Other/more than one	2.4%	<b>5%</b>	4.0%	1%	2%
	<b>(1,267)</b>	(1,392)	(856)	(1,136)	(1,210)
<b>14. What is the last level of education you had the opportunity to complete?</b>					
High school or less, GED	<b>14%</b>	13%	12%	18%	17%
Some college	<b>27%</b>	30%	31%	30%	30%
Associate degree	<b>12%</b>	8%	13%	13%	13%
Bachelor degree	<b>27%</b>	28%	27%	22%	23%
Masters/Doctorate degree	<b>20%</b>	21%	18%	16%	16%
	<b>(1,284)</b>	(1,402)	(865)	(1,148)	(1,193)
<b>15. Which of the following best describes your age?</b>					
18-24	<b>3%</b>	0.5%	1%	3%	2%
25-34	<b>8%</b>	8%	8%	8%	12%
35-44	<b>14%</b>	13%	16%	17%	20%
45-54	<b>17%</b>	22%	25%	23%	23%
55-64	<b>24%</b>	27%	25%	23%	20%
65 or over	<b>33%</b>	30%	24%	26%	22%
	<b>(1,297)</b>	(1,406)	(868)	(1,145)	(1,197)
<b>16. Do you work outside your home?<sup>1</sup></b>					
Yes	<b>56%</b>	59%	62%	64%	67%
No	<b>12%</b>	10%	13%	36%	33%
No – retired	<b>32%</b>	31%	25%		
	<b>(1,294)</b>	(1,399)	(869)	(1,150)	(1,199)
<b>If yes, do you work in Oregon?</b>					
Yes	<b>35%</b>	26%	33%	35%	39%
No	<b>65%</b>	74%	67%	65%	61%
	<b>(759)</b>	(904)	(512)	(741)	(807)