

# Service Efforts and Accomplishments Report

## Clark County, Washington

For the Years 2002—2006

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# Executive Summary

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This is Clark County's fifth *Service Efforts and Accomplishments* report on the performance of county government. It covers five years, 2002 through 2006, 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 Development Services, and the Department of Community Services' provision of community mental health services. We have also included information generated from the January 2007 citizen survey conducted to obtain citizen views on county government and the services provided.

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

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

- Two-thirds of citizens continue to rate their feeling of safety as 'excellent' or 'good', although crime remains one of the two highest concerns on a list of 11 county-wide issues.
- Response times for the most urgent calls increased from 6.9 minutes to 7.7 minutes between 2005 and 2006. The Sheriff's Office has a goal to reduce response times with strategies such as increasing staff, optimizing dispatch through global positioning systems (GPS), and overlapping more shifts during peak call times.
- Major infractions (disturbances) by jail inmates increased 35 percent in 2004 along with officer injuries. The Sheriff's Office implemented several strategies in 2005 and 2006, decreasing major infractions by 40 percent and officer injuries by 60 percent.

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

- The number of lane miles resurfaced is decreasing due to the increased costs of diesel and oil. There were 195.3 lane miles resurfaced in 2006, a decrease of 27 percent over 2002.
- The county's average Pavement Condition Index is going up with a larger percentage of Clark County roads over the goal (of PCI 76+) and the survey shows increased satisfaction with roads. The average PCI for county roads is a PCI of slightly less than 90.

- Since implementation of the county's National Pollutant Discharge Elimination System permit the numbers of stormwater and swale facilities have grown. Stormwater facilities increased from 161 in 2002 to 203 in 2006. The number of swales has increased from 334 to 390 during this same period. The average number of times these were inspected, mowed, and maintained was 4.3 times in 2006 compared to 4.8 times in 2004.

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

- Eight regional park acres per thousand population were provided for county citizens in 2006. This is short of the ten acre goal, but is an improvement over the seven acres provided in 2002. Much of the 2006 increase is due to the addition of Camp Bonneville to the regional park system.
- The urban park acreage goal of five acres per thousand population was met throughout the 2002 to 2006 period.
- Because of the addition of developed facilities, maintenance spending per acre for the urban parks more than doubled -- from \$220 per acre in 2002 to \$450 per acre in 2006.
- There has been a significant decrease in the number of hours worked by offender crews on parks maintenance. About 44,000 hours were worked in 2003 compared to 26,000 during 2006 -- a 41 percent decrease. Offenders are not being given the option of working off fines and fees through community service as frequently as in prior years, according to the Department of Community Services and Corrections.

### ***Community Development's Development Services***

- There is a significant increase in demand for services related to land development and the implementation of the county's land use codes. Services provided support land divisions, commercial and industrial site plans, conditional uses, zone changes, and administration of environmental policy, shoreline management, and the Columbia River Scenic Gorge area.
- To help meet the growing demands for these services, staffing has grown by about 35 percent. This staff growth has helped improve permitting cycle times.
- There is room for improvement in the customer service area based on department customer surveys showing satisfaction as above 'average'. The citizen survey (see appendix) corroborated this rating.

## **Community Mental Health Services**

- The Clark County Regional Support Network (RSN) has moved service delivery towards recovery, housing, and employment. In that regard, it has defined goals for programs and services that deliver recovery-oriented activities to all eligible consumers living in Clark County.
- The hospital re-admission rate is a quality indicator that shows the success of program activities specifically designed to help consumers remain in the community. During 2002 through 2006, this rate has steadily decreased, indicating that more consumers are able to maintain independent living in the community without additional hospitalization.
- Overall, consumer satisfaction with services has been over 90 percent in each of the last two fiscal years. In 2006, general satisfaction with services delivered was over 94 percent; the quality of those services was also rated by consumers as over 94 percent.

## **Citizen Survey**

The Auditor's Office surveyed citizens in early 2007 to determine citizen satisfaction with overall county government performance, and with specific service areas within the Sheriff's Office, Public Works' Road Maintenance, Vancouver-Clark Parks, and Community Development's Development Services. 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 2005 and 2003. A copy of the survey instrument, annotated with the results of this and the previous surveys, has been included in the report as an appendix.

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

- Confidence in county government stood at 32 percent rating confidence as 'total/a lot' in 2007, nearly identical to the 33 percent rating in 2005.
- Overall, 84 percent of respondents feel the quality of life in the county is 'good/excellent.'
- Citizens 2007 rankings indicated that growth/sprawl, crime, and county taxes were the most concern. The 2003 survey ranked employment/economy in the top three issues of concern. The improved employment picture seems to be reflected by this change.

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# Chapter 1: Introduction

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## Reporting Objectives and Scope

Clark County is one of the fastest growing regions in the State of Washington. The County is in transition from a small, urbanized area surrounded by rural farmlands to a suburban-urban setting. The county's population has grown rapidly, from 363,400 in 2002 to 403,500 in 2006, an increase of 11 percent. This population growth has been accompanied by an increasing demand for the county's services.

The most recent Citizen Survey, sent out in January 2007 by the Clark County Auditor, indicates that one-third of responding citizens have 'total' to 'a lot' of confidence in county government. One mechanism to increase confidence in government is through increased communications; and the Service Efforts and Accomplishments (SEA) report is one way to accomplish this goal.

### Reporting Objectives

The SEA report is designed to help citizens, managers, and county policy makers assess the performance of selected county programs. To do this, the report presents information on a broad range of program measures, including information about the acquisition and use of resources; outputs and outcomes of the services provided; and the relationship between resources and outputs and outcomes. Our hope is that this SEA report will assist users interested in assessing governmental performance by focusing on a variety of financial and nonfinancial measures of inputs, outputs and outcomes (accomplishments).

The SEA report describes trends and, where appropriate, identifies potential issues and concerns, along with any plans to address these concerns. Important changes to programs, such as regulatory changes, are described in the report to the extent they are considered relevant.

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

### Scope

The SEA report this year includes a chapter on Community Development in addition to the four chapters previously included - Sheriff's Office, Road Maintenance, Parks, and Mental Health Services. The information on these five Clark County service areas are for full calendar years 2002-2006 except for Mental Health which is based on a July to June fiscal year.

- Sheriff's Office -- this chapter analyzes the three major functions of the Sheriff's Office: Enforcement, Custody, and Civil. The County Sheriff's Office has the largest number of employees in a single department.
- Road Maintenance -- one of six functions of the county's Public Works' Operations & Maintenance Division that provides services throughout the County. Public Works has one of the largest expenditure budgets in the County.
- Parks Maintenance and Acquisition -- services related to county parks which are provided via contract with the City of Vancouver.

- Community Development -- focusing on Development Services related to growth management, planning and zoning, and building services. Community Development programs have high visibility due to growth in the County.
- Community Mental Health Services -- Community Services, acting as the Regional Support Network for Clark County, provides services to citizens through contracts with various agencies. Services are generally grant funded.

## Reporting Methodology

### Methodology

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. While the report was developed and compiled by the Auditor's Office, note that data has not been independently verified or audited for accuracy. The chapters in this report focus on the goals, efforts and accomplishments of the departments' programs. The relevant elected officials establish the mission and goals for each program. The departments' management provided the raw data used in the charts and graphs, and the departments review the chapters at different stages during the compilation of information through to the final draft.

The following describes our major work efforts.

**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 for example, 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. If the goals are not met by the department then, what is the department going to do to reach the goals in the future.

**Citizen's Survey.** In January 2007, the Auditor's Office conducted a survey to determine citizen satisfaction in the areas of overall county government performance and specific service areas within the Sheriff's Office, Road Maintenance, Parks, and Community Development (see appendix for a copy of the survey instrument that includes responses). The RSN regularly surveys its clients and their families to determine levels of satisfaction. This report uses data from those surveys in the Performance Indicator section of each chapter.

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

## Inflation Adjustments

In order to account for inflation, we have expressed financial data in constant dollars. We adjusted dollars to express amounts as the purchasing power of dollars in 2006 based on the Portland-Vancouver Consumer Price Index for All Urban Consumers.

<i>Inflation Adjustments</i>		
<b>Year</b>	<b>CPI Change</b>	<b>Adjustment Factor</b>
2002	0.8 %	1.095
2003	1.4 %	1.080
2004	2.6 %	1.053
2005	2.6 %	1.026
2006	2.6 %	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. As a result, no adjustment for inflation has been made to dollars reported in Chapter 6.

## Population

The total population of Clark County has grown by 40,100 since 2002 -- an increase of 11 percent. The unincorporated population has grown by 20,380 since 2002, an increase of 12 percent. Between 2005 and 2006, the unincorporated population grew by 7,135, an increase of almost four percent.

<b>Population</b>		
<b>Year</b>	<b>Unincorporated</b>	<b>County Total</b>
2002	175,710	363,400
2003	179,825	372,300
2004	184,650	383,300
2005	188,955	391,500
2006	196,090	403,500

The population used within all but Chapter 2 are shown in the table above. These numbers do not include Yacolt or Woodland. Analysis of Sheriff's Office activities contained in Chapter 2 of this report includes the unincorporated populations of Yacolt and that part of Woodland within Clark County.

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 2006 Estimate.

# Chapter 2: Sheriff's Office

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## Mission, Goals & Organization

### Mission

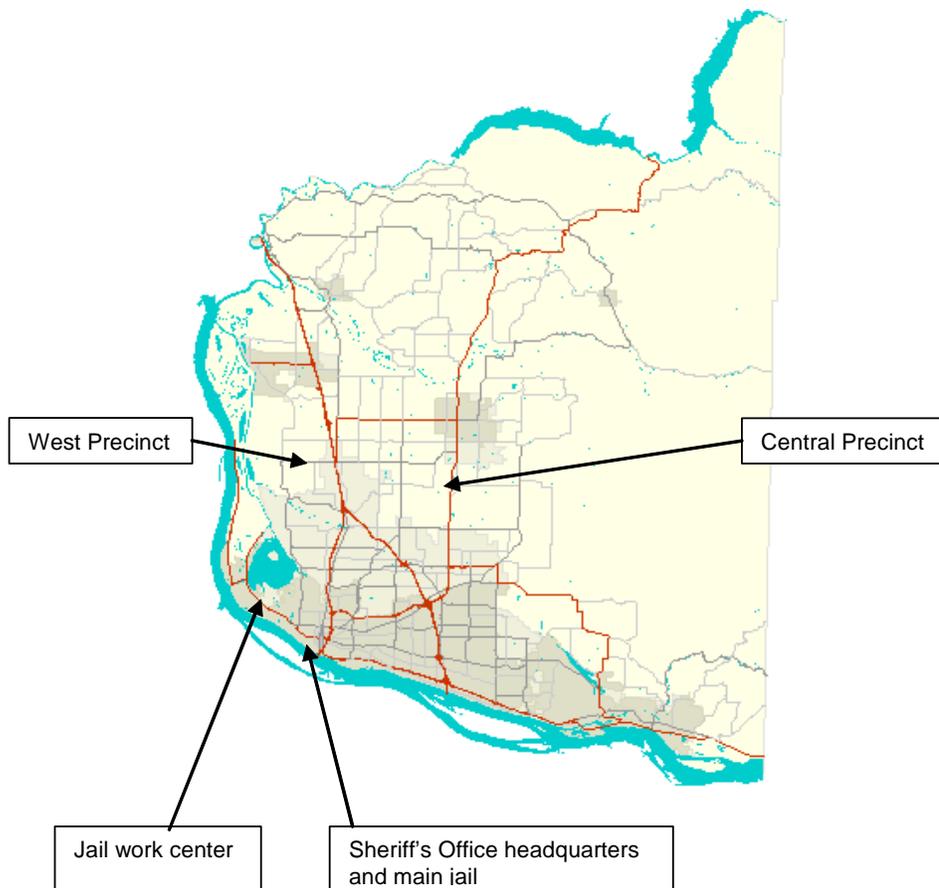
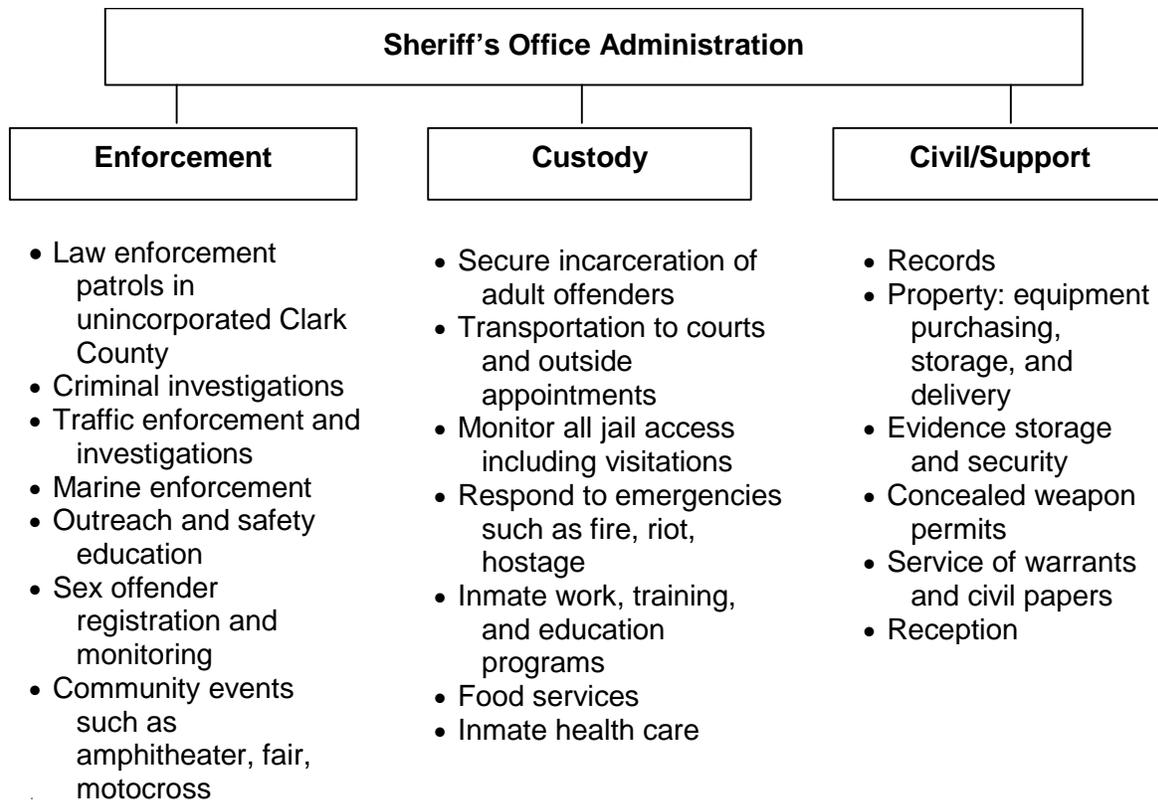
It is the mission of the Clark County Sheriff's Office to work in partnership with our diverse communities to promote and enhance the safety and the quality of life in Clark County.

### Mission of each Branch

- Enforcement: work with our community partners to address crime, fear of crime, safety, and livability through collaborative problem solving and enforcement activities.
- Custody: provide safe, secure, and constitutional detention facilities in the most respectful, professional, and fiscally responsible manner possible.
- Civil/Support: provide administrative and logistical services and support to the employees and programs of the Clark County Sheriff's Office, other criminal justice agencies, and the public.

### Goals

- Enforcement:
  - 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:
  - 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:
  - Determine civil process fees to support costs of services;
  - Improve logistics inventory control program to meet service expectations;
  - Implement electronic distribution of incident reports;
  - Complete feasibility study of public access to on-line arrest warrant information.



