

# City of Portland Service Efforts and Accomplishments: 2002-03

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Thirteenth Annual Report on City Government Performance



Office of the City Auditor  
Portland, Oregon

November 2003





CITY OF  
**PORTLAND, OREGON**

OFFICE OF THE CITY AUDITOR  
Audit Services Division

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November 20, 2003

TO: Mayor Vera Katz  
Commissioner Jim Francesconi  
Commissioner Randy Leonard  
Commissioner Dan Saltzman  
Commissioner Eric Sten

SUBJECT: City of Portland *Service Efforts and Accomplishments: 2002-03* (Report #300)

This is the City of Portland's thirteenth annual report on government performance. It reports on the spending, workload, and results of the City's nine major public services as well as information from six comparison cities, and the results of our annual citizen survey.

The information is displayed in an entirely new format to dovetail with the City's Managing for Results effort. To complement an eventual revision of the City's budget efforts, we also adjusted the timing of our report, and focused on bureau goals and the relevant results. We also included the information from the first business survey on City services that we conducted in March.

I am confident that reliable information on the performance of City services will continue to strengthen our accountability to the public and improve government efficiency and effectiveness.

This report was prepared by my Audit Services Division in cooperation with the management and staff of the City's largest bureaus. I want to thank them for their efforts and cooperation.

Gary Blackmer  
Portland City Auditor



# Table of Contents

Summary .....	i
Introduction .....	1
<b>PUBLIC SAFETY</b> .....	7
Bureau of Police .....	8
Bureau of Fire, Rescue & Emergency Services .....	12
DATA tables .....	16
<b>PARKS, RECREATION &amp; CULTURE</b> .....	21
Bureau of Parks & Recreation .....	22
DATA tables .....	27
<b>TRANSPORTATION &amp; PARKING</b> .....	29
Office of Transportation .....	30
DATA tables .....	37
<b>PUBLIC UTILITIES</b> .....	39
Bureau of Environmental Services .....	40
Bureau of Water .....	44
DATA tables .....	47
<b>COMMUNITY DEVELOPMENT</b> .....	51
Housing & Community Development .....	52
Bureau of Development Services .....	56
Bureau of Planning .....	60
DATA tables .....	65
APPENDICES	
<b>A</b> 2003 Citizen Survey Results .....	A-1
<b>B</b> 2003 Business Survey Results .....	B-1
<b>C</b> Comparison City Data .....	C-1



# City of Portland

## Service Efforts and Accomplishments: 2002-03

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A report by the Audit Services Division  
Report #300

Office of the City Auditor  
Portland, Oregon

November 2003





# Summary

This is the Portland City Auditor's thirteenth annual report on the performance of City government. It contains information on the *Service Efforts and Accomplishments* of the City's largest and most visible public programs.

The report is intended to:

- improve the public accountability of City government, and
- assist City Council and public employees manage for results.

The report contains information on:

- City government and bureau goals,
- program results and performance trends, and
- spending and staffing levels.

The report also includes the results of two citywide surveys conducted by the Office of the City Auditor, the thirteenth annual Citizen Survey and the first annual Business Survey. These two surveys provide statistically reliable information on satisfaction with City services.

This Summary highlights the City of Portland's most important performance trends and challenges. The complete report explains the scope and methodology, and provides detail on each major program.

Additional copies of the complete 2002-03 *Service Efforts and Accomplishments* report can be obtained by visiting the Auditor's Office web site at:

**[www.portlandonline.com/auditor](http://www.portlandonline.com/auditor)**

or by calling:

Audit Services Division, (503) 823-4005.

## CITIZEN SATISFACTION

Overall, citizens believe that local government is not doing as good a job providing government services as it did five years ago. The percent of citizens rating local government "good" or "very good" dropped from 60 percent in 1999 to 49 percent in 2003. Businesses rated local government lower than citizens in 2003 but more are neutral ("neither good nor bad" ratings) than citizens.

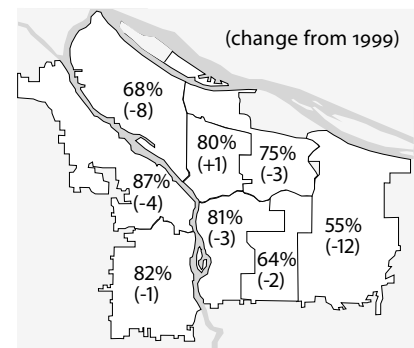
### LOCAL GOVERNMENT PERFORMANCE (survey ratings)

	<b>CITIZENS</b>	5 year	<b>BUSINESSES</b>	5 year
	<b>2003</b>	change	<b>2003</b>	change
Good or very good	49%	-11%	41%	n.a.
Neither good nor bad	32%	+1%	39%	n.a.
Bad or very bad	19%	+10%	20%	n.a.

SOURCE: City Auditor Citizen Survey and Business Survey

Although citizens rate livability in their neighborhoods relatively high (82 percent judging it "good" or "very good"), overall City livability has declined over the past five years – 74 percent rating it "good" or "very good" in 2003 versus 78 percent in 1999. Declines in City livability ratings were much more pronounced in the East and North Portland than in other neighborhoods.

### CITIZENS: OVERALL CITY LIVABILITY, 2003 (percent "good" or "very good")



SOURCE: City Auditor Citizen Survey

Citizens continue to be very satisfied with several City government programs including fire, parks, and recycling. However, satisfaction with the quality of police, water, and sewer services have declined steadily the past five years.

- the quality of police services is rated 10 percent lower
- ratings of overall water service is down 12 percent
- ratings of overall sewer service is down 8 percent

**SERVICE RESULTS** Despite some declines in citizen satisfaction, City bureaus have had success in addressing a number of key program goals. However, performance lags in some areas.

**Public Safety:** *Public safety in Portland has improved over the past decade.*

- there are fewer crimes and fires per capita
- citizens feel safer walking in neighborhoods and more are prepared for a major disaster

**Parks & Recreation:** *More parks and recreation opportunities are available and residents are participating more. Citizens rate park grounds maintenance and facility maintenance slightly lower despite significant capital investments.*

- visits to City parks increased 10 percent over ten years
- feelings of safety in parks is much higher

**Transportation:** *Street maintenance needs continue to grow as overall street conditions decline and use increases.*

- fewer streets receive maintenance and the backlog of work grows significantly
- citizens are very dissatisfied with congestion but 70 percent of commuters still drive alone to work

**Utilities:** *Customers pay higher sewer bills and slightly higher water bills, but drinking water is clean and reliable and City rivers and streams are more protected from waste and storm water.*

- low-cost drinking water meets federal and state quality standards
- waste effluent from treatment plants meets federal standards and City projects decrease wastewater pollution

**Community Development:** *More housing is built and available in the City but affordability and cost burden remains a problem. City development services show signs of improvement and impact on neighborhoods seems generally positive.*

- the number of homeless seeking shelter has increased, but City programs are serving more
- applicants for building permits and land use approvals more satisfied with City staff and process timeliness

## SPENDING AND STAFFING

Spending in some areas has increased, but in others it has declined. Overall City spending per capita on the nine major services has increased only 1 percent over five years.

Staffing in most of the service areas has been stable, and overall there has been no increase over five years.

OPERATING SPENDING PER CAPITA (adjusted for inflation)			AUTHORIZED STAFFING (FTEs)		
	'02-03	5 year change		'02-03	5 year change
Police	\$295	0%	Police	1,330	0%
B.E.S.	\$264	+14%	Fire & Rescue	710	-3%
Fire & Rescue	\$179	+1%	Transportation	702	-2%
Transportation	\$153	+2%	Water	535	+2%
Water	\$120	-6%	B.E.S.	467	+3%
BHCD/PDC Housing	\$103	-18%	Parks & Recreation	366	0%
Parks & Recreation	\$92	+6%	B.D.S.	286	+1%
B.D.S.	\$54	+2%	BHCD/PDC Housing	72	+44%
Planning	\$14	-22%	Planning	68	-36%
<b>TOTAL</b>	<b>\$1,274</b>	<b>+1%</b>	<b>TOTAL</b>	<b>4,536</b>	<b>0%</b>

SOURCE: Adopted City budgets and annual CAFRs

# Introduction

## OVERVIEW

This is the City Auditor's thirteenth annual *Service Efforts and Accomplishments* (SEA) report. Its purpose is to:

- improve the public accountability of City government;
- assist City Council, managers and citizens in making better decisions; and
- help improve the delivery of Portland's major public services.

The report provides information to help users understand the extent to which City goals are achieved. It presents mission statements, major goals, program results, and workload and spending indicators for Portland's major services:

- Fire & Rescue
- Police
- Parks & Recreation
- Transportation
- Environmental Services
- Water
- Development Services
- Housing & Community Development
- Planning

This introduction describes the report's scope and methodology, limitations, and relationship to the annual budget. Appendix A includes results from the 2003 City Auditor's Citizen Survey. Appendix B includes results from the first Business Survey administered by our office in 2003. Appendix C contains current year data from six comparison cities.

*This report and prior year reports are available on the City Auditor's web site:*  
**[www.portlandonline.com/auditor](http://www.portlandonline.com/auditor)**  
*or by calling the Audit Services Division at (503) 823-4005.*

## REPORT CONTENT AND METHODOLOGY

The Audit Services Division of the Office of the City Auditor prepared this report with the assistance of managers and staff from the City's major offices and bureaus. The following sections describe the contents of the report and methods used to gather information.

### **Mission and goal statements**

The report is organized in five chapters that represent the major service areas identified in the City's Adopted Budget document. Each chapter lists the major City goal(s) to be addressed by the bureaus grouped under the service area. For example, the major City goal, "To ensure a safe and peaceful community," begins the Public Safety chapter followed by a list of the City bureaus responsible for addressing this goal (e.g., Police and Fire & Rescue). Bureau mission statements, goals, and activities are also briefly described on the first page of each chapter. If available, key benchmarks for services adopted by the Portland Multnomah Progress Board are identified.

The source of the major City goals is the annual budget approved by Council through public deliberation and review. Council developed these goals during periodic Council budget retreats and goal-setting forums, and through public values surveys and constituent input. The sources of bureau mission statements and goals are adopted bureau strategic plans, budget requests submitted to Council, and other documents such as annual reports. The public has been involved in most, but not all, of these bureau planning exercises.

### **Performance indicators and data**

Within each chapter, sections for each reported bureau contain performance indicators of citizen satisfaction, results of activities to address goals, and spending and workload trends. The bureau sections focus on the major goals of the bureau and the key results of bureau efforts. A complete set of data for all performance indicators (input, output, outcome, efficiency) for the bureau over the past ten years directly follows the bureaus' narrative sections.

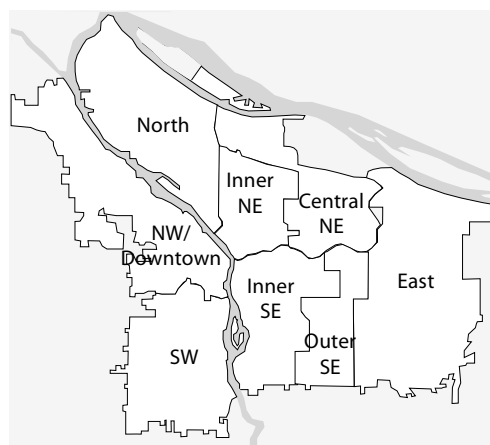
The performance indicators and data presented in the chapters were developed by bureau managers and staff with technical advice and assistance from Audit Services Division staff. Results indicators tie directly to bureau mission and goals, and spending, staffing and workload data reflect the level of major program effort directed toward desired outcomes. This information comes from data sources such as the City's accounting system; program management information systems; manual counts and records; and employee, customer, citizen, and business surveys. Each bureau collected and submitted the data to Audit Services for review, summarization, and analysis.

### **Citizen, business, and customer perceptions**

The report contains results from several surveys of citizen, business, customer, and employee perceptions. To obtain information on citizen satisfaction with the quality of City services, we conducted our thirteenth annual citywide *Citizen Survey* in August and September, 2003. We mailed approximately 13,700 surveys to randomly selected residents in eight broad neighborhood areas that are closely aligned with the Office of Neighborhood Involvement's eight neighborhood coalition boundaries.

As shown in the map, we surveyed residents in the Southwest, Northwest (including downtown), North, Inner Northeast, Central Northeast, Inner and Outer Southeast, and East neighborhoods. Appendix A contains the complete questionnaire and responses for the past ten years, a description of methodology, response rates, and confidence levels.

**2003 CITIZEN SURVEY NEIGHBORHOODS**



In March of 2003, we also conducted our first *Business Survey* to obtain information about business satisfaction with City government services. The survey was mailed to 4,800 business randomly selected from the eight neighborhood areas from the approximately 145,000 business sites in the City. Appendix B contains the complete business questionnaire and results, a description of methodology, response rates, and confidence levels.

Several chapters also contain the results of surveys of customers and employees that were administered by several City bureaus. With our assistance, the Bureau of Development Services has administered surveys the past two years to assess customer satisfaction with the timeliness, helpfulness, and knowledge of building permit and land use review services. Other bureaus, including Parks & Recreation and Police have surveyed neighborhoods, clients, and employees to determine the extent to which bureau goals and objectives are addressed.

### **Data comparisons**

Each chapter contains three types of comparisons to provide context and meaning to the performance data, and to provide a basis for assessing performance. Bureau performance data is compared to historical trends, to targets and established standards, and to services in similar cities.

Historical data are presented in five-year and ten-year trends to illustrate how bureau indicators have changed over short and longer term periods. Bureau results are also compared to goals or targets established by the bureau or City Council, or to outside standards established by regional, state, or federal agencies.

Some bureau efforts and results are compared to data we gathered from six other similar cities: Charlotte, Cincinnati, Denver, Kansas City, Sacramento, and Seattle. These cities have similar populations, service areas, and costs of living to Portland. Most inter-city information was obtained from annual budgets, Comprehensive Annual Financial Reports, and internal records. Appendix C contains a summary of the data collected from other cities in 2003.

Data is also compared through aggregation and disaggregation of data in several ways. For example, responses to citizen survey questions is both summarized into a citywide average and averaged by each of eight neighborhood areas comprising the city. Fires and crimes per capita are also shown by citywide average and by each neighborhood area. Disaggregation helps highlight differences that might be obscured by aggregation and helps meet the needs and interests of different users.

In order to account for inflation, we expressed financial data in constant dollars. We adjusted dollars to express all amounts as a ratio of the purchasing power of money in FY 2002-03, based on the Portland-Salem OR-WA Consumer Price Index for All Urban Consumers.

#### **Indicator relevance and data reliability**

The results indicators portrayed in each chapter were developed by Bureaus with our assistance to provide a basis for users to assess the degree to which major goals of the bureau are accomplished. The indicators are linked to bureau missions and goals established in strategic plans, budget documents, and other internal documents. While each bureau pursues a number of other important goals and objectives, the report focuses on the major or key goals of the organization.

To assess reliability of reported performance data, we compared bureau data to Adopted budgets, financial and performance audit reports, accounting records, and other documents and records obtained from the bureaus. We checked for consistency in reporting from year to year, evaluated inconsistencies and changes, and identified errors and omissions. We talked to managers and bureau staff to resolve errors and discrepancies, and to explain changes. We did not audit source documents such as 9-1-1 computer tapes or water quality test samples.

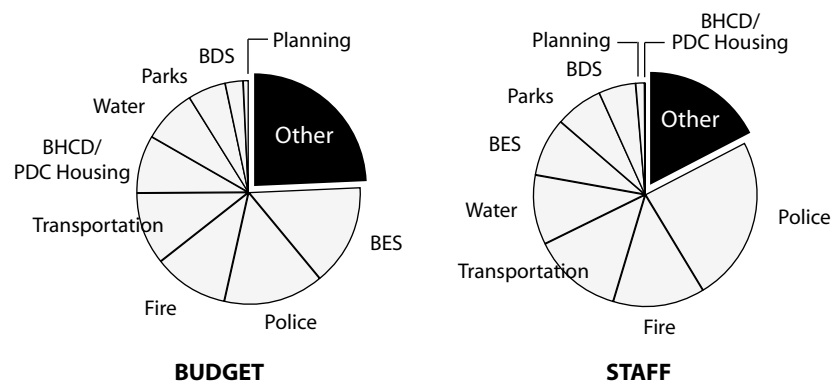


We also provided a draft report to each bureau to ensure their information was portrayed fairly and to obtain comments on unusual or significant performance trends. When possible, we have included in the report a brief explanation of internal or external factors that may have had a significant affect on the performance results. The summary highlights some results and challenges facing the organization in achieving missions and goals.

## REPORT SCOPE AND LIMITATIONS

As illustrated below, the nine services covered in this report comprise about 76 percent of the City's budget and 83 percent of its staff. These services are generally viewed as the most visible and important direct services provided to the public.

### MAJOR SERVICES AS A PROPORTION OF TOTAL CITY BUDGET AND STAFF



SOURCE: FY 2002-03 City of Portland *Adopted Budget*

This report presents key performance indicators of bureaus. Bureaus will likely have additional performance indicators and data for budget reporting, internal management, and daily monitoring.

The report also does not include information on all the activities and important programs of the City of Portland. For example, general government services and administration, such as purchasing, personnel, and budgeting and finance are not included.

Also, inter-city comparisons should be used carefully. We have tried to exclude unusual variations in the kinds of services offered in each city so that inter-city comparisons are fair. However, deviations in costs, staffing, and performance may be attributable to factors our research did not identify. Great deviations from average should be the starting point for more detailed analysis.

Finally, while the report may offer insights on service results, it does not thoroughly analyze the causes of negative or positive performance. Some deviations can be explained simply. However, more detailed analysis by bureaus or performance audits may be necessary to provide reliable explanations for results. This report can help focus research on the most serious performance concerns.

## RELATIONSHIP TO ANNUAL BUDGET AND PLANNING

This *Service Efforts and Accomplishments Report* is an important piece of a larger process called Managing for Results (MFR). Managing for Results is intended to help keep the City focused on its mission and goals, and to integrate performance information into planning, budgeting, management, and reporting. The City Council adopted the MFR effort in July 2003 and directed the Office of Management and Finance to lead and coordinate its implementation over the next few years. (See Resolution #36514, June 2003 and *Managing for Results: A Proposal for the City of Portland*, Office of the City Auditor, December 2002).

Managing for Results will require a series of actions:

- Setting clear long- and short-term goals for the City and its bureaus
- Keeping goals in mind when allocating (budgeting) resources
- Managing programs to achieve desired goals effectively and efficiently
- Measuring performance in achieving goals and reporting the results to Council and the public

This report addresses the fourth action – reporting performance results to the Council and the public. The information in this report should enable report users to assess the degree to which the City and bureaus have achieved their major goals and provide public accountability for the use of tax and other resources.

