
2011-2012 Biennium Financial Plan

Budget As A Financial Planning Document

Budgets serve a wide variety of purposes. They can serve as policy making tools, management tools, planning tools, and communications devices. Ultimately, however, budgets are financial documents. They should provide a snapshot of the overall financial condition of an entity and of its financial plan for the coming period. This section provides that information. Other sections of the document present the budget in terms of services, programs, and organizational structures. This section focuses on the financial dimension, and is organized around individual funds, revenue sources, and categories of expenditures.

The 2011/2012 Clark County budget is a product of a strategic planning process which, through its statement of fiscal policies and budget objectives, provides a framework for funding decisions.

The 2011/2012 Budget and the Long-Range Plan

The 2011/2012 Adopted Budget contains detailed funding information for the first two years of the long-range planning period. Current funding decisions frequently involve long-term financial implications and commitments. For this reason, it is critical that the budget be developed within the long-range plan to ensure that adequate resources will be available for future needs.

Clark County has extended its financial planning horizon to better plan for future funding needs by:

- Replacing the one year budget cycle with a biennial budget that began for the 1999/2000 period, and
- Developed long-range expenditure forecasts in key areas.

These enhancements effectively double the planning horizon.

Financial Structure of Clark County

Fund Accounting

Like most governmental entities, Clark County organizes its finances on the basis of "funds." A fund is a self-contained, independent financial entity with its own assets and liabilities. Each fund has its own balance sheet and, in effect, is treated as a separate "business" for accounting purposes.

The 2011-2012 budget includes expenditures for 99 funds, ranging from the General Fund (\$279.3 million) to a Park Development Fund (\$8,000). A description of each fund is provided later in this section, including projected revenue, 2011/2012 adopted budget, beginning balance and ending balance.

Fund Types

Funds can be classified according to the accounting conventions which apply to them. "Governmental" funds are governed by accounting standards developed specifically for government. "Proprietary" funds are controlled by the same accounting standards which apply to private business. (For more details on this distinction, see Basis of Accounting, below). Within these categories, there are seven fund types (listed on the left).

Importance of Financial Planning

The County as an institution has multiple partners, including citizens, taxpayers, businesses, employees and other governments. As a major institutional, economic and service force in the region, it is important that the County strengthen its relationships with its partners by adopting clear and comprehensive financial policies.

Clark County is accountable to its citizens for the use of public dollars. County resources should be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs.

The 2011-2012 Adopted Budget is intended to serve as the County's financial plan to meet the established policy goals and objectives.

Fund Types

Governmental

- *General Fund*
- *Special Revenue Funds*
- *Debt Service Funds*
- *Capital Projects Funds*
- *Fiduciary Funds*

Proprietary

- *Internal Service Funds*
 - *Enterprise Funds*
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Basis of Accounting and Budgeting

The "basis of accounting" and the "basis of budgeting" determine when revenues and expenditures are recognized.

The "basis of accounting" and "basis of budgeting" determine when revenues and expenditures are recognized for the purposes of financial reporting and budget control. Accounting on a "cash basis" means that revenues and expenditures are recorded when cash is actually received or paid out. This method is used by many small businesses, but it has limitations which make it unsuitable for larger, more complex organizations. Most larger businesses employ "full accrual accounting," in which revenues are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the costs of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Clark County, like most government entities, employs a hybrid basis of accounting termed "modified accrual".

Governments typically employ a hybrid basis of accounting termed "modified accrual". Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. However, capital expenditures are recognized at the time of the purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year, because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, governments frequently report capital expenditures separately from operating costs in their budget documents.

The "basis of accounting" and "basis of budgeting" are the same within each fund type.

Clark County uses modified accrual accounting and budgeting for its governmental fund types, including the General Fund, special revenue funds, debt service funds, and capital project funds. For proprietary fund types, including enterprise funds and internal service funds, the County uses full accrual accounting and budgeting.

Accounting for Internal Transactions

Internal (inter-fund) transactions represent non-cash expenditures and non-cash revenue because no cash enters or leaves the County as a whole.

One consequence of fund accounting is the existence of inter-fund transactions, including transfers, internal service payments, loans and capital contributions. These transactions record the movement of money between County funds. Internal (inter-fund) transactions represent non-cash expenditures and non-cash revenue when the County budget is viewed as a whole, because no cash enters or leaves the County.

Internal transactions make up 23 percent of the 2011-2012 budget.

Internal transactions have the impact of inflating the apparent size of the County budget. The 2011-2012 budget, which totals \$886.2 million, includes \$174.8 million of these internal transactions, or 23 percent. This tends to mask otherwise apparent expenditure trends. The financial information presented later in this section identifies cash and non-cash transactions separately to more clearly display underlying trends.

Washington State Budgeting Accounting & Reporting System

The Washington State Budgeting Accounting & Reporting System (BARS) Manual sets forth both general principles of budgeting and detailed procedural guidelines used by Clark County.

State law empowers the State Auditor to prescribe a uniform chart of accounts and a uniform budgeting, accounting, and reporting system for all local governments in Washington. This system is known as the Budget Accounting and Reporting System (BARS).

Part Two of Volume One of the BARS Manual pertains to budgeting and contains general principles of budgeting and detailed procedural guidelines. These principles and guidelines are reflected in the County's budget process.

Financial Overview

Revenue & Expenditure Overview

The following table summarizes all revenues and expenditures over the eight year period from 2005 to 2012. Revenues are displayed by major source with external revenues shown separately from internal revenues. Expenditures are displayed by major category with external expenditures shown separately from internal expenditures.

It is notable that approximately 23 percent of revenues and expenditures result from internal transactions between Clark County entities. These internal transactions are also referred to as non-cash transactions because no cash enters or leaves the County. They are used primarily to keep track of operating subsidies or charges for internally provided services.

8 Year Revenue and Expenditure Summary (Millions)				
	05/06 Actuals	07/08 Actuals	09/10 Actuals	11/12 Budget
Revenue Source				
Property Tax	161.3	177.1	191.2	191.1
Sales Tax	52.9	60.1	52.2	54.2
Other Taxes	49.3	39.2	31.0	31.1
Charges for Service	92.3	106.1	84.0	120.9
Intergovernmental	179.3	234.0	201.1	199.6
Bond Proceeds	74.5	12.4	2.4	14.6
Other External Rev.	65.6	78.2	166.9	52.9
External Revenue	675.3	707.2	728.8	664.3
Internal Revenue	159.7	224.4	66.5	208.8
Total Revenue	835.0	931.6	795.3	873.1
Exp. Category				
Salaries & Benefits	246.7	290.7	285.7	293.6
Supplies & Services	229.0	279.2	253.7	305.1
Debt Service	98.9	31.6	31.5	33.5
Fixed Assets	100.1	111.4	57.0	79.2
External Expenditures	674.5	713.0	627.9	711.5
Internal Expenditures	155.9	216.2	188.9	174.8
Total Expenditures	830.4	929.1	816.9	886.2
Annual Surplus (Deficit)	4.6	2.5	(21.6)	(13.1)

As shown in the table, revenues exceeded expenditures by \$4.6 million in 05/06, by \$2.5 million in 07/08 then, expenditures exceed revenues by \$21.6 million in 09/10, and by \$13.1 million in 11/12.

Actual expenditures and revenues were essentially equal in 05/06 budget as several capital projects were completed that were started in the prior biennia as well as a strong local economy reflected in increased property taxes through new construction and an increase in sales tax collections. This trend is also reflected in the 07/08 budget when 3/10ths of one percent sales increase was overshadowed by a slowing economy beginning in the fall of 2008. The 09/10 biennium deficit reflects the use of reserves to mitigate program reductions as the county reacted to the Great Recession. The county general fund reduced the budget by \$62 million or 22% and cut staffing by 122 positions. Other areas of the budget also had reductions including Public Health and Community Development which added to reduced staffing by 143 positions. Overall, the county reduced its workforce by 15%.

A detailed analysis of expenditures and revenues for the current budget cycle and the prior six years is provided later in this section.

Change in Fund Balance

Beginning Fund Balance Estimate \$154.1 million as of Jan. 1, 2011

Beginning fund balances represent the unexpended financial resources available from prior years.

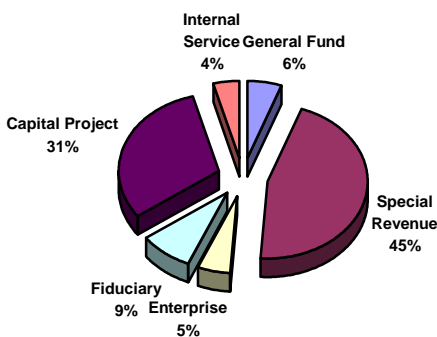
The table below summarizes the 2011/2012 Clark County budget by type of fund. The beginning balances in the first column are estimates developed during the last month of 2010. From the beginning balances, revenues are added and expenditures are subtracted to arrive at the projected ending balance.

Ending Fund Balance Projection \$141.1 million on Dec. 31, 2012

Ending fund balances represent the unexpended financial resources available to the County for future use. They serve a number of purposes such as providing a cushion against financial emergencies, operating liquidity, and the earmarking of funds for future projects.

2011/2012 Budget by Type of Fund				
	Beginning Balance	Revenues	Expenditures	Ending Balance
General Fund	7,766,913	279,356,180	279,296,611	7,826,482
Special Revenue Funds				
County Roads	15,655,251	134,472,521	128,993,650	21,134,122
Community Services Funds	26,077,038	143,090,980	156,819,341	12,348,677
Planning and Code Fund	2,482,696	11,564,876	8,170,210	5,877,362
Special Law Enforcement Fund	727,617	7,709,488	8,003,561	433,544
Camp Bonneville Fund	64,525	4,653,600	4,653,600	64,525
Campus Development Revenue Fund	2,773,953	8,737,308	8,709,309	2,801,952
Mental Health Sales Tax Fund	583,141	9,292,652	9,261,905	613,888
Law & Justice Sales Tax Fund	419,300	7,709,488	8,003,561	125,227
Clark County Fair Fund	496,517	8,704,615	8,539,309	661,823
MPD-Operations Fund	3,787,489	7,838,296	8,077,977	3,547,808
Permanent Reserve	6,641,919	-	-	6,641,919
Health Department	1,910,150	23,882,244	24,944,183	848,211
GIS Fund	465,539	4,210,898	4,493,178	183,259
CRESSA Emergency	1,634,927	6,350,246	3,493,302	4,491,871
Other Special Revenue Funds	5,066,149	20,676,730	21,433,901	4,308,978
Special Revenue Funds - Subtotal	68,786,211	398,893,942	403,596,987	64,083,166
Debt Service Funds - Subtotal	-	25,386,863	25,386,864	(1)
Capital Project Funds				
Traffic Impact Fee Funds	2,361,042	23,210,282	912,348	24,658,976
Economic Development	8,715,550	1,100,000	6,302,242	3,513,308
Parks Dedicated Fund-1/4% REET	6,161,299	10,512,000	14,343,128	2,330,171
Park Impact Fee Funds	6,401,386	7,587,244	7,399,292	6,589,338
Real Estate Excise Tax	5,183,051	4,600,000	9,477,265	305,786
Technology Reserve	1,655,292	1,160,640	2,262,051	553,881
Conservation Future-Parks	3,006,163	3,904,390	4,116,646	2,793,907
Other Capital Project Funds	2,223,077	3,224,570	2,894,748	2,552,899
Capital Project Funds - Subtotal	35,706,860	55,299,126	47,707,720	43,298,266
Enterprise Funds				
Wastewater Maintenance & Ops	2,396,499	13,537,024	15,766,918	166,605
Sewer Debt Service Fund	14,665	6,862,998	6,862,999	14,664
Solid Waste	1,265,568	9,422,692	6,971,976	3,716,284
Salmon Creek WWTP Construction	2,253,169	370,000	1,604,300	1,018,869
Clean Water	7,433,919	13,763,814	20,298,471	899,262
SCWPT Repair & Replacement Fund	1,040,101	1,127,000	470,000	1,697,101
Enterprise Funds - Subtotal	14,403,921	45,083,528	51,974,664	7,512,785
Internal Service Funds				
Equipment Rental & Revolving	6,482,755	29,780,496	35,753,218	510,033
Central Support Services	1,671,926	16,009,252	16,111,964	1,569,214
General Liability Insurance	290,868	3,984,616	3,598,400	677,084
DP Equipment Repair & Replacement	1,702,410	5,449,354	5,695,077	1,456,687
Elections	908,706	4,016,648	4,657,706	267,648
Workers Comp. Insurance	83,925	4,137,606	3,977,247	244,284
Major Maintenance Fund	247,408	370,000	600,000	17,408
Unemployment Insurance	1,208,703	1,115,286	1,817,736	506,253
MDC and Radio ER&R	493,630	628,002	632,640	488,992
Retirement/Benefits Reserve	222,550	1,437,262	1,463,524	196,288
Internal Service Funds - Subtotal	13,312,881	66,928,522	74,307,512	5,933,891
Fiduciary Funds - Subtotal	14,172,706	2,174,000	3,949,010	12,397,696

Ending Fund Balances as Percent of Total
December 31, 2012



The adopted budget schedule, which shows all funds individually, appears in Appendix 1.

Budget by Fund

General Fund Revenue

Property Tax	\$107,473,620
Sales Tax.....	24,306,963
Other Taxes	18,059,532
Licenses / Permits	4,928,941
Intergovernmental.....	44,716,202
Charges for Services	40,995,525
Fines / Forfeitures.....	6,931,616
Miscellaneous	6,378,308
Other Sources.....	25,565,473
Total Revenue	\$279,356,180

General Fund Expenditures

Salaries & Benefits	\$187,431,795
Supplies & Services.....	49,860,136
Debt Service	26,792
Capital Expenditures.....	750,000
Internal Exp.....	41,227,888
Total Expenditures...	\$279,296,611
 Fund Bal. Increase	 \$59,569

Taxes account for 54 percent of General Fund revenues. Additional sources include intergovernmental revenues, transfers from other funds, fines, interest earnings, license and permit fees, charges for certain services, and indirect costs payments from other departments.

County Funds: Descriptions and Projected Balances

The following describes each County fund, purpose, principal revenue sources, and its overall financial condition for the 2011/2012 biennial budget.