## **Missions of Special Investigative Units**

The citizen survey (see appendix) includes a question where residents are asked to rank a list of 12 issues. Crime has been one of the top three priorities for citizens in each of the surveys (2003, 2005, and 2007). The Clark County Sheriff has several special investigative units which work to address such specific areas of concern:

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

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

### ■ **Tactical Detectives**

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

### ■ **Major Crimes**

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

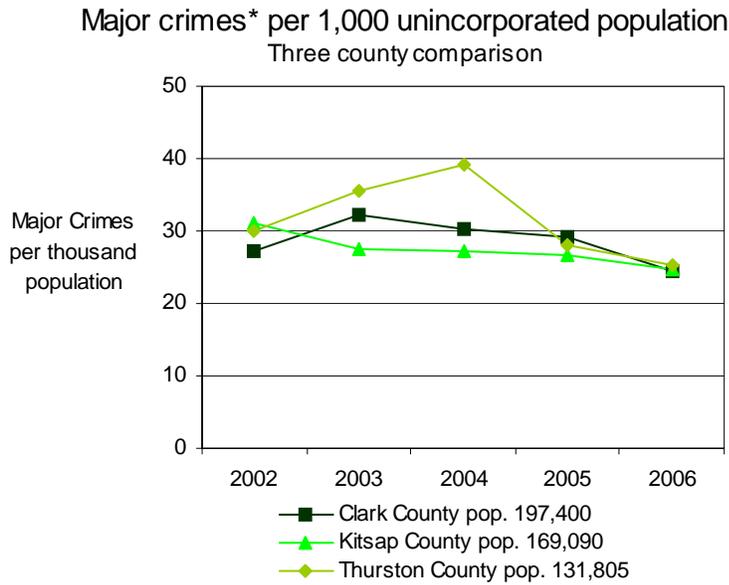
### ■ **Child Abuse Intervention Center**

The Child Abuse Intervention Center (CAIC) 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 CAIC 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

Clark County is between or right at two other similar counties in the rate of major crimes for every thousand people (unincorporated population), as shown in the chart 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 5 percent, of all major crimes.

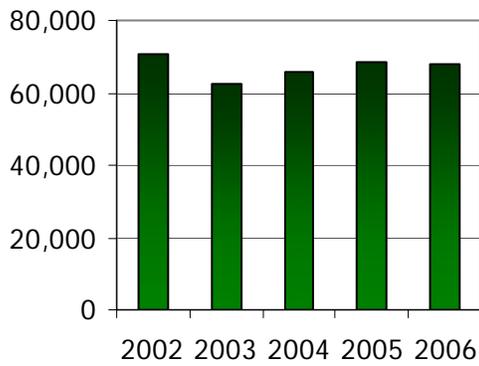
**Property** crimes include burglary, larceny, motor vehicle theft, and arson.

Workload Measures	Enforcement					
	9-1-1 Calls		Officer-initiated including traffic	Reported Major Crimes*		
	Received	Dispatched		Violent	Property	Total
2002	84,160	41,708	28,926	281	4,497	4,778
2003	84,935	34,162	28,174	264	5,571	5,835
2004	78,929	34,742	30,850	272	5,378	5,650
2005	82,419	36,757	31,492	308	5,215	5,523
2006	79,249	34,876	33,281	253	4,586	4,839

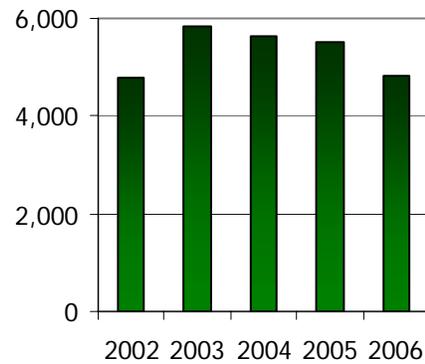
Measures of workload in the Sheriff's Office are generally related. For example, an increase in reported major crimes can cause an increase in the number of reports that must be written, and an increase in the number of bookings, although bookings can be limited by jail capacity.

The data in the following charts shows how these related workload measures compare over the 2002-2006 time period. Major crimes are 10% or less of all incidents, so although major crimes have decreased, lesser crimes have kept the total number of incidents at a fairly constant level.

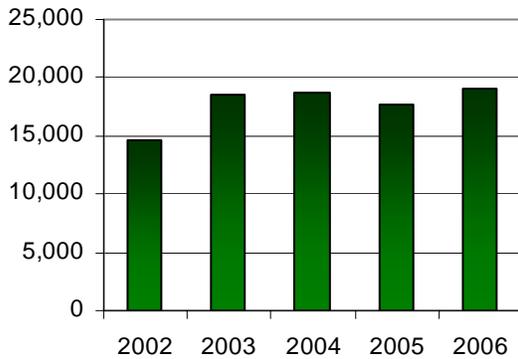
**Incidents**  
(Dispatch + Officer-Initiated)



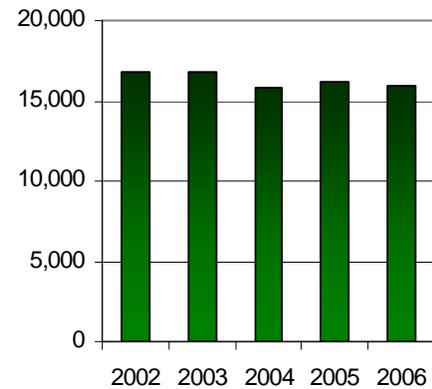
**Reported Major Crimes**



**Reports**  
Sheriff's Office Only



**Total Bookings**



### Custody (Jail) Branch Workload

There are 814 jail beds and the 2006 average daily population was 790. Average length of stay in 2006 was 18 days.

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

Transportation for court appearances has taken increasing amounts of custody staff time. In late 2004, the Sheriff's Office, Clerk's Office, and District Court started using video feeds for some arraignments. With video, inmates are moved from their cell to a broadcast room by using loudspeaker instructions and electronic gates, instead of a custody officer escorting the inmate from the jail to the courthouse. As more judges accept this method, custody officers should not be increasingly tied up with transportation, and the risk of taking inmates out of the secure jail environment should be reduced.

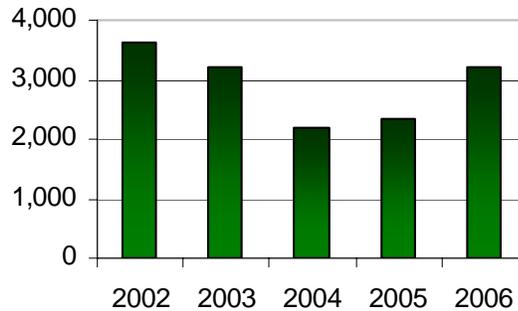
Inmates with mental health and/or addictions are a factor in custody's workload. The number of mental health appointments/sessions has more than doubled between 2002 and 2006, from 4,477 to 9,056. In late 2004, the Sheriff's Office applied for and was awarded a Department of Corrections grant of \$288,439; this money was used in 2005 to add four padded cells which will allow the jail to better serve special needs inmates.

Workload Measures	Custody				
	Total Bookings	Average Daily Population	Transports	Meals Served	Infractions by Inmates
<b>2002</b>	16,758	733	25,050	1,090,082	2,273
<b>2003</b>	16,800	724	24,268	1,070,583	2,266
<b>2004</b>	15,778	694	24,348	1,048,896	2,473
<b>2005</b>	16,170	772	24,959	1,188,065	2,924
<b>2006</b>	15,922	790	27,098	1,218,250	2,394

### Civil/Support Branch Workload

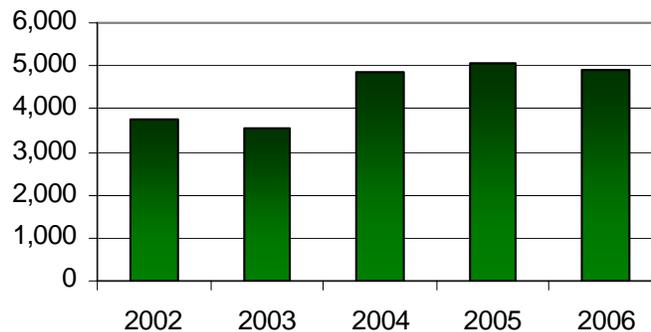
**Gun permit applications** have followed the statewide trend. Applications increased after September 11, 2001, but tapered back after 2002. Gun permits are valid for five years, so the resurgence in the number of permits may be tied to the renewal cycle.

Gun Permits Issued



**Felony warrants received** increased 36 percent in 2004. This was due to Superior Court taking over the collection of court fines previously overseen by the state Department of Corrections. Superior Court issued about 800 felony warrants in 2004 on this collection activity, and the number of such warrants continues to be high.

Felony Warrants Received

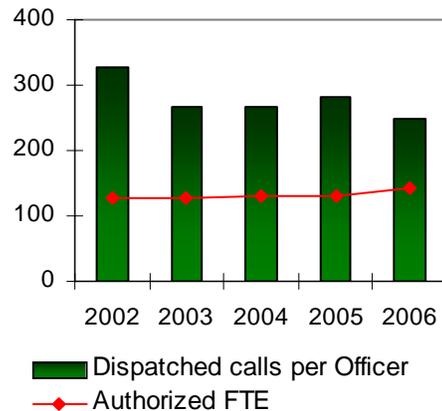


Workload Measures	Civil/Support					
	Civil Papers		Gun Permits Issued	Evictions & Restitutions Scheduled	Warrants Received	
	Received	Served			Felony	Misdemeanor
2002	7,012	5,598	3,614	800	3,776	11,780
2003	8,055	5,959	3,192	1,164	3,562	12,341
2004	7,304	5,320	2,179	1,247	4,855	10,271
2005	8,220	5,193	2,329	1,314	5,066	9,757
2006	7,930	5,131	3,210	1,195	4,897	11,708

## Staffing

**Enforcement:** The population in unincorporated Clark County rose 12 percent from 2002 to 2006, but the number of deputies had remained nearly the same until 2006. For 2006, nine additional positions were authorized plus one was transferred from Custody; six of the new positions were funded with contract revenue from the state Department of Corrections.

**Calls per Officer**



Compared to two similar counties, Kitsap and Thurston, Clark County has the same or slightly less officers per thousand population. The average for all urban counties is approximately one officer per thousand population. The Sheriff's Office has developed a more comprehensive staffing needs model that uses the calls for service generated from different land-use types. Rather than looking only at population, the model also captures the impacts of commercial and industrial development. As of 2006, the model indicates that 48 additional sworn positions are currently needed to address current workload and six additional positions will be needed each year to address growth. This approach does not lend itself to county-to-county comparisons, so the officers per thousand population measure is still widely used.

**Custody:** Two additional transport officer positions were added in 2003. In 2006, the number of custody officers was increased by 14 positions with money from the state Department of Corrections Offenders Accountability Act; FTE was reduced by one when the assistant chief position was redeployed from Custody to Enforcement. The jail was able to open 56 additional beds with these new positions.

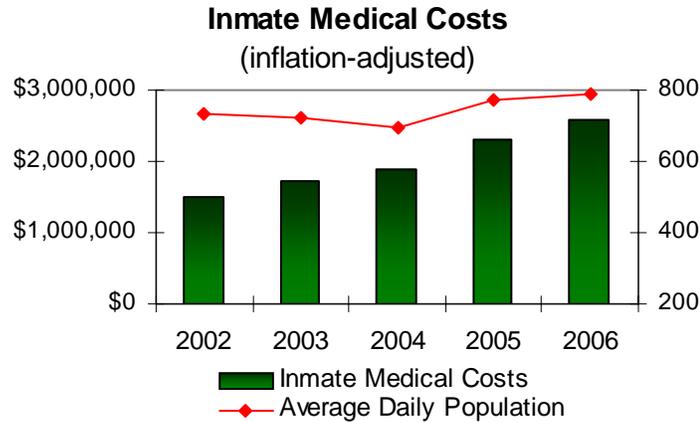
**Civil/Support:** staffing has remained stable, with some increase in Records staff.

Staffing	Sworn		Civil/ Support
	Enforcement Officers*	Custody Officers	
2002	128	144	63
2003	128	146	63
2004	130	146	60
2005	131	145	62
2006	141	158	65

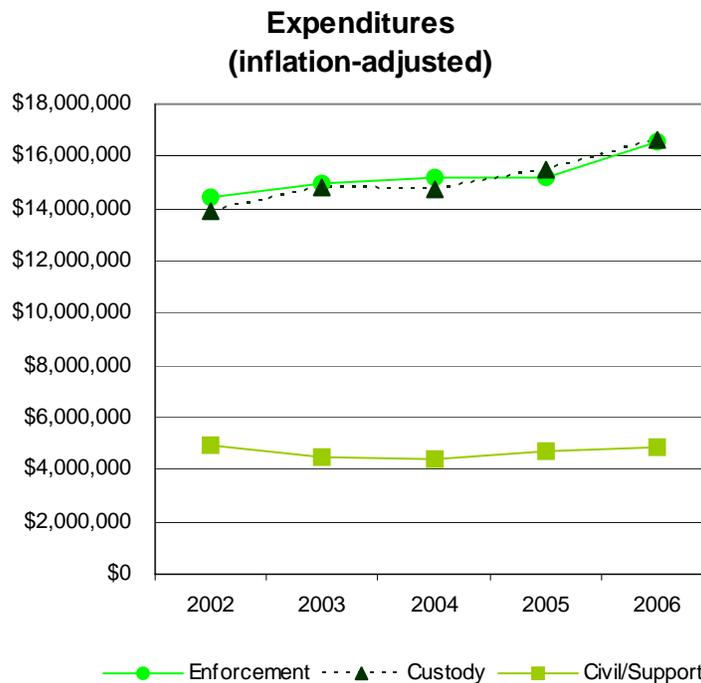
\*These numbers are for all authorized sworn FTE; not all positions respond to calls and some may be vacant.

## Spending

Inflation-adjusted expenditures have increased primarily because 23 staff were added in 2006 for **Enforcement** and **Custody**, as discussed on the prior page. Increasing medical costs for inmates have also affected Custody expenditures, growing from 10.8 percent of Custody expenditures in 2002 to 15.5 percent in 2006. Medical costs are shown here:



**Civil/Support** had a higher level of 2002 expenditures mainly from the purchase of Mobile Data Computers (MDC's), funded by a grant.



## Results

### Enforcement

Response times on priority one calls took 11 percent longer in 2006 than in 2005. As noted on page 2-1, Enforcement has a goal to reduce response times on priority one and two calls for service. Some of the strategies include:

- Increasing officers, as discussed in the “Staffing” section on page 2-8.
- Optimizing dispatch through a new Automatic Vehicle Locator using global positioning systems (GPS), which recommends the closest patrol vehicle in terms of computed travel time for priority calls, regardless of whether the call is in that officer’s standard beat.
- Re-deploying some shifts to provide more overlap during peak call times between day shift and swing shift.

Enforcement			
Average Response Time (minutes)			
Results	Priority 1	Priority 2	Arrests
<b>2002</b>	5.7	n/a	7,415
<b>2003</b>	6.5	8.9	7,836
<b>2004</b>	6.8	9.4	7,272
<b>2005</b>	6.9	9.6	7,215
<b>2006</b>	7.7	9.9	7,382

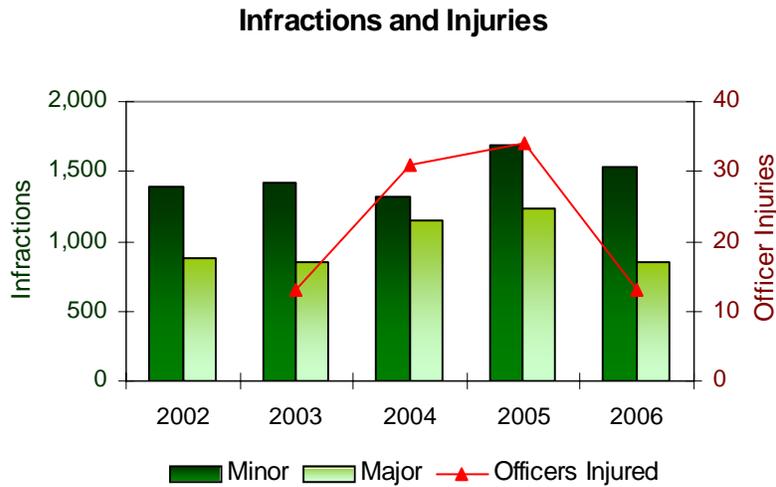
Priority 1: Most important, life threatening happening NOW  
 Priority 2: In process; life or property being damaged

**Custody**

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

- Increasing the number of officers.
- Opening additional beds.
- Creating additional padded cells.
- Carrying Tasers.