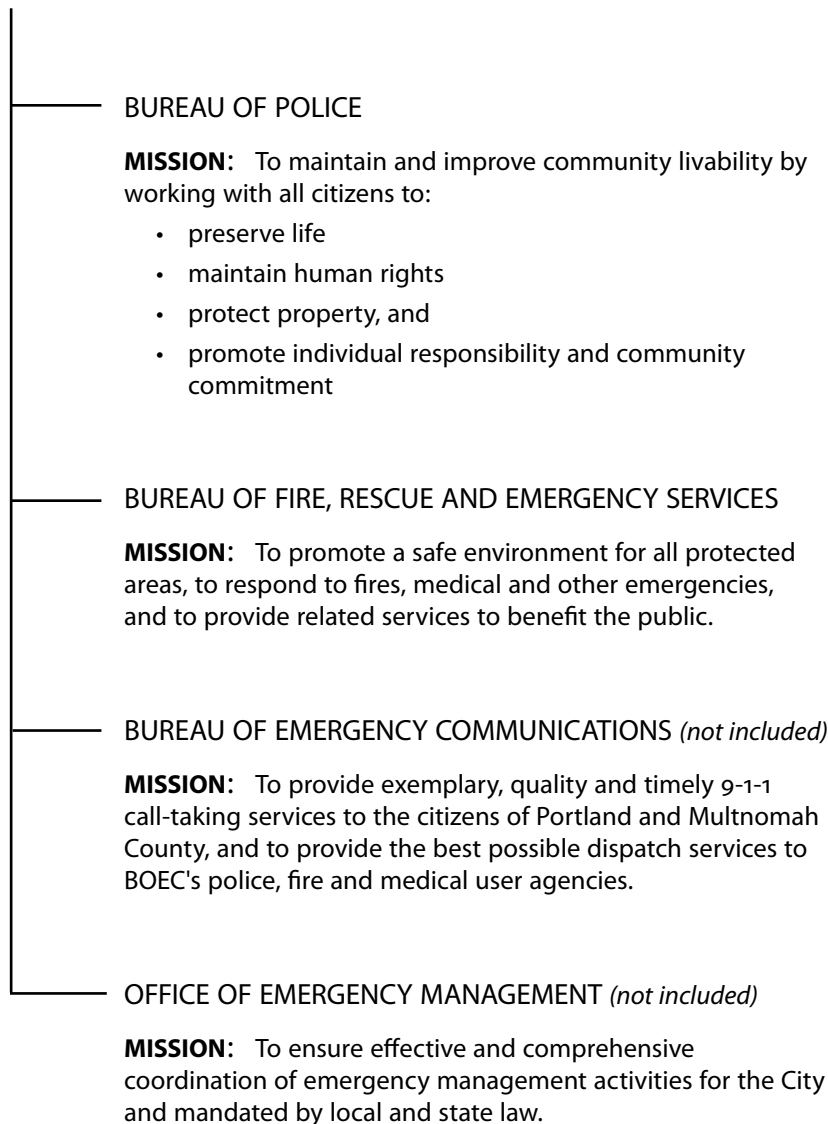
Over the next few years, the City intends to establish a clearer strategic direction through the development of a revised City mission statement and major long-term goals. This effort will aid bureaus in the development of their own bureau plans, goals, and program strategies. In addition, changes are also planned in the way the City conducts the budget process in order to better integrate performance information into the decisions about funding of bureau programs. Transition to a program budget that integrates information on performance is envisioned so Council can more effectively link resources with desired results to be achieved.

When these changes in planning, budgeting, management and reporting are complete, the City will have an integrated and coordinated process for Managing for Results.

# PUBLIC SAFETY

## CITY GOAL:

To ensure a safe and peaceful community



PORTLAND MULTNOMAH  
COMMUNITY BENCHMARKS:  
*reduce incidents of crime;*  
*increase feelings of safety;*  
*increase preparedness for*  
*emergencies*

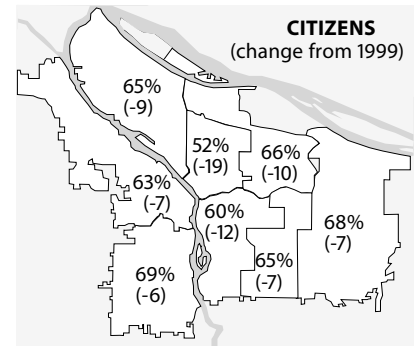
# Bureau of Police

## CITIZEN SATISFACTION

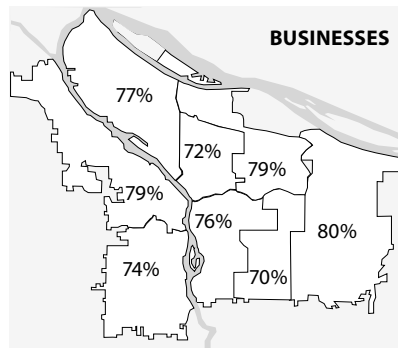
Although citizens report feeling much safer both during the day and at night, citizen satisfaction with police services has declined significantly over the past five years. Businesses are more satisfied with police services than are neighborhood residents.

Citizens' ratings of police have gone down in all neighborhoods. Although declining steadily for the past five years, the change was most apparent in 2003. For example, from 2002 to 2003 the percent of citizens in the Inner Northeast rating police services "good" or "very good" declined by 10 percent, almost half the total five year change.

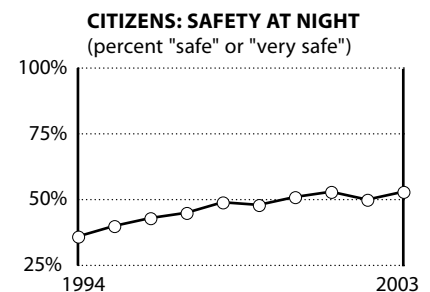
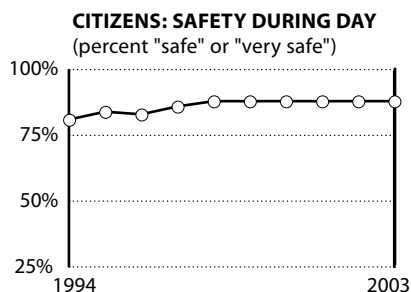
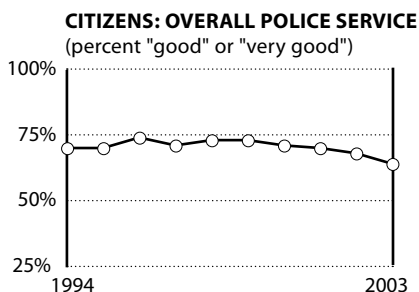
**CITIZEN RATING OF POLICE SERVICE: 2003**  
(percent "good" or "very good")



**BUSINESS RATING OF POLICE SERVICE: 2003**  
(percent "good" or "very good")



The first year of satisfaction ratings by Portland businesses shows that businesses rate police services higher than citizen ratings across all neighborhoods. Average rating of police services was 64 percent "good" or "very good" for citizens and 77 percent for businesses.



**BUREAU GOAL:**  
Reduce crime and the fear  
of crime

Over the past 10 years, the Bureau has made significant progress addressing two major goals: reducing reported crime and reducing the fear of crime.

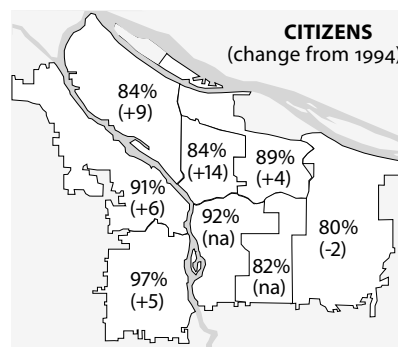
	CRIMES PER 1,000	
	PROPERTY	PERSON
1998	78	13
1999	69	12
2000	67	11
2001	73	8
2002	73	8
5 years:	-6%	-36%
10 years:	-21%	-53%

Serious property and person crimes have both declined. The drop in crimes against persons, though, has been continuous, while property crimes may be trending up.

In addition, the percent of citizens who report feeling safe during the day in their neighborhood stayed constant over the past five years but increased 6 percent since 1994, 10 years ago. Residents in Inner Northeast Portland feel much safer than in the past, increasing from 70 percent feeling safe in 1994 to 84 percent in 2003.

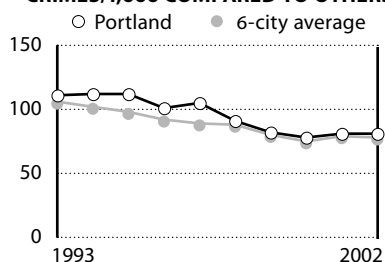
Compared to six other cities, the number of crimes in Portland has dropped to average. The ten-year decline appears to be part of a larger national trend in declining crime.

**CITIZENS FEELINGS OF SAFETY: 2003**  
(percent "safe" or "very safe")

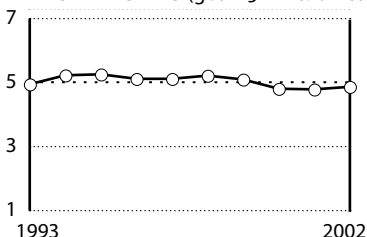


The Bureau has been meeting its response time goal. After a number of years that averaged slightly higher than 5 minutes, the response to high priority calls has been faster than the 5 minute goal for the last three years.

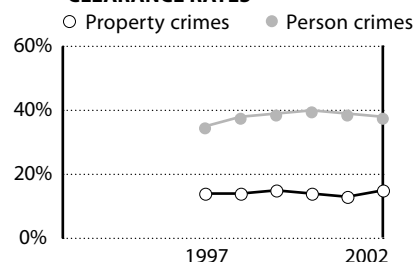
**CRIMES/1,000 COMPARED TO OTHERS**



**AVERAGE RESPONSE TIME TO HIGH PRIORITY CALLS** (goal=5 mins. or less)



**CLEARANCE RATES**



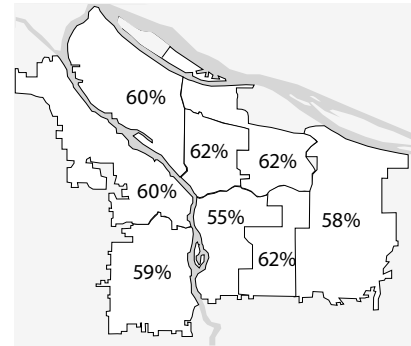
**BUREAU GOAL:**  
Improve community and  
police partnership

The Bureau has been less successful addressing its other major goal of improving the community and police partnership.

Patrol officers are meeting their goal of having 35 percent of their time free from 9-1-1 calls in order to solve neighborhood problems.

However, the number of residents who know their neighborhood officer or who are willing to work with the police has not improved.

**CITIZENS: WILLING TO HELP POLICE: 2003**  
(percent "willing" or "very willing")



**BUREAU GOAL:**  
Develop and encourage  
personnel

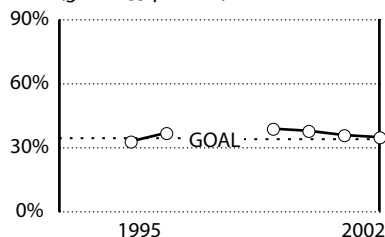
Job satisfaction among Bureau employees remains high, although fairness and organizational culture are still rated low.

**POLICE EMPLOYEE SURVEY RESULTS**

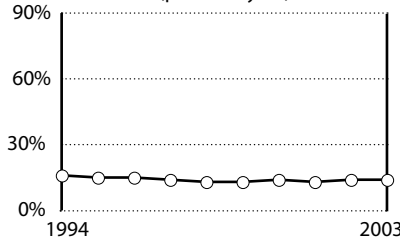
	2002	1993
Job satisfaction	4.1	4.1
Autonomy	3.7	3.9
Supervisor support	3.9	3.9
Teamwork	3.9	3.8
Recognition	3.3	3.1
Fairness	2.7	2.9
Organizational culture	2.7	na

SCALE: 5 highest, 1 lowest

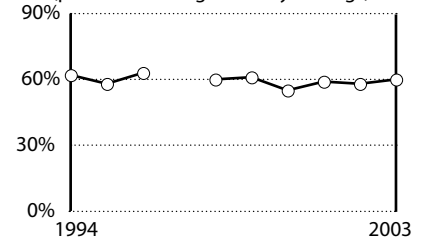
**TIME FREE FROM 9-1-1 CALLS**  
(goal = 35 percent)



**CITIZENS: KNOW NEIGHBORHOOD OFFICER**  
(percent "yes")



**CITIZENS: WILLING TO HELP POLICE**  
(percent "willing" or "very willing")



## SPENDING, STAFFING AND WORKLOAD

Police spending and staffing levels have increased slightly over the past five years, while officer workload has been relatively constant.

Investigations spending declined by 6 percent over the past five years, but is up 8 percent overall the past 10 years. Pension and disability costs is the fastest growing component of Police spending, increasing 30 percent the past five years. It accounts for almost one quarter of the City's expenses for police services.

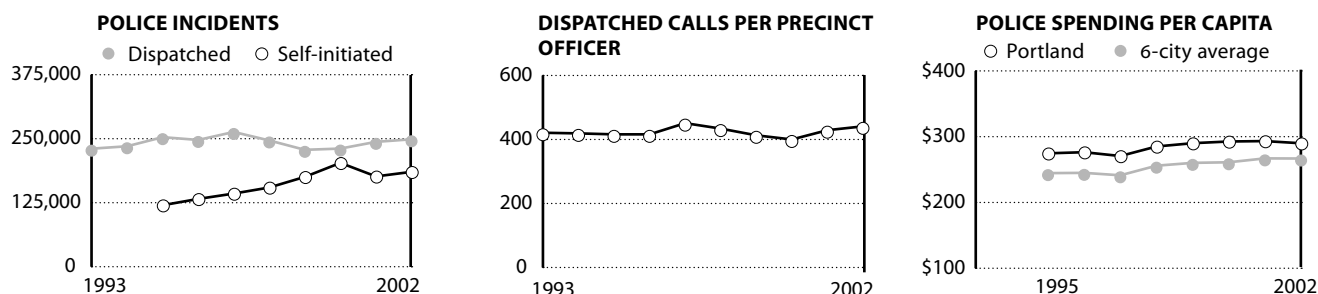
POLICE SPENDING	5 year	
	'02-03	change
Neighborhood patrol	\$71.4	+2%
Investigations	\$25.3	-6%
Support	\$23.0	-1%
Pension & disability	\$39.0	+30%
TOTAL	\$158.7	+6%

Overall, police staffing increased the past 10 years, but has remained steady the past five years. Officers on patrol has been constant since 1994.

	POLICE STAFFING (sworn/non-sworn)	PRECINCT OFFICERS (incl. sgts.)
'98-99	1,033 / 295	553
'99-00	1,045 / 312	577
'00-01	1,039 / 322	568
'01-02	1,048 / 312	564
'02-03	1,048 / 282	560
5 years:	+1% / -4%	+1%
10 years:	+10% / +18%	0%

Overall workload, measured by the number of dispatched calls per precinct officer, has increased from 421 in 1993 to 441 in 2002, a 5 percent change.

Portland spending is slightly higher than the average of six other cities due to higher pension and disability costs in Portland. Portland's charter mandated "pay-as-you-go" pension system is more costly to operate than pre-funded systems in other cities.

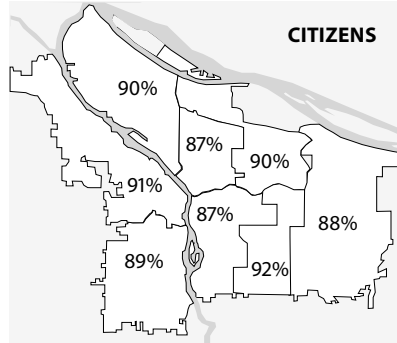


# Bureau of Fire, Rescue and Emergency Services

## CITIZEN SATISFACTION

Portland residents remain very satisfied with fire services – about 89 percent of all citizens rate overall Fire & Rescue services "good" or "very good". There is little variation among Portland neighborhoods.

**OVERALL RATING OF FIRE & RESCUE: 2003**  
(percent "good" or "very good")

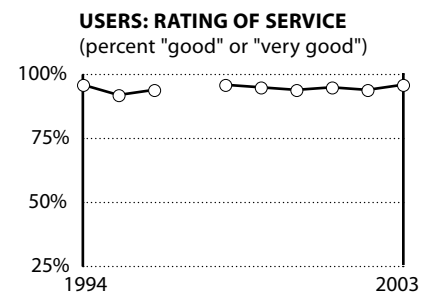
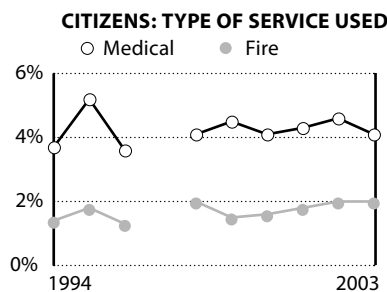
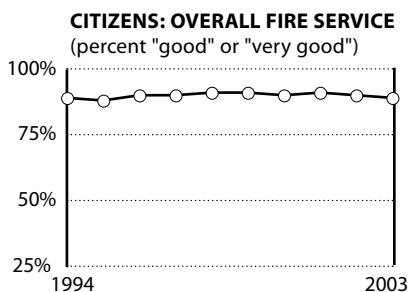
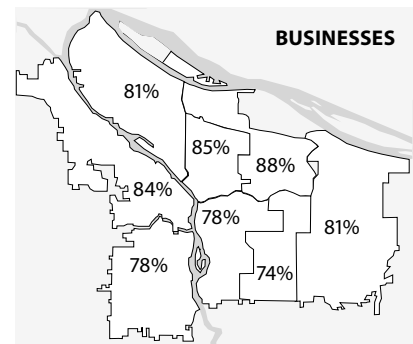


For those citizens who have actually had to use fire, medical, or other bureau services, satisfaction levels are even higher, averaging 96 percent in 2003.

In addition, businesses that had fire inspections in the last year consistently rated the inspection quality "good" or "very good".

Approximately 70 percent of surveyed businesses had a fire inspection within 12 months. Overall, 81 percent rated the quality of their fire inspection as "good" or "very good". There is some variation among neighborhoods, with businesses in the Southwest and Outer Southeast less satisfied.

**RATINGS OF FIRE INSPECTIONS: 2003**  
(percent "good" or "very good")





**BUREAU GOAL:**  
Minimize loss of life and property

Although response time to both fire and medical emergencies is slower than the Bureau's goal, the value of property lost and the number of lives lost is low.