General Fund

The General Fund is a governmental-type fund used mainly to account for the County's general purpose or "unrestricted" revenues. Like most government entities, Clark County has one general fund.

General Fund (Fund 0001)

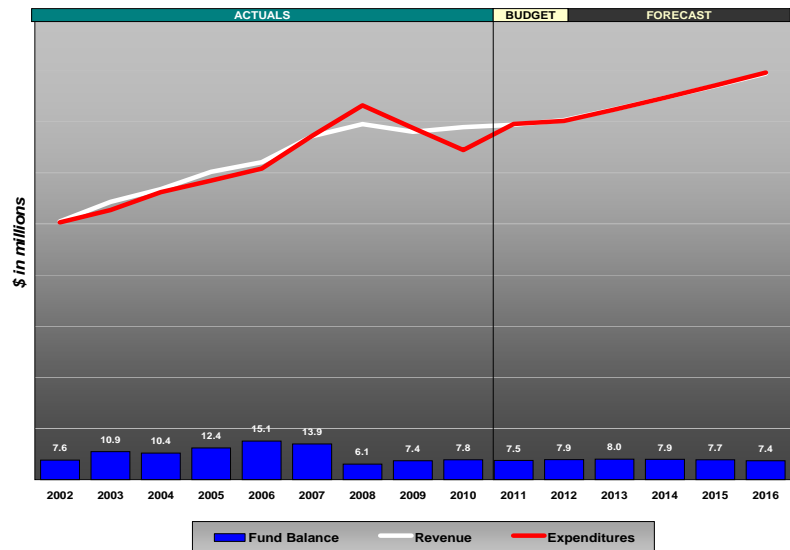
Beginning Balance	\$7,766,913
Revenues.....	279,356,180
Expenditures.....	279,296,611
Ending Balance	7,826,482

The General Fund is the County's largest single fund, and serves as the primary operating fund. Revenues that the County is not required to account for in a separate fund are deposited in the General Fund.

Broadly speaking, the General Fund accounts for the County's unrestricted resources. General Fund revenues, with a few exceptions, can be used for any appropriate public purpose and, as a result, requests for General Fund resources typically far exceed the amount available. The County's financial stability, and its ability to maintain service levels, depends heavily on a quality forecast of General Fund revenues and expenditures. A six year forecast was first developed in 1998 and continues to serve as the tool for developing budgets.

General Fund Forecast

Adopted Budget 12-08-10



The Clark County Commissioners have allowed only limited growth of General Fund expenditures in prior biennia. The 2007/2008 budget reflects a commitment to increase funding of law and justice departments through an additional 2/10ths of one percent sales tax. In response to the downturn in the economy, the 2009/10 budget reduces expenditures to all departments but prioritizes law and justice departments through a six percent budget reduction while other departments' budgets were reduced by twelve percent.

Special Revenue Funds

Special Revenue funds are governmental-type funds which account for revenues collected for specific, restricted purposes. The County has 42 such funds.

Special Revenue Funds

Special Revenue Funds Revenue

<i>Intergovernmental</i>	\$147,995,745
<i>Taxes</i>	114,451,863
<i>Charge for Services</i>	61,826,753
<i>Other Sources</i>	30,809,473
<i>Miscellaneous</i>	18,272,432
<i>Bond Proceeds</i>	14,577,000
<i>Licenses & Permits</i>	10,613,620
<i>Fines & Forfeitures</i>	347,056
Total Revenue	\$398,893,942

Special Revenue Fund Expenditures

<i>Supplies & Services</i> ...	\$190,150,781
<i>Internal Exp</i>	87,294,327
<i>Salaries & Benefits</i>	77,790,416
<i>Capital Expenditures</i>	48,161,463
<i>Debt Service</i>	200,000
Total Expenditures ...	\$403,596,987

Fund Bal. Decrease **\$4,703,045**

County Road Fund (Fund 1012)

Beginning Balance	\$15,655,251
Revenues	134,472,521
Expenditures.....	128,993,650
Ending Balance	21,134,122

The Road Fund accounts for revenues dedicated to the planning, design, construction, and maintenance of roads in the unincorporated portion of the County. Principal revenue sources include a tax on unincorporated property in the county, a share of the State's gasoline tax, and capital project grants from the state and federal government. Prior years included a significant amount of revenue from new development within the unincorporated area, but projections do not anticipate a continuation of that level of activity. The Road Fund's revenue is used to support the projects listed in the Six-Year Transportation Improvement Program (TIP).

The Road Fund contains the budget for the design, engineering, and administrative functions of Public Works, including records and public information. Capital spending, chiefly for right-of-way acquisition, road construction and road overlays, accounts for the majority of the expenditures in this fund. The Road Fund also "buys" a significant amount of service from other County entities through internal service arrangements.

Mental Health Fund (Fund 1952)

Beginning Balance	\$15,336,140
Revenues	67,129,366
Expenditures.....	82,114,916
Ending Balance	350,590

This fund, administered by the Department of Community Services, accounts for the County's mental health programs. Major revenue sources include state grants and a dedicated, countywide property tax levy.

Planning and Code Fund (Fund 1011)

Beginning Balance	\$2,482,696
Revenues	11,564,876
Expenditures.....	8,170,210
Ending Balance	5,877,362

This fund accounts for the revenues and expenditures associated with land use planning, development review, and building permits. Major revenue sources include building permits, planning fees, and transfers from the General Fund. With growing reductions in building and development activities and fee revenue, the Community Development Department has begun restructuring and has reduced its work force by more than 43 positions. The number of operating hours open to the public has been reduced.

Community Development Block Grant (Fund 1939)

Beginning Balance	\$1,157
Revenues	5,100,000
Expenditures.....	5,045,946
Ending Balance	55,211

Programs within this fund assist in the development of viable communities by providing decent housing, principally for persons of low and moderate income. State and federal grant revenue fund the Housing Rehabilitation, Home Weatherization, Energy Assistance, Community Development Block Grant and the HOME Investment Partnerships programs.

Special Law Enforcement Fund (Fund 1009)

Beginning Balance	\$727,617
Revenues	7,709,488
Expenditures.....	8,003,561
Ending Balance	433,544

The Special Law Enforcement Fund is intended to account for the proceeds of the 2/10 percent County sales tax which is dedicated to the provision of additional law enforcement personnel. All revenue from this tax flows into the Special Law Enforcement Fund.

Each year, an amount is transferred from this fund to the General Fund based on the costs of certain staff in the Sheriff's Office. Any remaining tax is retained in the Special Law Enforcement Fund as a reserve.

Youth and Family Resource Fund (Fund 1934)

Beginning Balance	\$63,713
Revenues	1,749,568
Expenditures.....	1,808,500
Ending Balance	4,781

This fund is used to provide services that are prevention oriented and aimed at reducing violence to families and youth. Expenditures also fund community action programs that support emergency food and shelter services.

Substance Abuse Fund (Fund 1954)

Beginning Balance	\$923,132
Revenues	16,294,926
Expenditures.....	16,955,647
Ending Balance	262,411

This fund receives State and Federal grants to provide drug and alcohol abuse treatment and related services. These services are provided through contracts with private sector providers. The fund is administered by the Department of Community Services.

Tourism Promotion Area Fund (Fund 1031)

Beginning Balance	\$92,476
Revenues	1,785,000
Expenditures.....	1,785,000
Ending Balance	92,476

This fund was created in 2004 by inter-local agreement and includes the unincorporated area of Clark County as well as the incorporated area of the City of Vancouver. The Tourism Promotion Area (TPA) imposes a \$2 per room per night charge on transient lodgers in hotels/motels with 40 or more rooms within the area. The Southwest Washington Convention and Visitors Bureau has sole discretion on how the TPA money is expended on tourism promotion.

Clark County Fair Fund (Fund 1003)

Beginning Balance	\$496,517
Revenues	8,704,615
Expenditures.....	8,539,309
Ending Balance	661,823

This fund accounts for the revenues and expenditures associated with the County Fairgrounds, including the annual Fair event. During 2004, management of the fairgrounds was transferred to the new private, non-profit Fair Site Management Group (FSMG). This group oversees all budgetary, event and operations of the fairgrounds, except the ten day county fair, which remains under the direction of the Fair Association. A new 100,000 square foot Exhibition Hall was completed in 2005. As revenue from gates, parking, concession, and rental fees increase, further construction at the fairground property is anticipated.

Developmental Disability Fund (Fund 1953)

Beginning Balance	\$593,027
Revenues	8,461,106
Expenditures.....	8,734,948
Ending Balance	319,185

This fund accounts for grant and property tax revenues received to provide services to the developmentally disabled. Services are provided through contracts with private sector providers. This fund is administered by the Department of Community Services.

Tri-Mountain Golf O&M Fund (Fund 1008)

Beginning Balance	\$153,076
Revenues	3,750,000
Expenditures.....	3,503,140
Ending Balance	399,936

This fund accounts for the operating revenue and expenditures associated with the Tri-Mountain Golf Course, which was acquired in mid-1997 from the Port of Ridgefield. Major revenue sources include green fees, rental charges, and merchandise receipts. Expenditures are primarily payments to the operating vendor, Billy Casper Golf, for course maintenance services.

GIS Fund (Fund 1007)

Beginning Balance	\$465,539
Revenues	4,210,898
Expenditures.....	4,493,178
Ending Balance	183,259

This fund accounts for geographic information service (GIS) revenues and expenditures. The GIS related revenue and expenditures are budgeted separately from the General Fund to facilitate cost analysis and revenue tracking.

Auditor's O&M Fund (Fund 1002)

Beginning Balance	\$1,683,309
Revenues	911,000
Expenditures.....	1,070,662
Ending Balance	1,523,647

This fund, mandated by State law, accounts for certain revenues earmarked for the maintenance and preservation of public records. These revenue sources include a surcharge on the document recording fee and certain State shared revenue.

Emergency Services Communication Systems Fund (Fund 1010)

Beginning Balance	\$1,634,927
Revenues	6,350,246
Expenditures.....	3,493,302
Ending Balance	4,491,871

This fund accounts for a special telephone tax enacted by the voters of Clark County to improve the level of emergency communications services. The money in this fund is passed on to the Clark Regional Communications Agency where it finances Enhanced-911 service and Computer Aided Dispatching, and system replacement costs.

Narcotics Task Force Fund (Fund 1017)

Beginning Balance	\$88,264
Revenues	851,400
Expenditures.....	851,400
Ending Balance	88,264

This fund accounts for the revenues and expenditures associated with the joint Clark-Skamania Narcotics Task Force. This task force, which includes participation by both city and county law enforcement officials, is funded through asset seizure and grant revenues.

Child Abuse Intervention Center Fund (Fund 1018)

Beginning Balance	\$60,254
Revenues	1,276,300
Expenditures.....	1,294,707
Ending Balance	41,847

This fund supports the administrative, clerical, and support staff for the joint Vancouver-Clark County child abuse investigation and prosecution effort. Expenditures include supplies and office space rental and have historically been financed with State shared revenue received through an agreement with the City of Vancouver, as well as grant revenues.

Radio Communications Fund (Fund 1005)

Beginning Balance	\$430,470
Revenues	2,359,938
Expenditures.....	2,402,314
Ending Balance	388,094

This fund accounts for the operating budget of the 800 MHz communications system. Clark County is the regional provider of radio and dispatch service, and as such, receives funding from both internal and external users to operate the 800 MHz Radio Communication System.

Emergency Medical Services Fund (Fund 1004)

Beginning Balance	\$619,474
Revenues	1,624,694
Expenditures.....	1,689,754
Ending Balance	554,414

The EMS Fund pays for contracted paramedic ambulance services. This separate fund was created in response to federal insurance regulations that require all revenues generated through fees and fines to go directly to patient care services.

Administration/Grants Management Fund (Fund 1935/1932)

Beginning Balance	\$991,822
Revenues	9,046,296
Expenditures.....	9,642,665
Ending Balance	395,453

This fund is used to provide management and support for Department of Community Services units, Clark County departments, and the public. Services include administration, contract management, monitoring, and fiscal services.

Veterans Assistance Fund (Fund 1019)

Beginning Balance	\$970,845
Revenues	649,538
Expenditures.....	1,269,501
Ending Balance	350,882

This fund accounts for the property tax levy dedicated by state law to veterans' assistance. This fund provides emergency financial assistance to veterans and to their surviving spouses. This fund is administered by the Dept. of Community Services and is included in the "Community Services" line of the Budget by Fund table.

Crime Victim/Witness Assistance Fund (Fund 1022)

Beginning Balance	\$158,927
Revenues	753,372
Expenditures.....	912,002
Ending Balance	297

This fund finances assistance to crime victims and witnesses. Revenues include penalties assessed against criminals, and various grants. In 1995, the State Legislature changed the priority order of repayments to allocate victim restitution first, then penalties assessed for crime victim and witnesses assistance.

Sheriff Special Investigation Fund (Fund 1015)

Beginning Balance	\$347,007
Revenues	205,000
Expenditures.....	109,500
Ending Balance	442,507

This fund accounts for asset seizure revenues accruing to Clark County through drug investigations. In addition, special donations received by the Sheriff's Office are deposited into this fund.

Permanent Reserve Fund (Fund 1030)

Beginning Balance	\$6,641,919
Revenues	0
Expenditures.....	0
Ending Balance	6,641,919

This fund represents the County's emergency operating reserve. The general policy is to maintain a reserve level of 6 percent against general fund revenues. The 2011 balance represents 4.8 percent.

CJA 0.1% Sales Tax Fund (Fund 1023)

Beginning Balance	\$117,797
Revenues	5,190,876
Expenditures.....	5,194,172
Ending Balance	114,501

This fund was established to track the 1/10% Criminal Justice sales tax revenue. This tax revenue is dedicated to criminal justice uses with 10% allocated to early intervention for youth.

SAMHSA (Fund 1956)

Beginning Balance	\$59,707
Revenues	1,161,434
Expenditures.....	780,708
Ending Balance	440,433

This fund was established to build a system of care for children with serious emotional disabilities. Grant funding from Substance Abuse and Mental Health Services Administration (SAMHSA) pays for the comprehensive service delivery infrastructure for children and adolescents linking participating service systems and integrated case management.

Human Services Fund (Fund 1957)

Beginning Balance	\$704,638
Revenues	869,008
Expenditures.....	783,956
Ending Balance	789,690

This fund consolidates funding and operations of Ombudsman, Community Choices, Youth Investment, and Volunteer Lawyers. These functions were formerly funded and operated by Clark County and City of Vancouver.