In 2006, major infractions decreased 40 percent, and officer injuries decreased 60 percent.



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

<b>Results</b>	<b>Work Hours</b>
<b>2002</b>	138,034
<b>2003</b>	137,656
<b>2004</b>	139,035
<b>2005</b>	145,620
<b>2006</b>	176,799

## Performance Indicators

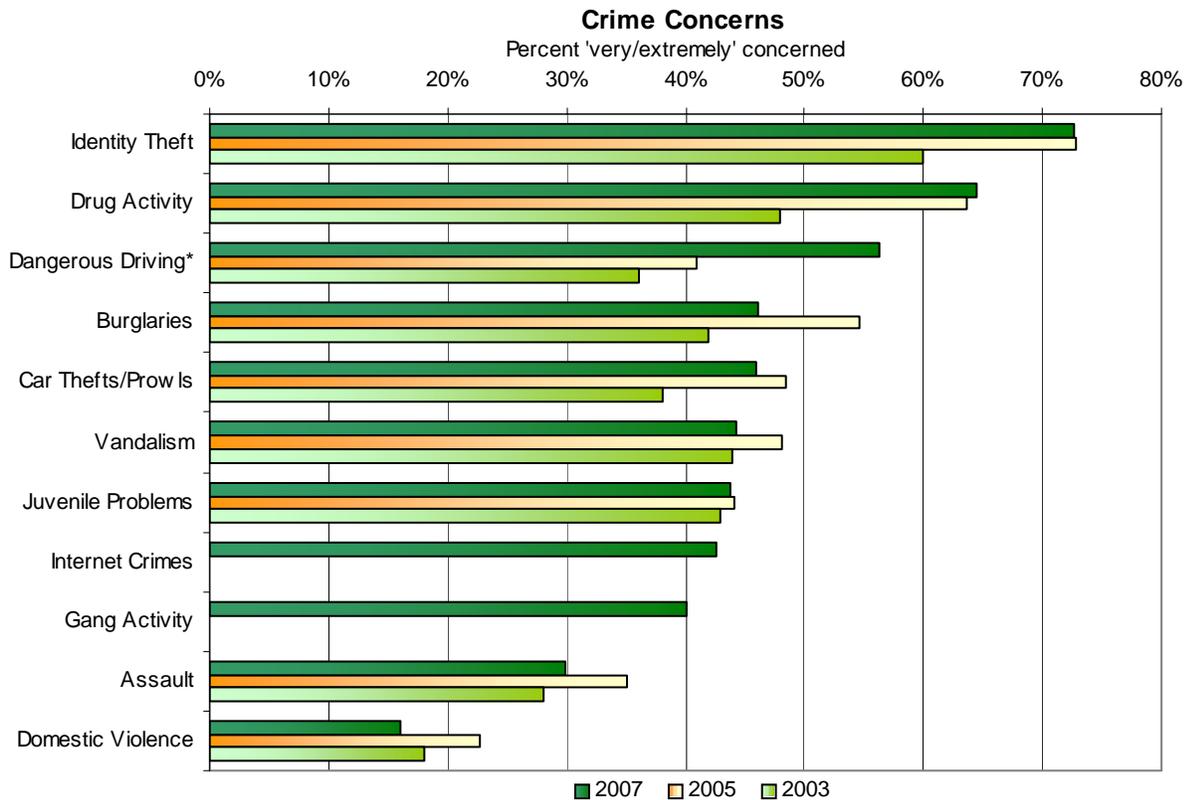
### Citizen Survey (see appendix for details)

In the 2007 survey, 68 percent of responding citizens rated the overall **level of safety** in Clark County as 'excellent' or 'good'; only 17 percent rated safety as 'fair' or 'poor'. This is consistent with the 2005 and 2003 survey results of 67 and 70 percent, respectively, for 'excellent' or 'good'.

Similarly, 66 percent rated the Clark County Sheriff's Office as providing 'excellent' or 'good' law enforcement, with 14 percent giving a rating of 'fair' or 'poor'.

### Enforcement

Citizens reported that crime was their second highest priority on a list of 11 county issues (growth/sprawl was number one). We asked citizens to rate their level of concern, from not at all concerned to extremely concerned, for specific crimes; identity theft rated as the area they are most concerned about, followed by drug activity and dangerous driving.



\*Previously asked as "Road Rage"

Twenty-six percent of survey respondents had called or asked for assistance from a deputy in the past year. Of those, 59 percent rated the experience as 'excellent' or 'good'.

Sixteen percent of survey respondents had been stopped or contacted by a deputy in the past year. Of those, 61 percent rate the experience as 'excellent' or 'good', 12 percent rated as 'expected,' and 27 percent rated as 'fair' or 'poor'.

### **Custody**

Overall, the jail meets constitutional requirements and passes Washington State Department of Corrections reviews. The jail kitchen continues to fully meet Public Health requirements. In 2006, the jail work center was accredited by the American Correctional Association.

As reported in the "Results" section, the Custody branch measures inmate work hours and inmate training hours (referred to as "Programming"). These numbers fluctuate more based on inmates qualifying for the programs than on custody efforts.

### **Civil/Support**

The survey asked for residents' experiences if they had requested public records or police reports. The responses, shown in the appendix, are fairly neutral; each of the middle categories of 'fair,' 'expected,' and 'good' received about 25 percent of the responses. Note that these cannot be statistically relied on because so few survey respondents (101) 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 right-of-way maintenance.

### Goals

Current goals of Road Maintenance include:

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

### Organization

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

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

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

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

## Workload

As discussed in Chapter 1, the unincorporated population of Clark County grew by 20,380 over the five year period of 2002 to 2006, an increase of twelve percent. Hence there has been an increased demand for lane miles.

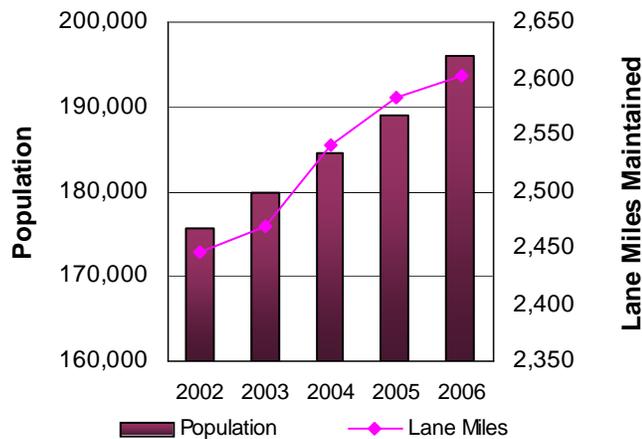
The number of lane miles maintained in unincorporated Clark County increased by 157 miles, or six percent, since 2002; between 2004 and 2006, the number of lane miles maintained increased by 62 miles, a two percent change. Changes are comprised of:

- An increase in paved lane miles of 175 miles -- a seven percent increase since 2002; and
- A decrease in graveled lane miles of 18 miles -- a 54 percent decrease since 2002.

Workload for the Road Maintenance program also includes the mowing and maintenance of stormwater facilities and swales. The number of facilities and swales mowed and maintained increased by 20 percent -- from 495 in total in 2002 to 593 in 2006; there were 203 stormwater facilities in 2006 and 390 swales.

Bridges are also maintained by the Road Maintenance program. While the number of bridges maintained fluctuated between 72 and 74 over the last five years, 72 bridges were maintained in 2006. Changes in the number of bridges resulted from annexations.

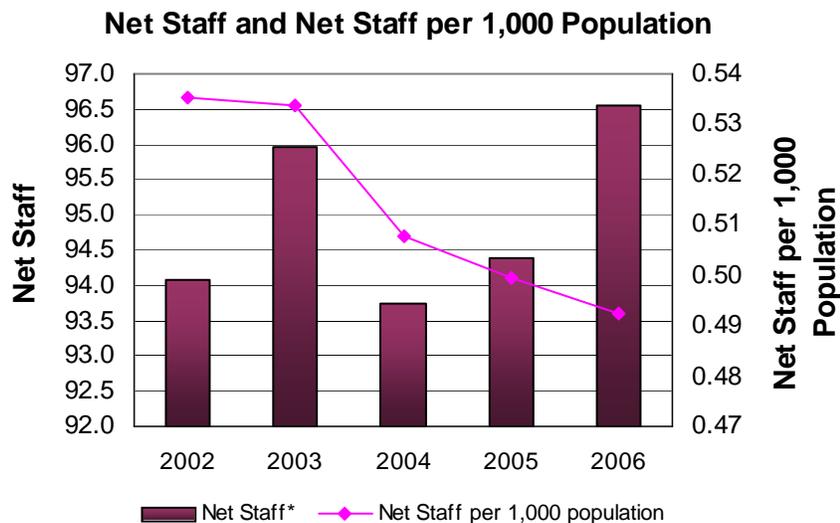
**Lane Miles Maintained to Population**



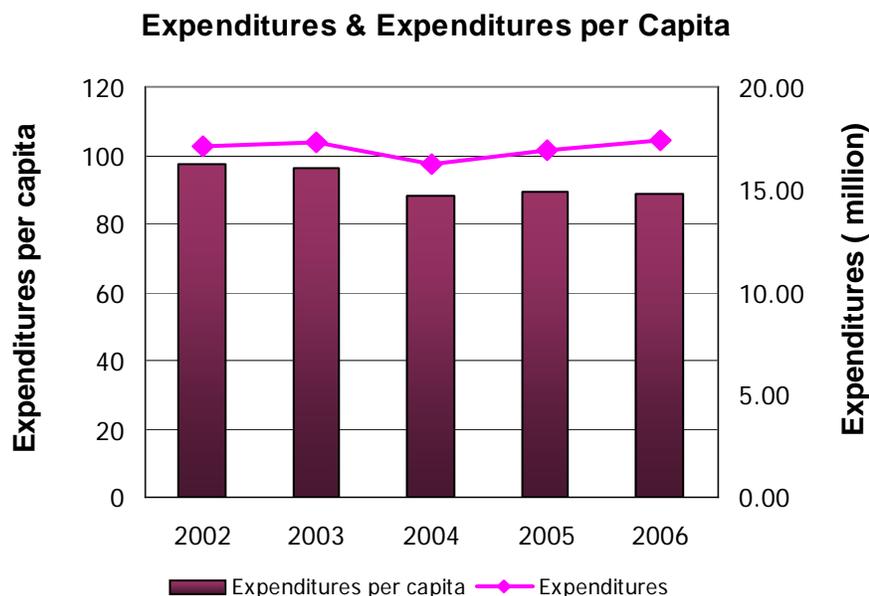
## Staffing & Spending

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 staff increased from 94.1 FTE's in 2002 to 96.6 FTE's by 2006. Net staff per 1,000 population gradually decreased from 0.54 in 2002 to 0.49 in 2006, as county population averaged almost three percent growth per year over the last five years. Staffing fluctuations over the past few years have been predominantly driven by work required to comply with the federal Clean Water Act under the NPDES permit.



Net expenditures, adjusted for inflation to 2006 dollars, have increased from \$17.1 million in 2002 to \$17.4 million in 2006 (an increase of two percent). Per capita spending, adjusted for inflation, has fluctuated between \$97.20 (in 2002) and \$88.70 in 2006.



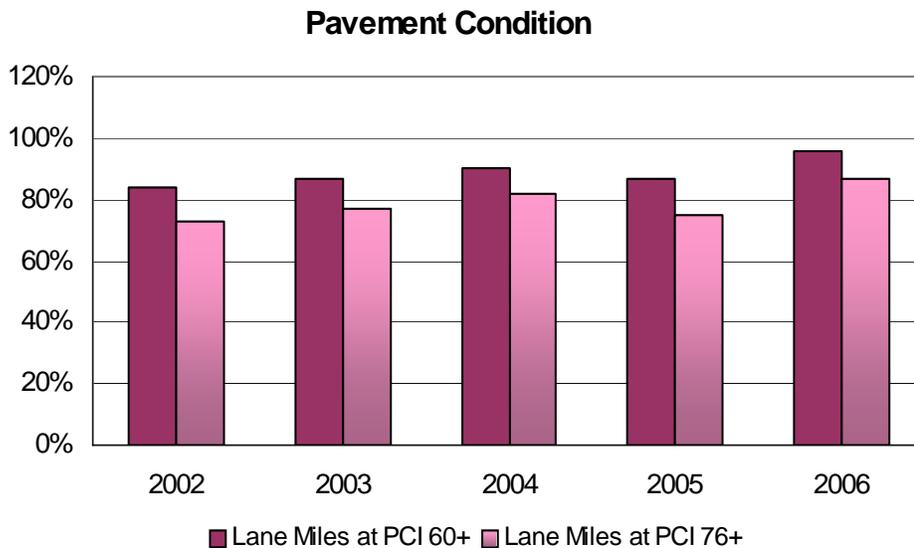
## Results

### Lane Miles

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

The County considers a road with a PCI rating of 60 or more to be in satisfactory condition. When the rating falls below 60 the road is in need of extensive repair. The goal of the department is to achieve an overall 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 (CAFR).

The County has significantly increased the proportion of its roadways in satisfactory condition (PCI 60+) since 2002. In that year 84 percent of the county's roads met this threshold. By 2004 it reached 90 percent, and 96 percent in 2006. The percentage of county roads in good condition (PCI 76+) was 73 percent in 2002, 82 percent in 2004, and 87 percent in 2006. The average PCI rating for all county roads was about PCI 90 in 2006 -- well above the goal of PCI 76, as compared to PCI 85 in 2004.



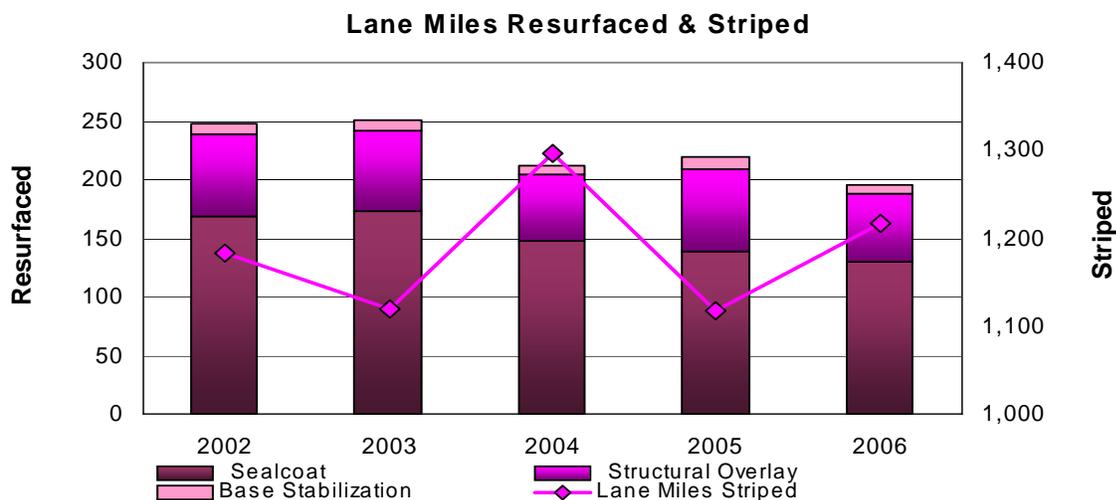
### Lane Miles Resurfaced

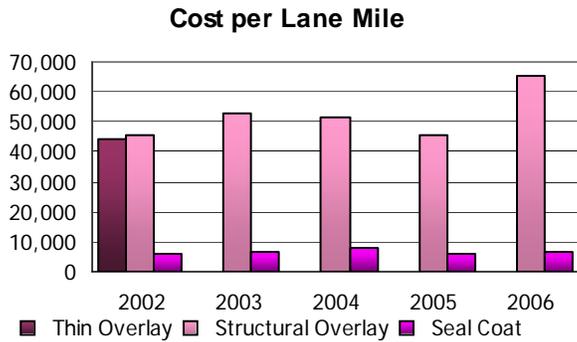
Resurfacing involves sealcoats and overlays. Sealcoats are applied to the road surface to prevent moisture from infiltrating the sub-grade and causing more extensive damage to the road structure. Sealcoats include chip seal, double chip seal, rubber chip, slurry, and cape seals. Chip seals are used in 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 about 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 thin lift is 1.5 inches or less of fine mix asphalt applied to a road that is structurally sound but the surface may be uneven, rough, or distorted. The structural strength gained from a thin lift is minimal.