	<b>LIVES LOST PER 100,000</b>	<b>FIRE LOSS PER CAPITA</b>
'98-99	0.6	\$43
'99-00	1.2	\$74
'00-01	1.3	\$42
'01-02	1.3	\$38
'02-03	0.9	\$34
5 years:	50%	-21%
10 years:	-70%	-28%

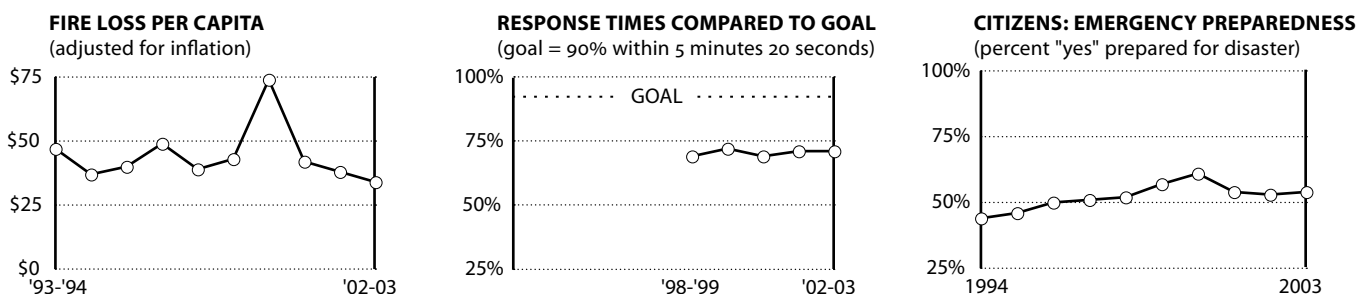
Lives lost has remained relatively low over the past 10 years, and the dollar amount of fire loss has declined by 28 percent since 1994.

The Bureau also attempts to prevent fires by inspecting buildings and citing violations that must be abated by property owners. A higher percentage of scheduled inspections were completed the past two years, partly due to a change in the Bureau's inspections schedule. Previously, inspections were scheduled annually. Currently, most occupancies are scheduled to be inspected every two years, though some high risk buildings are inspected every year.

	<b>SCHEDULED INSPECTIONS COMPLETED</b>	<b>VIOLATIONS ABATED IN 90 DAYS</b>
'98-99	64%	n.a.
'99-00	80%	n.a.
'00-01	61%	80%
'01-02	92%	79%
'02-03	73%	72%
5 years:	+9%	n.a.
10 years:	n.a.	n.a.

The percent of identified violations abated within 90 days has declined slightly.

Over half of residents report that they are prepared for a major disaster, slightly more than ten years ago, but not as high in the year 2000.



**BUREAU GOAL:**  
Reduce the number of  
emergency incidents

The Bureau has made great progress in reducing emergency incidents. The number of fires is significantly lower than it was ten years ago, and

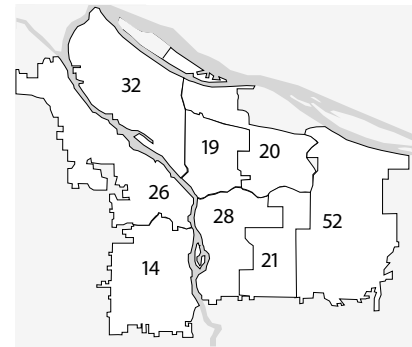
the number of structural fires continues to be below the average of six comparison cities.

	TOTAL FIRES PER 1,000	MEDICAL CALLS PER 1,000
'98-99	5.2	62.7
'99-00	5.6	65.8
'00-01	5.3	68.1
'01-02	4.8	74.0
'02-03	5.0	71.9
5 years:	-3%	+15%
10 years:	-16%	+28%

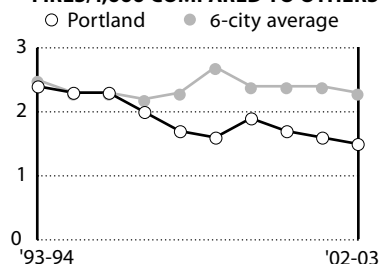
The number of medical incidents, though, has continued to increase. The number of citizens who are trained in first aid and CPR, however, has not grown.

Portland neighborhoods also experienced different numbers of fires. While the number of major fires averages about 26.5 per neighborhood, the East neighborhood had 52 and Southwest had only 14.

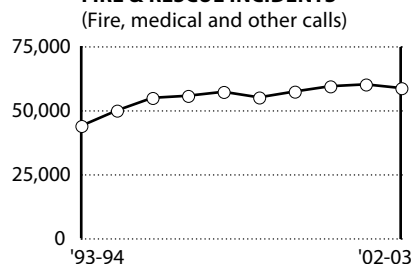
**MAJOR FIRES BY NEIGHBORHOOD: '02-03**  
(structural fires with damage over \$10,000)



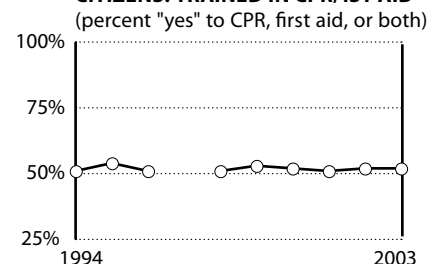
**FIRES/1,000 COMPARED TO OTHERS**



**FIRE & RESCUE INCIDENTS**



**CITIZENS: TRAINED IN CPR/FIRST AID**



## STAFFING, SPENDING AND WORKLOAD

Fire spending has increased slightly, due primarily to higher pension costs. Portland's "pay-as-you-go" pension system is managed by a separate City board, created by City Charter.

Spending on Emergency Operations and Prevention have remained constant over the past five years.

Prevention recovers some of its costs from fees from building plan reviews and charges businesses for inspection services. Prevention recovered 36 percent of its costs from fees in 2002-03, down from 38 percent in 1998-99.

### FIRE & RESCUE SPENDING

	'02-03	5 year change
Emergency operations	\$47.0	+1%
Fire prevention	\$5.6	0%
Other	\$12.2	+17%
Pension & disability	\$31.7	+14%
TOTAL	\$96.5	+7%
Capital*	\$7.8	+189%

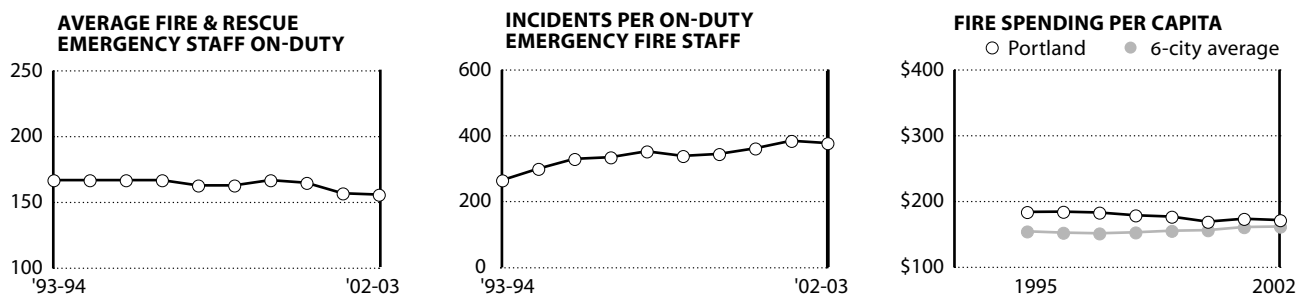
\* Most costs in BFRES Bond Fund

Capital spending increased 189 percent, largely due to continued spending from the capital improvement bond passed by voters in 1998.

	TOTAL FIRE STAFF (FTEs)	AVERAGE STAFF ON-DUTY
'98-99	729	163
'99-00	730	167
'00-01	743	165
'01-02	721	157
'02-03	710	156
5 years:	-3%	-4%
10 years:	-8%	-7%

Staffing levels have continued to drop, both Bureau-wide and the average emergency on-duty. As incidents have increased, the workload per emergency staff has also grown, from 265 incidents per staff in 1994 to 378 in '02-03, a 43 percent increase.

Compared to other cities, Portland spends slightly more than average, due to higher pension and disability costs.





## Police Bureau

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Patrol .....	\$50.3	\$58.9	\$58.0	\$60.1	\$62.4	\$64.2	\$65.2	\$68.0	\$70.9	\$71.4
Investigations & crime interdiction .....	\$18.6	\$19.3	\$23.4	\$23.9	\$22.9	\$24.6	\$25.5	\$26.8	\$27.8	\$25.3
Support .....	\$13.7	\$15.5	\$14.6	\$15.8	\$17.1	\$21.4	\$22.5	\$24.7	\$26.4	\$23.0
Sworn pension & disability .....	\$18.3	\$19.6	\$20.9	\$22.7	\$25.9	\$27.6	\$29.7	\$31.8	\$35.1	\$39.0
TOTAL .....	\$100.9	\$113.3	\$116.9	\$122.5	\$128.3	\$137.8	\$142.9	\$151.3	\$160.2	\$158.7
EXPENDITURES, adjusted for inflation:										
Patrol .....	\$63.4	\$72.0	\$68.9	\$69.0	\$69.7	\$70.1	\$68.8	\$69.7	\$71.5	\$71.4
Investigations & crime interdiction .....	\$23.5	\$23.6	\$27.8	\$27.4	\$25.6	\$26.9	\$26.9	\$27.4	\$28.0	\$25.3
Support .....	\$17.3	\$18.9	\$17.4	\$18.1	\$19.1	\$23.3	\$23.7	\$25.4	\$26.6	\$23.0
Sworn pension & disability .....	\$23.1	\$23.9	\$24.9	\$26.0	\$28.9	\$30.1	\$31.3	\$32.6	\$35.4	\$39.0
TOTAL .....	\$127.3	\$138.4	\$139.0	\$140.5	\$143.3	\$150.4	\$150.7	\$155.1	\$161.5	\$158.7
Spending per capita, adjusted for inflation .....	\$270	\$280	\$279	\$279	\$282	\$295	\$294	\$292	\$301	\$295
AUTHORIZED STAFFING:										
Sworn .....	955	1,000	1,000	1,007	1,028	1,033	1,045	1,039	1,048	1,048
Non-sworn .....	240	254	253	265	287	295	312	322	312	282
Officers & sergeants assigned to precincts .....	561	608	595	584	568	553	577	568	564	560
	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Officers & sergeants assigned to precincts (adjusted to reflect calendar year) .....	547	561	608	595	584	568	553	577	568	564
CRIMES REPORTED:										
Part I .....	52,369	55,326	55,834	50,805	53,601	46,524	41,867	41,454	43,567	43,823
Part I person crimes .....	8,445	8,808	8,833	7,835	7,600	6,707	6,294	5,698	4,555	4,512
Part I property crimes .....	43,924	46,518	47,001	42,970	46,001	39,816	35,573	35,796	39,012	39,311
Part II .....	41,000	43,532	45,362	44,803	47,965	45,007	44,400	50,511	46,448	40,337
INCIDENTS:										
Dispatched .....	230,518	235,246	253,019	247,584	263,175	246,567	228,278	230,740	243,861	248,865
Telephone report .....	96,566	93,811	84,603	65,336	64,604	54,652	51,981	48,433	44,840	38,973
Officer-initiated .....	-	82,667	120,094	132,396	142,857	154,734	175,459	202,811	176,363	185,261
TOTAL .....	327,084	329,057	457,716	445,316	470,636	455,953	455,718	481,984	465,064	473,099
Dispatched incidents/precinct officer .....	421	419	416	416	451	434	413	400	429	441
Officer-initiated incidents/precinct officer .....	-	-	198	223	245	272	317	351	310	328
AVERAGE NUMBER OF PATROL UNITS:										
Midnight to 4 am .....	-	-	-	-	-	-	70	73	70	69
4 am to 8 am .....	-	-	-	-	-	-	45	45	44	51
8 am to noon .....	-	-	-	-	-	-	56	60	59	54
Noon to 4 pm .....	-	-	-	-	-	-	60	62	60	53
4 pm to 8 pm .....	-	-	-	-	-	-	66	68	69	76
8 pm to midnight .....	-	-	-	-	-	-	86	90	86	79

	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
Average high priority response time (in mins) ...	4.95	5.23	5.26	5.12	5.12	5.22	5.10	4.81	4.79	4.87
Part I crimes/1,000 residents .....	111	112	112	101	105	91	82	78	81	81
Person crimes/1,000 residents .....	18	18	18	16	15	13	12	11	8	8
Property crimes/1,000 residents .....	93	94	94	85	90	78	69	67	73	73
CASES CLEARED:										
Person crimes .....	-	-	-	-	2,646	2,526	2,385	2,225	1,685	1,645
Property crimes .....	-	-	-	-	6,691	3,612	5,160	5,124	4,942	5,967
CASES CLEARED (percent of total crimes):										
Percent of person crimes cleared .....	-	-	-	-	35%	38%	39%	40%	39%	38%
Percent of property crimes cleared .....	-	-	-	-	14%	14%	15%	14%	13%	15%
Percent of time available for problem-solving .....	-	-	33%	37%	-	-	39%	38%	36%	35%
Addresses generating drughouse complaints ...	2,792	2,664	2,815	2,547	2,358	2,075	1,918	1,726	1,671	1,556

## Bureau of Fire, Rescue and Emergency Services

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Emergency Operations .....	\$40.4	\$42.9	\$42.9	\$43.7	\$43.3	\$42.8	\$43.9	\$44.9	\$45.7	\$47.0
Fire Prevention .....	\$4.3	\$4.4	\$4.7	\$4.3	\$3.9	\$5.1	\$5.1	\$5.2	\$5.3	\$5.6
Other (includes CIP in '93-94 -'94-95) .....	\$8.8	\$11.7	\$10.4	\$10.0	\$9.5	\$9.5	\$10.1	\$10.6	\$11.3	\$12.2
Sworn retirement & disability .....	\$20.0	\$20.5	\$21.0	\$22.9	\$24.4	\$25.3	\$26.0	\$27.6	\$29.1	\$31.7
TOTAL operating .....	\$73.5	\$79.6	\$78.9	\$80.9	\$81.1	\$82.7	\$85.1	\$88.3	\$91.3	\$96.5
Capital .....	-	-	\$3.6	\$2.0	\$1.5	\$2.5	\$1.8	\$7.3	\$7.5	\$7.8
REVENUES (in millions):										
Fire Prevention .....	-	-	-	-	-	\$1.9	\$2.4	\$2.3	\$2.1	\$2.0
EXPENDITURES, adjusted for inflation:										
Emergency Operations .....	\$50.9	\$52.5	\$51.1	\$50.2	\$48.4	\$46.6	\$46.4	\$46.1	\$46.0	\$47.0
Fire Prevention .....	\$5.4	\$5.4	\$5.5	\$4.9	\$4.3	\$5.6	\$5.4	\$5.3	\$5.3	\$5.6
Other (includes CIP in '92-93 - '94-95) .....	\$11.1	\$14.3	\$12.4	\$11.5	\$10.6	\$10.4	\$10.6	\$10.9	\$11.4	\$12.2
Sworn retirement & disability .....	\$25.3	\$25.1	\$24.9	\$26.2	\$27.2	\$27.7	\$27.4	\$28.3	\$29.3	\$31.7
TOTAL operating .....	\$92.7	\$97.3	\$93.9	\$92.8	\$90.5	\$90.3	\$89.8	\$90.6	\$92.0	\$96.5
Capital .....	-	-	\$4.2	\$2.2	\$1.7	\$2.7	\$1.9	\$7.5	\$7.5	\$7.8
REVENUES, adjusted for inflation:										
Fire Prevention .....	-	-	-	-	-	\$2.1	\$2.5	\$2.3	\$2.1	\$2.0
Operating spending/capita, adjusted .....	-	-	\$189	\$184	\$178	\$177	\$175	\$170	\$172	\$179
Operating + capital/capita, adjusted .....	\$197	\$197	\$197	\$189	\$181	\$182	\$179	\$185	\$186	\$194
Total Bureau staff (FTEs) .....	770	741	739	746	704	729	730	743	721	710
Average on-duty emergency staffing .....	167	167	167	167	163	163	167	165	157	156
Number of front-line emergency vehicles .....	-	-	60	61	61	59	59	61	62	63
INCIDENTS:										
Fire .....	2,817	3,203	2,860	2,738	2,527	2,654	2,853	2,790	2,549	2,706
Medical .....	26,548	35,011	29,441	24,630	27,880	31,968	33,709	36,210	39,677	38,707
Other .....	14,815	11,967	22,826	28,568	27,076	20,691	21,034	20,663	18,162	17,526
TOTAL .....	44,180	50,181	55,127	55,936	57,483	55,313	57,596	59,663	60,388	58,939
Incidents per average on-duty staff .....	265	300	330	335	353	339	345	362	385	378
NUMBER OF OCCUPANCIES IN CITY:										
Inspectable .....	-	-	-	-	-	-	-	34,792	35,689	37,071
Non-inspectable .....	-	-	-	-	-	-	-	-	-	-
STRUCTURAL FIRES:										
In inspectable occupancies .....	-	-	-	-	-	-	-	-	349	335
In non-inspectable occupancies .....	-	-	-	-	-	-	-	-	507	487
TOTAL .....	1,117	1,157	1,164	998	878	807	964	925	856	822
Structural fires/1,000 residents .....	2.37	2.34	2.34	1.98	1.73	1.58	1.88	1.74	1.60	1.53

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Total fires/1,000 residents .....	5.98	6.47	5.75	5.44	4.97	5.21	5.57	5.25	4.75	5.03
Lives lost/100,000 residents .....	3.0	1.0	1.2	2.2	1.6	0.6	1.2	1.3	1.3	0.9
Fire loss per capita, adjusted .....	\$47	\$37	\$40	\$49	\$39	\$43	\$74	\$42	\$38	\$34
Property loss as % of value of property .....	0.48%	0.39%	0.41%	0.56%	0.48%	0.40%	0.24%	0.14%	0.59%	0.55%
% of response times within 5 minutes 20 seconds:										
Fire .....	-	-	-	-	-	69%	71%	69%	71%	71%
Medical .....	-	-	-	-	-	72%	74%	70%	69%	70%
AVG AGE OF FRONT-LINE VEHICLES (years):										
Engines .....	5.9	7.9	6.5	6.9	5.9	6.5	7.5	8.7	7.6	7.8
Trucks .....	9.4	6.6	5.9	6.9	7.9	7.1	8.1	9.1	6.6	7.6
AVG MILES ON FRONT-LINE VEHICLES:										
Engines .....	-	-	-	-	-	-	-	63,088	58,313	62,834
Trucks .....	-	-	-	-	-	-	-	50,297	41,789	47,887
COMPLETION OF INSPECTIONS:										
Number scheduled .....	-	-	-	-	-	23,203	21,465	24,036	18,282	20,384
Number completed .....	-	-	-	-	-	14,828	17,195	14,699	16,852	14,894
Percent completed .....	-	-	-	-	-	64%	80%	61%	92%	73%
CODE ENFORCEMENT INSPECTIONS:										
Number of inspections (incl. unscheduled) .....	-	-	-	-	-	17,279	21,015	17,629	19,359	17,811
Number of reinspections .....	-	-	-	-	-	8,294	11,642	11,370	11,318	9,805
Total code violations found .....	-	-	-	-	-	30,196	38,731	32,358	29,834	26,937
Average violations per inspection .....	-	-	-	-	-	1.7	1.8	1.8	1.5	1.5
Violations abated within 90 days of detection .....	-	-	-	-	-	-	-	80%	79%	72%



# PARKS, RECREATION & CULTURE

## CITY GOAL:

Maintain and improve parks and green spaces



**MISSION:** To ensure access to leisure opportunities and enhance Portland's natural beauty. The Bureau will:

- Provide parks, natural areas, and recreation facilities that are safe, beautiful, functional and operated efficiently
- Improve the availability and effectiveness of recreation and parks programs
- Create a safe, productive, and rewarding workplace

Major programs in Parks & Recreation are:

- Parks Operations
- Recreation
- Planning and Administration
- Enterprise Operations

PORTLAND MULTNOMAH  
COMMUNITY BENCHMARKS:  
*monitor the number of parks and  
open spaces per 1,000 residents*

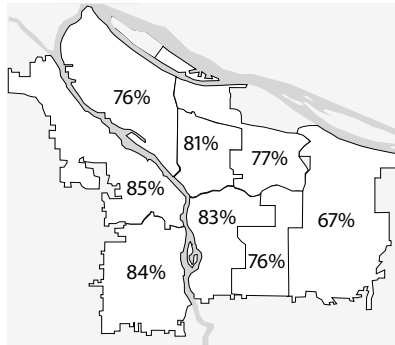
# Portland Parks & Recreation

## CITIZEN SATISFACTION

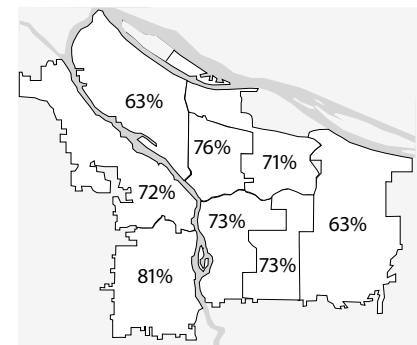
Overall, citizens continue to rate Portland Parks & Recreation highly. Seventy-nine percent of citizens rate Parks quality "good" or "very good" and 72 percent rate recreation activities "good" or "very good."