Anti-Profiteering Revolving Fund (Fund 1024)

Beginning Balance	\$69,871
Revenues	2,000
Expenditures.....	0
Ending Balance	71,871

This fund was established to account for the proceeds of racketeering prosecutions. These funds are available to finance additional racketeering investigations and prosecutions.

Health Department Fund (Fund 1025)

Beginning Balance	\$1,910,150
Revenues	23,882,244
Expenditures.....	24,944,183
Ending Balance	848,211

This fund was established in 2003/2004. Previously, the Health Department was a separate entity governed by a consortium of counties including Clark County. By agreement, the Health Department was consolidated and brought under direct jurisdiction of Clark County. The Department aims to preserve, promote and protect public health in the community.

RSN-Mental Health data systems (Fund 1931)

Beginning Balance	\$390,145
Revenues	4,556,606
Expenditures.....	1,812,692
Ending Balance	3,134,059

This fund was created to account for miscellaneous revenues and expenses. The primary initiatives currently are support services for individuals living with HIV disease, and drug related prevention programs developed in conjunction with the county court system.

Weatherization/Energy Fund (Fund 1936)

Beginning Balance	\$720,097
Revenues	11,080,000
Expenditures.....	11,601,812
Ending Balance	198,285

This fund focuses on weatherization and energy assistance. Funding is used for outreach and assistance to low income households for payment of energy costs; low-cost residential weatherization; and other cost effective energy related home repairs for long-term reduction of energy costs.

CHIF (Fund 1937)

Beginning Balance	\$3,202,929
Revenues	9,430,000
Expenditures.....	7,238,268
Ending Balance	5,394,661

Program resources are from the Clark Housing Investment Fund (CHIF) and State House Bill 1060. Initiatives are directed toward the production and support of affordable housing and operating support for facilities providing shelter and housing for low income and homeless individuals and families.

Prevention Fund (Fund 1933)

Beginning Balance	\$20,873
Revenues	487,132
Expenditures.....	495,699
Ending Balance	12,306

The fund provides programs and services for low-income families and individuals that meet basic needs and that promote self-sufficiency. Services are provided through contracts with community-based organizations and are supported with a variety of federal, state, and local funds. The Community Action Program seeks to involve the poor in the affairs of the community and supports advocacy efforts for low-income people.

Home Fund (Fund 1938)

Beginning Balance	\$74,935
Revenues	6,300,000
Expenditures.....	6,266,170
Ending Balance	108,765

To assist low-income residents with a supply of affordable rental housing, assist in homeownership and provide some operating funds to affordable housing not-for-profit organizations.

Mental Health Reserve Fund (Fund 1955)

Beginning Balance	\$1,868,025
Revenues	0
Expenditures.....	1,500,000
Ending Balance	368,025

Fund established as a reserve for the mental health program.

Camp Bonneville Fund (Fund 1013)

Beginning Balance	\$64,525
Revenues	4,653,600
Expenditures.....	4,653,600
Ending Balance	64,525

In July 2006 Clark County entered into an Environmental Services Cooperative Agreement with the United States Army in which the Army is to provide grant funds for the cleanup of Camp Bonneville. The county will own the facility for mixed use.

Exhibition Hall Dedicated Revenue Fund (Fund 1026)

Beginning Balance	\$1,052,022
Revenues	1,747,150
Expenditures.....	2,220,250
Ending Balance	578,922

The Exhibition Hall was completed at the Clark County Fairgrounds to serve as a site for small to medium events. This fund serves to collect and pay the ongoing debt service, and the maintenance and operations of this facility.

Campus Development Fund (Fund 1027)

Beginning Balance	\$2,773,953
Revenues	8,737,308
Expenditures.....	8,709,309
Ending Balance	2,801,952

The Campus Development Fund accounts for the debt service and maintenance and operations of the county's administration office as well as the Center for Community Health. Expenditures are supported through the collection of rent from non-general fund departments, parking fees, and real estate excise taxes.

MPD-Operations Fund (Fund 1032)

Beginning Balance	\$3,787,489
Revenues	7,838,296
Expenditures.....	8,077,977
Ending Balance	3,547,808

In 2005 the Board of County Commissioners, through a public vote, created the Metropolitan Parks District (MPD) which encompasses the unincorporated urban growth area. Through property taxes collected within this area (27 cents per thousand dollars in assessed valuation), 35 additional parks will be constructed. As of 2010, twenty three parks have been completed. This fund covers the maintenance and operations of these capital projects.

Mental Health Sales Tax Fund (Fund 1033)

Beginning Balance	\$583,141
Revenues	9,292,652
Expenditures.....	9,261,905
Ending Balance	613,888

The Board of County Commissioners approved and implemented an additional 0.1 percent sales tax for the 07/08 biennial budget, collected county wide and dedicated to providing chemical dependency and mental health treatment services and therapeutic court programs to combat crime and confront the effects of widespread use of methamphetamines.

Law & Justice Sales Tax Fund (Fund 1034)

Beginning Balance	\$419,300
Revenues	7,709,488
Expenditures.....	8,003,561
Ending Balance	125,227

The Board of County Commissioners approved an additional 0.2 percent sales tax for the 07/08 biennial budget, collected within the unincorporated boundaries and dedicated to law and justice functions.

Trial Court Improvement Fund (Fund 1029)

Beginning Balance	\$193,202
Revenues	220,000
Expenditures.....	401,000
Ending Balance	12,202

This fund was created in 2005 in compliance with the state code which stipulates that any county with a district court created under a specific state title shall create a county trial court improvement account, to be used for improvements to superior and district court staffing, programs, facilities or services.

Debt Service Fund

Debt Service Fund Revenue

Other Sources..... \$25,386,863

***Total Revenue* \$25,386,863**

Debt Service Fund Expenditures

Debt Service \$25,394,789

***Total Expenditures*..... \$25,386,863**

***Fund Bal. Increase* \$0**

Capital Project Funds

Capital Project Fund Revenue

Charge for Services \$31,055,564

Taxes 12,002,628

Other Sources..... 10,523,634

Intergovernmental 1,160,000

Miscellaneous 557,300

***Total Revenue*..... \$55,299,126**

Capital Project Fund Expenditures

Internal Exp...... \$21,377,179

Capital Expenditures..... 14,287,109

Supplies & Services 9,381,985

Salaries & Benefits..... 2,661,447

***Total Expenditures*..... \$47,707,720**

***Fund Bal. Increase* \$7,591,406**

Debt Service Funds

Debt Service funds are governmental-type funds which account for payments on the County's debt obligation.

General Obligation Bond Fund (Fund 2914)

Beginning Balance \$0

Revenues 25,386,863

Expenditures..... 25,386,863

Ending Balance 0

This fund accounts for principal and interest payments on the County's general obligation bond debt. Payments are financed with transfers from the General Fund, Road Fund, Conservation Futures Fund, Real Estate Excise Tax Fund, Tri-Mountain Golf O&M Fund, Emergency Services Communication Systems Fund, Exhibition Hall Fund, Campus Development Fund, CAD/800 MHz Fund, Technology Reserve Fund, and CHIF Fund.

Capital Project Funds

Capital Project funds are governmental-type funds which account for the acquisition of capital equipment, land, and other major assets, as well as construction projects. The funds listed below record the receipt of ongoing impact fees or tax revenues which are legally dedicated to a particular capital use (e.g., road projects or park projects). Other capital funds track an individual capital project. The County currently has 43 capital project funds.

Traffic Impact Fees (TIF Funds)

Beginning Balance \$2,361,042

Revenues 23,210,282

Expenditures..... 912,348

Ending Balance 24,658,976

This category represents 13 funds combined for the purposes of reporting the revenues and expenditures from various traffic service areas. Traffic impact fees are transferred to the Road Fund for eligible road construction projects.

Real Estate Excise Tax Fund (Fund 3056)

Beginning Balance \$5,183,051

Revenues 4,600,000

Expenditures..... 9,477,265

Ending Balance 305,786

This fund accounts for the proceeds of the primary Real Estate Excise Tax (REET). Revenue is dedicated to financing capital projects identified in the County Comprehensive Plan. Expenditures include transfers to the debt service fund for specific bonded capital projects eligible for REET funding.

Conservation Futures Fund (Fund 3085)

Beginning Balance \$ 3,006,163

Revenues 3,904,390

Expenditures..... 4,116,646

Ending Balance 2,793,907

This fund accounts for a portion of the special county-wide property tax levy of \$0.0625 per \$1,000 of value which is dedicated to the acquisition of open space, sensitive lands, and lands intended to remain undeveloped.

Park Impact Fee Funds (multiple PIF Funds)

Beginning Balance	\$6,401,386
Revenues	7,587,244
Expenditures.....	7,399,292
Ending Balance	6,589,338

This category includes 19 funds combined for the purposes of reporting the revenues and expenditures from various park districts. The park impact fees are transferred to the City of Vancouver for park development and acquisition as part of the regional Parks Department Program created in 1997.

Water Quality Capital Fund (Fund 3120)

Beginning Balance	\$1,000
Revenues	1,000
Expenditures.....	0
Ending Balance	2,000

This fund provides for land acquisition, design, and construction of regional storm water control facilities. It also provides for rehabilitation of stream corridors through re-vegetation and habitat restoration.

CAD/800 MHz System Replacement Fund (Fund 3087)

Beginning Balance	\$2,000,982
Revenues	3,123,570
Expenditures.....	2,794,748
Ending Balance	2,329,804

This fund tracks the costs related to the routine replacement of existing 800 MHz System capital (E-911 service). Funding is through transfers from the Emergency Services Communication Systems Fund.

Regional REET Parks Fund (Fund 3086/3081)

Beginning Balance	\$2,525,096
Revenues	1,460,000
Expenditures.....	2,178,153
Ending Balance	1,806,943

This fund was established in 2008 to track the revenues and costs related to funding for regional parks. The revenues consist of two-thirds of the Real Estate Excise Tax (REET) generated from the sale of property located outside the Vancouver urban growth area, and is used to construct or improve regional parks outside the urban growth area.

Urban REET Parks Fund (Fund 3055)

Beginning Balance	\$3,636,203
Revenues	9,052,000
Expenditures.....	12,164,975
Ending Balance	523,228

This fund was established in 2008 to track the revenues and costs related to funding for parks. The revenues consist of one-third of the Real Estate Excise Tax (REET) generated from the sale of property located outside the Vancouver urban growth area and all of the REET generated within the Vancouver urban growth area, and is used to construct or improve parks within the urban growth area or within the Greater Clark Park District.

Economic Development Dedicated REET (Fund 3083)

Beginning Balance \$8,715,550
Revenues 1,100,000
Expenditures..... 6,302,242
Ending Balance 3,513,308

This fund resulted from an extension of the Parks Real Estate Excise Tax (REET) which split the allocation of tax revenue between the Parks program and the Economic Development program. The program is to encourage the development of infrastructure by partnering with the private sector.

Technology Reserve Fund (Fund 3194)

Beginning Balance \$1,655,292
Revenues 1,160,640
Expenditures..... 2,262,051
Ending Balance 553,881

The County has an Information Systems Strategic Plan to structure the replacement of 20 year old “legacy” systems. In 2002, the general ledger system was replaced with an Oracle based financial management system. For 2003/04, Human Resources/payroll and the computerized budget system were replaced. During 2008, the Assessor and Treasurer property tracking system and the Elections system were major implementations.

Sustainability Capital Fund (Fund 3057)

Beginning Balance \$25,892
Revenues 0
Expenditures..... 0
Ending Balance 25,892

This fund accounts for the capital lease to replace or install new equipment to minimize energy usage and to install solar panels on County buildings.

REET Electronic Technology Fund (Fund 3039)

Beginning Balance \$195,203
Revenues 100,000
Expenditures..... 100,000
Ending Balance 195,203

This fund accounts for technology related to improving the communication between the county and the state for Real Estate Excise Taxes collected by the county through the Treasurer’s Office.

Enterprise Funds

Enterprise Fund Revenue

Charge for Services ...	\$29,886,488
Other Sources	9,053,998
Intergovernmental	5,058,526
Miscellaneous	1,022,016
Taxes	62,500
Total Revenue.....	\$45,083,528

Enterprise Fund Expenditures

Internal Exp.....	\$15,076,140
Supplies & Services.....	13,258,338
Salaries & Benefits.....	8,528,687
Capital	8,248,500
Debt Service.....	6,862,999
Total Expenditures.....	\$51,974,664

Fund Bal. Decrease \$6,891,136

Enterprise Funds

Enterprise funds are proprietary-type funds that account for operations intended to be substantially self-supporting through user charges or fees, similar to a private business. The County has seven such funds.

Solid Waste Fund (Fund 4014)

Beginning Balance	\$1,265,568
Revenues	9,422,692
Expenditures.....	6,971,976
Ending Balance	3,716,284

This fund accounts for the cost of administering the solid waste collection and disposal activities in the County, including waste reduction and recycling. Revenues are collected through a surcharge on garbage collection rates and curbside recycling fees. Recycling fees are passed through the County to an external service provider.

Sewer Fund (Fund 4082)

Beginning Balance	\$1,027
Revenues	0
Expenditures.....	0
Ending Balance	1,027

This fund accounts for the debt service payments for the Meadow Glade wastewater system and receives associated connection fees from Meadow Glade properties.

Wastewater Maintenance & Operations Fund (Fund 4580)

Beginning Balance	\$ 2,395,472
Revenues	13,537,024
Expenditures.....	15,766,918
Ending Balance	165,578

This fund accounts for the operating costs and fee revenue related to the treatment plant and County-owned regional interceptor lines. All revenues collected from wholesalers that are associated with M&O and annual debt service payments flow through this fund.

Sewer Debt Service Fund (Fund 4581)

Beginning Balance	\$14,665
Revenues	6,862,998
Expenditures.....	6,862,999
Ending Balance	14,664

This fund makes debt service payments on revenue and general obligation bonds, and Public Works Trust Fund loans to the treatment plant. Revenue to support these payments is through charges to wholesale customers.