A structural overlay is two to four inches of asphalt applied to a road that is deteriorating and needs some assistance to continue carrying traffic loads using that route.

**Lane Miles** -- In 2006, there were 195.3 land miles of road resurfaced, as compared to 248.1 miles resurfaced in 2002. The years 2002 and 2003 showed the highest levels of resurfacing, 248.1 and 250.1 miles respectively, in this five year period. Road maintenance equipment runs on diesel and oil is a major material used in resurfacing projects. Given that oil and diesel prices have more than doubled over the last few years, the cost of resurfacing has risen significantly, resulting in less miles resurfaced than in the past.

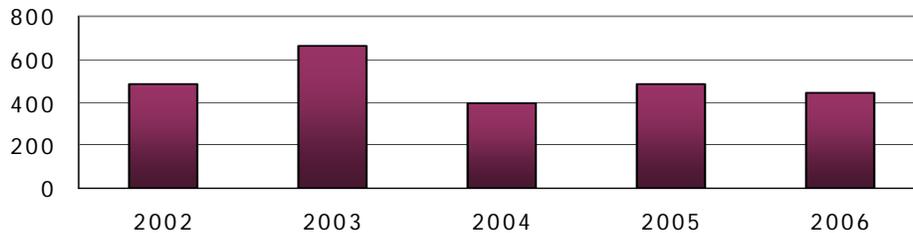




Cost per lane-mile for sealcoats (adjusted for inflation) has fluctuated over the years, with the highest amount being \$8,197 in 2004 (an increase of 31 percent from 2002, on top of inflation). At \$6,762 per mile in 2006, the average adjusted lane-mile cost of sealcoats decreased by 18 percent from 2004. Cost per lane-mile for structural overlay, adjusted for inflation, was up 12 percent in 2004, from 2002, while the 2006 cost of \$65,540 increased by 27 percent, from \$51,401 in 2004. The recent significant increases in fuel costs have greatly impacted the cost per mile on road resurfacing.

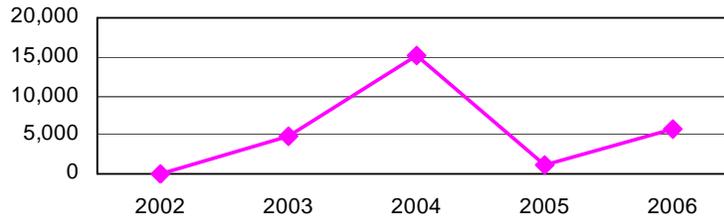
**Pothole Repair** -- Pothole repair, measured in terms of tons of patching materials applied, has fluctuated between 485 in 2002, to a high of 660 in 2003. The average tonnage of materials over five years is 493 tons per year, while repairs in 2005 accounted for 482 tons and in 2006 accounted for 445 tons.

Pothole Repair (tons of material)



**Miles Plowed** -- Lane miles plowed varies considerably from year to year based on the level of snowfall experienced. In late 2003 and early 2004, the county experienced heavy snow and ice, which closed county services except for road maintenance. In 2003, there were 4,775 lane miles plowed and 15,082 lane miles plowed in 2004, as compared to a total of 6,980 miles plowed for the previous three years combined. There was little snowfall in 2005; however, in 2006 there were several days of snow resulting in 5,777 miles being plowed.

### Lane Miles Plowed

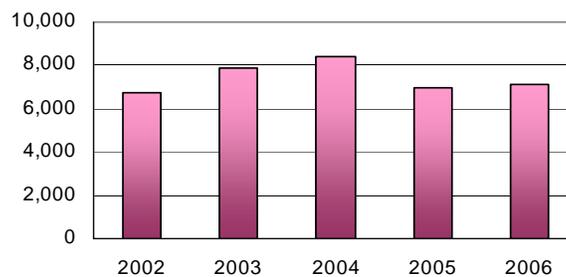


### NPDES

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 undertook substantial additional efforts to ensure clean water runoff.

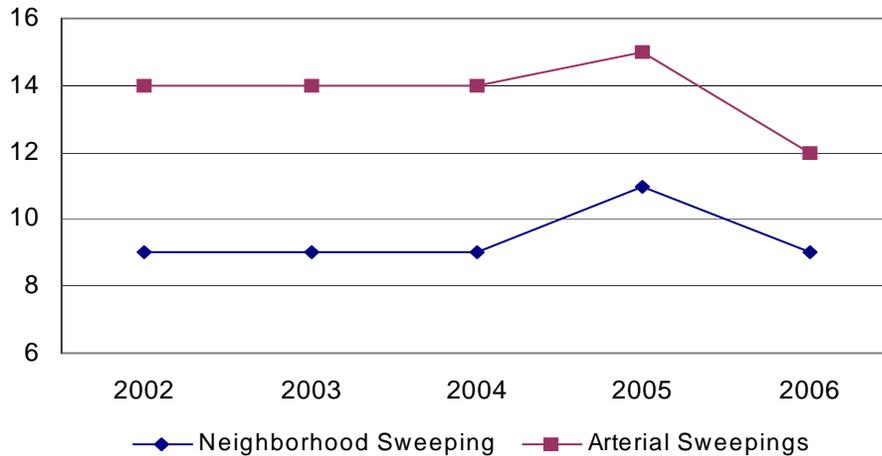
One sign of these efforts was the increase in catch basins cleaned, which increased by 25 percent between 2002 and 2004. In 2005 and 2006, the number of catch basins cleaned per year were higher than in 2002, but lower than either 2003, and 2004. In 2006 there was a decrease of slightly over 15 percent from 2004. The number of catch basins cleaned will vary from year to year, based on the variety of maintenance required and/or performed at the individual sites.

### Catch Basins Cleaned



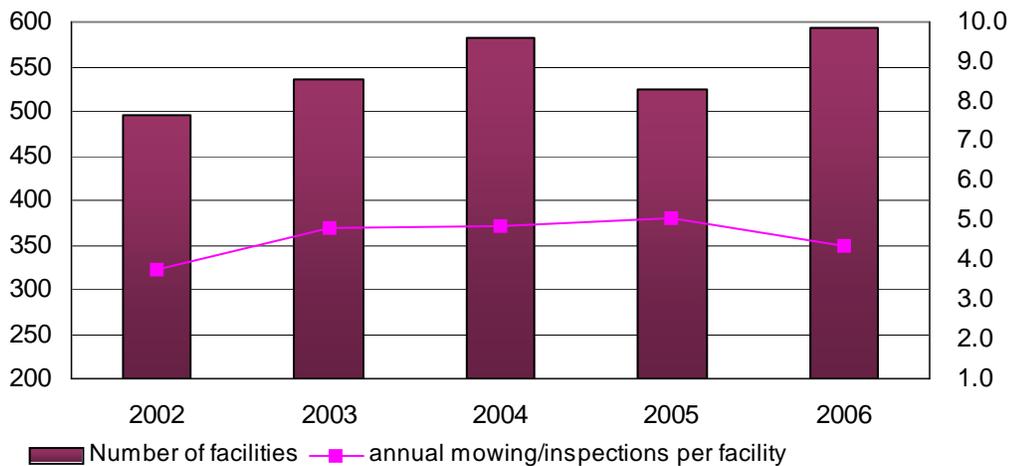
Neighborhoods were swept nine times per year in 2006 (the same as in 2002 and 2004). As mentioned earlier in this report, the unincorporated county population has grown by 12 percent since 2002. Consistent with the infill requirements of the Growth Management Act of Washington, much of this growth has been in neighborhood populations, resulting in several additional miles of residential streets over this period of time. Arterials were swept 15 times in 2005 and 12 times in 2006, as compared to 14 times per year for every year from 2002 through 2004.

**Annual Sweeping of Neighborhoods and Arterials**



All stormwater facilities and swales were inspected, mowed, and maintained an average of 4.3 times per year in 2006, as compared to 4.8 times per year in 2004. The five year average for 2002 through 2006 is 4.6 times per year.

**Stormwater Facility Maintenance**



## Performance Indicators

### Citizen Survey (see appendix for details)

In the 2007, 2005, and 2003 surveys, citizens were asked to rate selected elements of road operations. These survey results indicated:

- 41 percent of citizen respondents rated the condition of county roads as 'good' to 'excellent' in 2007, consistent with opinions of 40 percent in 2005 and 37 percent in 2003. Only 21 percent of citizen respondents rated road conditions as 'fair' to 'poor', as compared to 24 percent in 2005 and 28 percent in 2003.
- Cleanliness of roads was rated 'good' to 'excellent' by 47 percent and 48 percent of respondents for the three surveys, while cleanliness of culverts and drainage systems rated 'good' to 'excellent' decreased from 47 percent in 2003 to 43 percent in 2005, and to 40 percent in 2007. At the same time, cleanliness of culverts and drainage rated as 'poor' to 'fair' categories increased from 20 percent in 2003 to 24 percent in 2007.
- Road signage was rated as 'good' to 'excellent' by 49 percent of respondents in both 2003 and 2007, while ratings of 'poor' to 'fair' moved from 19 percent in 2003 to 15 percent in 2005 and to 13 percent in 2007.
- In 2007 and 2005, 45 percent of citizen respondents rated traffic control devices as 'good' to 'excellent', up from 40 percent in 2003. In 2007, 23 percent of the responses were in the 'fair' to 'poor' categories, as compared to 20 percent in 2005 and 28 percent in 2003.

There has been some improvement in citizen perceptions of overall county road maintenance. Respondents ratings for 'good' to 'excellent' vary significantly by the length of time of residency:

- Two to five years: 61 percent
- Six to 10 years: 54 percent
- Over 10 years: 41 percent

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

# **Chapter 4: Parks Acquisition & Maintenance**

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## **Mission, Goals & Organization**

### **Mission**

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

### **Goals**

#### **Current Parks goals include:**

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

### **Organization**

In 1997, the City of Vancouver and Clark County consolidated their Parks & Recreation departments into the Vancouver-Clark Parks & Recreation Department to gain greater efficiency and improve planning efforts. The County provides parks maintenance and development services, and contracts with the City of Vancouver for parks-related administrative, planning, and design services.

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

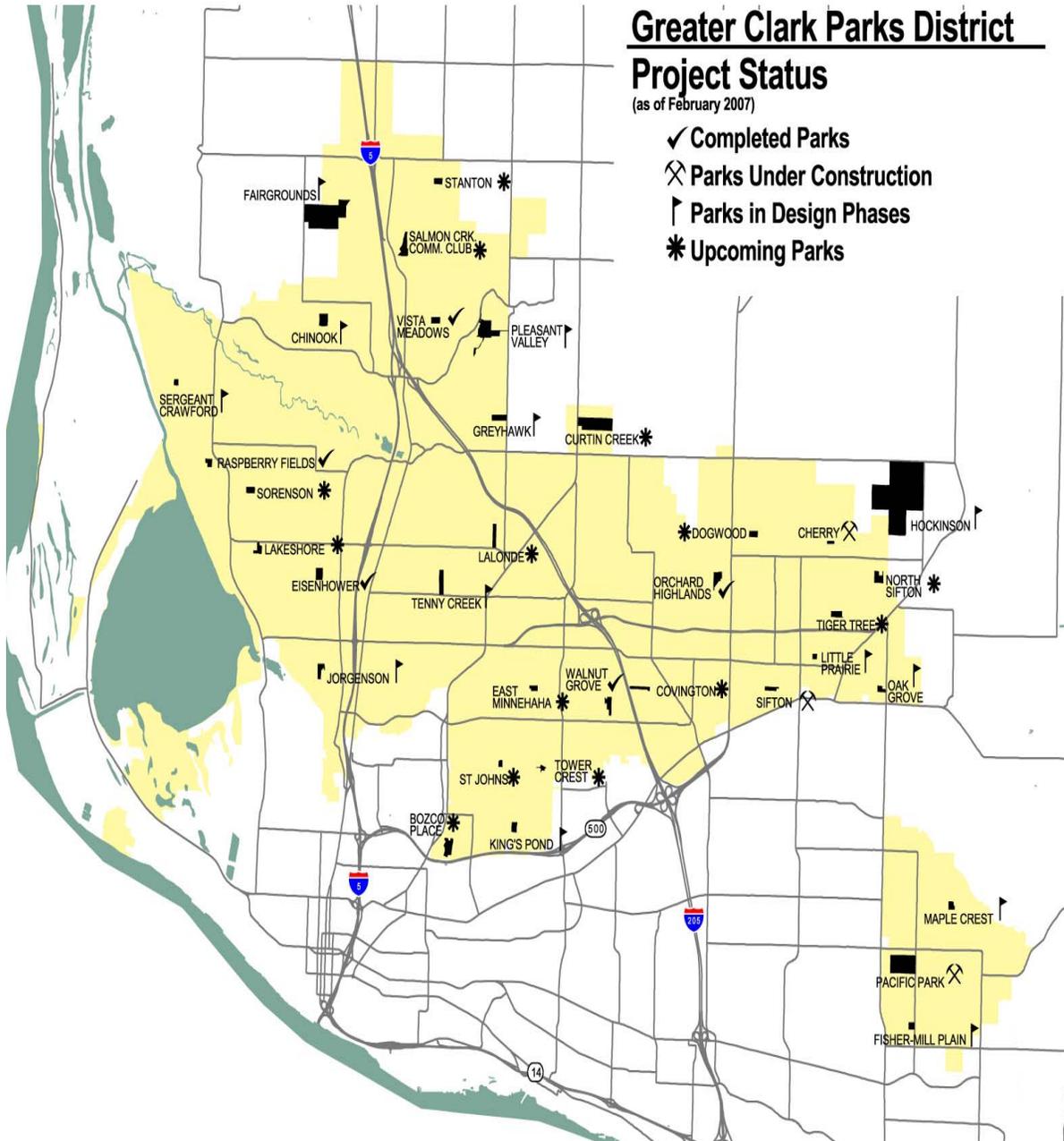
The **Regional Park System** is comprised of four park types and is designed to serve the recreational needs of all County residents.

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

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

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

In February 2005, voters approved establishing the Greater Clark Parks District for the Unincorporated Urban Growth Area outside of Vancouver’s city limits--an area that is rapidly becoming urbanized. The District uses its taxing authority to fund the maintenance of 35 new parks and 7 miles of trail in the Urban Park System. As of December 2006, five of these parks had been developed, three were under construction, and an additional thirteen were in planning phases. The map below shows the location of parks funded through the Greater Clark Parks District.



## Workload

Since 2002, the total acreage in the parks inventory--including open space--has grown from 8,678 acres to 10,085 acres, a 16 percent increase in size. Most of this increase is attributable to the transfer of Camp Bonneville to the County in 2006. The breakdown of total acreage by type of system is shown in the table below.