While most neighborhoods rate parks and recreation services highly, the East neighborhood rates both parks and recreation quality much lower.

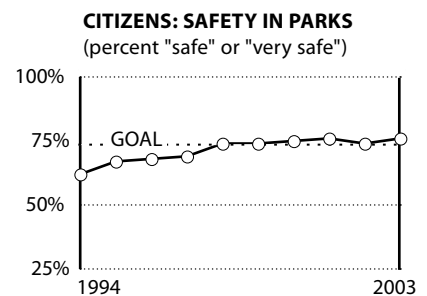
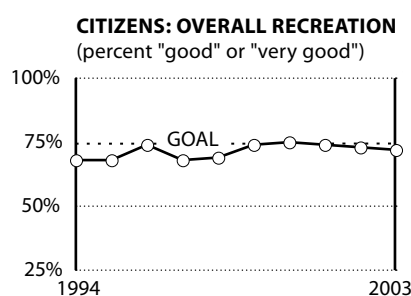
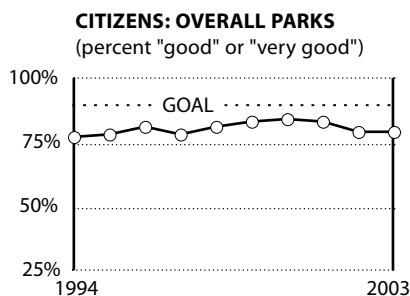
**CITIZENS: OVERALL PARKS, 2003**  
(percent "good" or "very good")



**CITIZENS: OVERALL RECREATION, 2003**  
(percent "good" or "very good")



Residents in all parts of town feel safe walking in their neighborhood parks during the day. Feelings of safety in parks has increased by 14 percent citywide since 1994.



**BUREAU GOAL:**  
Maintain and improve  
parks and green spaces

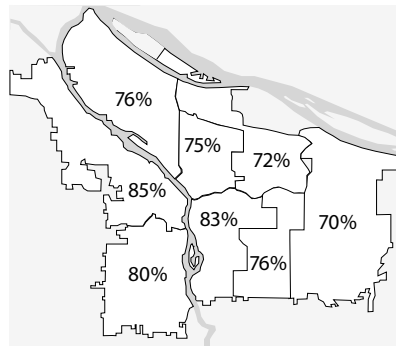
The degree to which the Bureau effectively maintains and improves parks and facilities cannot be fully assessed. Although the Bureau spent about \$131 million in the past 10 years to address park and facility improvement needs, it lacks information to measure whether the condition of its capital assets has improved.

**FACILITY CONDITION INDEX**

– not available –

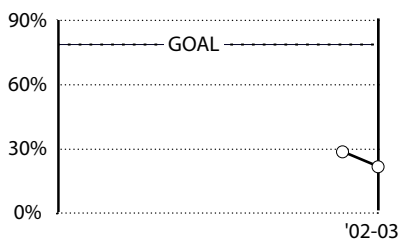
While its goal is to spend 80 percent of maintenance time on scheduled maintenance, the Bureau has only been able to accomplish 29 percent and 22 percent in the last two years, respectively. Spending less time on scheduled maintenance may result in premature decline in the condition of the Bureau's physical assets.

**CITIZENS: PARK MAINTENANCE, 2003**  
(percent "good" or "very good")

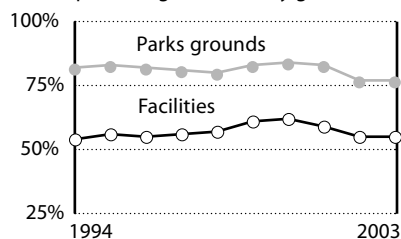


Citizen satisfaction with the quality of maintenance of parks grounds has declined by 5 percent over the past 10 years, while satisfaction with the quality of facility maintenance has remained about the same.

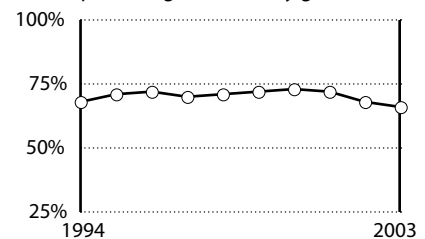
**SCHEDULED MAINTENANCE AS  
PERCENT OF TOTAL (Facilities)**



**CITIZENS: MAINTENANCE RATINGS  
(percent "good" or "very good")**



**CITIZENS: PARK LANDSCAPING BEAUTY  
(percent "good" or "very good")**



**BUREAU GOAL:**  
Ensure access to leisure opportunities

The Bureau has succeeded in providing recreational opportunities. Satisfaction with the number, variety, cost and accessibility of programs has risen from ten years ago. However, there has been some decline over the past five years.

<b>SATISFACTION WITH RECREATION</b> (percent "satisfied" or "very satisfied")		
	'02-03	5 year change
Easy to get to	69%	-5%
Open at good times	66%	-2%
Variety of programs	64%	-4%
Affordability	64%	-3%
No. of programs	57%	-5%

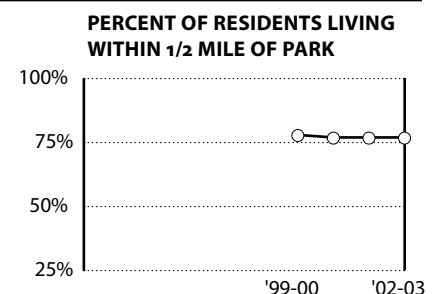
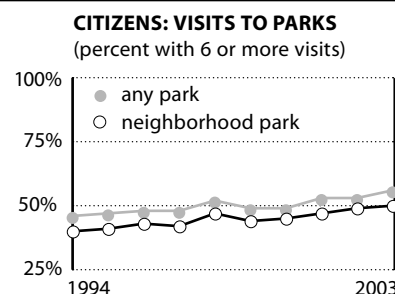
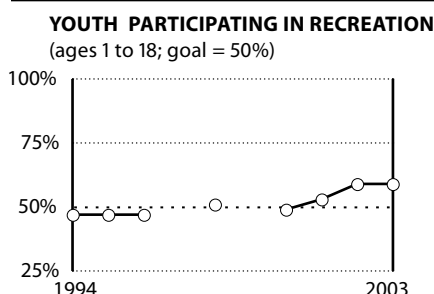
Although the Bureau offered nearly 2,000 programs (classes, teams, etc.) in FY 2002-03, citizen satisfaction with the number of recreation programs has dropped by 5 percent over the past five years.

However, citizens report more participation in City recreation programs. Participation by City youth aged 1-12 years increased 14 percent over the last 10 years ago. The participation rate for all youth (age 1 to 18) has exceeded the Bureau goal of 50 percent. For the last two years, 59 percent of the youth in Portland took part in some recreation program.

<b>RECREATION PARTICIPATION RATES</b> (percent who participated in any program)				
	1 - 12 years	13 - 18 years	19 - 54 years	55+ years
1999	-	-	-	-
2000	57%	33%	23%	18%
2001	56%	42%	26%	20%
2002	63%	51%	29%	21%
2003	66%	46%	28%	22%
5 years:	-	-	-	-
10 years:	+14%	-1%	+7%	+4%

Visits to parks have increased steadily. The percent of citizens who report visiting a park 6 or more times in the prior year has increased 10 percent over ten years.

The percent of citizens living within half a mile of a park remained at 77 percent.



## SPENDING, STAFFING AND WORKLOAD

Parks & Recreation operational spending declined slightly in '02-03 but increased by 12 percent over the past five years. Capital spending declined as the 1994 bond measure projects were completed.

A special property tax levy passed by voters in 2002 will add \$48 million in additional operations and capital spending over the next five years.

The Bureau receives funding from a variety of sources, including general fund, fees and charges, and bonds. The Bureau recovers approximately 40 percent of its operating costs from fees and charges.

### PARKS & RECREATION SPENDING AND COST RECOVERY IN '02-03

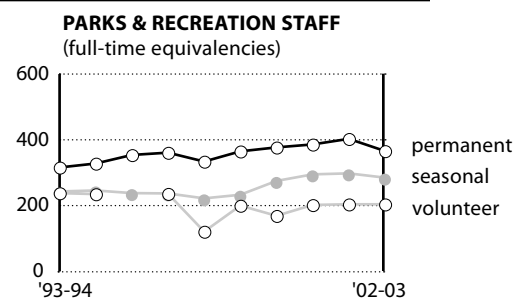
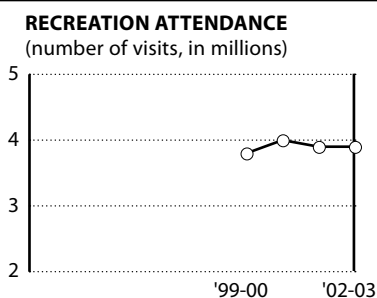
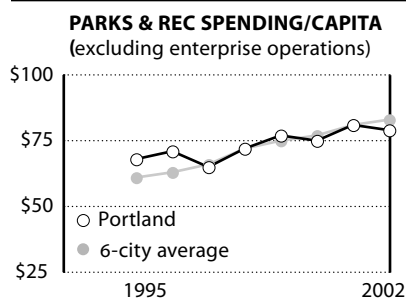
	Spending	5 year change	Cost recovery
Parks operations	\$18.9	+3%	8%
Recreation	\$16.9	+22%	51%
Enterprises	\$8.9	+13%	100%
Planning/admin	\$4.7	+15%	11%
Total Operating	\$49.4	+12%	40%
Capital	\$7.1	-70%	
TOTAL	\$56.5	-17%	

The Bureau has increased the number of parks and sports fields. However, the Bureau reports that the number of park acres has increased only slightly, about 4 percent.

### CITY PARKS AND FACILITIES

	'93-94	'98-99	'02-03
Developed parks	141	139	168
Sports fields	-	217	365
Community centers	11	13	13
Art centers	7	7	6
Pools	12	13	14
Golf courses	4	4	4

Visits to recreation sites and programs has been fairly steady, approximately 3.9 million visits per year.





## Portland Parks & Recreation

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Park operations .....	\$14.0	\$14.4	\$14.6	\$16.7	\$16.1	\$16.7	\$17.7	\$19.0	\$19.6	\$18.9
Recreation .....	\$9.3	\$10.5	\$10.4	\$11.7	\$11.2	\$12.8	\$15.5	\$16.9	\$16.6	\$16.9
Enterprise operations .....	\$5.3	\$6.0	\$6.8	\$6.3	\$7.1	\$7.3	\$8.8	\$8.8	\$8.9	\$8.9
Planning and admin .....	\$2.7	\$2.8	\$2.8	\$2.7	\$2.9	\$3.7	\$4.6	\$4.1	\$4.9	\$4.7
SUB-TOTAL (operating) .....	\$31.3	\$33.7	\$34.6	\$37.4	\$37.3	\$40.5	\$46.6	\$48.8	\$50.0	\$49.4
Capital .....	\$3.8	\$4.1	\$8.4	\$21.8	\$26.3	\$21.7	\$16.9	\$10.3	\$10.8	\$7.1
TOTAL .....	\$35.1	\$37.8	\$43.0	\$59.2	\$63.6	\$62.2	\$63.5	\$59.1	\$60.8	\$56.5
EXPENDITURES, adjusted for inflation:										
Park operations .....	\$17.6	\$17.6	\$17.4	\$19.1	\$18.0	\$18.3	\$18.7	\$19.5	\$19.8	\$18.9
Recreation .....	\$11.7	\$12.9	\$12.4	\$13.4	\$12.4	\$13.9	\$16.3	\$17.3	\$16.7	\$16.9
Enterprise operations .....	\$6.7	\$7.3	\$8.0	\$7.2	\$8.0	\$7.9	\$9.3	\$9.0	\$9.0	\$8.9
Planning and admin .....	\$3.4	\$3.4	\$3.4	\$3.2	\$3.2	\$4.1	\$4.8	\$4.2	\$4.9	\$4.7
SUB-TOTAL (operating) .....	\$39.4	\$41.2	\$41.2	\$42.9	\$41.6	\$44.2	\$49.1	\$50.0	\$50.4	\$49.4
Capital .....	\$4.8	\$5.0	\$9.9	\$25.0	\$29.4	\$23.8	\$17.8	\$10.6	\$10.8	\$7.1
TOTAL .....	\$44.2	\$46.2	\$51.1	\$67.9	\$71.0	\$68.0	\$66.9	\$60.6	\$61.2	\$56.5
Operating spending/capita, adjusted .....	\$83.59	\$83.32	\$82.77	\$85.37	\$81.78	\$86.78	\$95.90	\$94.09	\$93.91	\$91.80
Capital spending/capita, adjusted .....	\$10.21	\$10.08	\$19.99	\$49.68	\$57.75	\$46.57	\$34.74	\$19.98	\$20.29	\$13.19
Permanent staffing (FTEs) .....	316	328	354	361	334	365	377	386	403	366
Seasonal staffing (FTEs) .....	243	246	238	237	222	233	275	295	298	285
Volunteers (FTEs) .....	238	235	-	236	121	200	169	202	204	204
NUMBER OF PARKS & FACILITIES:										
Developed parks .....	141	142	138	139	139	139	130	163	170	168
Sports fields .....	-	-	-	-	-	217	217	364	365	365
Community centers .....	11	11	11	11	12	13	13	13	13	13
Arts centers .....	7	7	7	7	7	7	7	7	6	6
Pools .....	12	12	12	12	12	13	13	14	14	14
Golf courses .....	4	4	4	4	4	4	4	4	4	4
RECREATION PROGRAMS:										
Number of programs .....	-	-	-	-	-	-	2,007	2,110	2,129	1,955
Attendance counts (in millions) .....	-	-	-	-	-	-	3.8	4.0	3.9	3.9
PARK ACRES (excl. golf courses & PIR):										
Developed parks .....	-	-	-	-	-	-	-	3,175	3,213	3,252
Natural areas .....	-	-	-	-	-	-	-	6,681	6,822	6,857
Undeveloped .....	-	-	-	-	-	-	-	216	200	316
TOTAL .....	-	-	9,576	9,590	9,659	10,001	10,084	10,072	10,235	10,425

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Facilities square footage .....	-	-	-	-	-	-	877,561	1,065,554	1,065,554	1,065,554
Residents living within 1/2 mile of a park .....	-	-	-	-	-	-	78%	77%	77%	77%
Youth population in recreation programs .....	47%	47%	47%	-	51%	-	49%	53%	59%	59%
VOLUNTEERS:										
Total volunteer hours .....	494,127	491,054	-	491,757	251,702	417,244	354,815	420,415	423,727	425,623
Total paid staff hours .....	-	-	-	-	-	-	1,342,547	1,432,620	1,416,352	1,376,462
Volunteers as % of paid staff .....	-	-	-	-	-	-	26%	29%	30%	31%
Workers compensation claims/100 workers .....	20.1	17.7	15.6	16.6	15.2	11.9	10.6	10.3	9.8	8.5
EMPLOYEE RATINGS:										
% rating internal communication good .....	-	-	-	-	-	-	41%	51%	44%	44%
% satisfied with their job .....	-	-	-	-	-	-	77%	75%	72%	71%
% of maintenance that is scheduled .....	-	-	-	-	-	-	-	-	29%	22%
COST RECOVERY (from fees and charges):										
Parks Operations .....	-	-	-	-	-	-	-	-	11%	8%
Recreation .....	-	-	-	-	-	-	-	-	49%	51%
Planning & Admin. ....	-	-	-	-	-	-	-	-	18%	11%
Enterprise operations .....	-	-	-	-	-	-	-	-	100%	100%
Combined .....	-	-	-	-	-	-	-	-	40%	40%



# TRANSPORTATION & PARKING

## CITY GOALS:

Build and maintain a multi-modal transportation system;

promote economic vitality;  
keep the central city vital

### OFFICE OF TRANSPORTATION

**MISSION:** To be a community partner in shaping a livable city by planning, operating, and maintaining an effective and safe transportation system that provides access and mobility

#### BUREAU OF MAINTENANCE

Inspects, cleans, maintains and repairs improved streets, traffic control devices, pedestrian and bicycle facilities, and transportation structures.