Salmon Creek WWTP Construction Fund (Fund 4582)

Beginning Balance	\$ 2,253,169
Revenues	370,000
Expenditures.....	1,604,300
Ending Balance	1,018,869

This fund is for the expansion project at the wastewater treatment plant (WWTP) and the regional interceptor lines that handle wastewater from homes and businesses in the Hazel Dell, Battle Ground, Orchards, Meadow Glade, and Hockinson areas. The County is currently planning for the next phase of construction.

SCWTP Repair & Replacement Fund (Fund 4583)

Beginning Balance	\$1,040,101
Revenues	1,127,000
Expenditures.....	470,000
Ending Balance	1,697,101

This fund provides for major repairs and replacement of equipment and facilities at the Salmon Creek wastewater treatment plant (SCWTP) and for regional interceptors. The plant and interceptors must meet the requirements of the National Pollutant Discharge Elimination System permit under which the plant operates.

Clean Water Fund (Fund 4420)

Beginning Balance	\$7,433,919
Revenues	13,763,814
Expenditures.....	20,298,471
Ending Balance	899,262

This fund is to collect, track, and budget revenues and expenditures related to Clark County's adopted Clean Water Ordinance. Fees are collected from County residents via formula to fund the maintenance and operation of drainage activities and capital infrastructure.

Internal Service Funds

Internal Service Fund Revenue

<i>Miscellaneous</i>	<i>\$29,517,298</i>
<i>Other Sources.....</i>	<i>19,115,528</i>
<i>Charge for Services</i>	<i>17,906,696</i>
<i>Intergovernmental</i>	<i>389,000</i>
<i>Total Revenue</i>	<i>\$66,928,522</i>

Internal Service Fund Expenditures

<i>Supplies & Services</i>	<i>\$38,539,056</i>
<i>Salaries & Benefits.....</i>	<i>17,214,254</i>
<i>Internal Exp.....</i>	<i>9,745,749</i>
<i>Capital Expenditures.....</i>	<i>7,781,088</i>
<i>Debt Service</i>	<i>1,027,365</i>
<i>Total Expenditures.....</i>	<i>\$74,307,512</i>

Fund Bal. Decrease ***\$7,378,990***

Internal Service Funds

Internal Service funds are proprietary-type funds that account for certain County operations that provide services to other County departments. They receive support from these internal customers, and in some cases from external customers, by charging for services rendered. The County currently has eleven internal service funds.

Unemployment Insurance Fund (Fund 5042)

Beginning Balance	\$1,208,703
Revenues	1,115,286
Expenditures.....	1,817,736
Ending Balance	506,253

This fund is the County's self-insurance reserve for unemployment compensation. Revenues include contributions from all County funds which support payroll expenses; contributions are a fixed percentage of employee salaries. Expenditures represent the payment of claims and administrative fees to the State of Washington.

Elections Fund (Fund 5006)

Beginning Balance	\$ 908,706
Revenues	4,016,648
Expenditures.....	4,657,706
Ending Balance	267,648

This fund accounts for the cost of registering voters and conducting elections. Revenues include General Fund support and reimbursements from other jurisdictions for registration and election services.

General Liability Insurance Fund (Fund 5040)

Beginning Balance	\$290,868
Revenues	3,984,616
Expenditures.....	3,598,400
Ending Balance	677,084

This fund is the County's self-insurance reserve for general liability. Revenues include contributions from the General Fund, the Road Fund, and certain other County funds. Expenditures include payment of claims, settlements, and support for the cost of the Risk Management function within the General Fund.

Worker's Compensation Insurance (Fund 5043)

Beginning Balance	\$83,925
Revenues	4,137,606
Expenditures.....	3,977,247
Ending Balance	244,284

This fund is the County's self-insurance reserve for workers' compensation claims. Revenues include contributions from all County funds which support payroll expenses. Expenditures include claims paid and fees paid to the State.

Retirement/Benefits Reserve Fund (Fund 5044)

Beginning Balance	\$ 222,550
Revenues	1,437,262
Expenditures.....	1,463,524
Ending Balance	196,288

This fund reflects medical costs for members of the Law Enforcement Officers/Firefighters retirement program. Revenues represent a transfer from the General Fund.

Equipment Rental and Revolving Fund (Fund 5091)

Beginning Balance	\$6,482,755
Revenues	29,780,496
Expenditures.....	35,753,218
Ending Balance	510,033

This fund owns, maintains, and replaces the County's fleet of vehicles and heavy equipment. It also purchases inventories of fuel, road rock, and road oil. Revenues are generated via vehicle and equipment rental charges and charges for inventory "sold" to other County operations.

Data Processing Revolving Fund (Fund 5092)

Beginning Balance	\$1,617,786
Revenues	4,283,478
Expenditures.....	4,564,489
Ending Balance	1,336,775

This fund owns, maintains, and replaces virtually all of the County's personal computers and related peripheral devices. Revenues in this fund are generated via charges paid by participating departments.

Server Equipment Repair & Replacement Fund (5090)

Beginning Balance	\$84,624
Revenues	1,165,876
Expenditures.....	1,130,588
Ending Balance	119,912

This fund owns, maintains, and replaces virtually all of the County's network servers. Revenues in this fund are generated through indirect charges to non-General Fund departments and from the General Fund.

Central Support Services Fund (Fund 5093)

Beginning Balance	\$1,671,926
Revenues	16,009,252
Expenditures.....	16,111,964
Ending Balance	1,569,214

This fund accounts for the costs of maintaining County buildings, utilities (heat and electricity), and the operation of the County's central store of general office supplies. Revenues include building rents charged to non-County occupants, General Fund support, and charges for office supplies provided to County departments.

Radio ER&R Fund (Fund 5096)

Beginning Balance	\$493,630
Revenues	628,002
Expenditures.....	632,640
Ending Balance	488,992

This fund accounts for the repair and replacement of Mobile Data Terminals and 800 MHz radios utilized by the County Sheriff's Office. Revenues include one-time funding from the Equipment Rental & Revolving Fund and the Sheriff's Special Revenue Fund. On-going funding is through equipment rates. This provides a systematic method of replacing equipment.

Major Maintenance Fund (Fund 5193)

Beginning Balance	\$247,408
Revenues	370,000
Expenditures.....	600,000
Ending Balance	17,408

This fund replaced the former Major Maintenance Reserve [Capital] Fund in order to change the designation to an internal service fund. Revenues are transferred from other County funds. Expenditures are primarily for building materials and supplies.

Fiduciary Funds

Fiduciary Funds Revenue

Charge for Services \$1,255,000
Miscellaneous 654,000
Intergovernmental 265,000
***Total Revenue* \$2,174,000**

Fiduciary Funds Expenditures

Supplies & Services \$3,949,010
***Total Expenditures* \$3,949,010**

***Fund Bal. Decrease* \$1,775,010**

Fiduciary Funds

Fiduciary Funds account for assets held as an agent or trustee for other entities. Agency Funds are clearing accounts for assets held by Clark County in its role as custodian. The county has four agency funds.

Jail Commissary Fund (Fund 6311)

Beginning Balance \$340,080
Revenues 1,871,000
Expenditures 1,871,000
Ending Balance 340,080

This fund accounts for the personal property of individuals incarcerated in the County Jail. Any balance remaining in an individual's account is returned upon release.

BJA-Block Grant Trust Fund (Fund 6315)

Beginning Balance \$24,616
Revenues 265,000
Expenditures 207,534
Ending Balance 82,082

This fund accounts for block grant receipts from the Department of Justice. These grants are utilized by the Sheriff's Office.

Solid Waste Closure Fund (Fund 6310)

Beginning Balance \$13,767,213
Revenues 0
Expenditures 1,832,476
Ending Balance 11,934,737

This fund accounts for the closure and monitoring activities related to a landfill. The fund was established in response to a state order for monies to be set aside to ensure aquifers do not become contaminated.

Juvenile Fund (Fund 6314)

Beginning Balance \$40,797
Revenues 38,000
Expenditures 38,000
Ending Balance 40,797

This fund was established to account for the personal property of individuals incarcerated in the juvenile detention center. Any balance remaining in an individual's account is returned upon release.

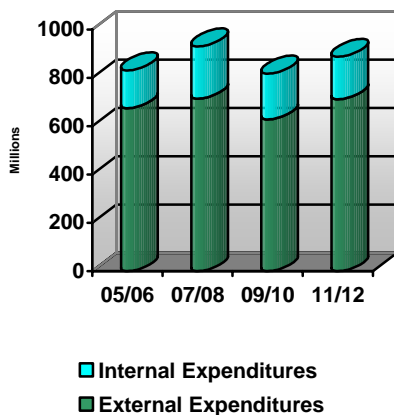
Expenditure Analysis

This section of the budget reviews the County's major expenditure categories. The figures presented here are County-wide, meaning that they cut across all funds and departments. Effort has been made to ensure that the historical data shown are as comparable as possible.

Historical Expenditure Analysis

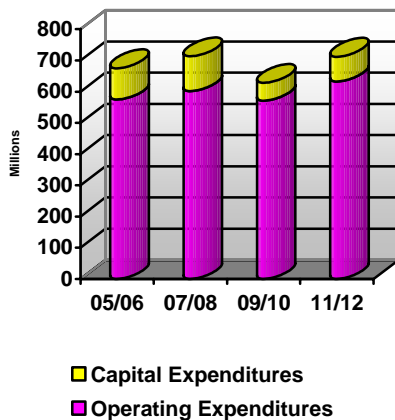
While budgets traditionally focus on the period to come, it is important to place the current financial plan in the context of long-term trends. By analyzing trends over multiple years, it is possible to identify significant long-term changes that might not be apparent in any single year. The change in the County's expenditure levels from 2005/06 through the 2011/12 biennium are discussed in the following paragraphs.

Clark County's expenditures, which totaled \$830.4 million in 2005/06, are projected to increase to \$886.2 million in 2011/12. This represents a total increase of 6.7 percent through 2012 or about 1.1 percent per year. Both external and internal expenditures dipped in 2009/10 due to the Great Recession but increased in 2011/12. The following table summarizes the major expenditure categories for the last three biennia and for the upcoming 2011/12 biennial budget period.



8 Year Expenditure Summary (Millions)					
Exp. Category	05/06 Actual	07/08 Actuals	09/10 Actuals	11/12 Budget	Annual Growth
Salaries & Benefits	246.7	290.7	285.7	293.6	2.9%
Supplies & Services	229.0	279.2	253.7	305.1	4.9%
Debt Service	98.9	31.6	31.5	33.5	-16.5%
Fixed Assets	100.1	111.4	57.0	79.2	-3.8%
External Expenditures	674.5	713.0	627.9	711.5	0.9%
Internal Expenditures	155.9	216.2	188.9	174.8	1.9%
Total Expenditures	830.4	929.1	816.9	886.2	1.1%

External expenditures represent a use of cash by the County. They are payments to entities outside the County such as private sector vendors, suppliers, employees, and other governments. These cash expenditures have grown from \$674.5 million in 2005/06 to \$711.5 million in 2011/12. This is a 5.5 percent increase over this period, or an annual growth rate of about .9 percent per year.



External expenditures are comprised of two primary components, capital expenditures and operating expenditures. Cash operating expenditures, displayed as the lower portion of the graph to the left, have grown from \$574.5 million in 2005/06, to \$632.2 million in 2011/12, an average annual increase of 1.6 percent.

Internal expenditures occur when funds are transferred between Clark County entities or when one department "buys" internal services from another. No cash is expended by the County as a whole, instead, money only moves between County departments. These transactions allow departments to track costs when internal service providers are used. An example may help illustrate:

When Public Works (PW) "buys" \$5,000 worth of legal services from the Prosecuting Attorney's (PA) Office, it "spends" \$5,000 and records an internal service transfer. The County as a whole did not spend cash, but,

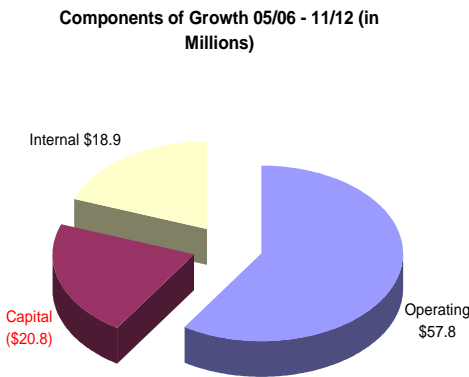
moved it from PW (Road Fund) to the PA (General Fund). The cash expenditure only occurs when the PA spends the \$5,000 on attorney payroll, office supplies, etc.

This internal expenditure “system” gives departments the ability to track the cost of using internal service providers, and encourages internal services providers to remain competitive with outside service providers. In the example above, the PA would include \$5,000 in its budget for salaries, benefits and supplies necessary to provide legal services to PW. PW would also budget \$5,000 for legal professional services. Consequently, a total of \$10,000 would appear in the budget, but, only \$5,000 of cash would leave the County.

Internal expenditures have the effect of artificially inflating the County’s budget when individual department budgets are aggregated. Continuing with the above example, the PW budget would include \$5,000 for legal services. The PA would also include \$5,000 in its budget for salaries, benefits and supplies necessary to provide legal services to PW. A total of \$10,000 would appear in the budget. However, the County would spend only \$5,000 in cash.

Internal expenditures have increased an average of 1.9 percent per year over the last six years and account for approximately 24 percent of the 2011/12 budget. As a significant portion of the overall budget, it has become increasingly important to isolate cash expenditures from non-cash expenditures when viewing the County budget as a whole. The County has modified its financial systems and account codes to simplify the process of separating these expenditures and has reduced the overall growth of internal expenditures since 2001/02 by consolidating departments.

Change in Major Expenditure Types (millions)				
Type of Expenditure	05/06 Actual	11/12 Budget	Change	Avg. Growth Rate per Year
Operating Expenditures (Cash)	574.5	632.2	57.8	1.6%
Capital Expenditures (Cash)	100.1	79.2	(20.8)	-3.8%
Internal Expenditures (Non-Cash)	155.9	174.8	18.9	1.9%
Total Expenditures	830.4	886.2	55.8	1.1%



Components of Expenditure Growth

The pie chart to the left and table above show the major components of the \$55.8 million budget increase from 2005/06 to 2011/12. Most of the expenditure growth occurred in operating expenditures. Within each expenditure type there are one or more expenditure categories. Each expenditure category and its annual rate of growth are discussed below.

Operating Expenditure Increase from 2005/06 to 2011/12

Operating expenditures include salaries & benefits, supplies & services, and debt service payments. These ongoing expenditures are necessary to support the full range of County functions and operations. Detailed information on staffing increases can be found in the Staffing Analysis contained toward the end of the Financial Section.