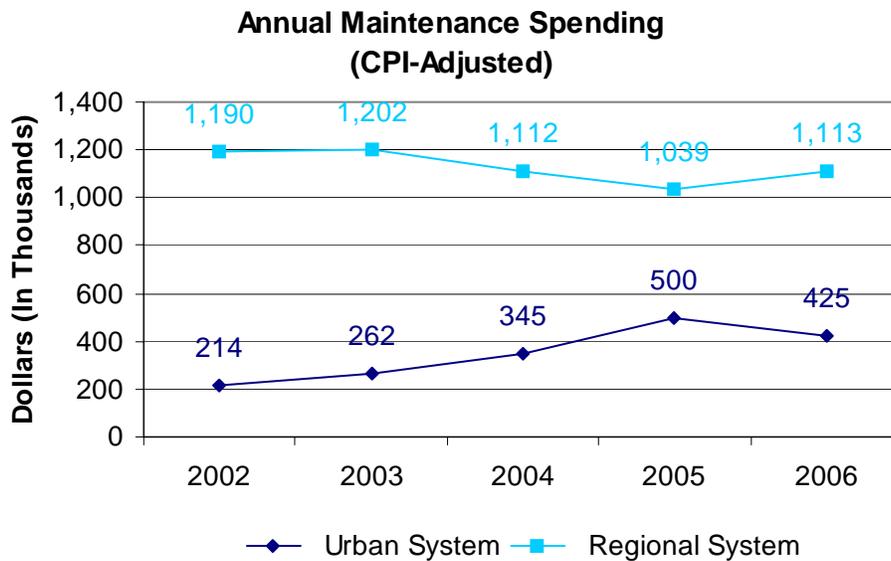
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b><u>Urban Park System</u></b>					
Neighborhood Park Acres	277	285	286	253	264
Community Park Acres	588	588	588	498	498
Urban Open Space Acres	107	107	107	142	182
<b>Total Urban System Acreage</b>	<b>972</b>	<b>980</b>	<b>981</b>	<b>893</b>	<b>944</b>
<b><u>Regional Park System</u></b>					
Regional Park Acres	2,472	2,832	2,832	2,334	3,334
Regional Open Space Acres	5,234	5,247	5,247	2,274	5,165
Special Facilities				642	642
<b>Total Regional System Acreage</b>	<b>7,706</b>	<b>8,079</b>	<b>8,079</b>	<b>5,250</b>	<b>9,141</b>
<b>Total Park System Acreage</b>	<b>8,678</b>	<b>9,059</b>	<b>9,060</b>	<b>6,143</b>	<b>10,085</b>

The Vancouver-Clark Parks Department reclassified acreage in 2005, to assure that only lands owned by Clark County were included in the urban and regional park systems. All lands which were owned by entities other than Clark County were eliminated from the park acreage inventories--for example, acreages previously used for recreational purposes which were subsequently converted to use by schools.

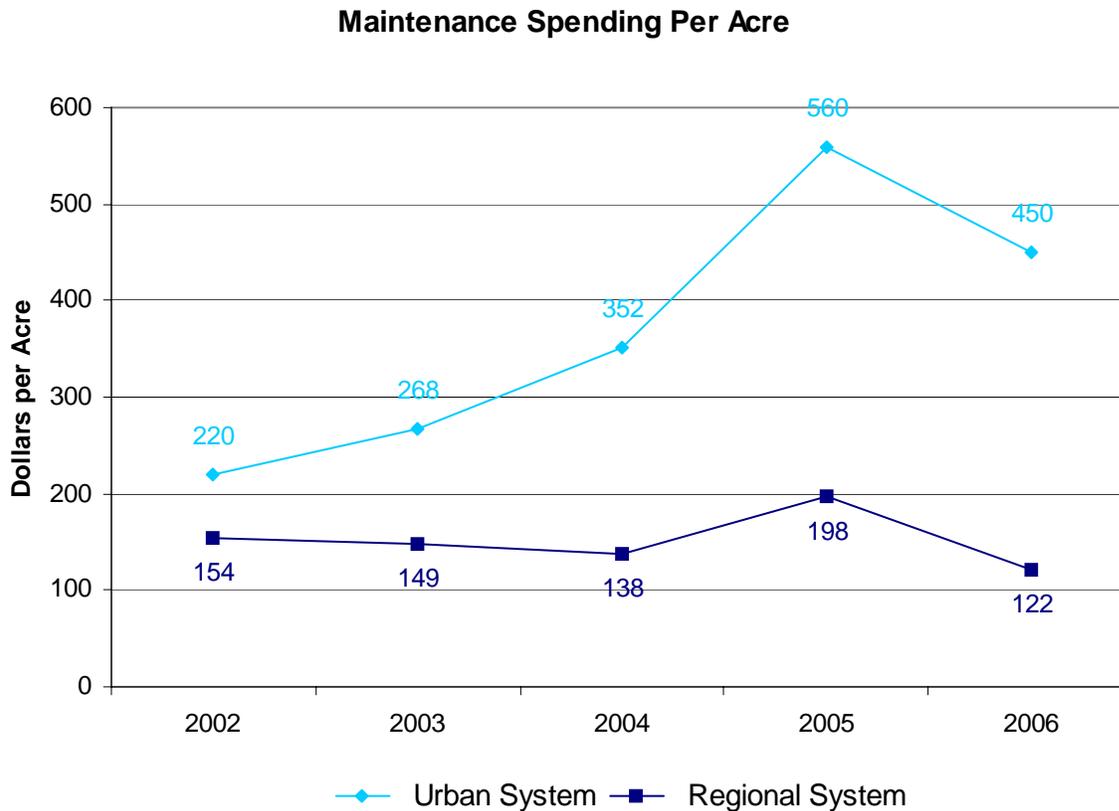
With the exception of the decrease in 2005 because of the acreage reclassification, the Urban Park System has grown steadily since 2000--from 688 to 944 acres, a gain of 37 percent. Regional Park acreage also decreased in 2005. Until the addition of Camp Bonneville in 2006, the Regional Park System's growth was slower--a 9 percent increase since 2000. The slower growth rate of the regional system is partially attributed to the fact that there is no funding source dedicated to park acquisition. This contrasts to the Urban Park System, for which acquisition funding can be drawn from park impact fees assessed to residential developers.

## Maintenance Spending

Total spending for parks maintenance, after adjusting for inflation, rose gradually from \$1.40 million in 2002 to \$1.54 million in 2006--an increase of 10 percent. During the five-year period, maintenance spending for the Urban System rose from \$214,000 to \$425,000, primarily due to the addition of new parks. Spending for the Regional System declined from \$1.19 million to \$1.11 million over the period, as shown in the chart below.



The following chart shows that maintenance spending per acre for the Urban System increased significantly between 2002 and 2006, largely due to an additional number of developed facilities. Regional System maintenance costs per acre declined in 2006, primarily because of the transfer of the large acreage associated with Camp Bonneville to the County.

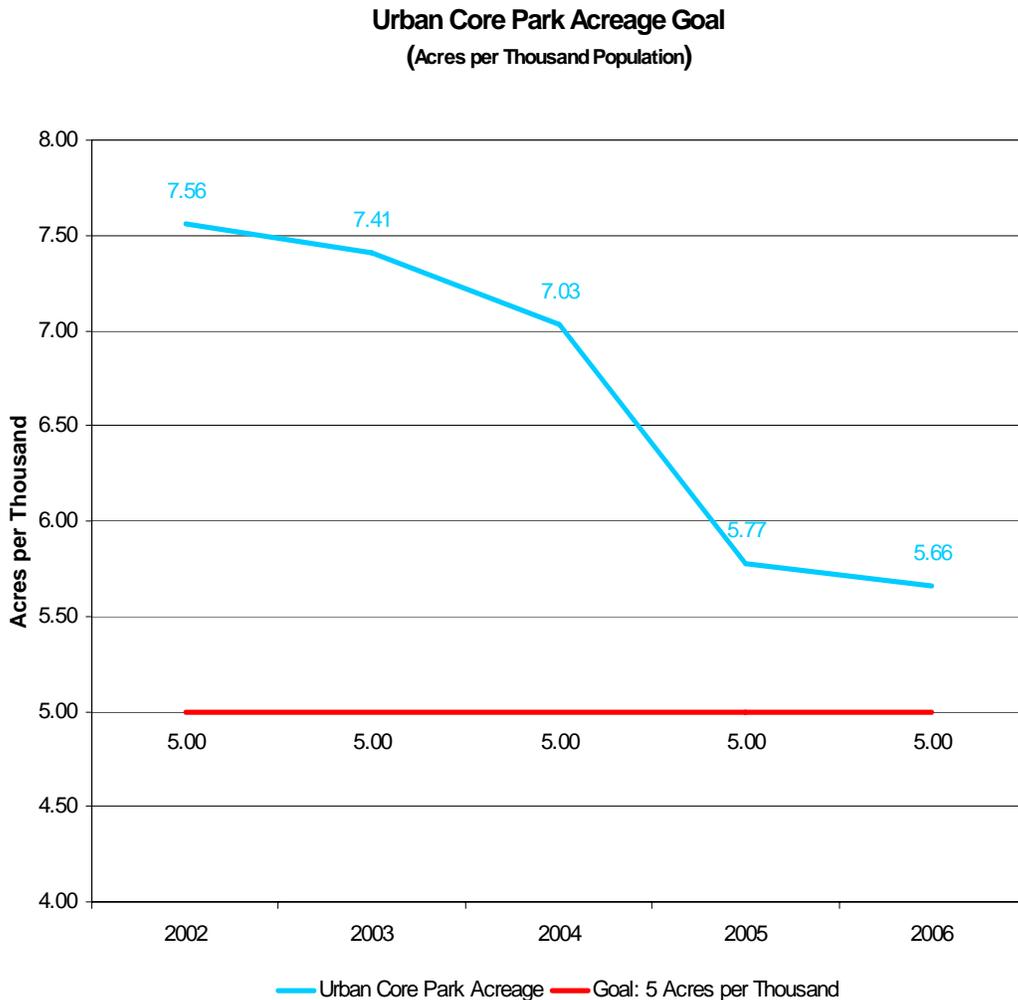


Annual hours for full-time staff dedicated to parks maintenance increased from 25,845 in 2002 to 28,567 in 2006, a change equal to about 1.35 FTE's. In addition to these full-time hours, temporary and part-time staff worked 4,290 hours and offender crews worked 25,972 hours during 2006. Offender crew hours have decreased by 41 percent since 2003, during which 44,395 hours were worked. According to the Department of Community Services and Corrections, offenders are being given the option of working off fines and fees through community service work crews less frequently than in prior years.

## Results

### Urban Park Acreage Goals

Clark County’s Comprehensive Growth Management Plan establishes a parks service level standard of five acres per thousand residents for urban “core” parks (neighborhood and community parks). Based on the overall parks inventory and the urban unincorporated population, the County exceeded the standard by providing 5.7 acres of core park land in 2006, as shown in the chart below.

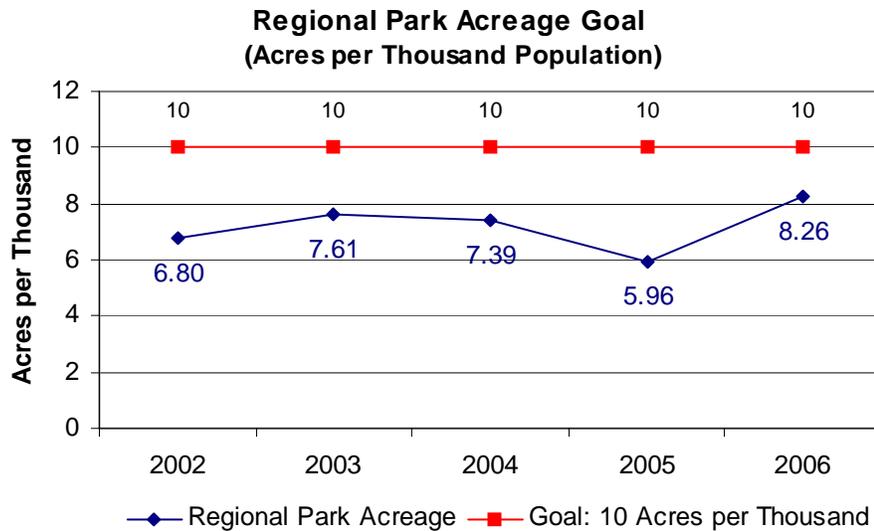


Note that although the core park standard is met on a county-wide basis, it is possible that individual areas--i.e., park districts--may still be underserved. This report does not present a district-by-district evaluation.

The County’s standard for urban open space is one acre per thousand residents. The County met this goal by providing 1.35 acres of urban open space per thousand in 2006.

## Regional Park System Acreage Goals

Regional park acreage per thousand residents (based on total County population--incorporated and unincorporated) was at 8.3 acres in 2006, up from 6.8 acres in 2002. The County remained short of the goal of providing ten acres of regional park land per thousand residents, as shown in the chart below.



The decrease in 2005 resulted from the Vancouver-Clark Parks Department's reclassification of lands in the Regional Park System in 2005. The reclassification resulted in an acreage reduction, and a consequent reduction in the number of acres per thousand population. The increase in 2006 is attributable to the addition of the large acreages associated with the transfer of Camp Bonneville to the County.

Regional open space acreage per thousand residents decreased slightly to 12.8 acres per thousand in 2006 from 14.4 acres in 2002.

## **Performance Indicators**

In 2003, 2005, and 2007, surveys of Clark County citizens were completed as part of the Service Efforts and Accomplishments reporting process. Several questions related to County parks.

### **Citizens were asked to evaluate:**

- **How well they feel the County provides parks-related services.** In 2007, 57 percent of the citizen responses were in the top two categories -- 'excellent' or 'good.' The 2005 percentage was 59 percent.
- **The safety and security of regional and urban parks.** In 2007, 40 percent responded 'excellent' or 'good,' a decrease from 44 percent in 2005 and from 49 percent in 2003. The safety of trails within those parks was rated 'excellent' or 'good' by 34 percent of respondents in 2007, a decrease from 38 percent in 2005 and 43 percent in 2003.
- **The maintenance of restrooms.** Thirty-nine percent of respondents gave 'excellent' or 'good' ratings to restroom maintenance in both 2007 and 2005, a decrease from 42 percent in 2003.

In 2007, 52 percent of respondents said that they could commute to local County parks in ten minutes or less, as compared to 49 percent in 2005. Overall, the responses indicated that Clark County residents were quite satisfied with the time it takes to commute to local County parks.

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

# Chapter 5: Community Development

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## Mission, Goals & Organization

### Mission

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

### Goals

- To help manage and guide land development in Clark County by serving as advocates for quality development.
- To ensure the minimum safety requirements are met on all new construction within Clark County.
- Reduce the risk of fire to the lives and property of Clark County citizens.

### Organization

The professional activities of the department include review and inspection of new development, review of zoning, ensuring compliance with environmental laws, engineering, arson investigation, animal protection and control, and code enforcement.

The department consists of eight divisions:

- Permit Services
- Development Review
- Building Safety
- Fire Marshal's Office
- Code Enforcement
- Engineering Services
- Animal Protection and Control
- Administration

This chapter focuses on the efforts and accomplishments of the processes involved in land development; a group of activities known as Development Services. The process is divided among five divisions.

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

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

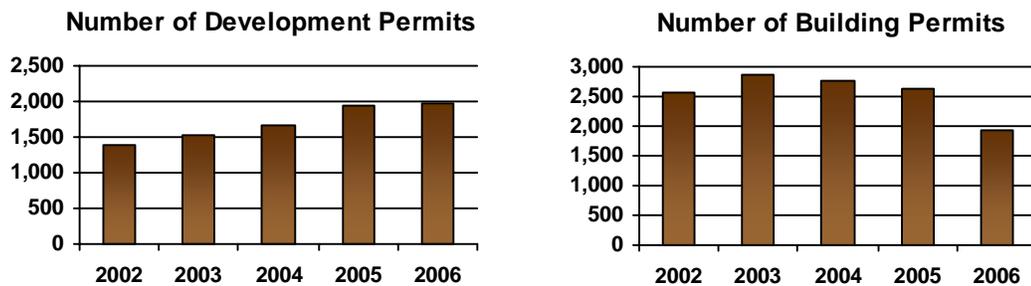
Development Review is responsible for preliminary plan review for development projects such as land divisions, apartment complexes, and commercial and industrial centers. Proposed developments are classified for a Type I, II, or III review process, with Type I projects having low impacts and Type III projects having more significant impacts. Development Engineering provides transportation, stormwater, erosion control, geohazard and floodplain review for both the preliminary plan review and final engineering, and construction plan stages of development.