#### BUREAU OF TRANSPORTATION SYSTEM MANAGEMENT

Traffic safety, traffic signals, street lighting, parking enforcement, parking options and transportation options.

#### BUREAU OF TRANSPORTATION ENGINEERING AND DEVELOPMENT

Manages the right-of-way and provides development, planning, design, and construction management for capital improvement projects.

#### DIRECTOR'S OFFICE

Provides transportation planning services, information technology management, and financial and administrative services for the entire Office of Transportation.

#### PORTLAND MULTNOMAH

##### COMMUNITY BENCHMARKS:

*reduce commute times; increase use  
of public transportation; improve air  
quality; improve street cleanliness*

# Office of Transportation

## CITIZEN SATISFACTION

Over the past 10 years, residents perceive a decline in street maintenance quality. Only 42 percent of residents rate overall City street maintenance as "good" or "very good", down from 50 percent ten years ago.

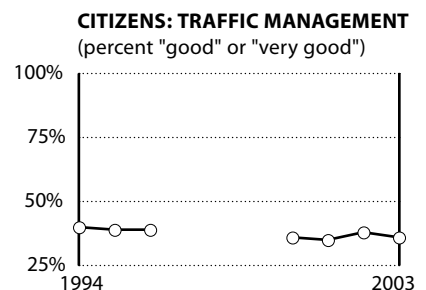
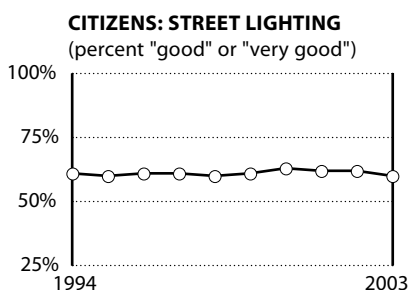
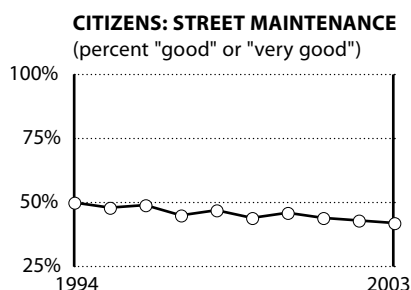
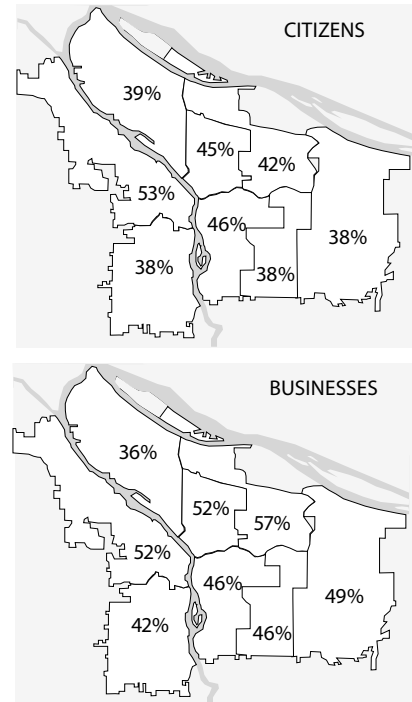
Neighborhoods vary on overall street maintenance ratings. While NW/Downtown residents are relatively satisfied with maintenance, residents in the Southwest and North are much less satisfied.

However, businesses are more satisfied than citizens with street maintenance. In 2003, 47 percent of businesses gave street maintenance a "good" or "very good" rating, compared to 42 percent of citizens.

Citizens and businesses rate street lighting as the highest transportation service area – 60 and 63 percent rating it "good" or "very good" respectively.

Traffic management is the lowest rated transportation service area. Only 36 percent of citizens and 42 percent of businesses rate it "good" or "very good".

## OVERALL STREET MAINTENANCE: 2003 (percent "good" or "very good")



**BUREAU GOAL:**  
Maintain transportation  
system

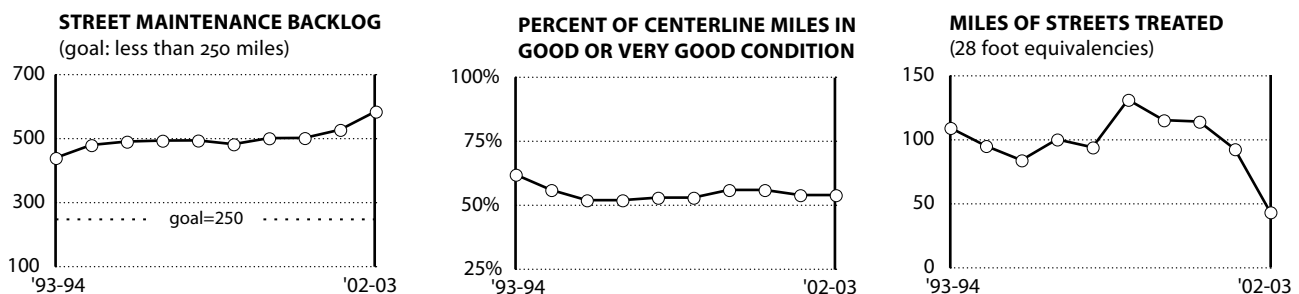
Street maintenance needs continue to increase as overall street conditions decline.

Over the past five years the miles of streets with unmet paving needs increased by 21 percent, and over the past ten years by 33 percent. The Bureau has only rehabilitated/reconstructed 1.8 miles of streets the past ten years, due to a lack of discretionary capital funds for transportation. Further, in FY '02-03, the Street Preservation Program was reduced by 9 percent and slurry seal activity was eliminated.

<b>MILES OF UNMET PAVEMENT NEEDS</b>		
	<b>'02-03</b>	<b>5 year change</b>
Resurfacing	309	+25%
Rehab/reconstruction	62	-14% *
Slurry seal	214	+31%
<b>TOTAL</b>	<b>585</b>	<b>+21%</b>

Over the past 10 years, the percent of street miles rated as in good condition by PDOT engineers decreased from 62 percent in '93-94 to 54 percent in '02-03.

\* According to the Bureau, the miles of rehabilitation/reconstruction dropped primarily due to addressing some needs by grinding and paving streets in lieu of rehabilitation. Although the streets disappear from the backlog, the street surface will deteriorate faster than had they been rehabilitated and will reappear on the rehabilitation backlog within the next four to eight years.



**BUREAU GOAL:**  
Shape a livable city

Residents are more satisfied in general with street and traffic conditions in their neighborhoods than they are with street and traffic conditions citywide.

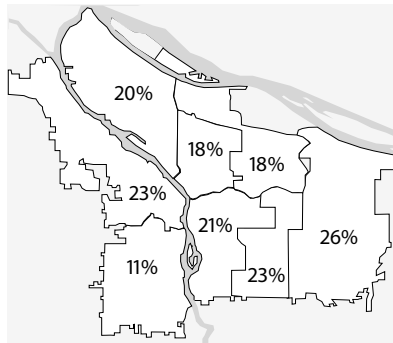
For example, "good" or "very good" ratings for neighborhood street cleanliness and smoothness consistently range from about 57 to 65 percent. However, "good" or "very good" ratings for overall street maintenance and traffic management remain around 35 to 49 percent.

Traffic congestion on major streets and thoroughfares continues to be rated worse than neighborhood congestion. Businesses, though, are not as critical of congestion as citizens. In 2003, only 24 percent rated it "bad" or "very bad" compared to 41 percent of citizens.

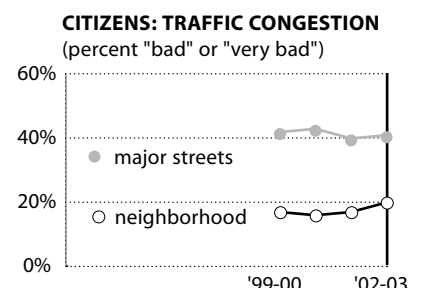
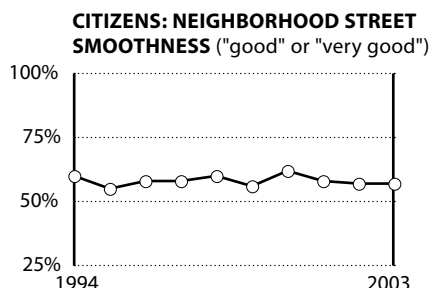
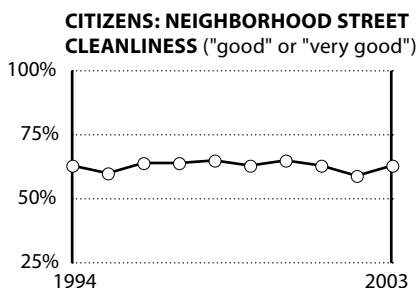
**TRAFFIC CONGESTION, 2003**  
(percent "bad" or "very bad")

	CITIZENS	BUSINESSES
Major streets	41%	24%
Neighborhoods	20%	16%

**CITIZENS: NEIGHBORHOOD TRAFFIC CONGESTION, 2003** (percent "bad" or "very bad")



Ratings of neighborhood traffic congestion vary according to location in the City. Residents in the East and Outer Southeast rate neighborhood traffic congestion much worse than other parts of town. Twenty-six percent of East residents rated congestion "bad" or "very bad" versus only 11 percent in the Southwest.



**BUREAU GOAL:**  
A safe and effective  
transportation system

The number of intersections designated as "high crash" by the Office of Transportation has dropped in the last several years. This decrease may be due to the increase in dollar value thresholds for reporting a crash. That is, the dollar value of a reportable crash was increased to \$1,000 from \$500 by the Oregon Department of Transportation in 1997.

Citizens continue to have concerns about street safety in their neighborhoods. Although the rating for traffic speed has improved substantially, neighborhood safety conditions are rated relatively low.

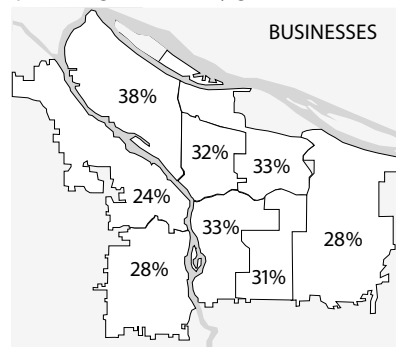
**CITIZENS: SAFETY ON NEIGHBORHOOD STREETS** (percent "good" or "very good")

	'02-03	5 year change
Pedestrian safety	51%	-
Traffic speed	43%	+5%
Bicycle safety	44%	-

In addition, businesses with walk-in customers were extremely dissatisfied with on-street parking in their business neighborhoods, especially in the NW/Downtown neighborhood.

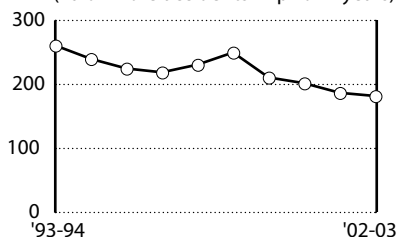
On average, only 31 percent of businesses gave on-street parking a "good" or "very good" rating.

**ON-STREET PARKING RATINGS: 2003**  
(percent "good" or "very good")

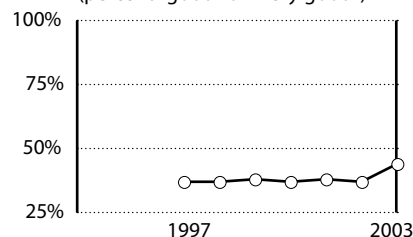


Pedestrian access to businesses was rated much higher. City-wide, 71 percent of businesses rated access "good" or "very good", and only 10 percent judged it "bad" or "very bad".

**HIGH CRASH INTERSECTIONS**  
(20 or more accidents in prior 4 years)



**CITIZENS: NEIGHBORHOOD TRAFFIC SPEED**  
(percent "good" or "very good")



**BUREAU GOAL: Increase use of public transportation and multi-modal travel**

Little progress has been made in changing travel habits. Over 70 percent of citizens surveyed continue to drive alone to work. The percent reporting that they use bus or Max to commute actually declined by 2 percent over the past five years.

**COMMUTER TRAVEL MODES**

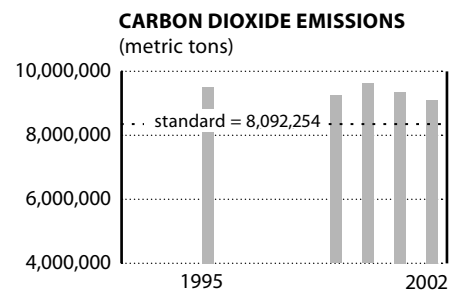
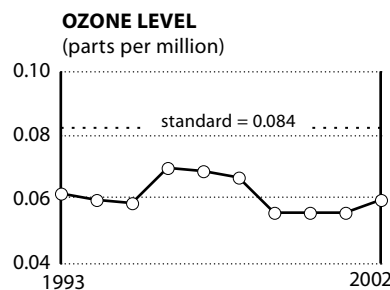
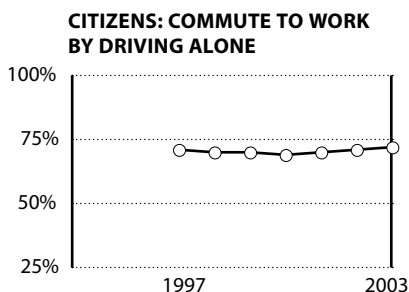
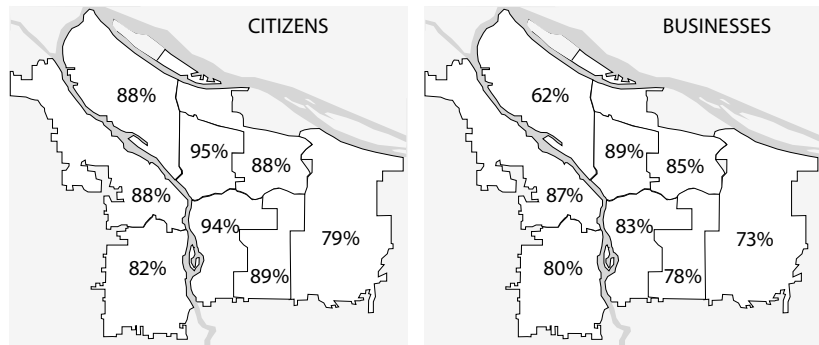
	DRIVE ALONE	CAR POOL	BUS/ MAX	BIKE/ WALK
1999	70%	8%	15%	7%
2000	69%	9%	14%	8%
2001	70%	8%	14%	8%
2002	71%	8%	13%	8%
2003	72%	8%	13%	7%
5 years:	+2%	0%	-2%	0%

SOURCE: Auditor's annual Citizen Survey

Despite continued reliance on the car to commute, air quality has not worsened substantially. This is due in part to the removal of older, less efficient vehicles from the road, an increase in cleaner, more efficient vehicles, and emission testing. Carbon monoxide readings have been far below the standard for over 10 years. Carbon dioxide emissions exceed established goals, but are not worsening. Ozone has increased slightly in the previous year.

Streetcar ridership increased from 1.4 million in '01-02 to 1.6 million in '02-03. Both citizens and businesses rate their closeness to a bus or Max stop very high.

**RATINGS: CLOSENESS OF BUS/MAX, 2003** (percent "good" or "very good")



## SPENDING, STAFFING AND WORKLOAD

Total Transportation spending has increased by 13 percent over the past five years, primarily due to increases in non-discretionary revenues that are restricted by intergovernmental agreement, urban renewal, and grant purposes. However, revenues available for general transportation system spending for citywide purposes have declined.

Operating spending per capita has increased only 2 percent over the last five years and is lower than it was ten years ago. Total Transportation staffing declined by 2 percent over five years.

### TRANSPORTATION SPENDING & STAFFING: FY '02-03

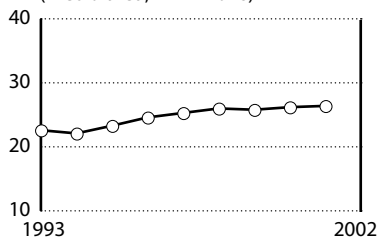
	SPENDING*	STAFFING
Maintenance	\$43.6	402
Traffic systems	\$22.8	133
Trans. engineering	\$36.6	120
Director/other	\$15.2	47
TOTAL	\$118.2	702
5 year change	+13%	-2%

\* includes capital expenditures

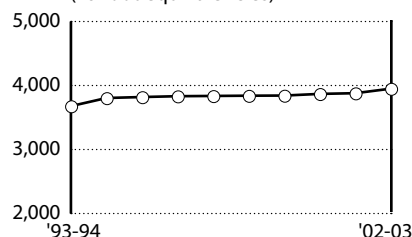
Capital spending for discretionary transportation system improvements has declined. Total transportation capital spending has increased by 25 percent over the past five years due to outside funding sources for projects such as the Central City Streetcar.

Compared to other cities, Portland maintains an average number of lane miles, with 3,951 miles compared to approximately 3,960 miles average in six comparison cities (last year's data). However, use of these lane miles has increased due to population growth and an increase in vehicle miles traveled over the past ten years.