**Salary & Benefit Changes
05/06 to 11/12**

Sheriff's Office & Jail	\$12.4 million
Community Services	8.6 million
Public Works	5.5 million
Dept. Environ. Services.....	4.3 million
Metro Park District.....	2.8 million
Corrections.....	2.4 million
Public Health.....	-3.8 million
Community Development.....	-8.5 million
Other Areas.....	23.2 million
Total Payroll Increase.....	\$46.9 million

Supplies & Services Increase

Community Services	\$62.2 million
Road Fund	6.4 million
Equipment Rental	4.8 million
Impact Fees	3.9 million
Public Health.....	-7.0 million
Parks REET	-4.4 million
Sewer Funds.....	-3.8 million
Other Areas.....	14.1 million

**Total Supplies
and Services.....\$76.2 million**

Salaries and Benefits (Payroll) Increase

Total Six Year Increase.....	\$ 46.9 million
Total Growth (05/06-11/12).....	19.0 percent
Avg. Annual Growth Rate	2.9 percent

Two factors can contribute to a rise in payroll expenditures: a change in workforce, and a higher cost per employee. The County *eliminated* 119 full-time equivalent (FTE) positions from 2006 to 2012. This represents a decrease of about 7.0 percent. Up until the 2009/10 budget staff increases averaged 3 percent per year, which approximates the County's population growth rate of 3.0 percent per year over the same period. However, beginning with the 2009/10 budget, the county has experienced a net reduction of 260 (14%) staff due to the economic slowdown. It is anticipated that growth in staffing in future years will be tempered by the economy.

All of the increase in payroll costs since 2005/06 is attributable to the increase in the average cost of County employees. In 2006 the County spent an annual average of \$55,300 in salary and \$14,700 in benefits for each FTE. In 2012, the average cost will be about \$61,500 in salary and \$28,000 in benefits. The increase is equivalent to a 2.9 percent salary/benefit increase each year.

Factors which influence the County's cost per employee include: cost-of-living increases established through County labor negotiations, Washington State's retirement system contributions, market driven benefit cost increases, and elected official salary increases which are determined by State statute.

Supplies & Services Increase

Total Six Year Increase.....	\$76.1 million
Total Growth (05/06-11/12)	33.3 percent
Avg. Annual Growth Rate	4.9 percent

Supply & service expenditures have surpassed payroll as the largest expenditure growth component. This reverses the trend of prior years in response to several State-wide initiatives and referendum.

The table at left summarizes the major areas of increase. Departments that have experienced spending growth and declines in this category include the following:

- **Community Services (\$62.2 million):** This increase represents growth in grant funded social service programs providing services to the mentally ill, the developmentally disabled, substance abusers, and other disadvantaged citizens. In most cases, the County contracts with private-sector agencies to provide these services. These expenditures are budgeted as professional services costs.
- **Road Fund (\$6.4 million):** The Road Fund accounts for the capital costs of building new roads and for maintaining existing roads. Increased costs since 2006 are principally due to the effects of increases in oil based products and the effects this has on the cost to maintain existing and new roads.
- **Equipment Rental & Revolving (\$4.8 million):** ER&R is responsible for the management and maintenance of the County's fleet of vehicles and equipment. The budget increases represent increased equipment and vehicle costs

- **Impact Fees (\$3.9 million):** Impact fees include charges to developers for the impact of added vehicle trips and for acquiring and developing parks to maintain a standard acreage per thousand population. Historically, the increase since 2005/06 is much smaller than usual and reflects the slowdown in the economy with less construction.
- **Public Health (\$-7.0 million):** Public Health aims to preserve, promote and protect public health in the community. This department is heavily reliant on state funding. With the downturn in the economy, funding has been severely reduced, requiring the reduction of services to the community.
- **Parks REET (\$-4.4 million):** Prior to 2009/10 an aggressive development program for parks within unincorporated areas was established. Funding of this program is solely reliant on Real Estate Excise Taxes which are collected whenever existing homes are sold. The downturn in the economy has significantly affected this program. The County sends funds to the Consolidated Parks Program which is managed by the City of Vancouver.
- **Sewer Funds (\$3.8 million):** The county owns and maintains a regional sewer plant that has recently completed an expansion. The reduction in supplies and services reflects the completion of the latest expansion and the use of third party contracts for design and construction.
- **Other Areas (\$14.1 million):** The remaining \$14.1 million increase in supply and service costs is spread widely across the County. A portion of this amount reflects normal inflation in service costs over the six-year period.

Debt Service Decrease

Interest Payments..... \$3.7 million

Principal Payments 61.7 million

Total Debt Service

Decrease \$65.4 million

Debt Service Decrease

Total Six Year Decrease\$65.4 million

Total Growth (05/06-11/12).....-66.0 percent

Avg. Annual Growth Rate -16.5 percent

Debt service expenditures have decreased by \$65.4 million since 05/06. However this including \$64 million in a refunding issue. The county added debt over this period for an Exhibition Hall, VHA low income housing, Center for Community Health, Assessor/Treasurer Automated System, Conservation Futures, and other property acquisitions.

The decrease in debt service payments over this period is due to retiring obligations issued in the early to late 90's for the Treasurer's Remittance Processor, construction of the Jail Work Center (medium security facility), Fairground improvements, County Courthouse remodel, financing of a solid waste transfer station, golf course equipment, 911 Building and Motorola equipment, and the funding of open space.

Capital Expenditures Increase

Stormwater.....\$7.5 million
Roads.....7.1 million
Vehicles.....2.5 million
Parks.....2.5 million

Projects - Completed..... (44.6) million
Other Areas.....4.1 million

**Total Capital Expenditure
Decrease..... \$20.9 million**

Capital Expenditure Decrease 05/06 to 11/12:

Capital expenditures are typically for the purchase of fixed asset and transportation improvement projects. These large and unevenly timed costs are generally budgeted and tracked in a capital type fund.

Capital Expenditure Decrease

Total Six Year Decrease \$ -20.9million
Total Growth (05/06-11/12)..... -20.8 percent
Avg. Biennial Growth Rate..... -3.8 percent

A major factor in the decrease of the County budget from 05/06 through 11/12 has been the aggressive capital spending program in prior years to meet growing demands on building and infrastructure. The Center for Community Health (houses social service providers) and the Assessor/Treasurer Tax system (assessment and taxation) was completed during this six-year period which is reflected in an overall decrease during the six year period. Increased capital spending include the expansion of parks infrastructure that resulted from taxpayer approval in 2005 of the Metropolitan Parks District (MPD) to provide maintenance and operational funding and the creation of an economic development fund to provide the infrastructure to attract private development. Additional information on capital spending and a list of individual capital projects is contained in the Capital Section.

Internal Expenditure Increase from 05/06 to 11/12:

Internal expenditures are non-cash transactions because no cash enters or leaves the County as a whole. They are necessary to track the movement of money between the County's separate accounting entities. Transfers between funds represent "subsidies". For example, the General Fund supporting the operations of the Community Development Fund. Inter-fund transactions represent charge for services between funds. The classic example is the General Funds use of facilities. The Facilities Fund supports the maintenance of county buildings and so "bills" the General Fund.

Internal Transactions

Transfer between funds \$4.0 million
Inter-fund Payments..... 14.9 million

**Total Internal Transaction
Increase..... \$18.9 million**

Internal Transaction Increase

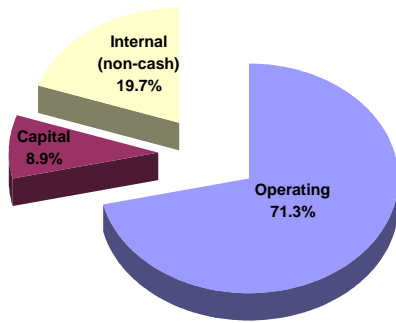
Total 6 Year Increase \$18.9 million
Total Growth (05/06-11/12)..... 12.1 percent
Avg. Annual Growth Rate 1.9 percent

The overall increase in internal transfers represents the expansion of county facilities and associated maintenance costs on those facilities combined with departments responsible for paying those costs through internal transactions. Other contributing factors include the increase in sales tax for mental health and law & justice and transfer to supported departments.

Major internal service providers include: Equipment Services, Emergency Services, Central Support, and Major Maintenance.

The 2011/2012 Expenditure Budget

The 2011/2012 Adopted Budget contains \$886.2 million in total expenditures. As displayed in the graph to the left, the majority of these expenditures (\$711.5 or 80.2%) are external cash outlays for capital and operating purposes.

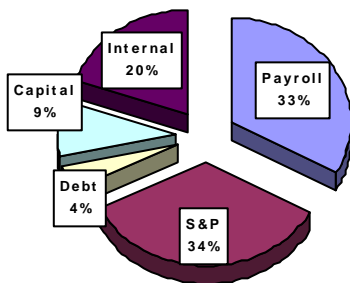


The three broad expenditure types described above can be further divided into expenditure categories. The second pie chart to the left shows the five expenditure categories. The pie chart shows the categories as a percentage of budget and the table shows the dollar amount. The paragraphs below describe the categories, discuss the major components of spending in each and outline any major policy issues.

Operating Expenditure Categories

Payroll (Salaries & Benefits)

Payroll costs, including overtime compensation, represent the second largest expenditure category in the 2011/2012 budget. The County's payroll budget is driven by four major factors: 1) the number and types of staff employed by the County, 2) the County's salary structure, 3) the cost of living adjustments (COLAs) negotiated with collective bargaining units and 4) the cost of providing employee benefits.



1. A Staffing Analysis, which discusses the location and number of funded staff positions, is presented later in the Financial Section.
2. The County's salary structure, which defines personnel classifications and assigns them to salary ranges, is developed and maintained on the basis of ongoing surveys of comparable employers in both public and private sectors.
3. The third major factor driving the County's payroll budget is the annual cost of living adjustment (COLA). This is determined through the process of negotiating the County's various labor agreements, generally every three years. The County's current agreements cover various periods depending on individual contracts. The assumption for contracts negotiated in this budget period is that COLA will be held to less than 3.0%. Contracts expiring during the budget period do not have full COLA's loaded. These adjustments have been estimated and included in separate contingency accounts pending final negotiations.
4. The last factor is the cost of benefits. Benefits make up about 31.3% of total payroll costs. Mandated benefits make up about 11.9% of the total payroll costs. Mandated benefits include social security and medicare, contributions to the state retirement system, unemployment insurance, and workers' compensation insurance. The remaining benefits, like medical and dental insurance, long-term disability and life insurance are about 19.8% of total payroll. These costs are determined, in part, through labor negotiations and market forces.

2011/2012 Expenditures by Major Category

External Expenditures

Payroll	\$293.6 million
Supplies & Services	305.1 million
Debt Service.....	33.5 million
Fixed Assets	79.2 million

Total External Expenditures 711.5 million

Internal Expenditures

Transfers & Internally Provided Services	174.8 million
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Total Budget..... 886.2 million

Supplies & Services (External Only)

The supplies and services budget represents the largest expenditure category at \$305.1 million. The supplies budget of \$33.7 million is distributed to all departments. Supplies include fuel for patrol and maintenance vehicles, computer hardware under \$5,000, asphalt and aggregate for roads, and a wide

Supplies & Services Expenditures

<i>Community Services</i>	<i>\$129.7 million</i>
<i>Road Fund</i>	<i>26.1 million</i>
<i>Fleet</i>	<i>19.8 million</i>
<i>Sheriff's Office & Jail</i>	<i>15.6 million</i>
<i>Indigent Defense</i>	<i>9.6 million</i>
<i>Impact Fees</i>	<i>8.1 million</i>
<i>Facilities</i>	<i>7.3 million</i>
<i>Public Health</i>	<i>7.2 million</i>
<i>Sewer Treatment Plant</i>	<i>6.7 million</i>
<i>Other</i>	<i>75.0 million</i>

Total Supplies

& Services \$305.1 million

Fixed Assets

<i>Public Works (roads)</i>	<i>\$46.2 million</i>
<i>Parks</i>	<i>\$11.1 million</i>
<i>Stormwater</i>	<i>8.0 million</i>
<i>Vehicle replacements</i>	<i>6.2 million</i>
<i>Computers and systems</i>	<i>3.6 million</i>
<i>Major maintenance</i>	<i>2.3 million</i>
<i>Other Areas</i>	<i>1.8 million</i>

Total Fixed Asset

Expenditures \$79.2 million

Internal Expenditures

Internal Services and Transfers

<i>Sales Tax transfers</i>	<i>\$30.3 million</i>
<i>Debt service transfers</i>	<i>25.2 million</i>
<i>General Fund subsidies</i>	<i>22.5 million</i>
<i>Public Works inter-fund</i>	<i>22.3 million</i>
<i>Impact fee transfers</i>	<i>8.3 million</i>
<i>Other Internal Exp.</i>	<i>66.2 million</i>

Total Internal

Expenditures \$174.8 million

variety of office supplies. Service expenditures make up the bulk of the category at \$271.4 million. Services include an extremely wide variety of expenditures, ranging from rented office space and telephone charges, to professional consulting and expert legal expenses. The majority of service expenditures, however, support transportation infrastructure and human services programs. The table at left displays the seven largest service budgets.

Intergovernmental Expenditures, a sub-category of services, represent payments from the County to other governmental entities or inter-local agencies. The majority of intergovernmental expenditures are for parks related activities. The County and City of Vancouver Parks departments consolidated into one regional Parks Department in 1997. All Park Impact Fees (PIFs) and park acquisition and planning expenditures are now transferred to the City of Vancouver in exchange for parks services.

Debt Service

Approximately 3.8 percent of the budget, or \$33.5 million, is allocated for debt service payments (principal and interest) on the County's bonds, revenue bonds, Public Works Trust Fund (PWTF) loans, and other outstanding debt. More information regarding the County's debt structure appears in the Debt Summary located later in the Financial Section.

Fixed Assets Category

The 2011/2012 budget includes \$79.2 million in capital expenditures. Overall, capital expenditures represent 8.9 percent of the 2011/2012 budget. The table on the left shows the major capital areas. See the Capital Plan located later in the document for a detailed list of 2011/2012 capital projects.