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

**Fire Marshal** enforces the fire code and fireworks regulations and investigates arson and other fires that occur within the unincorporated areas of the county and several of the county's cities. The division's New Construction program ensures that new land development and commercial building construction complies with the county fire codes. Inspectors conduct on-site construction inspection and fire-system testing to assure that a basic level of fire protection is provided at the time of construction.

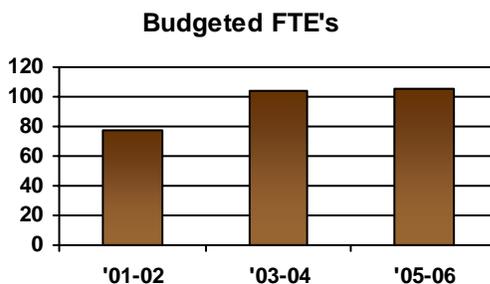
## Workload

Over the five year review period, the demand for building permits and development review services has grown significantly. Total development permits issued have increased from 1,384 in 2002 to 1,967 in 2006. From the prior five year period, 1997 to 2001 versus 2002 to 2006, the average annual development permits issued increased 44.4 percent from 1,178 per year to 1,701 per year. Also, during the same time period, the average annual number of building permits was at a high level. The number of building permits showed some decline in 2005 and a more dramatic decline in 2006. The growth in demand for services is causing the increase in staffing discussed in the following section.



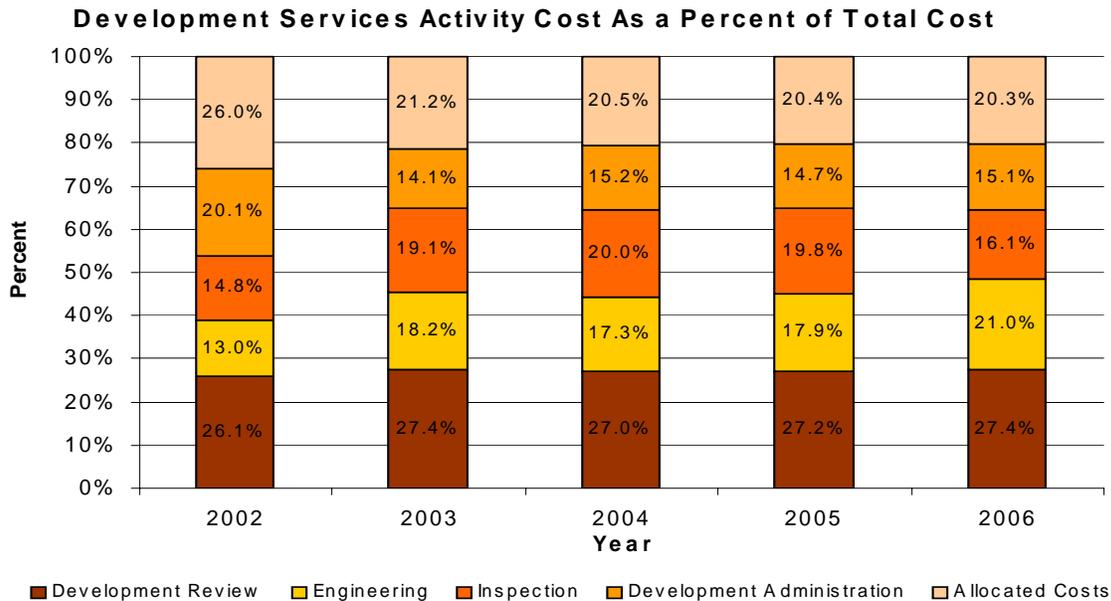
## Staffing

To meet the increase in workload, the department budgeted staff has grown over the five year review period from 78 full-time equivalent employees (FTE's) to 105 FTE's, about 35 percent. At the end of 2006, actual Community Development headcount, including contract employees, was 119 employees. During the five year period, nineteen new positions were added to the building and code department, eleven new positions were added to the customer services department, and eight new positions were added to development review department. This staffing data excludes the employees associated with Code Enforcement and Fire Marshal.



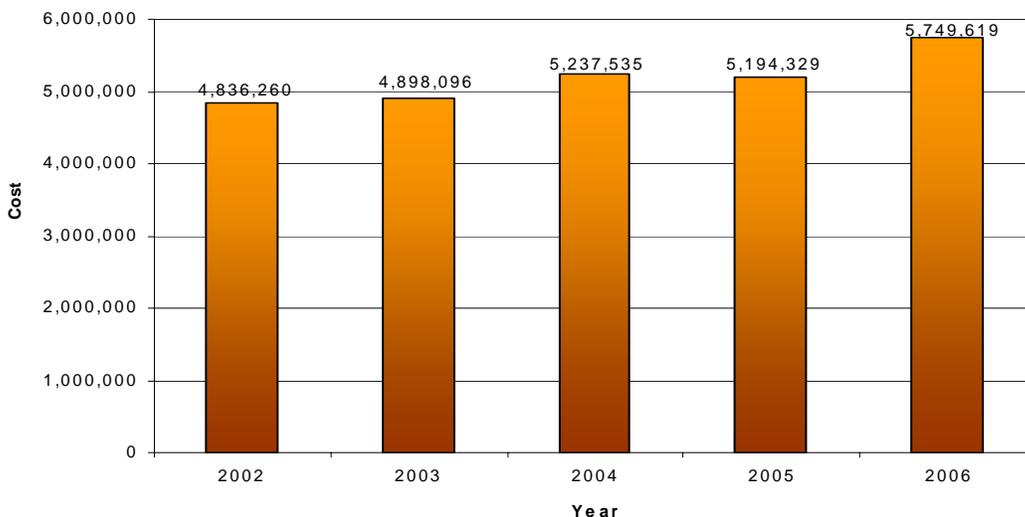
## Spending

Development Services expenses include direct expenses from development review, engineering, and inspection, as well as allocated costs from administration, code enforcement, customer service, and the Fire Marshal. The following table summarizes expenses for the review period by activity as a percent of total cost.



Development Service's costs show an average annual increase of six percent over the past five years. Development fees are calculated annually based on 90 percent of the costs associated for providing these services. The remaining 10 percent of the cost is paid for by the county's General Fund based on the policy that there is an inherent public benefit of sound community development. The following table shows total Development Services' costs in 2006 dollars.

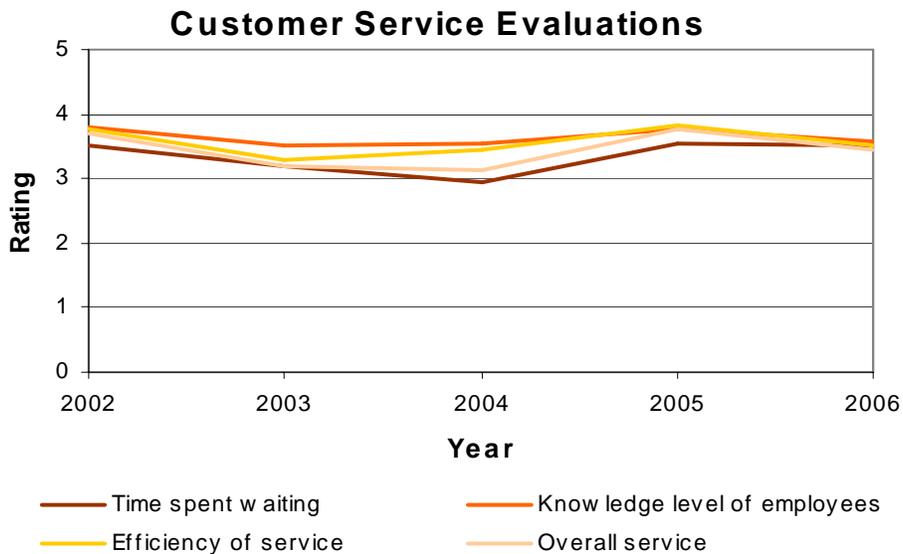
**Development Services Activity Cost**



## Results

Community Development is in the process of identifying measurable outcomes to determine if they are meeting their goals. The department has collected data on the following outcomes as they relate to Development Services: customer satisfaction based on customer surveys, number of permits processed annually by type, permit cycle time annually, and Fire Marshal inspections.

Community Development has a significant amount of citizen interaction and often the citizen’s opinion of local government is shaped by their experience with the department. In 2006, the department served more than 22,500 customers. To measure the department’s customer satisfaction, it tracks responses to customer satisfaction surveys. The survey rates the individual customer’s experience on a scale of 1 to 4. The average annual response ratings are displayed below.



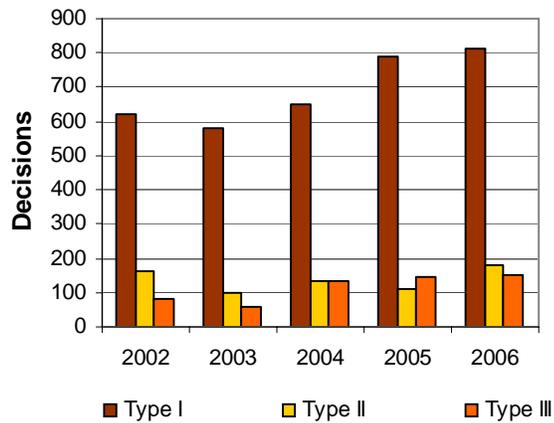
As the graph indicates, the general level of customer satisfaction remains is above average. After experiencing a slight decline in 2003-2004, customer satisfaction has improved in the past couple of years.

Processing transactions on an efficient basis is a key to providing good customer service. Measuring the number of decisions (reviews) processed by type allows the department to calculate the number of transactions processed per FTE.

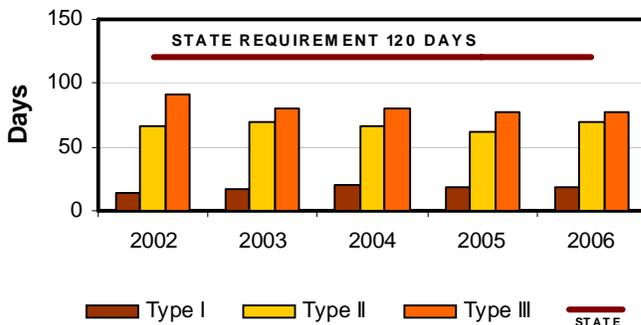
As the graph indicates, the number of transactions processed by Development Services has risen dramatically in the past two years. To meet demand, four plan reviewers were added to the budget in both 2003 and 2006. The number of reviews per actual FTE for 2002-2006 were as follows:

Year	Staffing	Re/FTE
2002	17	51.0
2003	17	43.6
2004	19	48.3
2005	18	58.1
2006	25	45.8

Number of Type I-II-III Decisions



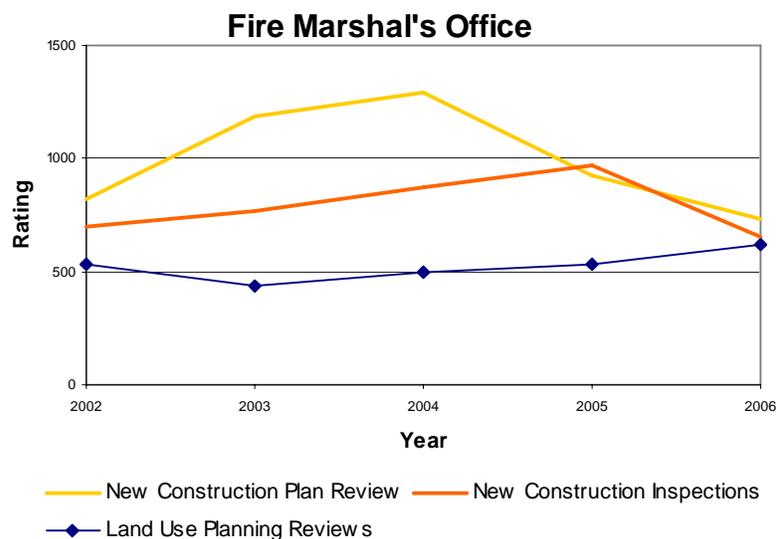
Permit Type Cycle Time



The ability to process permits on a timely basis is important to both the department's efficiency and the customer's business. The state has also set a time frame of 120 days for the processing of development permits. Permit cycle time is measured in the number of days it takes to approve the permit. As the graph indicates, the department, on average, is well under the state's requirements and has steadily reduced average cycle time over the review period.

The Fire Marshal performs a variety of tasks for Development Services. These responsibilities include new inspection plan review, land use planning reviews, and new construction inspections. The efficiency of the department is measured by the number of plans reviewed and inspections performed.

The following graph indicates the department's output, which reached an all-time high in 2004-2005. The 2006 service levels are returning to a more average level.



## **Performance Indicators**

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

Questions relating to Community Development were included in the 2007 Citizen Survey for the first time. The questions covered a broad range of Community Development activities, including questions not pertaining to Development Services, which is the focus of this year's chapter. However, one question was pertinent to the citizen's experience relating to permits and inspections for new buildings/inspections.

The results of the survey indicate that

- 23 percent of citizens had a 'good' or 'excellent' experience.
- 36 percent had an average experience when dealing with permit and inspection activities.
- The remaining 42 percent had a 'fair' or 'poor' experience.

The results of the citizen survey are similar to the internal customer service evaluations, which received an average rating of 3.5 or slightly above average, but not to the 'good' level.

# Chapter 6: Community Mental Health Services

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## Mission, Goals & Organization

### Mission

The mission of the Clark County Department of Community Services' Behavioral Health Services unit is to promote mental health and ensure that residents of Clark County who are financially eligible and experience a mental health disorder in their lifetime receive treatment and services that enable them to achieve and maintain an optimal level of functioning. This is accomplished through state and federal funding allocated to locally administered Regional Support Networks (RSN). There are 13 RSN's state-wide in Washington; the Clark County Department of Community Services, Behavioral Health Services, serves as the Clark County RSN. This RSN is a single county RSN and is fully accredited through the Washington State Mental Health Division.

This is the tenth year of RSN operation, which began with a Pre-Paid Health Plan (PHP) in 1996 and a Pre-Paid Inpatient Health Plan (PIHP) in 1998 for Medicaid enrollees. The RSN also arranges for the provision of state-funded services for persons who meet state eligibility requirements.

The RSN has developed and continued to refine collaborative partnerships across the mental health provider agency network, along with allied service providers. The RSN strives to continually improve the quality and accountability of the mental health system; promotes a vision of recovery for Clark County residents with mental illness; and aims to enhance the resilience of children and families affected by serious emotional disorders.

The RSN provides a full range of services, including crisis, outpatient, residential and inpatient services, designed from a recovery-oriented perspective, to all eligible persons living in Clark County. 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 consumers and increasing value to the public through the following efforts:

- Participating in prevention activities and community education and training efforts.
- Monitoring and continuing refinement of the children's mental health system that will increase children's crisis services, family participation, and community support services through wraparound services and evidence-based practices.
- Increasing needed services to Medicaid beneficiaries.
- Continually striving for higher consumer satisfaction.
- Improving the coordination and collaboration of services among provider agencies and community partners.

- Implementing enhanced performance measurement, quality improvement, and utilization of management systems.
- Increasing the rate of employment for consumers in Clark County.
- Promoting cultural competency, and recognizing, respecting, and planning around cultural, ethnic, and linguistic diversity in the creation and provision of mental health services.

### **Organization**

To accomplish its mission, the RSN funds mental health services in three basic categories:

- **Crisis Response Services** – The RSN contracts with mental health providers throughout the County to deliver mental health crisis response services to all county residents. These services include counseling, treatment, and referral.
- **Outpatient Services** – The RSN manages outpatient treatment services to low income and Medicaid eligible Clark County residents through contracts with mental health provider agencies to deliver mental health services.
- **Community Support Services** – The RSN provides funding to community organizations and school districts that deliver mental health support services to Clark County residents.