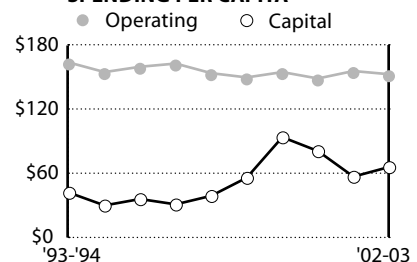
**DAILY VEHICLE MILES TRAVELED**  
(metro area, in millions)



**LANE MILES OF IMPROVED STREETS**  
(28 foot equivalencies)



**SPENDING PER CAPITA**







## Office of Transportation

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES, (in millions):										
Maintenance .....	\$38.1	\$38.4	\$40.8	\$43.7	\$45.7	\$44.9	\$40.2	\$41.6	\$41.4	\$43.6
Trans. systems management .....	\$14.5	\$15.3	\$16.4	\$15.9	\$16.0	\$14.1	\$17.9	\$17.7	\$22.9	\$22.8
Engineering & development .....	\$18.1	\$15.4	\$19.0	\$19.4	\$19.5	\$29.8	\$49.6	\$44.4	\$33.4	\$36.6
Director .....	\$3.5	\$3.6	\$3.4	\$3.6	\$3.5	\$3.9	\$9.5	\$10.6	\$11.8	\$11.0
Other .....	\$3.0	\$2.5	\$2.5	\$2.8	\$3.3	\$3.5	\$3.8	\$5.0	\$3.9	\$4.2
TOTAL, incl. capital .....	\$77.2	\$75.2	\$82.1	\$85.4	\$88.0	\$96.2	\$121.0	\$119.3	\$113.4	\$118.2
EXPENDITURES, adjusted for inflation:										
Maintenance .....	\$48.0	\$46.9	\$48.5	\$50.1	\$51.0	\$49.0	\$42.4	\$42.7	\$41.7	\$43.6
Trans. systems management .....	\$18.2	\$18.8	\$19.5	\$18.2	\$17.9	\$15.4	\$18.9	\$18.1	\$23.1	\$22.8
Engineering & development .....	\$22.8	\$18.8	\$22.6	\$22.3	\$21.7	\$32.5	\$52.3	\$45.5	\$33.6	\$36.6
Director .....	\$4.5	\$4.4	\$4.1	\$4.1	\$3.9	\$4.3	\$10.0	\$10.8	\$11.9	\$11.0
Other .....	\$3.8	\$3.0	\$3.0	\$3.3	\$3.7	\$3.8	\$4.0	\$5.2	\$3.9	\$4.2
TOTAL, incl. capital .....	\$97.3	\$91.9	\$97.7	\$98.0	\$98.2	\$105.0	\$127.6	\$122.3	\$114.2	\$118.2
Total operating, adj. for inflation (in millions) ...	\$77.4	\$77.0	\$79.6	\$82.2	\$78.5	\$76.4	\$79.2	\$79.2	\$83.8	\$82.5
Total capital, adj. for inflation (in millions) .....	\$19.9	\$15.0	\$18.0	\$15.8	\$19.7	\$28.6	\$48.3	\$43.1	\$30.4	\$35.7
Operating spending/capita, adj. for inflation .....	\$164	\$155	\$160	\$163	\$154	\$150	\$155	\$149	\$156	\$153
Capital spending/capita, adj. for inflation .....	\$42	\$30	\$36	\$31	\$39	\$56	\$94	\$81	\$57	\$66
STAFFING (FTEs): .....										
Maintenance staffing .....	430	428	442	444	436	428	398	400	405	402
Trans. systems management .....	117	119	119	117	122	118	134	133	132	133
Engineering staffing .....	133	133	134	135	132	136	121	119	120	120
Director .....	38	39	38	37	36	34	61	61	45	47
TOTAL .....	718	719	733	733	726	716	714	713	702	702
Lane miles of streets .....	3,678	3,805	3,820	3,833	3,837	3,841	3,843	3,869	3,880	3,951
MILES OF STREETS TREATED:										
Resurfacing .....	52.7	43.9	43.9	50.6	50.5	65.2	63.2	63.7	53.6	43.5
Rehabilitation/reconstruction .....	0	0	0	0	0	0	0	0	0	1.8
Slurry seal .....	56.7	51.4	40.2	49.8	43.7	66.2	52.2	50.6	39.2	0
Curb miles of streets swept .....	63,085	52,932	52,599	58,516	54,877	54,654	53,984	54,697	54,798	57,861
Major intersections .....	1,327	1,255	1,206	1,199	1,253	1,204	1,174	1,093	1,070	1,029
BACKLOG MILES:										
Resurface .....	259.0	267.0	277.8	285.2	261.2	246.9	261.3	261.5	284.3	309.1
Rehabilitation/reconstruction .....	51.0	48.6	67.1	67.2	79.8	72.8	72.3	82.8	86.8	62.4
Slurry seal .....	130.0	164.6	146.1	141.7	153.6	163.1	168.1	158.0	156.8	213.5
TOTAL .....	440.0	480.2	491.0	494.1	494.6	482.8	501.7	502.3	527.9	585.0

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Percent centerline miles in good or very good condition .....	62%	56%	52%	52%	53%	53%	56%	56%	54%	54%
Percent major intersections in good condition ...	81%	81%	81%	82%	81%	79%	82%	82%	83%	82%
High crash intersections .....	261	240	225	219	231	250	211	202	187	182
Central City Streetcar ridership .....	-	-	-	-	-	-	-	-	1,365,583	1,623,573

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Ozone concentration (parts/million) .....	0.062	0.060	0.059	0.070	0.069	0.067	0.056	0.056	0.056	0.060
Carbon monoxide levels (parts/million) .....	5.8	6.2	4.5	5.7	4.7	4.6	5.5	4.0	3.5	2.4
Carbon dioxide, metro (million metric tons) .....	-	-	9.5	-	-	-	9.2	9.6	9.4	9.1
Daily vehicle miles travelled, metro (millions) * ..	22.6	22.1	23.3	24.6	25.3	26.0	25.8	26.2	26.4	-

\* metro areas, excluding Vancouver, WA

# PUBLIC UTILITIES

## CITY GOAL:

Maintain and improve water and air sheds

### BUREAU OF ENVIRONMENTAL SERVICES

**MISSION:** To serve the Portland community by protecting public health, water quality and the environment. The bureau:

- protects the quality of surface and ground waters
- promotes healthy ecosystems, and
- provides sewage and stormwater collection and treatment to accommodate current and future needs.

### OFFICE OF SUSTAINABLE DEVELOPMENT

**MISSION:** To provide leadership and contribute practical solutions to ensure a prosperous community where people and nature thrive, now and in the future through outreach, technical assistance, policy and research. OSD promotes informed choices to:

- increase the use of renewable energy and resources
- reduce solid waste and conserve energy and natural resources, and
- prevent pollution and improve personal and community health.

*The Office of Sustainable Development assumed responsibility for the recycling and solid waste collection program in FY 2000-01. Data for Refuse Disposal expenditures and services are included in the BES section of this chapter.*

### BUREAU OF WATER

**MISSION:** To construct, maintain, and operate the water system to ensure customers receive a sufficient quantity of high quality water to meet existing and future needs.

PORTLAND MULTNOMAH  
COMMUNITY BENCHMARKS:  
*increase salmon and steelhead  
counts; increase water quality in  
streams and tributaries; decrease  
per capita water use*

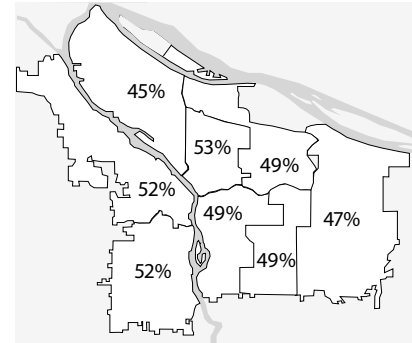
# Bureau of Environmental Services

## CITIZEN SATISFACTION

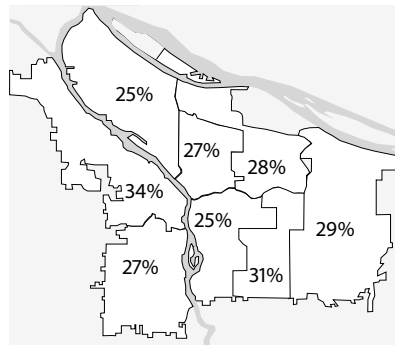
Residents rated overall sewer and storm drainage services lower than in previous years.

Only 49 percent of residents rated overall sewer services quality "good" or "very good" in 2003 and only 39 percent rated storm drainage "good" or "very good". Increased dissatisfaction may be due in part to continued problems with the water billing system. However, residents rated how well sewer service is delivered to their homes much higher - 71 percent judging it is done "well" or "very well."

**CITIZENS: OVERALL SEWER, 2003**  
(citizens rating "good" or "very good")



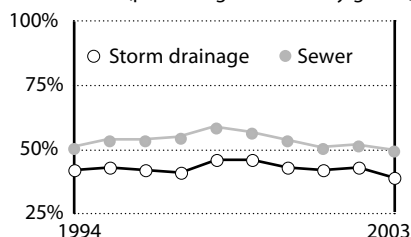
**HOW WELL SEWER/STORM SERVICES PROTECT RIVERS AND STREAMS: 2003**  
(citizens rating "well" or "very well")



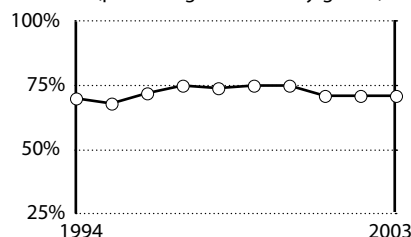
Residents continue to believe that sewer and stormwater systems do not protect rivers and streams very well.

The quality of garbage and recycling services continue to be rated highly. About 79 percent of citizens rate recycling service "good" or "very good".

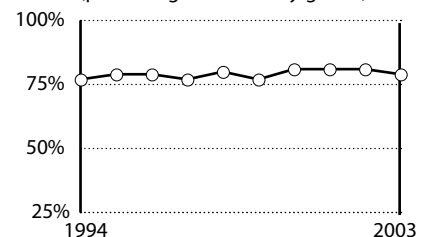
**CITIZENS: OVERALL SEWER/STORM DRAINAGE** (percent "good" or "very good")



**CITIZENS: SEWER & STORM SERVICE TO HOME** (percent "good" or "very good")



**CITIZENS: OVERALL RECYCLING** (percent "good" or "very good")



## BUREAU GOAL: Protect surface and ground water

Overall, the Bureau has made great strides in improving water quality and protecting the watershed. Customer rates have also increased significantly over the past five years to support improvements.

Wastewater treatment and industrial discharge permits are meeting goals to clean water before discharge into streams and rivers. Treatment at both the Columbia Boulevard and the Tryon Creek plants exceeds federal and state standards.

### PERCENT B.O.D.\* REMOVED

	COLUMBIA BLVD.	TRYON CREEK
'98-99	92.5%	94.8%
'99-00	94.7%	95.3%
'00-01	95.1%	96.6%
'01-02	94.7%	97.0%
'02-03	96.3%	95.9%
STANDARD	85%	85%

\* Biological Oxygen Demand; removing BOD results in cleaner water

The 20 year Combined Sewer Overflow program has achieved a 54 percent reduction in overflows toward a target of 96 percent by December 2011.

### WILLAMETTE WATER QUALITY INDEX

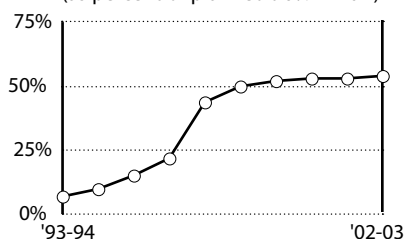
	'01-02	'02-03
<b>UPSTREAM</b>	84	84
<b>DOWNSTREAM</b>	82	84

INDEX key: 0-59 = Very poor  
60-79 = Poor  
80-84 = Fair  
85-89 = Good  
90-100 = Excellent

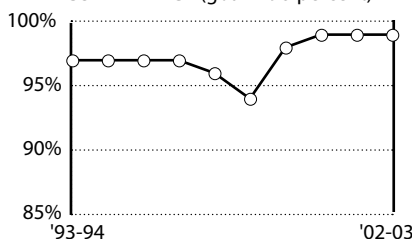
The Water Quality index for the Willamette River remains fair. However, improvement in this relatively new indicator is expected only over the long term.

In constant dollars, average sewer/stormwater bills increased 117 percent over the past 10 years and are higher than the average of six other cities.

**C.S.O. DIVERTED FROM RIVER**  
(as percent of planned 96% in 2011)

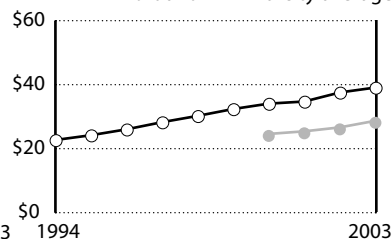


**INDUSTRIAL DISCHARGES IN FULL COMPLIANCE** (goal = 98 percent)



**SEWER/STORMWATER BILLS**

○ Portland ● 6-city average



**BUREAU GOAL: Promote healthy ecosystems**

The Bureau has successfully completed several projects to protect water and ecosystems. Only 4,559 properties out of an estimated 46,558 mid-county properties remain unconnected to sewer lines; all but 266 are vacant undeveloped sites. Projects to reduce stormwater runoff are largely complete – 3,045 sumps were constructed and 33,212 downspouts were disconnected as part of the CSO project.

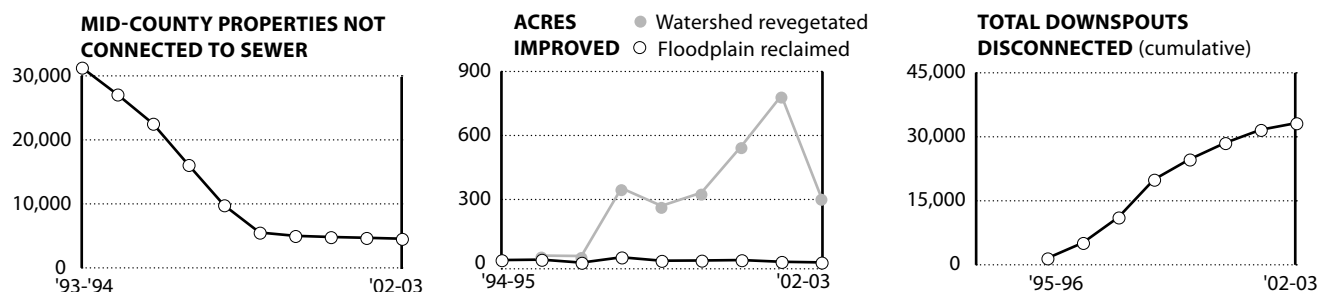
From inception of the program in FY 1995-96, 2,672 acres of watershed have been revegetated.

**BUREAU GOAL (Office of Sustainable Development):  
Reduce solid waste and conserve energy and natural resources**

Fifty-three percent of all waste in Portland was recycled and diverted from the landfill in '01-02. This is an increase from five years ago, but slightly short of a new, higher goal of 60 percent by 2005.

**WASTE DIVERTED FROM LANDFILL**

	'01-02	5 year change
Residential	53%	+3%
Commercial	53%	+9%
COMBINED	53%	-
2005 GOAL (combined)	60%	



## SPENDING, STAFFING AND WORKLOAD

Operating costs increased by 17 percent over the past five years and debt service and capital costs also continue to grow significantly. Capital spending increased by 21 percent over the past five years. Debt service to fund capital projects increased from \$45.2 million in '98-99 to \$57 million in '02-03. In '02-03, the Bureau had \$3.0 million of bond issue costs and an increase in Water Bureau interagency payments totalling \$2.3 million.

### B.E.S. SPENDING\*

	'02-03	5 year change
Operating	\$84.9	+17%
Debt service	\$57.0	+26%
Capital	\$121.4	+21%
TOTAL	\$263.3	+21%

\* includes Refuse Disposal

Staffing levels increased from 442 in '98-99 to 456 in '02-03.

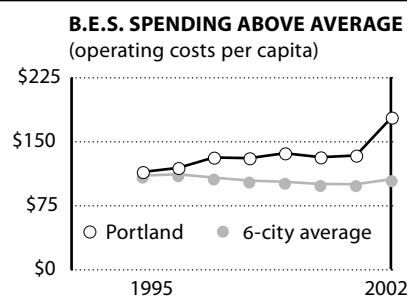
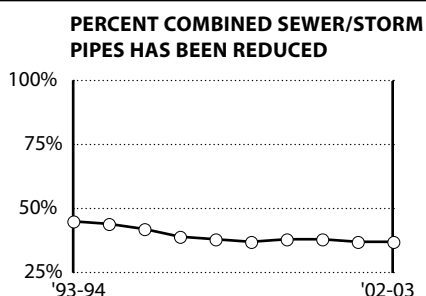
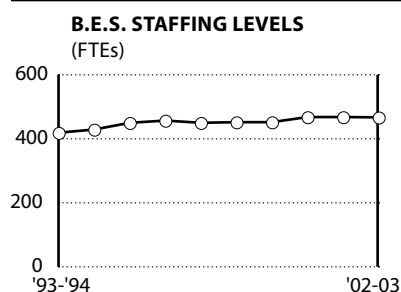
The Bureau has also accomplished a significant amount of work over the past 10 years in the areas of treating wastewater, repairing and installing sewer and drainage pipe, reclaiming floodplain, and revegetating watersheds.

### WORK COMPLETED

	'02-03	5 year change
Water treated (billion gals.)	27	-19%
Feet of pipe repaired	29,800	+4%
Discharge inspections	527	+ 11%
Floodplain reclaimed (acres)	4.55	- 65%
Watershed revegetated (acres)	308	+14%

The Bureau has reduced the percent of combined sewer and storm pipe that contribute to overflow events from 45 percent of total to 37 percent over the past 10 years, as new separated sanitary pipes have been constructed as part of the mid-county project.

Compared to other cities, Portland spent more per capita than the six-city verage, \$175 versus \$106 in '01-02 (most recent year for which other cities' data are available). Only Seattle exceeded Portland in operating costs, with \$234 per capita. The per capita increase in '01-02 of \$175 represents a one-time expenditure of \$15 million of bad debt related to the faulty water billing system and \$3.3 million for the Portland Harbor Superfund study.



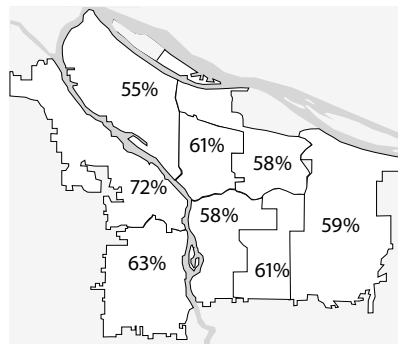
# Bureau of Water

## CITIZEN SATISFACTION

Overall, residents rated water services lower than in previous years. The percent of citizens rating water services "good" or "very good" declined by 12 percent over the past five years. Increased dissatisfaction may be due to continued problems with the water billing system.

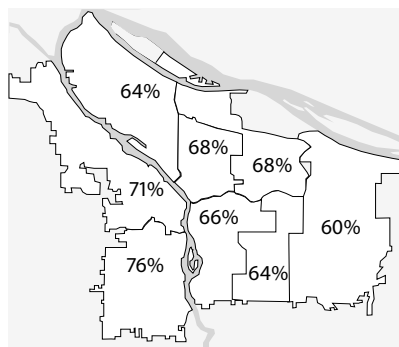
While the North neighborhood area had the greatest decline in satisfaction, residents in the NW/Downtown area rate water services much higher than other areas.

**CITIZENS: OVERALL WATER SERVICE, 2003**  
(citizens rating "good" or "very good")



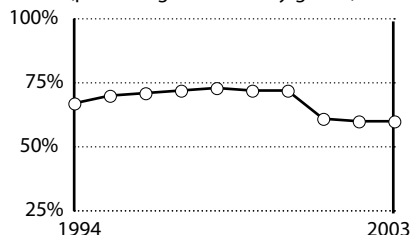
The quality of tap water at home is rated higher than overall water service quality – 67 percent "good" or "very good" versus 60 percent "good" or "very good."