Internal Expenditure Category

As discussed in the historical expenditure analysis, internal expenditures occur when funds are transferred between Clark County entities (transfers) or when one department "buys" internal services from another (inter-fund services). Cash is not expended in these transfers but it is moved between County departments. The two internal expenditure categories are inter-fund services and internal transfers. The table on the left shows the major users of internal services or transfers.

Internal charges represent 19.7 percent of the total budget. The Public Works Department is by far the largest user of internal services. Much of this service is through equipment rental charges and for internal support.

Other major internal services include parks maintenance and support services like accounting, human resources, vehicle rental and repair, and computer rental and repair. Many of these services are charged out to individual departments through an indirect cost allocation mechanism.

Revenue Analysis

This section reviews the historical growth of the County's major revenue sources from 05/06 through 11/12. Bond proceeds and internal revenue have been displayed separately to allow an unobstructed view of the growth in operating revenue. This trend analysis is followed by a detailed analysis of the 2011/2012 projected revenues that support the 2011/2012 biennial budget. Effort has been made to ensure that the historical and forecast data are as comparable as possible.

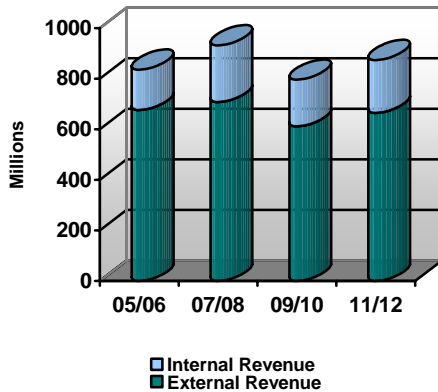
Historical Revenue Analysis

In 05/06, revenue totaled \$835.0 million. The 2011/2012 budget includes projected revenue \$873.1 million. This is equivalent to an average increase of 0.7 percent per year. Revenue growth has slowed significantly reflecting the downturn in the economy late 2008.

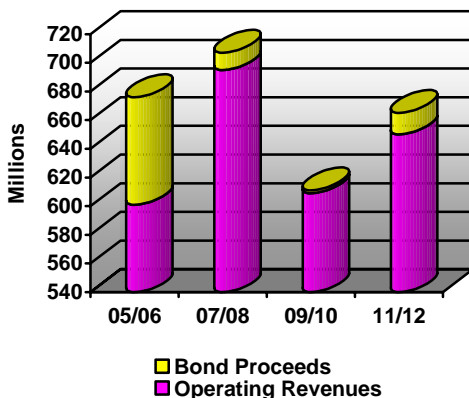
Revenue may originate from external or internal sources. External revenue, such as taxes, bond proceeds, and Federal or State grants, are cash receipts from outside the County. These cash revenues finance all County activities, services, and facilities. Internal revenue represents the movement of dollars between Clark County entities. This revenue does not increase the total amount of available resources, because no cash is received by the County as a whole.

The table (below) summarizes the major revenue sources from 05/06 to 11/12.

Total County Revenue
External (cash) & Internal (non-cash)



Operating Revenue (cash) & Bonds



8 Year Revenue Summary (Millions)					
Revenue Source	05/06 Actual	07/08 Actual	09/10 Actuals	11/12 Budget	Annual Growth
Property Tax	161.3	177.1	191.2	191.1	2.9%
Sales Tax	52.9	60.1	52.2	54.2	0.4%
Other Taxes	49.3	39.2	31.0	31.1	-7.4%
Changes for Service	92.3	106.1	80.7	120.9	4.6%
Intergovernmental	179.3	234.0	201.1	199.6	1.8%
Bond Proceeds	74.5	12.4	2.4	14.6	-23.8%
Other External Rev.	65.6	78.2	52.8	52.9	-3.5%
External Revenue	675.3	707.2	611.4	664.3	-0.3%
Internal Revenue	159.7	224.4	183.9	208.8	4.6%
Total Revenue	835.0	931.6	795.3	873.1	0.7%

External revenue, which includes operating revenue and bond proceeds, has decreased from \$675.3 million in 05/06 to \$664.3 million in 11/12. This represents a total decrease of 1.6 percent, and is equivalent to an average decrease of 0.3 percent per year.

Operating revenue (external revenue less bond proceeds) finances all County services, County funding for local service providers, and most County infrastructure projects. The lower portion of the graph to the left shows operating revenue grew by 1.3 percent between 05/06 and 11/12. Growth in operating revenue is projected to grow at about the same pace in 13/14 which is less than historical increases.

The County issues general obligation and revenue bonds to finance specific capital projects. The amount of bond proceed received varies greatly from year to year. The upper portion of the graph to the left illustrates the fluctuation in the amount of bond proceeds, which ranges from \$75 million in 05/06 to \$2.4 million in 09/10. The 2011/2012 revenue forecast contains \$14.6 million in bond proceed revenue.

Components of Revenue Growth

The following table summarizes growth in revenue from 05/06 to 11/12, by major revenue source. The dollar growth increase and total percent increase are shown.

Change in Major Revenue from 03/04 to 09/10 (Millions)						
Revenue Source	05/06		11/12		Total \$	
	Actual	Proj.		Growth	% Growth
Property Tax	161.3	191.1	29.7	18.4%	
Sales Tax	52.9	54.2	1.3	2.4%	
Other Taxes	49.3	31.1	(18.2)	-37.0%	
Changes for Service	92.3	120.9	28.5	30.9%	
Intergovernmental	179.3	199.6	20.3	11.3%	
Bond Proceeds	74.5	14.6	(60.0)	-80.4%	
Other External Rev.	65.6	52.9	(12.7)	-19.3%	
External Revenue	675.3	664.3	(11.0)	-1.6%	
Internal Revenue	159.7	208.8	49.1	30.8%	
Total Revenue	835.0	873.1	38.1	4.6%	

The paragraphs which follow, discuss the major components of the \$38 million net increase. A brief description of each major source and the underlying causes for the change is also provided.

Change in External Revenue Sources

Property Taxes

Increased property tax revenues account for about 78 percent of the total increase in County revenues from 05/06 to 11/12. This growth is principally due to the increase in new construction within the County through 2007. Property tax revenue has historically grown by over 12 percent per year (1990-1996). The Cascade Park annexation (1997) and Referendum 47, which capped property tax growth, has caused property tax revenue growth to slow to about 5 percent per year.

Washington voters further restricted property growth with the passage of I-747.

In short, I-747 restricts growth in property taxes to 1% plus new construction. The 2011 levy is set at 101% of the prior year property tax collection. This restriction and the effects of the recession has caused property tax collections to remain at the same level as 2009/10 principally due to a lack of new construction.

Sales Tax

Sales tax revenue has increased only \$1.3 million since 05/06 even after implementing additional sales taxes: 1/10th percent in 1999 and 3/10ths in 2007. The 1999 increase is authorized by the State Criminal Justice Act and is dedicated to Law and Justice programs. In 2007, the county authorized its final 2/10ths dedicating it to law and justice and added an additional 1/10th authorized by the state for the meth tax initiative.

Recent factors that have impacted sales tax revenues include the additions of commercial and retail business in the county from 2005 through 2008. However, most of the positive factors have been mitigated by the recession where declines in sales tax collections were evidenced and 2011/12 modest increases are expected of around 3% per year compared to increases in past years in double digits.

<i>Change Since 05/06</i>	<i>\$29.7 million</i>
<i>Ave. Annual Rate</i>	<i>2.9 percent</i>

<i>Change Since 05/06</i>	<i>\$1.3 million</i>
<i>Ave. Annual Rate</i>	<i>0.4 percent</i>

<i>Change Since 05/06</i>	<i>\$-18.2 million</i>
<i>Ave Annual Rate</i>	<i>-7.4 percent</i>

<i>Change Since 05/06</i>	<i>\$28.5 million</i>
<i>Ave. Annual Rate</i>	<i>4.6 percent</i>

<i>Change Since 05/06</i>	<i>\$20.3 million</i>
<i>Ave Annual Rate</i>	<i>1.8 percent</i>

<i>Change Since 05/06</i>	<i>\$-60.0 million</i>
<i>Ave Annual Rate</i>	<i>-23.8 percent</i>

<i>Change Since 05/06</i>	<i>\$-12.7 million</i>
<i>Ave Annual Rate</i>	<i>-3.5 percent</i>

<i>Change Since 05/06</i>	<i>\$49.1 million</i>
<i>Ave Annual Rate</i>	<i>4.6 percent</i>

Other Taxes

Other taxes, which include volatile real estate excise tax (REET), have decreased \$18.2 million since 05/06. The decrease is due to the recession. REET is collected on the resale of real estate. The recession has all but eliminated healthy real estate activity.

Charges for Services (External)

Charges for services have increased \$28.5 million since 05/06. Much of this increase reflects increased road construction, expanded parks programs, and court fees.

Intergovernmental

Intergovernmental revenue has increased \$20.3 million since 05/06. Most of the increase reflects grants to the county's social service programs. Other increases are reflected for the payments from incorporated jurisdictions related to misdemeanor cases occurring within city limits.

Bond Proceeds/Other loans

Bond proceeds/Other loans act differently than other revenue streams. Historically, the County has had significant issuances in one period but none in other periods. The county anticipates issuing \$15 million in 11/12 most of which is for road construction. However, \$74.5 million was issued in 05/06 with \$65 million related to refunding debt. In 03/04, \$87 million in bond proceeds were received for the Pepsi Building, Exhibition Hall, and Center for Community Health.

Other External Revenue Sources

Other external sources, including licenses and permits, fines and forfeitures, and miscellaneous revenues, have decreased \$12.7 million since 05/06.

Internal Transfers and Charges for Internal Services

Internal Transfers and Internal Service Revenue have increased \$49.1 million since 05/06. These revenues reflect the movement of dollars between Clark County entities.

Part of the increase in internal transactions is the result of an increase in the number of fiscal entities (funds) included in the County's financial structure. The increase in internal transfers is consistent with the increase in the number of funds the County utilizes.

Most of the increase in this category deals with charges for internally provided services. Internal service providers have been replacing lump-sum subsidies with direct charges for services. This provides better tracking and cost information for internal service managers and County administration. These internal transfers and charges are "non-cash" transactions and do not represent an increase in County revenues.

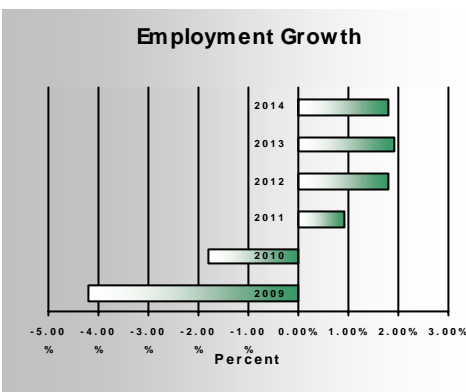
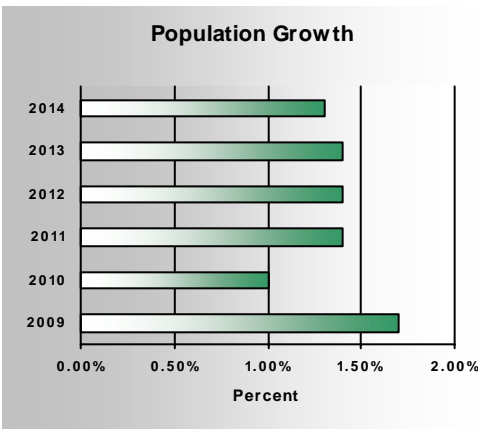
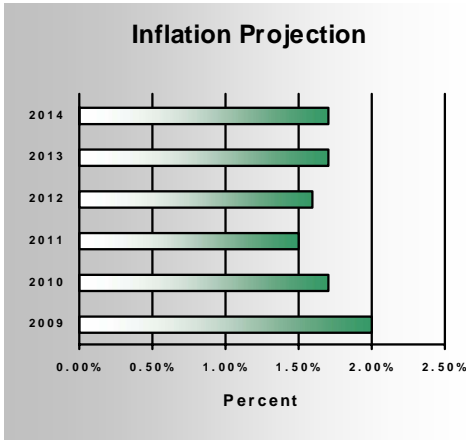
Revenue Forecast Process

The Budget Office in collaboration with the Auditor's Office, Treasurer's Office and other departments begins the process of forecasting the next biennial budget twelve months prior to the Board of County Commissioners adopting the biennial budget. The outcome is six year revenue forecast with the first two years forming the basis for the budget. The two year revenue forecast used in the 2011/2012 budget is updated annually.

2009-2014 Revenue Projection Assumptions

The following is a summary of assumptions used in the analysis:

- The regional economy faces more challenges than the rest of the state or the nation, due to high unemployment rates and a distressed housing and construction market. Whereas revenues have stabilized, they remain lower than they were before the recession.
- Slight improvement is expected for sales tax revenues, and stagnation or minimal growth is forecasted for all other revenues. Overall, the 2011/12 forecast does not call for any significant increases in revenue.
- No major annexations are anticipated during the forecast period.
- County revenue forecasts take into account major economic indicators, including but not limited to, inflation, population, employment and new construction growth.



2009 - 2014 Revenue Forecast Indices						
	2009	2010	2011	2012	2013	2014
Inflation Rate	2.00%	1.70%	1.50%	1.60%	1.70%	1.70%
Population Growth	1.70%	1.00%	1.40%	1.40%	1.40%	1.40%
Employment Growth	-4.20%	-1.80%	0.90%	1.80%	1.90%	1.80%
New Construction (millions)	\$781.0	\$388.0	\$286.0	\$333.0	\$356.0	\$381.0

Inflation

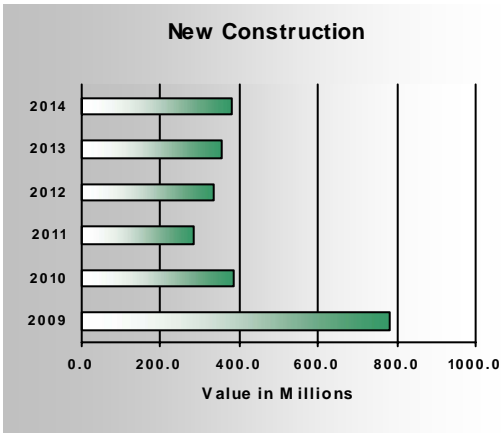
Inflation has been below historical average in 2009/10, and is expected to remain close to current levels in the next few years. The county uses inflation projections published by the Economic and Revenue Forecast Council of the State of Washington.