### **Service Population**

The Clark County RSN coordinates behavioral healthcare for an estimated 68,000 Medicaid enrollees who reside in the County, as well as for other county residents who meet eligibility requirements for state-funded or grant-funded services. The RSN contracts with provider agencies to provide a full range of behavioral healthcare services covered under the Washington State Plan, as approved by the Centers for Medicare and Medicaid Services. About 500 practitioners, representing multiple professional and paraprofessional disciplines, serve consumers through RSN-contracted agencies.

The RSN served over 7,500 unique consumers in fiscal year 2006.

Residents of Clark County represent a diverse population. By comparing the prevalence of specific ethnic groups in the general population with those seeking mental health services, a measure of parity of services from the perspective of ethnic diversity can be seen. The most recent estimates and corresponding penetration rates are contained in the table below.

**Diversity of Population Served**

<b>Estimate of Diversity in the County Population</b>	<b>Race/Ethnicity Diversity</b>	<b>RSN Percent of Total Served</b>
93%	Caucasian	90%
2%	African American	6%
4%	Asian Pacific Islander	2%
1%	American Indian	3%
4%	Hispanic	6%

Source: Clark County Regional Support Network Annual Report, Fiscal Year 2005

Note: According to the federal government, Hispanics are not an ethnicity as individuals can be included in more than one recognized ethnic grouping. Therefore the percentages shown above do not add to 100 for either the population estimated or the RSN percent of total served. Percentages will differ from similar presentations in other sections of this report because this information was generated in fiscal 2005 (July 2004 - June 2005).

**Statewide Database System**

In order to track and better monitor activities, all consumer service data is collected in the contracted agencies' data bases and then electronically transmitted to the RSN's Managed Service Organization database. While the new database system – NetSmart Technologies, implemented in November 2003 -- is reported to be more robust than the previous system, there are still issues to be resolved, such as the reporting formats. In the second phase of this project an electronic health record will be added to the system. This will allow better monitoring and tracking of clinical care services and efficiencies. In part, electronic health records allow for better clinical care because these records will be immediately available to agency providers.

*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 all Mental Health programs begins in July and ends in June. For example, fiscal year 2006 began in July 2005 and ended in June 2006.*

## Workload

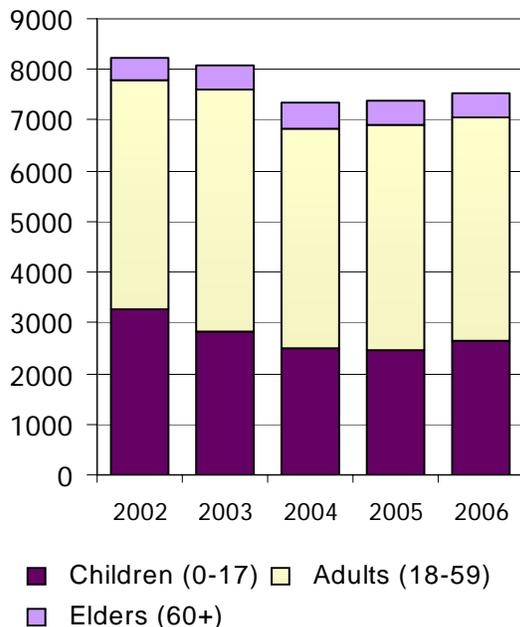
Mental health programs capture data related to the numbers of consumers served, which may include numbers by age or by service provided, the number of hours of specific services provided, and hospital admissions and re-admissions. These are the input indicators for program services.

### Consumers Served

Data on consumers served by mental health programs is captured in three categories of: children up to age 17; adults aged 18 to 59; and elders aged 60 and up. The number of consumers served represents an unduplicated count of consumers who received at least one service during the fiscal year.

There was a downward trend in services provided between fiscal years 2003 and 2004 which was a direct result of the move to serve only Medicaid eligible consumers – both for adults and for children. The decrease between 2004 and 2003 was nine percent – a drop of 764 total consumers served. However, the overall number of consumers served increased three percent since 2004. There were 212 more consumers seen in 2006 than in 2004.

**Individuals Served**



Due to the expiration of certain federal grants the number of children served has decreased by 13 percent between fiscal year 2003 and 2006. However, there has been a seven percent increase in the last two years.

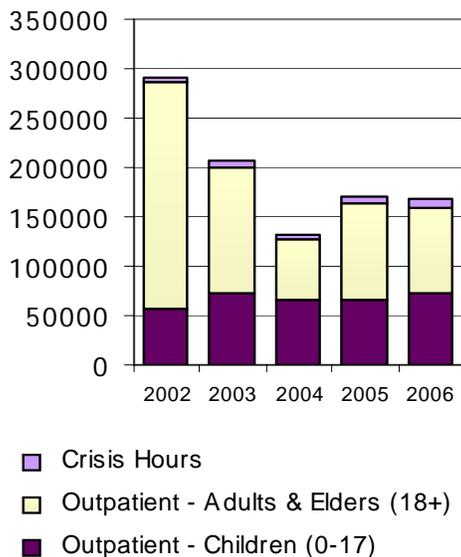
The move to a Medicaid system served to decrease the number of adults served by eight percent since 2003; the number served in the past two years has increased by one percent.

Overall the number of elders served has increased by five percent.

### Service Hours for Outpatients and Crisis

Service hours are measures of one hour of service provided to or for the benefit of the specific consumer. Hours are captured based on three reporting categories: Outpatient Adult and Elder, Outpatient Children, and Crisis Hours. Crisis hour reporting has improved since the RSN changed the payment structure to service provider agencies.

**Outpatient Service Hours**



Service hours in total have rebounded from the 42 percent drop in 2004, climbing 27 percent to 167,867 hours in 2006.

Outpatient Adult and Elder hours, just over half of the total number of hours, have increased by 41 percent between 2004 and 2006.

Outpatient Children hours have also increased, by 13 percent in 2006 over 2004.

Crisis Hours have increased by 32 percent, but represent only five percent of the total number of service hours in fiscal 2006. This growth was a 23 percent increase from the preceding year.

### Other Workload Measures

Residential services allow consumers to remain in the community rather than be admitted to, for example, Western State Hospital. These services also reduce the risk of a consumer repeatedly being admitted to a community hospital. A strong goal of the RSN is to keep consumers in the community and not in a hospital.

The workload data collected indicate that hospital admissions have fluctuated over the years, changing only by two percent between 2002 and 2006. The average of 750 hospital admissions over this five year period is slightly less than the total for 2006 of 784. Crisis consumers have decreased from a high in 2003 by 12 percent.

There are three facilities with various levels of care providing residential bed days for eligible consumers; like a nursing home or an assisted living facility, these centers provide a living situation for consumers who are unable to maintain independent living. Residential bed days increased by 94 percent from 2002 to 2006; this was the direct result of increased residential capacity – two facilities were added. Taking only the last three years into account, the increase in residential bed days is less than one percent. This meets the RSN's goal of keeping consumers in the community.

<b>By Fiscal Year</b>	<b>Hospital Admissions</b>	<b>Residential Bed Days</b>	<b>Crisis Consumers</b>
2002	769	9,990	2,041
2003	676	10,701	2,680
2004	692	19,320	2,530
2005	825	19,325	2,361
2006	784	19,331	2,342

## **Staffing & Spending**

Mental health programs are conducted under contract, so the RSN has responsibility for oversight and monitoring; hence there are few staff administering the programs. Because these programs are mostly grant funded, information on funding sources and operating revenue has been included in this section.

### **Staffing**

In fiscal year 2006, the County devoted the equivalent of four full time employees to the administration of the program area. Direct service staffing is used to initiate programs that, once running, are contracted out to local service provider agencies. The level of staffing for these contracted projects varies annually.

### **Funding Sources**

Funding sources for mental health services are provided through both federal and state grants, as well as through the County from property taxes and other local sources. Funding sources vary and currently have been categorized into “buckets” by the RSN, such as all federal block grant dollars, or all state targeted dollars. In the current fiscal year (2006) there were seven funding source buckets, of which the largest is from PIHP funding – federal dollars. The methodology for categorizing these sources has changed over time and thus the 2006 number cannot be compared directly to previous numbers; however, the number of actual sources has grown slightly since last reported.

Total operating revenues in fiscal year 2006 were \$23.5 million, up from the previous fiscal year, when revenue reached \$22.8 million. This represents an increase from 2004 of three percent. About 59 percent of this revenue comes from Medicaid — combined federal and state dollars — for a variety of programs.

General county resources of \$413,057 contributed about two percent of the total funding in fiscal year 2006. In fiscal year 2005, total county resources of \$369,396 also contributed two percent of the total.

### **Spending**

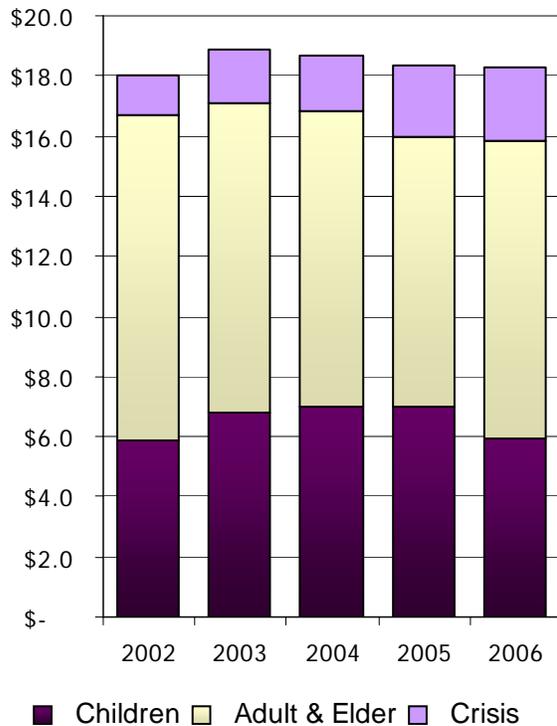
Spending for mental health services totaled just over \$18 million in the current fiscal year. Total spending in the previous fiscal year totaled almost \$22 million and, in addition to amounts spent on consumer services, included amounts for technology upgrades, training, and capital projects to provide residential housing. Total 2005 spending included almost \$1.5 million for the new Center for Community Health building which houses the RSN administration, several service provider agencies, the Clark County Public Health Department, and some federal Veteran’s Administration offices. The following table includes spending for services provided to consumers.

**Spending (dollars in millions)**

	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
Children	5.9	6.80	7.00	6.98	5.94
Adults/Elders	10.80	10.30	9.80	9.02	9.89
Crisis	1.30	1.80	1.90	2.35	2.44
<b>Total Consumer Program Spending</b>	<b>18.00</b>	<b>18.90</b>	<b>18.70</b>	<b>18.35</b>	<b>18.29</b>
Agency Computer Upgrades and Training				0.96	0.02
Agency Residential Housing				1.17	
Center for Community Health Building's Evaluation and Treatment Center				1.49	
<b>Total Spending</b>	<b>18.00</b>	<b>18.90</b>	<b>18.70</b>	<b>21.98</b>	<b>18.31</b>

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

**Spending for Services (\$ in millions)**



Children’s services include those for outpatient care (individual and family therapy, and aftercare), support (case management), school based, and diversion (stabilization and respite beds). Spending for children’s services has declined by 15 percent from a high of \$7 million in fiscal year 2004, to under \$6 million in fiscal 2006. This is the result of the end of a major federal grant.

Spending for adult services is up from the preceding fiscal year, as is spending for crisis services – adult and elder is up ten percent, and crisis up four percent. Crisis spending has gone up by 88 percent since 2002 due to the addition of programs like crisis stabilization services. Adult and elder services also include outpatient services (family therapy, medication management), support (skills training, supported employment), and diversion (crisis and respite beds).

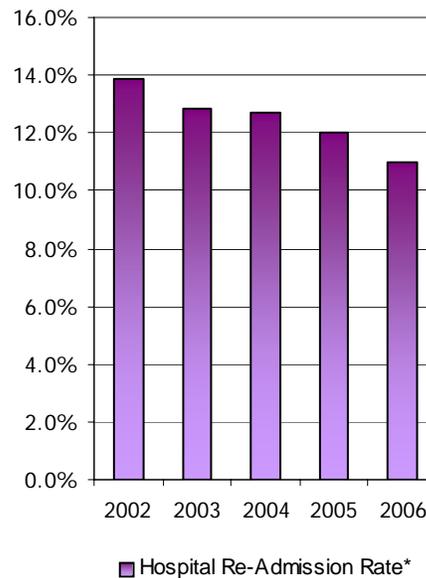
## Results

The concepts of recovery and resilience are cornerstone in 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 the consumer’s condition – for example, homeless consumers now have housing; unemployed consumers are now employed. Information on these outcomes is not yet available, albeit data is being collected in the database. Indications are that consumers are satisfied with services received (see Performance Indicators, next page).

One important measure that has been followed by the RSN over time is the hospital re-admission rate. This rate measures the effectiveness of programs at maintaining consumer health as not needing to return for hospitalization within 30 days of discharge. Over the five year period, the RSN has decreased the re-admission rate from a high of 13.9 percent in 2002 to 11 percent in 2006. The Annual Report (Fiscal Year 2005) provides additional analysis: based on paid inpatient claims data from the RSN database, 80 percent of persons originally hospitalized were not readmitted within a 90 day period. Only 11 percent were re-admitted within 30 days of discharge, dropping to a four percent re-admission rate within 90 days of discharge.

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



Costs per consumer served, per crisis consumer served, and per outpatient hour have been accumulated over time, but are not considered relevant measures for the RSN’s program emphasis. As a result, while they have been reported in previous Service Efforts and Accomplishments reports, they are not included now.

## Performance Indicators

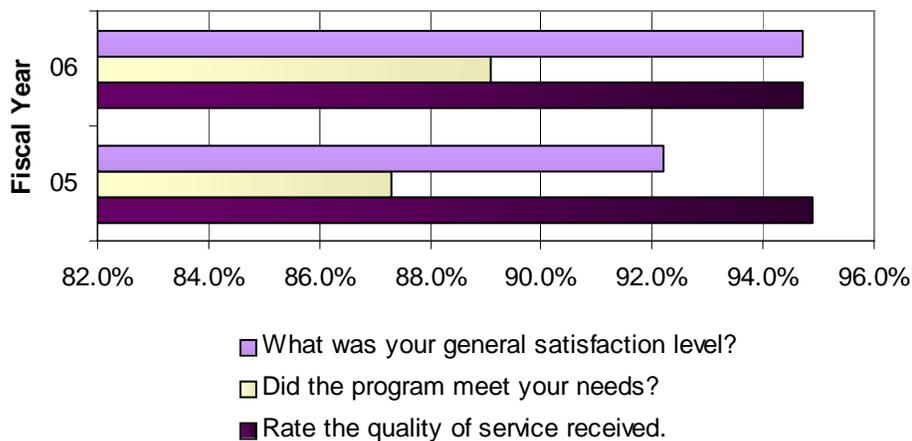
The Regional Support Network regularly surveys consumers and their families to ascertain their level of satisfaction with services being delivered. The results reported below reflect three of the eight questions on a standardized survey instrument, the Client Satisfaction Questionnaire (CSQ-8). The questionnaire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

After several years of low return rates for the surveys, the RSN made two key changes that have led to a much higher rate of return. First, surveys are now distributed directly to consumers or caregivers in agency waiting rooms on a twice yearly basis. Second, a performance payment incentive is given to agencies that offer surveys to at least 90 percent of consumers who were seen during the survey period. In fiscal year 2006, the overall return rate from all agencies was 88 percent, which provides a greater degree of confidence that a complete range of consumer opinion was obtained.