**CITIZENS: TAP WATER QUALITY, 2003**  
(citizens rating "good" or "very good")

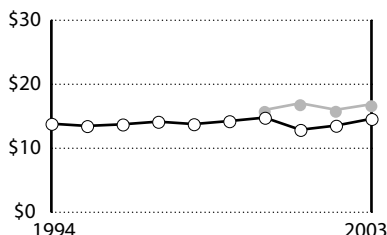


Citizens have seen little change in average water bills over the past 10 years, except for a 8 percent increase last year. This was due to a need for utility services relocations, increases in security programs, and continued demand shortfall. Compared to average of other cities, Portland bills are among the lowest in the Portland region and compare favorably with other cities nationally.

**CITIZENS: OVERALL WATER SERVICE**  
(percent "good" or "very good")



**AVERAGE MONTHLY RESIDENTIAL WATER BILL** ○ Portland ● 6-city average





**BUREAU GOAL:**  
High quality water

Overall, the Bureau successfully meets its primary goal of providing a sufficient amount of high quality water to its customers.

The Bureau continues to meet or exceed federal water quality standards. Water turbidity has approached but not exceeded maximum levels in some previous years due to runoff into reservoirs during heavy rains.

**SELECTED WATER QUALITY INDICATORS**

	'02-03	Standard
Turbidity (median NTUs)	0.48	<=5.0%
pH (average units)	7.5	6.5 - 8.5
Chlorine residual (% undetectable)	0.0%	<5.0%
Coliform bacteria (% positive samples)	0.06%	<=5.0%

**BUREAU GOAL:** Provide sufficient quantities

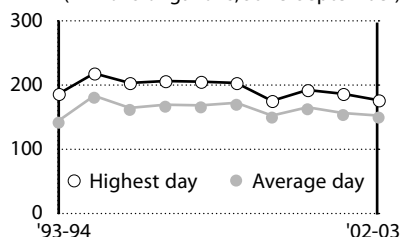
Water consumption declined over the past five years due to the loss of several large industrial customers, wholesale customers increased use of other sources, and continued conservation efforts by residents. However, water sales are higher than they were five and ten years ago.

**ANNUAL WATER USAGE**  
(inside City)

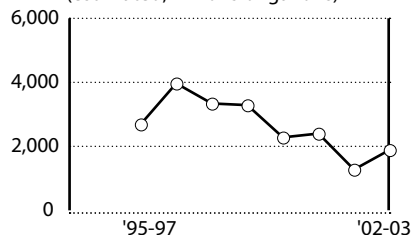
	<u>GALLONS</u> per capita
'98-99	49,039
'99-00	48,386
'00-01	44,881
'01-02	43,835
'02-03	43,228
5 year change:	-11.8%
10 year change:	-14.1%

The Bureau is also doing a better job of controlling unaccounted for water, reducing the percent of water lost from 7.7 percent in '98-99 to 5 percent in '02-03.

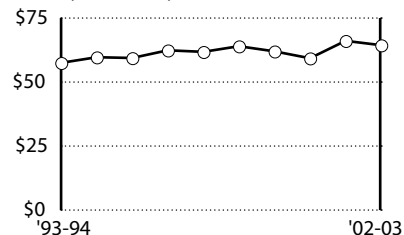
**SUMMER CONSUMPTION IS DOWN**  
(millions of gallons, June-September)



**LESS UNACCOUNTED FOR WATER**  
(estimated, millions of gallons)



**WATER SALES**  
(in millions)



## SPENDING, STAFFING AND WORKLOAD

Operating and capital costs moderated over the past five years, while debt service increased due to increased principal payments on revenue bonds.

Operating spending increased 13 percent over the past 10 years, but declined by 4 percent from 5 years ago.

### WATER SPENDING (in millions)

	'02-'03	5 year change
Operating	\$49.0	-4%
Debt service	\$15.8	+14%
Capital	\$24.7	-28%
TOTAL	\$89.5	- 10%

### FEET OF WATER MAINS INSTALLED

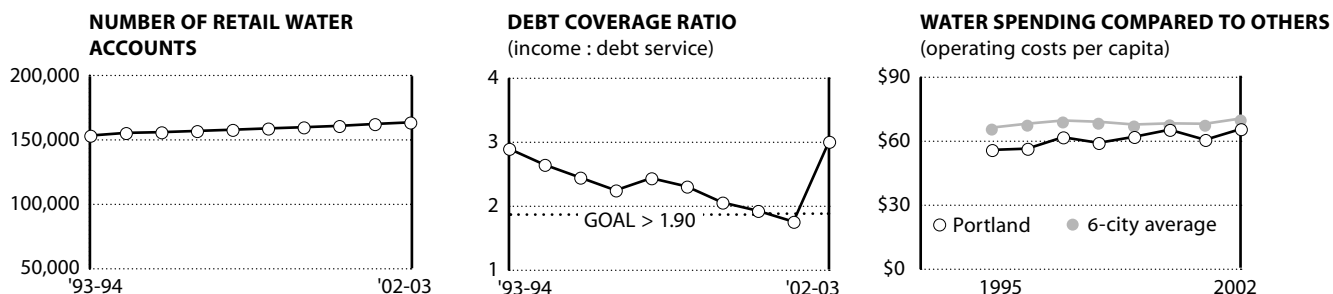
'98-99	121,737
'99-00	107,590
'00-01	82,283
'01-02	32,781
'02-03	83,152
5 year change	-32%
10 year change	-12%

While the number of water mains installed over the past year increased due to completion of several large projects, the number of new water mains installed over the past five years declined by 32 percent.

The total number of retail accounts increased by 3 percent over the past 5 years.

The Bureau significantly increased its debt coverage ratio in '02-03 due to delayed bond sales, legal settlements, and capital savings. The ratio is back above the minimum goal the Bureau has set.

Compared to other cities, Portland's operating costs per capita are slightly below average.



## Bureau of Environmental Services

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
Total sewer accounts .....	131,953	137,262	141,391	149,373	157,631	163,336	164,433	165,708	167,105	168,733
EXPENDITURES* (in millions):										
Operating costs .....	\$51.9	\$48.0	\$52.4	\$60.0	\$61.1	\$66.4	\$68.4	\$71.3	\$96.1	\$84.9
Capital .....	\$76.2	\$92.1	\$73.9	\$83.3	\$70.6	\$91.9	\$87.6	\$86.5	\$82.7	\$121.4
Debt service .....	\$8.8	\$21.0	\$21.4	\$33.4	\$45.5	\$41.4	\$45.4	\$48.4	\$57.6	\$57.0
EXPENDITURES*, adjusted for inflation:										
Operating costs .....	\$65.4	\$58.7	\$62.3	\$68.8	\$68.2	\$72.5	\$72.1	\$73.2	\$96.8	\$84.9
Capital .....	\$96.1	\$112.6	\$87.9	\$95.5	\$78.8	\$100.3	\$92.3	\$88.7	\$83.4	\$121.4
Debt service .....	\$11.1	\$25.7	\$25.4	\$38.3	\$50.8	\$45.2	\$47.9	\$49.7	\$58.1	\$57.0
Sewer operating costs/capita, inflation adj. ....	\$128	\$114	\$120	\$132	\$130	\$138	\$135	\$131	\$175	\$153
AUTHORIZED STAFFING										
Sewer operating .....	410	419	310	329	346	346	336	345	338	342
Capital .....	(incl. above)		130	118	94	96	106	113	120	114
Refuse disposal operating .....	9	10	10	10	10	10	10	10	10	11
TOTAL MILES OF PIPELINE:										
Sanitary .....	782	835	913	940	956	965	973	992	998	999
Storm .....	248	263	283	382	444	446	432	443	462	463
Combined .....	849	850	850	850	850	844	863	868	865	868
WASTEWATER TREATED										
Primary (billions of gallons) .....	26.6	31.2	33.8	34.8	32.5	33.4	28.8	25.4	27.9	27.2
BOD Load (millions of pounds) .....	45.0	48.5	48.8	51.2	56.0	56.9	58.7	54.4	50.2	54.9
Suspended solids (millions of pounds) .....	45.9	55.6	57.4	52.5	59.4	58.8	65.8	57.5	57.0	57.5
Acres of watershed revegetated .....	-	-	37	35	353	270	332	550	787	308
Acres of floodplain reclaimed .....	-	16	18	4	29	13	14	16	8	5
Feet of pipe repaired .....	20,746	21,078	18,930	20,129	27,493	28,768	24,462	19,926	36,057	29,813
Miles of pipe cleaned .....	273	221	172	160	228	218	135	207	184	212
Industrial discharge inspections .....	-	-	412	402	353	476	554	648	522	527
Industrial discharge tests in compliance .....	97%	97%	97%	97%	96%	94%	98%	99%	99%	99%
PERCENT BOD REMOVED:										
Columbia Blvd. ....	91.1%	93.7%	93.9%	92.5%	93.8%	92.5%	94.7%	95.1%	94.7%	96.3%
Tryon Creek .....	92.7%	93.0%	92.9%	92.9%	92.9%	94.8%	95.3%	96.6%	97.0%	95.9%
WASTE DIVERTED FROM LANDFILL:										
Residential .....	-	-	-	50%	51%	53%	52%	52%	53%	53%
Commercial .....	-	-	-	46%	49%	52%	54%	54%	53%	59%
Combined .....	-	-	-	47%	50%	52%	54%	54%	53%	-

\* includes Refuse Disposal expenditures

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Number of unconnected properties .....	31,308	27,112	22,546	16,102	9,803	5,529	5,007	4,827	4,701	4,559
Average monthly residential sewer/storm bills, adjusted for inflation .....	\$22.72	\$24.21	\$26.05	\$28.29	\$30.25	\$32.40	\$34.08	\$34.74	\$37.57	\$39.11
Average monthly residential garbage bills, adjusted for inflation .....	\$22.19	\$21.52	\$20.46	\$20.07	\$19.19	\$18.78	\$18.56	\$18.31	\$18.39	\$18.75
CORNERSTONE PROJECTS:										
Cumulative sumps constructed .....	1,386	1,926	2,281	2,757	2,860	2,860	2,896	3,045	-	-
Cumulative downspouts disconnected .....	-	-	1,541	5,160	11,131	19,980	24,714	28,565	31,649	33,212
Est. CSO gallons diverted as % of planned total .	6.9%	9.8%	15.1%	21.8%	43.7%	49.9%	52.0%	53.0%	53.0%	54%
Water quality index for Willamette River:										
Upstream .....	-	-	-	-	-	-	-	84	84	84
Downstream .....	-	-	-	-	-	-	-	83	82	84

## Bureau of Water Works

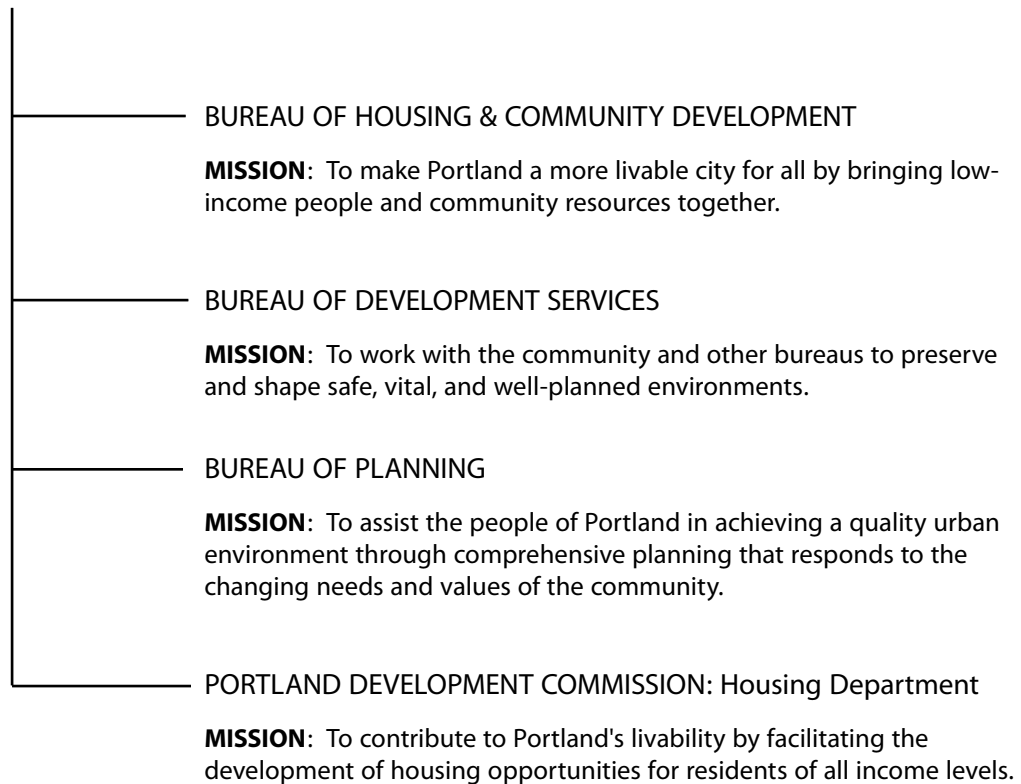
	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
POPULATION SERVED:										
Retail .....	421,748	442,690	444,371	448,928	453,573	453,815	455,919	474,511	481,312	482,549
Wholesale .....	283,459	294,910	302,142	319,000	333,300	341,353	317,252	314,489	349,522	304,133
TOTAL .....	705,207	737,600	746,513	767,928	786,873	795,168	773,171	789,000	830,834	786,682
EXPENDITURES (in millions):										
Operating .....	\$34.4	\$34.7	\$36.8	\$42.6	\$42.7	\$46.8	\$49.3	\$47.5	\$54.6	\$49.0
Capital .....	\$17.5	\$18.0	\$21.4	\$25.6	\$23.0	\$31.6	\$35.7	\$35.2	\$21.7	\$24.7
Debt service .....	\$8.2	\$11.2	\$11.8	\$12.0	\$12.0	\$12.7	\$12.4	\$13.4	\$15.6	\$15.8
EXPENDITURES(millions, adj. for inflation):										
Operating .....	\$43.3	\$42.5	\$43.8	\$48.8	\$47.6	\$51.1	\$52.0	\$48.8	\$55.1	\$49.0
Capital .....	\$22.0	\$22.0	\$25.5	\$29.4	\$25.6	\$34.5	\$37.6	\$36.1	\$21.9	\$24.7
Debt service .....	\$10.3	\$13.6	\$14.0	\$13.7	\$13.4	\$13.9	\$13.1	\$13.7	\$15.7	\$15.8
Operating costs/capita, adj. for inflation .....	\$61	\$58	\$59	\$64	\$60	\$64	\$67	\$62	\$66	\$62
Authorized staffing (FTEs) .....	509	500	501	513	513	524	535	543	531	535
Water sales (millions, adj. for inflation) .....	\$57.5	\$59.7	\$59.4	\$62.4	\$61.8	\$64.0	\$62.0	\$59.3	\$66.1	\$64.4
GALLONS OF WATER DELIVERED (billions):										
City of Portland .....	23.7	25.1	25.7	24.7	25.2	25.0	24.8	23.9	23.5	23.3
Wholesale (outside of Portland) .....	12.3	13.1	12.6	13.9	13.5	14.3	14.4	14.6	14.7	12.6
TOTAL .....	36.0	38.2	38.3	38.6	38.7	39.3	39.2	38.5	38.2	35.9
Number of retail accounts .....	153,575	155,662	156,246	157,189	158,141	159,177	160,100	161,154	162,631	163,896
Feet of new water mains installed .....	93,959	125,364	137,432	126,282	68,662	121,737	107,590	82,283	32,781	83,152
NUMBER OF NEW WATER SERVICES:										
Residential .....	-	-	-	920	1,047	989	790	929	943	1,039
Commercial .....	-	-	-	378	328	348	254	170	219	306
Annual City water usage per capita (gallons) ..	50,351	50,777	51,589	49,079	49,477	49,039	48,386	44,881	43,835	43,228
Monthly residential water bill - actual usage (adjusted for inflation) .....	\$13.84	\$13.49	\$13.74	\$14.16	\$13.78	\$14.25	\$14.79	\$12.89	\$13.54	\$14.60
SUMMER WATER CONSUMPTION (millions of gallons: June - September)										
Average day .....	145	184	165	170	169	173	153	166	157	153
Highest day .....	187	219	204	207	206	204	176	193	187	177
Debt coverage ratio .....	2.9	2.65	2.45	2.25	2.44	2.40	2.36	1.76	2.32	3.01
UNACCOUNTED FOR WATER:										
Millions of gallons .....	-	-	2,690	3,968	3,340	3,288	2,280	2,400	1,275	1,888
Percent of delivered .....	-	-	6.6%	9.3%	7.9%	7.7%	5.5%	5.9%	3.2%	5.0%
WATER QUALITY:										
Turbidity (NTUs):										
Minimum .....	0.09	0.08	0.10	0.11	0.09	0.12	0.16	0.22	0.24	0.02
Maximum .....	0.74	2.82	4.97	3.49	2.44	4.99	2.87	2.30	3.16	1.86
Median .....	0.22	0.36	0.36	0.31	0.19	0.31	0.37	0.41	0.50	0.48

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
pH:										
Minimum .....	6.4	6.5	6.3	6.6	7.3	7.2	7.2	7.3	6.7	7.2
Maximum .....	7.3	7.3	7.4	7.5	7.6	7.6	7.6	7.7	8.0	7.7
Mean .....	6.8	6.8	6.7	7.0	7.4	7.4	7.4	7.4	7.3	7.5
Chlorine residual (mg/L):										
Minimum .....	0.00	0.03	0.00	0.04	0.10	0.19	0.10	0.04	0.10	0.10
Maximum .....	1.60	1.80	2.60	1.71	2.20	2.04	2.01	1.97	2.00	1.90
Mean .....	0.93	1.01	1.02	1.15	1.23	1.33	1.31	1.22	1.15	1.18
Percent of samples tested positive										
for coliform bacteria .....	0.48%	2.05%	0.67%	0.46%	0.46%	0.92%	0.26%	1.14%	0.57%	0.06%

# COMMUNITY DEVELOPMENT

## CITY GOALS:

To ensure decent, affordable housing; keep the central city vital;  
build a livable city through good planning and well-managed growth



PORTLAND MULTNOMAH  
COMMUNITY BENCHMARKS:  
*increase efficiency of building  
permit issuance; decrease percent  
of homeless; increase low-income  
home ownership; increase land  
available to support new jobs*

# Housing & Community Development

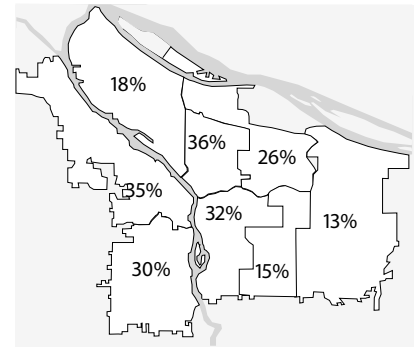
## CITIZEN SATISFACTION

Portland residents rate their neighborhood housing affordability relatively low. Citywide, the average percent of citizens rating housing affordability "good" or "very good" was 44 percent in 2003. Twenty-six percent rated housing affordability "bad" or "very bad".