Population Growth

Between 2000 and 2008, the Clark County historical population growth has been 2.6%. However, population growth slowed down to 1.7% in 2009, then down to 1% in 2010. The population growth forecast for the next few years is 1.4%, in sync with the low-medium scenario forecast produced by the Office of Financial Management of the State of Washington.

Employment Growth

Total non-farm employment has declined in Clark County during the recession. In 2009, employment was down 4%, and in 2010 it was down 2%. Modest improvements in employment are projected over the next few years.

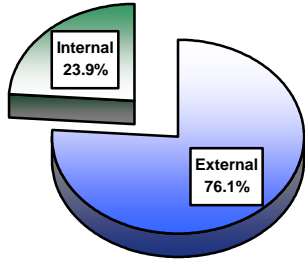


New Construction Added to Tax Rolls

New construction is an important driver for multiple county revenues, including property taxes, sales taxes, and real estate excise taxes. At the peak, countywide new construction was at \$1.5 billion in 2007. By comparison, 2011 new construction was estimated at under \$300 million. Projections assume minimal, but not significant, increases over the next few years, driven by small improvements in residential construction. Commercial and industrial new construction projects are assumed to stay at the current level in the next few years.

2011/2012 Revenue Source Analysis

External and Internal Revenue Sources



The 2011/2012 biennial budget is supported by a two year revenue forecast of \$873.1 million. Of this amount, \$208.8 million is “non-cash” revenue that has been forecast for internal revenue sources. External revenue is forecast to be \$664.3 million for the two year period.

It is important to note that only external revenue sources provide an inflow of cash which the County may use to finance activities, services and capital projects. Internal sources, like transfers and internal service charges, are “non-cash” transactions and are used to track the movement of dollars between Clark County entities.

The paragraphs below describe the most significant external and internal revenue sources for the County. Also included is a description of the method used in forecasting revenue and any major policy issues associated with the revenue source. All figures in this section are two year amounts and reflect the revenue forecast for the full 2011/2012 biennium.

2011/2012 Revenue by Source

External Sources (Cash)

Property Tax	\$191.1 million
Sales Tax.....	54.2 million
Other Taxes.....	31.1 million
Charges for Services	120.9 million
Intergovernmental.....	199.6 million
Bond/Loan Proceeds	14.6 million
Other External Sources	52.9 million
Total External.....	664.3 million

Internal Sources (Non-Cash)

<i>Transfers & Internal</i>	
Service Charges	208.8 million
Total.....	\$873.1 million

External Revenue Sources (Cash Inflows)

Tax Sources

Property Tax \$191.1 million

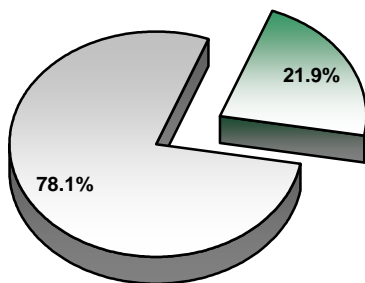
Property tax is one of the County's largest sources of revenue, accounting for 22 percent of all revenue. Property tax provides partial funding for the General Fund, Road Fund, Mental Health Fund, Developmental Disability Fund, Veterans Assistance Fund, and Conservation Futures Fund.

All real and personal property is appraised by the County Assessor for tax purposes. Each year, one-sixth of the County is physically inspected as part of the re-appraisal process. The remaining properties are re-valued on the basis of statistical calculations. All new construction is physically appraised in the year it is placed on the tax rolls.

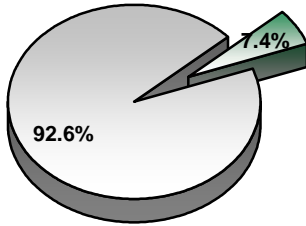
Property tax in Washington State is subject to limitations: 1) Referendum 47, which was passed by voters in 1997, limits the total amount of tax collected (the levy); 2) the rate limit, which restricts the General Fund tax rate to no more than \$1.80 per \$1,000 of value and the Road Fund tax rate to no more than \$2.25 per \$1,000 of value; and, 3) Initiative 747 which was passed by voters in 2001, limits the total amount of tax to 1%. Referendum 47 limits total collections to a percentage of the highest tax levy from the prior three years. This percentage is capped at 106 percent or the Implicit Price Deflator (a national inflation index), whichever is lower. The Implicit Price Deflator which applies to the 2001 property tax levy is 2.61 percent. However, because of I-747, 2001 rates and beyond are limited to 1 percent.

Forecasting property tax revenue begins at the previous year's levy. One adds 1.0 percent (the maximum increase allowed under I-747) and adjusts the total for new construction. The anticipated new construction adjustment is equal to the value of new construction added to the tax rolls times the previous year's tax rate. Finally, an adjustment may be made for anticipated changes in the delinquency rate. Historical experience suggests that delinquencies increase significantly when interest rates are very high, as in 1981.

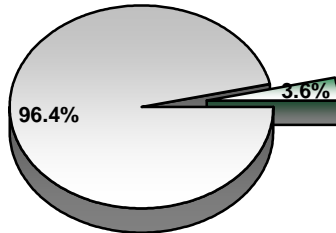
Property Tax vs. Total Revenue



Sales Tax vs. Total Revenue



Other Taxes vs. Total Revenue



Other Taxes

<i>Motor Vehicle Fuel.....</i>	<i>\$13.1 million</i>
<i>Real Estate Excise.....</i>	<i>8.7 million</i>
<i>Misc. Tax Sources</i>	<i>9.3 million</i>
Total	\$31.1 million

Sales Tax..... \$54.2 million

The County collects sales tax primarily in the unincorporated area. The County also collects an administrative fee equal to 15 percent of the sale tax revenue generated inside cities as long as cities have adopted the same sales tax rate. Otherwise, the county collects 100% of the difference in sales tax rates.

The County's locally imposed sales tax rate is 8.2 percent, or \$8.20 per \$100 purchase. Of this amount, approximately 6/10ths percent (\$.60) goes to the General Fund, 2/10ths percent (\$.20) goes to the Special Law Enforcement Fund, 1/10th percent (\$.10) goes to the CJA Fund, 1/10th percent for Mental Health Sales tax, and 2/10ths percent to Law & Justice sales tax.

Forecasting sales tax revenue is complex because a significant portion of the revenue is tied directly to the volatile building industry. Also, consumer spending behavior, particularly with respect to “big-ticket” purchases, tends to rise and fall ahead of the overall economy. The County first arrives at a conservative estimate of the overall percentage growth expected in retail sales. Based on retail sales, a base sales tax estimate is calculated. This amount is then adjusted for any known factors, such as annexation, that are likely to impact the revenue. No major annexations are anticipated during the next two years.

Real Estate Excise Tax \$8.7 million

The County imposes a 1/2 percent real estate excise tax (REET) on all real estate transactions in the unincorporated area. The 2011/2012 revenue estimate is based on a forecast that analyzes growth in the County’s assessed value, the growth in the number of employed persons in the County, the growth in inflation as it correlates to the growth in real estate prices, and the growth in the County’s per capita income. Given the projected turnover of real estate, the growth in real estate excise tax revenues is expected to slow.

Half of this REET revenue (the first .25 percent) is dedicated to capital projects included in the Capital Facilities Plan. Revenue from this source is deposited in the Real Estate Excise Tax Fund.

In 1996, the County enacted the second .25 percent real estate excise tax dedicated to the development of parks (Parks REET). The majority of the Parks REET is collected within the urban growth boundary and is passed through to the cities, primarily the City of Vancouver. The Parks REET was modified in 2002 splitting the receipts between Parks (75%) and Economic Development (25%).

Motor Vehicle Fuel Tax \$13.1 million

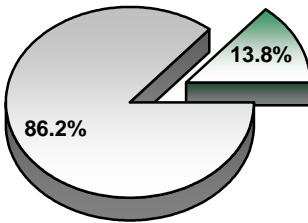
The State-wide motor vehicle fuel tax is collected by the State Department of Licensing at a rate of 37.5 cents per gallon of gas or special fuel (excludes propane powered vehicles). The County’s portion is distributed monthly. A portion is also distributed to Cities based on a population weighted formula.

Misc. Tax Sources..... \$9.3 million

Other tax sources include the motor vehicle excise tax, hotel/motel tax, gambling tax, timber harvest tax, land use tax, diverted taxes, and leasehold excise tax. Each is forecast using source specific methodologies.

Charges For Goods & Services (External Only)

Charges vs. Total Revenue



Impact Fees \$30.7 million

Traffic Impact Fees (TIF's) are collected in thirteen TIF districts within the County. Revenue projections (\$23.2 million) are provided by the Department of Public Works based on a quantified formula. Collected funds are transferred to the County's Public Works Department to fund eligible projects. Park Impact Fees are collected in ten districts within the County. Collected funds are transferred to the City of Vancouver for the City/County Consolidated Parks program (\$7.5 million)

Wastewater (Sewer) Fees \$13.5 million

Sewer fees are collected to fund the County's Salmon Creek Wastewater Treatment Plant operations and capital facilities. Fees are collected from wholesale customers within the Hazel Dell Sewer District and the City of Battleground.

Revenue projections are provided by the Department of Public Works based on the provisions of the County's agreements with its wholesale customers and historical experience. These revenues are deposited in the Wastewater Fund.

Clean Water Fees \$9.9 million

The County implemented a new program in 1999 to pay for efforts to collect and clean storm water. This fee helps pay for updating regulations, improve monitoring and enforcement, improve measures to control runoff, and build more facilities to manage storm water. Fees are based on the average of impervious surface per equivalent dwelling unit.

Metropolitan Park District (MPD) \$7.8 million

In 2005, voters approved the establishment of the MPD to provide funding for maintenance and selected capital for at least 35 new parks and seven miles of new trails. The Department of Public Works bills the MPD to provide the service.

Solid Waste Fees \$6.4 million

Solid Waste staff manage the recycling, reuse, and disposal of the county's solid waste stream. They work to reduce waste stream volume and toxicity through recycling, reuse, and disposal programs and through education. A portion of the charges collected for waste disposal and recycling funds this program.

Motor Vehicle License Fees \$3.9 million

State law allows the County Auditor to charge a \$3 transaction and a \$0.75 service fee for the issuance of motor vehicle licenses. These revenues are deposited into the General Fund.

Other Charges for Service (External) \$48.7 million

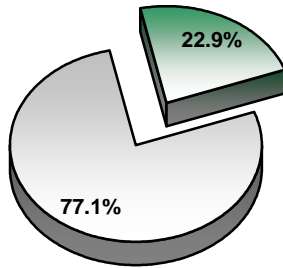
Other charges for service include admission charges for the County Fair, recording and filing fees, reimbursement from other jurisdictions for road work, parks entrance fees, ambulance fees, reimbursements from other jurisdictions for elections work, probation and adult diversion fees, charges for the sale of maps, copy center charges, microfiche charges, Sheriff's civil process fees, and several others.

Charges For Service

<i>Impact fees</i>	<i>\$30.7 million</i>
<i>Wastewater fees</i>	<i>13.5 million</i>
<i>Clean Water fees</i>	<i>9.9 million</i>
<i>MPD fees</i>	<i>7.8 million</i>
<i>Solid Waste fees</i>	<i>6.4 million</i>
<i>Motor Vehicle Licenses</i>	<i>3.9 million</i>
<i>Other Charges</i>	<i>48.7 million</i>
Total Services	\$120.9 million

Intergovernmental Revenue Sources

Intergovernmental vs. Total Revenue



Community Services Grants \$110.2 million

This source represents numerous State and Federal grants for social service programs administered by Clark County. These revenues are deposited into the various Community Services Funds, including the Mental Health, Developmental Disability, and Substance Abuse Funds, as well as the CDBG Pass-Through and Non-Pass Through funds and the HUD Housing Rehabilitation Fund.

These revenues are projected by the staff of the Department of Community Services, based on estimates of available grant funding. These revenues may be significantly affected by changes in the State's budget situation, and may require an amendment to the County budget.

Law & Justice Grants..... \$31.6 million

Law & Justice dedicated grants are received into the General Fund and partially support programs in the Prosecuting Attorney's Office, Sheriff's Office, and Juvenile. These grants have increased significantly in recent years particularly through a state Department of Corrections grant for housing inmates.

Road Project Revenue \$20.9 million

This revenue represents State and occasionally federal grant funds for road construction projects. Road project revenue is forecast by the Department of Public Works based on the timing of state supported projects. These revenues are deposited in the Road Fund and can be used only for the intended projects. Typically, these grants require a local match which may be as low as 10 percent or as high as 60 percent of the total project.

Health Department \$9.9 million

The Health Department became a permanent part of the County in 2002. Formerly, the Health Department was governed by area commissioners and city council members. It was determined that economies of scale could be achieved without diminishing services. The Department receives numerous grants.

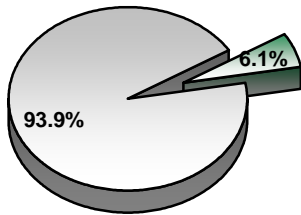
Other Intergovernmental \$27.0 million

Other intergovernmental revenues include liquor taxes, the GMA grant, grants for child support enforcement, water quality, parks land acquisition and development grants, and energy code enforcement, Camp Bonneville, as well as payment for Animal Control services in the City, WSDOT and Network funding for offender programs, and other miscellaneous sources.

Intergovernmental

<i>Community Services...</i>	<i>\$110.2 million</i>
<i>Law & Justice Grants.....</i>	<i>31.6 million</i>
<i>Road Project Revenue....</i>	<i>20.9 million</i>
<i>Health Department.....</i>	<i>9.9 million</i>
<i>Other Intergovern.....</i>	<i>27.0 million</i>
Total	\$199.6 million

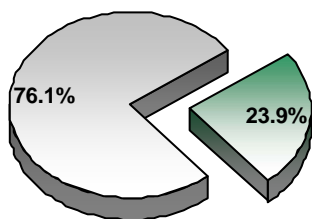
Other External vs. Total Revenues



Other External Revenue Sources

<i>Licenses & Permits</i>	<i>\$15.5 million</i>
<i>Fines & Penalties</i>	<i>7.3 million</i>
<i>Investment Interest</i>	<i>3.7 million</i>
<i>Miscellaneous & Other</i>	<i>26.4 million</i>
Total Other	
External Sources	52.9 million

Internal Revenue vs. Total Revenue



Other External Revenue Sources

Licenses & Permits **\$15.5 million**

Building Permits: Clark County charges fees for the issuance of building and plumbing permits. These revenues are deposited in the Community Development Fund and support the cost of conducting blueprint reviews and on-site building inspections to ensure that new construction meets relevant building, plumbing, and electrical codes.