Overall satisfaction ratings since these changes were implemented are shown below. The spring 2006 survey included a coversheet, developed with the assistance of the RSN's Cultural Competency and Enrollee and Stakeholder Services committees, that gathered additional information on general demographics (age, gender, and ethnicity), how much consumers felt respected by agency staff, how sensitive staff were to their cultural/ethnic background, and knowledge of complaint and grievance processes. Detailed responses to these questions and satisfaction ratings by ethnicity and age group for this most recent survey are published in a separate report available from the RSN.

Overall, consumer satisfaction, as measured by the survey, has been over 90 percent in each of the last two fiscal years. The graph below depicts the scores over time, indicating increasing satisfaction with service delivery.

**CSQ-8 Survey Responses**



# Appendix: Citizen Survey

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The Clark County Auditor's Office mailed 5,000 surveys to a random sample of county residents on January 2, 2007. County Auditor Greg Kimsey asked selected residents to respond, saying in part:

"Clark County citizens are interested in getting the best information possible on the performance of their county government. County elected officials and managers want information that indicates their effectiveness and trends in delivering services.

"As part of our effort to provide information on how well your county government is doing, we are asking you to participate in a survey. We want to know what you think about the services the county is providing, and which areas are most important."

The breakdown of surveys delivered and returned by area is:

	<u>Mailed to residents</u>	<u>Completed and returned</u>
Unincorporated	2,500	485 (19%)
Incorporated	2,500	392 (16%)

The response rate provides an overall reliability rate of 95% with a margin of error of +/- 3.3%.

The following pages show the compiled responses along with responses from the 2005 and 2003 surveys. This summary includes surveys received by February 6, 2007. For a more detailed discussion and analysis of the survey, including cross-question comparisons, see our separate report #07-03 at [www.clark.wa.gov/auditor/financial/audreports.html](http://www.clark.wa.gov/auditor/financial/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 check the box that most accurately describes how you rate the quality of life and safety in Clark County:**

	2007	Prior Year Totals	
		2005	2003
• Overall <b>Quality of Life</b> in Clark County			
Poor	1%	1%	2%
Fair	7%	7%	9%
Neutral	8%	10%	9%
Good	68%	68%	67%
Excellent	16%	14%	13%
	<b>(856)</b>	<b>(1,139)</b>	<b>(1,189)</b>
• Overall <b>Level of Safety</b> in Clark County			
Poor	2%	3%	2%
Fair	15%	15%	14%
Neutral	15%	16%	14%
Good	60%	61%	62%
Excellent	8%	6%	8%
	<b>(823)</b>	<b>(1,106)</b>	<b>(1,157)</b>

**2. Prioritize the following issues facing Clark County from 1 to 12, using 1 as ‘the issue you are most concerned about.’** *Percent rating the issue as “1,” the highest priority*

Growth/Sprawl	20%	18%	35%
Crime	15%	18%	11%
County taxes	13%	16%	11%
Education	12%	<i>not asked</i>	<i>not asked</i>
Health care <sup>1</sup>	9%	9%	7%
Land/property rights	8%	7%	6%
Infrastructure (roads etc.)	7%	5%	2%
Employment/Economy	6%	13%	22%
Local environment	6%	6%	4%
Housing	3%	2%	2%
Parks	2%	1%	2%
Other (top five groupings of write-ins)	<b>social</b>	education	growth
	<b>crime</b>	bus/transit	traffic
	<b>building</b>	government	jobs
	<b>tax</b>	activities	schools
	<b>environment</b>	police/fire	roads

<sup>1</sup> Previously asked as two options: “Health services” and “Social services (counseling, youth services, etc.)”. Now combined as “Health care (physical health, mental health, etc.)”

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

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

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

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

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

	2007	Prior Year Totals	
		2005	2003
• Identity Theft:			
Not at all	1%	1%	5%
Slightly	7%	7%	10%
Somewhat	19%	19%	25%
Very	31%	33%	31%
Extremely	42%	39%	29%
	<b>(853)</b>	<b>(1,114)</b>	<b>(1,177)</b>
• Drug Activity (use / manufacture / sale) <sup>1</sup> :			
Not at all	6%	10%	16%
Slightly	9%	10%	14%
Somewhat	21%	16%	23%
Very	31%	31%	28%
Extremely	33%	32%	20%
	<b>(848)</b>	<b>(1,103)</b>	<b>(1,146)</b>

<sup>1</sup> Previously asked as "Drug Use"

Service Efforts and Accomplishments Report 2002—2006 Appendix: Citizen Survey

(LEVEL OF CONCERN, continued)	2007	Prior Year Totals	
		2005	2003
• Dangerous Driving (previously "Road Rage"):			
Not at all	2%	7%	10%
Slightly	12%	20%	21%
Somewhat	30%	33%	32%
Very	34%	25%	22%
Extremely	22%	16%	14%
	<b>(849)</b>	(1,102)	(1,164)
• Burglaries:			
Not at all	2%	3%	3%
Slightly	17%	12%	19%
Somewhat	35%	31%	36%
Very	30%	35%	30%
Extremely	17%	19%	11%
	<b>(855)</b>	(1,122)	(1,174)
• Car Thefts/Prowls:			
Not at all	3%	3%	5%
Slightly	18%	15%	20%
Somewhat	33%	33%	38%
Very	31%	32%	27%
Extremely	15%	17%	10%
	<b>(852)</b>	(1,118)	(1,168)
• Juvenile Problems:			
Not at all	4%	7%	9%
Slightly	16%	16%	17%
Somewhat	36%	33%	31%
Very	29%	29%	29%
Extremely	14%	15%	14%
	<b>(838)</b>	(1,091)	(1,144)
• Vandalism:			
Not at all	3%	4%	4%
Slightly	17%	16%	17%
Somewhat	35%	32%	35%
Very	31%	30%	31%
Extremely	13%	18%	13%
	<b>(854)</b>	(1,101)	(1,166)
• Internet Crimes:			
Not at all	8%	<i>not asked in prior years</i>	
Slightly	19%		
Somewhat	31%		
Very	26%		
Extremely	16%		
	<b>(815)</b>		
• Gang Activity:			
Not at all	8%	<i>not asked in prior years</i>	
Slightly	25%		
Somewhat	27%		
Very	23%		
Extremely	17%		
	<b>(839)</b>		

(LEVEL OF CONCERN, continued)	2007	Prior Year Totals	
		2005	2003
• Assault:			
Not at all	11%	9%	14%
Slightly	27%	26%	27%
Somewhat	33%	30%	31%
Very	20%	23%	19%
Extremely	10%	12%	9%
	<b>(832)</b>	(1,087)	(1,144)
• Domestic Violence:			
Not at all	48%	40%	46%
Slightly	17%	14%	15%
Somewhat	20%	24%	21%
Very	12%	17%	13%
Extremely	4%	6%	5%
	<b>(768)</b>	(1,007)	(1,083)

**6. Please answer to the best of your knowledge, based on what you have noticed or experienced concerning these county services.**

**a) Road Operations**

	<b>2007</b>	<b>Prior Year Totals</b>	
		<b>2005</b>	<b>2003</b>
• Condition of roads			
Poor	<b>4%</b>	6%	8%
Fair	<b>17%</b>	18%	20%
Average	<b>38%</b>	37%	35%
Good	<b>37%</b>	37%	34%
Excellent	<b>4%</b>	3%	3%
	<b>(861)</b>	(1,138)	(1,186)
• Cleanliness of roads			
Poor	<b>3%</b>	5%	6%
Fair	<b>13%</b>	13%	17%
Average	<b>35%</b>	35%	30%
Good	<b>42%</b>	42%	42%
Excellent	<b>6%</b>	5%	6%
	<b>(865)</b>	(1,135)	(1,190)
• Traffic control devices (traffic lights)			
Poor	<b>9%</b>	6%	10%
Fair	<b>14%</b>	14%	18%
Average	<b>31%</b>	35%	32%
Good	<b>41%</b>	40%	35%
Excellent	<b>4%</b>	5%	5%
	<b>(862)</b>	(1,120)	(1,179)
• Width of roads			
Poor	<b>7%</b>	8%	9%
Fair	<b>14%</b>	15%	15%
Average	<b>42%</b>	37%	38%
Good	<b>33%</b>	37%	35%
Excellent	<b>3%</b>	3%	3%
	<b>(857)</b>	(1,131)	(1,185)
• Road signage			
Poor	<b>2%</b>	4%	5%
Fair	<b>11%</b>	11%	14%
Average	<b>37%</b>	33%	32%
Good	<b>44%</b>	46%	45%
Excellent	<b>5%</b>	6%	4%
	<b>(853)</b>	(1,120)	(1,176)
• Snow and ice removal			
Poor	<b>5%</b>	8%	3%
Fair	<b>12%</b>	14%	10%
Average	<b>33%</b>	36%	35%
Good	<b>44%</b>	37%	44%
Excellent	<b>6%</b>	5%	8%
	<b>(760)</b>	(981)	(840)

Service Efforts and Accomplishments Report 2002—2006 Appendix: Citizen Survey

(6a, noticed or experienced concerning Roads, Continued)	Prior Year Totals		
	2007	2005	2003
• Cleanliness of culverts / drainage systems			
Poor	7%	6%	6%
Fair	17%	15%	14%
Average	36%	36%	32%
Good	37%	39%	41%
Excellent	3%	4%	6%
	<b>(785)</b>	<b>(1,022)</b>	<b>(1,146)</b>
• Road striping (white line, yellow lines, etc.)			
Poor	6%	8%	7%
Fair	16%	16%	15%
Average	33%	33%	32%
Good	41%	39%	40%
Excellent	4%	5%	6%
	<b>(855)</b>	<b>(1,124)</b>	<b>(1,173)</b>
• Sight-lines / vegetation (ability to see ahead clearly)			
Poor	6%	7%	7%
Fair	19%	19%	22%
Average	39%	37%	33%
Good	33%	33%	34%
Excellent	3%	3%	4%
	<b>(853)</b>	<b>(1,116)</b>	<b>(1,177)</b>
• Conditions of county bridges			
Poor	4%	2%	2%
Fair	10%	9%	13%
Average	42%	41%	38%
Good	41%	45%	42%
Excellent	3%	4%	5%
	<b>(708)</b>	<b>(928)</b>	<b>(957)</b>

6. Please answer to the best of your knowledge, based on what you have noticed or experienced concerning these county services.

b) Parks

	Prior Year Totals		
	2007	2005	2003
• Adequate number of parks			
Poor	9%	9%	<i>In 2003, asked: "accessibility / number of park facilities"</i>
Fair	13%	15%	
Average	29%	31%	
Good	38%	37%	
Excellent	10%	7%	
	<b>(739)</b>	<b>(900)</b>	
• Adequate number of ball fields			
Poor	9%	9%	9%
Fair	14%	17%	14%
Average	30%	31%	28%
Good	37%	35%	39%
Excellent	9%	9%	10%
	<b>(587)</b>	<b>(738)</b>	<b>(926)</b>

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

Service Efforts and Accomplishments Report 2002—2006 Appendix: Citizen Survey

(6b, noticed or experienced concerning Parks, continued)	2007	Prior Year Totals	
		2005	2003
• Parks conveniently located			
Poor	7%	6%	
Fair	11%	14%	
Average	30%	30%	
Good	42%	41%	
Excellent	11%	9%	
	<b>(734)</b>	(910)	
• Ball fields conveniently located			
Poor	6%	8%	
Fair	13%	12%	
Average	33%	35%	
Good	38%	38%	
Excellent	10%	8%	
	<b>(570)</b>	(727)	
• Cleanliness of park grounds and trails			
Poor	1%	2%	1%
Fair	9%	9%	7%
Average	29%	29%	24%
Good	52%	51%	56%
Excellent	10%	10%	12%
	<b>(728)</b>	(893)	(960)
• Safety and security of parks			
Poor	4%	4%	5%
Fair	16%	16%	15%
Average	40%	37%	32%
Good	36%	40%	42%
Excellent	4%	4%	7%
	<b>(685)</b>	(846)	(915)
• Safety and security of trails			
Poor	6%	5%	7%
Fair	19%	21%	18%
Average	41%	36%	33%
Good	31%	35%	38%
Excellent	3%	3%	5%
	<b>(648)</b>	(805)	(861)
• Adequate amenities at parks			
Poor	4%	<i>not asked</i>	
Fair	17%	<i>in prior</i>	
Average	41%	<i>years</i>	
Good	33%		
Excellent	4%		
	<b>(698)</b>		
• Maintenance of restrooms and picnic shelters			
Poor	6%	9%	4%
Fair	18%	18%	18%
Average	38%	35%	36%
Good	35%	34%	37%
Excellent	4%	5%	5%
	<b>(672)</b>	(798)	(857)

**6. Please answer to the best of your knowledge, based on what you have noticed or experienced concerning these county services.**

**b) Community Development (new section in 2007)**

	Poor	Fair	Average	Good	Excellent	Total Opinions
Fire safety inspection (business, church, other)	1%	8%	37%	44%	9%	(443)
Licensing your pet	5%	9%	42%	34%	9%	(525)
Uncontrolled / problem animals	10%	17%	39%	30%	4%	(603)
Permits and inspections for new building or additions	17%	25%	36%	19%	4%	(506)
Animal abuse	6%	11%	48%	32%	3%	(431)
County code enforcement (e.g., noise, junk, signs)	16%	25%	35%	22%	2%	(693)
Zoning / subdividing parcels of land	30%	27%	30%	12%	2%	(658)

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

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

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

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

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

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

**DEMOGRAPHIC INFORMATION**

	<b>Prior Year Totals</b>		
	<b>2007</b>	<b>2005</b>	<b>2003</b>
<b>9. How many people including yourself live in your household? (Write in the number of people in each age group)</b>	<i>Average per respondent</i>		
Age 9 and under	<b>0.3</b>	0.3	0.3
Age 10 to 19	<b>0.4</b>	0.3	0.4
Age 20 to 54	<b>1.1</b>	1.1	1.2
Age 55 and over	<b>0.9</b>	0.8	0.7
<b>10. How long have you lived in Clark County?</b>			
Less than 2 years	<b>1%</b>	5%	6%
2-5 years	<b>10%</b>	13%	14%
6-10 years	<b>18%</b>	15%	14%
11 years or more	<b>72%</b>	66%	66%
	<b>(872)</b>	(1,152)	(1,197)
<b>11. How would you describe your ethnic background?</b>			
Caucasian	<b>93%</b>	91%	90%
Hispanic/Latino	<b>1%</b>	2%	2%
African American	<b>1%</b>	1%	1%
Asian American	<b>3%</b>	2%	2%
Native American	<b>1%</b>	2%	3%
Other	<b>1%</b>	2%	2%
	<b>(856)</b>	(1,136)	(1,210)
<b>12. What is the last level of education you had the opportunity to complete?</b>			
High school or less, GED	<b>12%</b>	18%	17%
Some college	<b>31%</b>	30%	30%
Associate's degree	<b>13%</b>	13%	13%
Bachelor's degree	<b>27%</b>	22%	23%
Graduate degree	<b>18%</b>	16%	16%
	<b>(865)</b>	(1,148)	(1,193)
<b>13. Which of the following best describes your age?</b>			
18-24	<b>1%</b>	3%	2%
25-34	<b>8%</b>	8%	12%
35-44	<b>16%</b>	17%	20%
45-54	<b>25%</b>	23%	23%
55-64	<b>25%</b>	23%	20%
65 or over	<b>24%</b>	26%	22%
	<b>(868)</b>	(1,145)	(1,197)
<b>14. a) Do you work outside your home?</b>			
Yes	<b>62%</b>	64%	67%
No	<b>13%</b>	36%	33%
No – retired	<b>25%</b>		
	<b>(869)</b>	(1,150)	(1,199)
<b>14. b) If yes, do you work in Oregon?</b>			
Yes	<b>33%</b>	35%	39%
No	<b>67%</b>	65%	61%
	<b>(512)</b>	(741)	(807)

**A-12** Note: Total number of respondents in parentheses. Percentages may not add to 100 due to rounding.

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For an alternative format, contact the Clark County ADA Compliance Office.  
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