Cable Television Revenue: Clark County administers the cable television franchise privilege in the unincorporated area and collects a franchise fee from the service provider. This revenue is deposited in the General Fund. The County and the City of Vancouver have established a joint Cable TV office to administer the cable franchise, and the County pays for this service from its General Fund.

Public Health: Public Health is responsible for the inspection of food service providers as well as the inspection of septic systems. Upon the completing the inspection process, licenses and permits are issued.

Investment Interest **\$3.7 million**

The County manages a regional investment pool that includes County resources as well as resources owned by other local government agencies. The County Treasurer is responsible for investing monies. The Treasurer works closely with jurisdictions to determine cash flows needs and then invests accordingly. At December 31, 2010 investments totaled \$500 million. State law restricts what local jurisdictions can invest in.

Fines & Penalties **\$7.3 million**

The County collects fines for violations of traffic laws, County ordinances, and misdemeanors. Revenue from these fines is deposited in the General Fund. District Court revenues have been stable over the past several years. Other fines and penalties include assets seized by the Clark-Skamania Narcotics Task Force, attorney fee recoveries, welfare fraud recoupment, animal control citation fines, and other miscellaneous fines.

Other External Sources **\$26.4 million**

Other sources of revenue include fair income, the Treasurer's investment service fee, rental of county owned property, portions of the proceeds from certain Dept. of Natural Resources timber sales, loan proceeds, and capital contributions from other government agencies.

Internal Revenue Sources

Internal Transfers and Charges for Services **\$208.8 million**

Internal transfer revenues are simply the receipt of the internal transfer expenditures outlined in the Expenditure Analysis section. The revenue estimate is based on budgeted expenditures in this category. Charges for internal services represent the receipt of the internal service expenditures outlined in the Expenditure Analysis section. Like internal transfer revenue, the revenue estimate is based on budgeted expenditures in this category.

Debt Summary

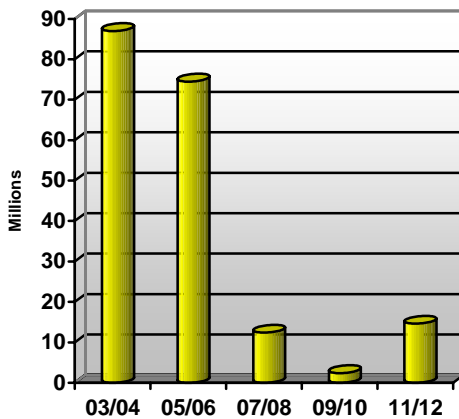
The County's outstanding debt, which includes general obligation (G.O.) bonds, Public Works Trust Fund loans, and Revenue Bonds totaled \$164.5 million on January 1, 2011.

Overview

Clark County periodically issues debt to finance large capital projects. These purchases may involve the purchase of land, the construction of buildings or other improvements, or the development of a major system. The graph to the left shows the actual amount of bonds issued from 2003/04 through 2009/10, and proceeds expected in 2011/12.

The table (below) shows the amount of debt outstanding at the beginning of the year, anticipated debt retirement and new planned debt, and the projected debt position of the County on December 31, 2012, the end of the current biennium. Debt is categorized according to the project or purchase for which it was incurred.

Bond Sale Proceeds by Year



Outstanding Debt, 1-1-11 to 12-31-12 (Thousands)				
	Jan-11 Balance	Retired Debt	New Debt	Dec-12 Balance
General Obligation Debt				
Exhibition Hall	17,005	600	-	16,405
Facilities-Energy Savings Devices	8,568	816	-	7,752
Parks	240	155	-	85
Pepsi Building-Warehouse Space	2,520	175	-	2,345
Assessor/Treasurer computer system	2,315	1,115	-	1,200
VHA Low Income Housing	675	440	-	235
Conservation Futures Projects	13,709	1,845	-	11,864
Jail Work Center	4,586	1,290	-	3,296
800 MHZ Communication System	1,275	400	-	875
CRESA Motorola equip	620	620	-	-
Juvenile Expansion	5,131	1,120	-	4,011
Campus Development	33,975	1,660	-	32,315
Center for Community Health	26,700	1,265	-	25,435
Community Development Remodel	2,635	215	-	2,420
General Equipment	39	10	-	29
Fire/Safety Facility	1,740	325	-	1,415
Tri-Mountain Golf Course	6,080	500	-	5,580
Total General Obligation Debt	127,813	12,551	-	115,262
Other Debt				
Sanitary Wastewater Loans	347	318	-	29
Sanitary Wastewater Revenue	16,140	5,035	-	11,105
Roads-PWTF Loans	20,182	1,992	14,577	32,767
Total Other Debt	36,669	7,345	14,577	43,901
Total County Debt	164,482	19,896	14,577	159,163

As shown in the table, the total amount of outstanding debt is expected to increase by \$14.6 million during the 2011/2012 biennium. General obligation debt will be reduced \$12.6 million, while other debt will have a net increase of \$7.2 principally to finance the road projects through low interest Public Works Trust Fund loans issued by the State of Washington.

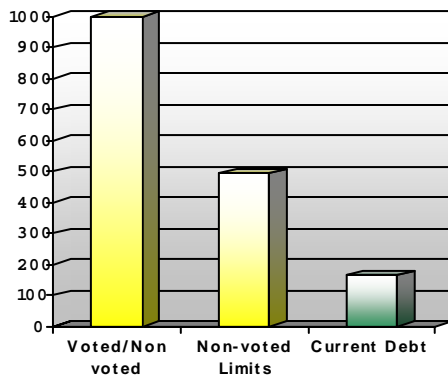
Debt Limit & Carrying Capacity

Washington State law limits the amount of general obligation debt counties may incur. Without an authorizing vote of the citizens, a county may not incur general obligation debt exceeding 1.5 percent of the assessed value of the taxable property within the County. With a vote of its citizens, counties may incur general obligation debt up to 2.5 percent of its assessed taxable value. These limits apply to net general obligation debt, and exclude revenue bonds and other debts not backed by the full taxing authority of the County.

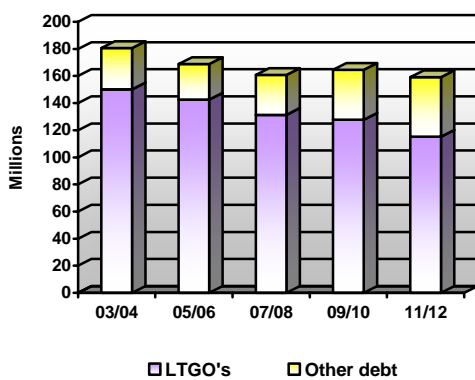
Clark County's assessed taxable value for 2007 was \$41.5 billion, which yields a net non-voted debt limit of \$495.7 million and a voted/non-voted limit of \$1.0 billion. The County's existing general obligation debt totals \$127.8 million as of January 1, 2011, which is well below the non-voted debt limit. As a matter of financial policy, the County has set a goal to maintain debt service costs below 10 percent of external operating revenue. For 2009/10, the annual debt service payment will total approximately 3.0 percent of external operating revenues.

The County has used less than one-third of its non-voted debt limit and debt service costs represent a limited share of total revenues. Overall, the County's debt position is very favorable. The County's bond rating is Moody's Aa2.

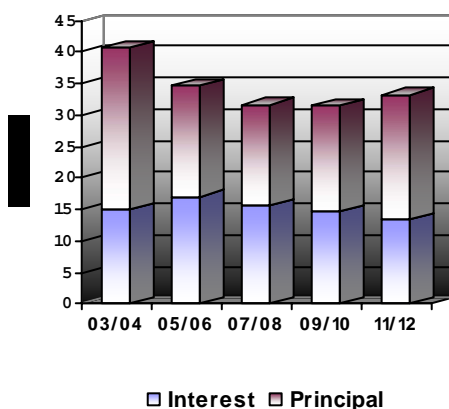
Debt Limits



Outstanding Principal



Total Debt Payments



Debt History

Historically, Clark County has maintained a low outstanding principal balance. The County's outstanding principal will decrease over 2011/2012.

Clark County's outstanding principal history since 2003/2004 is displayed in the graph to the left. In 2003/2004, total outstanding debt was \$180.6 million. Of that, \$150.2 million was general obligation debt. In 2004 and 2005, \$55.6 million in general obligation debt was issued for the Health Building, Exhibit Hall, purchase of the Pepsi building for future jail expansion, the Assessor/Treasurer system, and Conservation Futures land purchases. Other bonds include \$46 million in revenue bonds for the sewer treatment plant expansion in 1996 and Public Works Trust Fund (PWTF) loans for sewer treatment plant expansions and road construction through this period.

In 2011 the county anticipates the issuance of approximately \$14.6 million in low interest PWTF loans (.5%) for road construction.

Debt Payments

The amount of debt payments scheduled for 2011/2012 is \$33.5 million. The County's total annual debt payments (excluding refundings) since 2003/2004 is displayed in the graph to the left.

Future Debt Plans

The County is currently planning several road capital projects including expansions of 179th Street, North Orchards, 139th Street, and 119th Street. These projects will depend on available funding and favorable market conditions for issuing bonds.

Staffing Analysis

Staffing (FTEs) by Function

Law & Justice.....	791
Public Works	247
General Government	224
Internal Support	131
Community Services	105
Public Health.....	76
Community Development.....	53
Fiscal Entities.....	13
Total Staff (FTEs)	1,640

This section presents a summary of general staffing trends, including the long-term rate of growth and the sources of this growth. The staffing analysis is included in the Financial Section of the document to acknowledge the clear link between staffing increases and the County’s current and future operating budgets. Detailed information about staffing changes within individual departments appear in the Program Section. Finally, data on the staffing of specific departments appear in Appendix 2.

Clark County's 2011/2012 biennial budget includes 1,640 full-time equivalent (FTE) staff positions. The table to the left shows the allocation of these positions among the eight County functions that contain staff positions. As has been the case for the last five years, about 48 percent of all County staff are assigned to the Law & Justice function.

Change in Staffing from 03/04 to 11/12

From 03/04 to the end of the biennial budget, the total number of budgeted County staff positions have decreased by 39 FTE, or about 0.3 percent per year. The total population of the County grew by approximately 2.5 percent per year over the same period. Growth in FTE’s has historically increased at the rate of population growth. Total FTE’s in 03/04 were 1,679 growing to 1,900 in 2007/08 for an increase of 3.1 percent. However, from the peak in 2007/08 a net reduction of 260 FTE’s reflects the recent downturn in the economy.

The paragraphs which follow provide a brief overview of departments that have experienced an increase/decrease in staffing since 2007/08 and the reasons for the change.

Health Department

Decrease in Staffing from 07/08-11/12 -74.0 FTEs
 Percent of department decrease -49.0 percent

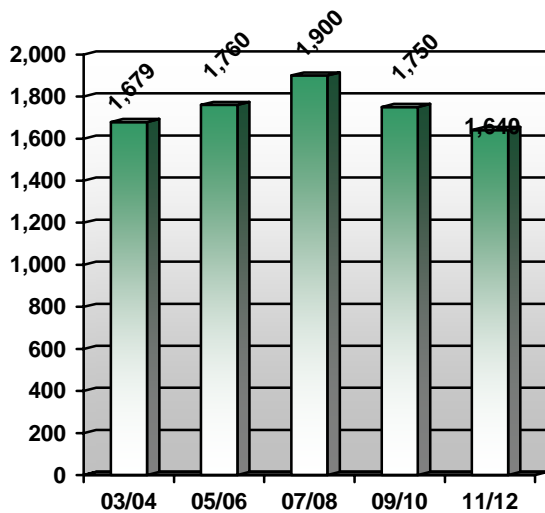
The Health Department staffing reflects a net reduction of 74 FTE since 2007/08. However, most of the reduction occurred in the 2009/10 budget. To meet decreased local, state, and federal funding, much of the departments direct services were transitioned to non-profit agencies. This reduction results in the loss of one half of the departments total staffing.

Law & Justice

Decrease in Staffing from 07/08-11/12 -73.0 FTEs
 Percent of departments decrease -8.4 percent

Law & Justice departments contain the most FTE’s in the county with 791 FTE for 2011/12. Departments include the Sheriff’s Office/Jail, Courts, Prosecuting Attorneys Office, Clerk’s Office, Corrections, Juvenile, Child Support, Victim Witness, and the Medical Examiner’s Office. FTE’s in the Sheriff’s Office/Jail has gone from 435 in 2007/08 to 392 in 2011/12 reducing 43 positions or 10 percent. FTE’s in the Prosecution Attorney’s Office has been reduced by 12 positions or 14 percent and District Court has been reduced by 6 positions or 11 percent.

Staffing History



Public Works

Decrease in Staffing from 07/08-11/12 -60.0 FTEs
Percent of departments decrease -19.5 percent

Public Works is responsible for the development and maintenance of the major infrastructure systems with the county including transportation, sewer, and parks. The function also includes support divisions such as Equipment Services and Public Works Stores. Reductions include consolidating Clean Water and Solid Waste programs to a new department (28 positions) and reductions in labor force due to the economy in Environmental Permitting (4 positions), Design & Engineering (10 positions), and Road Operations & Maintenance (18 positions).

Community Development

Decrease in Staffing from 07/08-11/12 -51.0 FTEs
Percent of departments decrease -49.0 percent

Historically, Community Development department saw staffing increases mostly as a result of the state Growth Management Act and increased workload. Within the department fifteen new building inspectors were added in response to increased construction activity and ten customer service representatives were added between 2003 and 2007. However, Community Development activity is closely related to development activity. In 2009/10, staffing levels were reduced to reflect the downturn in the economy. In addition, the Long Range Planning division was moved from the department and placed under the County Administrator.

Other Staffing Changes

Decrease in Staffing from 07/08-11/12 -2.0 FTEs
Percent of departments decrease -0.0 percent

Other staffing changes were spread across General Government, Community Services, Internal Support, and Fiscal Entities.