Citizen perceptions about affordability over the past five years have changed little.

However, some neighborhoods rate affordability worse than others. The inner city neighborhoods have the highest percent of citizens rating their neighborhood housing affordability "bad" or "very bad". The North, Outer Southeast and East areas rate affordability better than other neighborhoods, although North has worsened compared to five years ago.

**CITIZENS: NEIGHBORHOOD HOUSING AFFORDABILITY, 2003**  
(percent "bad" or "very bad")



**CITIZENS: HOUSING AFFORDABILITY**  
(percent "good" or "very good")





### BUREAU GOAL: Increase housing opportunities

Some progress has been made in addressing the housing needs of low-income people but housing costs and cost burden do not show improvement. The most recent Census data available show that 12,600 rental units affordable to low-income households are needed to close the affordability gap in Portland (data on page 64).

Housing opportunities have increased slowly over the past seven years. The City's housing inventory has increased and the City continues to

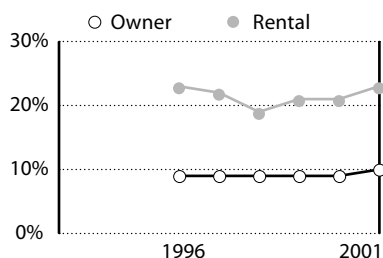
place homeless individuals into permanent housing and subsidize low- and middle-income units. Despite these efforts, the most recent Census data show the number and percent of Portland residents with a severe housing cost burden have increased.

#### CITY HOUSING INVENTORY

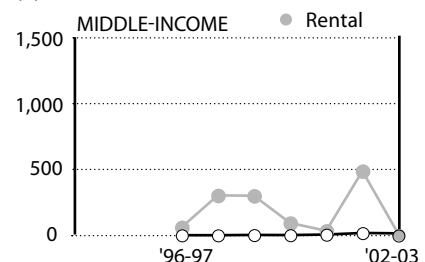
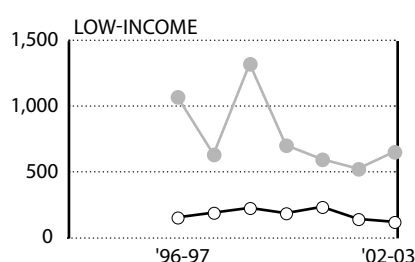
	Owner	Rental	Vacant	TOTAL
1997	120,747	97,038	9,571	227,356
1998	123,727	97,884	9,105	230,716
1999	125,042	94,354	13,913	233,309
2000	124,767	98,970	13,570	237,307
2001	123,216	103,004	12,537	238,757
2002	- not available -			
5 years:	+2%	+6%	+31%	+5%

The Bureau of Housing and Community Development and the Housing Department of the Portland Development Commission have been concentrating on subsidizing production of rental units, where the burden is the greatest. In addition, the Portland Development Commission has worked to meet the City's commitment to add 71,000 housing units by 2017 by subsidizing middle-income units. Many of these units are in the Central City, where development costs for high-density housing are high.

#### HOUSEHOLDS WITH COST BURDEN



#### UNITS IN CITY-SUBSIDIZED PROJECTS (by year funded):



**BUREAU GOAL: End the institution of homelessness**

According to the annual November "shelter count", the number of homeless individuals seeking shelter increased 40 percent over the past ten years. City-funded programs have placed more homeless adults into permanent housing, and these programs have served more homeless adults.

**HOMELESS SINGLES INTO HOUSING**  
(via City-funded programs)

	PLACED		RETAINED	
	No. placed	% total	6 mo.	12 mo.
'98-99	1,030	33%	-	-
'99-00	1,302	38%	-	-
'00-01	1,900	32%	-	-
'01-02	1,871	28%	-	-
'02-03	1,889	29%	76%	63%
GOALS ('02-03):		41%	65%	55%

NOTE: not all programs provide placement services

**BUREAU GOAL: Assist low-income people**

Fewer low-income youth are placed in jobs or school from City programs, but this measure is impacted by stricter rules for counting placements initiated in '00-01.

City funded adult workforce training programs provided service to about 2,200 adults, of which a small number received intensive training. Seventy-three percent of those trained were placed in jobs.

**ADULTS IN WORKFORCE TRAINING PROGRAMS** (City-funded programs)

	PLACED		RETAINED	
	No. placed	% total	120+ days	% total
'02-03	173	73%	n.a.	n.a.
GOALS:		n.a.		n.a.

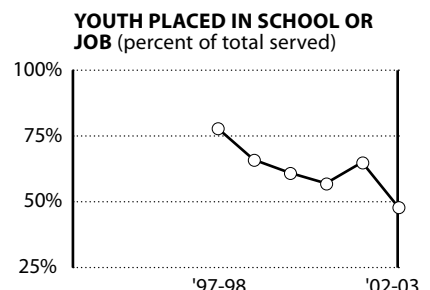
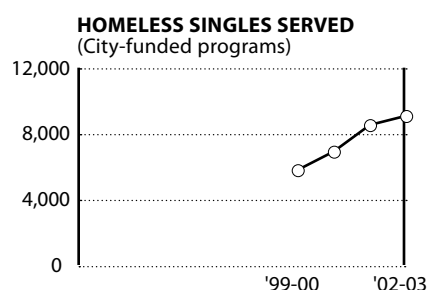
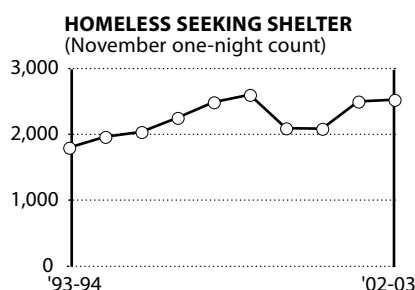
NOTE: n.a.=not available (new measure)

**YOUTH INTO SCHOOL OR JOB**  
(City-funded programs)

	PLACED		RETAINED	
	No. placed	% total	30 days	% total
'98-99	1,185	66%	-	-
'99-00	1,018	61%	418	43%
'00-01	549	57%	280	54%
'01-02	634	65%	313	54%
'02-03	609	48%	381	66%
GOALS ('02-03):		48%		74%

NOTE: not all programs track placement or retention

As in past years, the City's youth program contractors have missed or just met the City's yearly goals for placement and retention for youth in workforce training programs. BHCD attributes the low placement rates to a sluggish economy.



## SPENDING, STAFFING AND WORKLOAD

Overall, housing expenditures declined by fifteen percent over the past five years paralleling a significant decrease in federal housing grants. However, spending trends will fluctuate according to the amount of loans and grants disbursed each year.

Homeless spending increased by 53 percent. Starting this year, spending on youth and adult workforce programs is reported together so spending trends are not available.

### STAFFING (FTEs)

	'02-03	5 year change
BHCD	26	+44%
PDC Housing	46	+46%

### PDC HOUSING/BHCD SPENDING (in millions, adj. for inflation)

	'02-03	5 year change
Housing	\$43.2	-15%
Homeless	\$5.8	+53%
Youth/Adult	\$2.2	n.a.
Other	\$4.0	n.a.

### PDC HOUSING/BHCD REVENUE (in millions, adj. for inflation)

	'02-03	5 year change
Grants	\$13.5	-55%
General Fund	\$10.6	-9%
Tax Increment Financing	\$22.8	-2%
Other	\$8.3	+71%

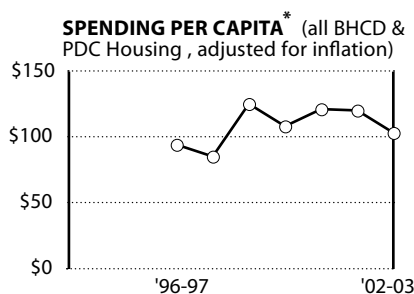
Revenues have declined from most sources except for "other" income, which is comprised of loan repayments.

Over the past five years, the PDC and BHCD awarded a total of \$131 million in housing loans and grants, and \$11.8 million in property tax exemptions. Loans and grants have fluctuated; tax exemptions increased 81 percent.

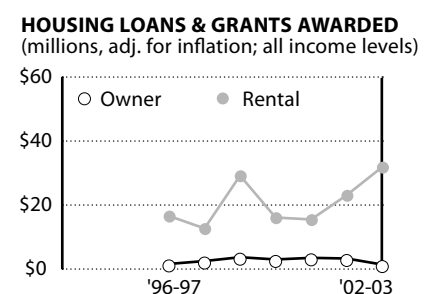
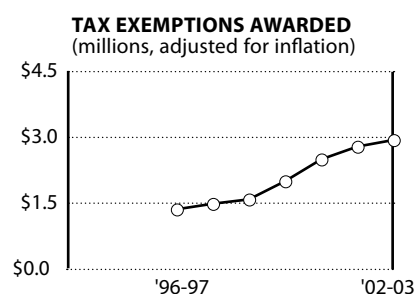
### CDBG SPENDING COMPARED TO SIX CITY AVERAGE (in millions, adjusted)

	PORTLAND	6-CITY AVERAGE
1998	\$18.2	\$18.0
1999	\$23.4	\$21.9
2000	\$18.9	\$15.7
2001	\$20.4	\$14.4
2002	\$16.6	\$18.9
5 year change	-9%	+5%

In 2002, Portland's spending of CDBG funds fell below the average of six comparison cities.



\* includes tax exemptions



# Bureau of Development Services

## CITIZEN SATISFACTION

Overall, BDS customers are more satisfied with building permit and land-use approval processes than last year. Preliminary data from the second year of the BDS customer survey show that the biggest increase in satisfaction occurred in the land-use plan review process, increasing from 72 percent "satisfied" or "very satisfied" in '01-02 to 79 percent in '02-03.

### DEVELOPMENT SERVICES CUSTOMERS: OVERALL SATISFACTION

(percent "satisfied" or "very satisfied")

	'01-02	'02-03 *	change
Intake	77%	79%	+2%
Plan review:			
Building permit	56%	58%	+2%
Land-use	72%	79%	+7%

\* preliminary data

Customers also reported receiving better information on permit and application processes. The biggest improvement was in getting information on what regulations were applicable to the permit or approval requested.

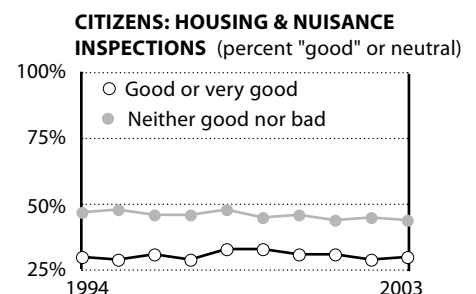
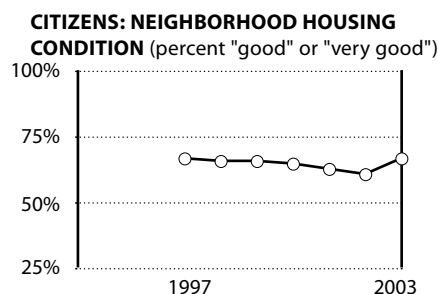
### DEVELOPMENT SERVICES CUSTOMERS: RATINGS OF INFORMATION RECEIVED

(percent "enough" or "more than enough")

	'01-02	'02-03 *	change
Process steps	86%	85%	-1%
What permits are required	84%	87%	+3%
Status of application	82%	86%	+4%
Information on fees	78%	81%	+3%
What regulations apply to project	72%	78%	+6%

\* preliminary data

The 2003 Citizen Survey showed higher ratings of the physical condition of housing in the neighborhoods, after a decline the year before. Few citizens rate housing and nuisance inspections "good" or "very good", but this is significantly affected by the large number that are neutral ("neither good nor bad").



**BUREAU GOAL: Safe, well-planned environment**

The Bureau addresses this major goal by reviewing building plans and inspecting construction work and building sites for compliance with building and land-use regulations.

**CONSTRUCTION INSPECTIONS**

	RESIDENTIAL	COMMERCIAL
'98-99	90,000	87,470
'99-00	87,894	92,076
'00-01	86,255	89,959
'01-02	90,917	75,858
'02-03	99,948	77,328

**LAND-USE/ZONING REVIEWS**

	LAND-USE CASES	ZONING CHECKS
'98-99	1,058	5,230
'99-00	894	5,161
'00-01	879	5,041
'01-02	935	4,996
'02-03	659	5,058

**BUREAU GOAL: Responsive to the community**

Permit and land-use applicants showed significant increases in satisfaction with staff knowledge, staff helpfulness, and processing timeliness. More than 90 percent of applicants receiving approvals over-the-counter were very satisfied with staff knowledge and helpfulness. Applicants who

submitted their plans for reviews were less satisfied, but gave review staff much higher ratings than last year.

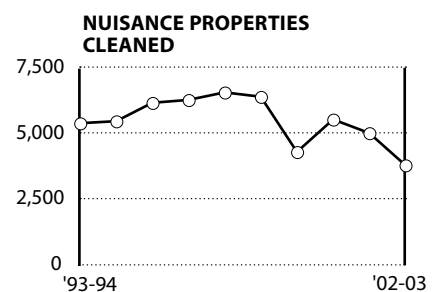
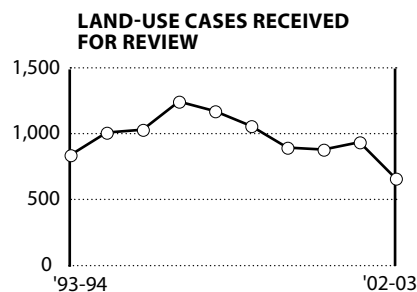
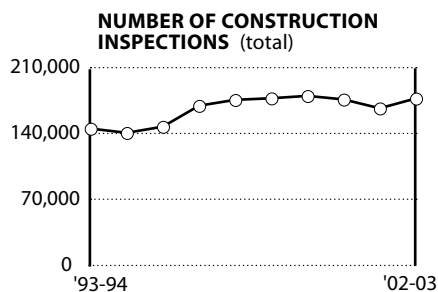
**CUSTOMER SATISFACTION**

(percent "good" or "very good")

	'01-02	'02-03 *
Over-the-counter:		
Staff knowledge	89%	94%
Staff helpfulness	85%	92%
Permit review:		
Staff knowledge	73%	85%
Staff helpfulness	67%	76%
Review timeliness	32%	41%
Land-use review:		
Staff knowledge	82%	91%
Staff helpfulness	74%	88%
Review timeliness	47%	56%

\* preliminary data

This year, 41 and 56 percent of applicants for building permits and land-use approvals were satisfied with timeliness, a big improvement over last year. In addition, when excluding the mandatory 21-30 day public review period, 80 percent said they were "satisfied" or "very satisfied" with City land-use staff timeliness.



## BUREAU GOAL: Efficient processing of permit applications

Most of the permit workload handled by the Bureau is processed relatively quickly. About 45 percent of all building permits are issued "over-the-counter" the same day as requested. In 2003, the Bureau issued 65 percent of all permit work within 15 days, slightly short of their goal of 70 percent.

### RESIDENTIAL PLANS WITH FIRST REVIEWS COMPLETE IN 15/20 DAYS

	B.D.S.	ALL* BUREAUS
'01-'02	86%	64%
'02-'03	82%	72%
<b>GOAL</b>	90%	90%

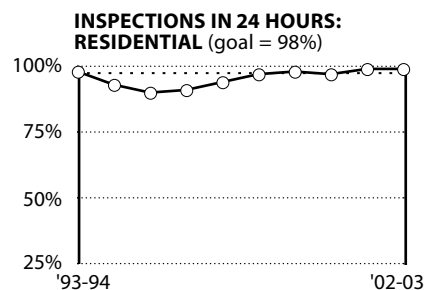
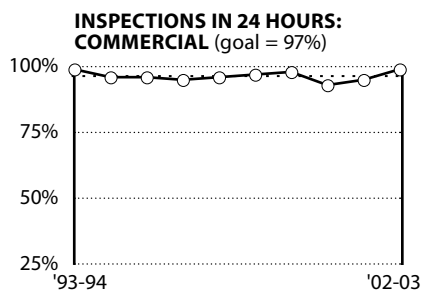
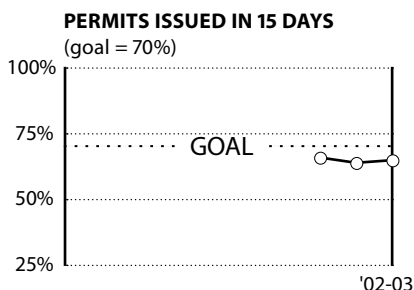
### COMMERCIAL PLANS WITH FIRST REVIEWS COMPLETE IN 20 DAYS

	B.D.S.	ALL* BUREAUS
'01-'02	76%	60%
'02-'03	74%	64%
<b>GOAL</b>	90%	90%

\* plans are reviewed by between 1 and 6 bureaus (BDS, Bureau of Environmental Services, Office of Transportation, Bureau of Fire & Rescue, Water Bureau, and/or Parks & Recreation)

Time required to complete an initial review of new residential and commercial building permits does not meet established goals. Overall, 82 percent of residential permits and 74 percent of commercial permits receive their first review from BDS within the target time frame (either 15 or 20 days, depending on type), a slight decrease from last year. The review time is considerably slower when *all* the reviewing bureaus are considered.

More positively, the Bureau inspects almost 100 percent of buildings within 24 hours of inspection request. They are surpassing their goal of 97 and 98 percent for commercial and residential inspections, respectively.



## SPENDING, STAFFING AND WORKLOAD

The total number of building permits is up 24 percent from five years ago. While residential permits increased by 46 percent, the number of commercial permits was unchanged.

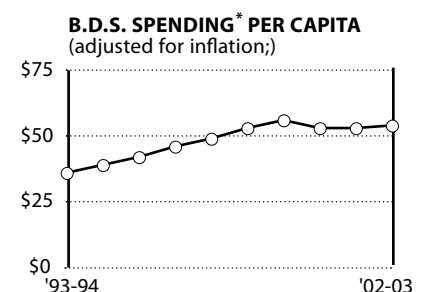
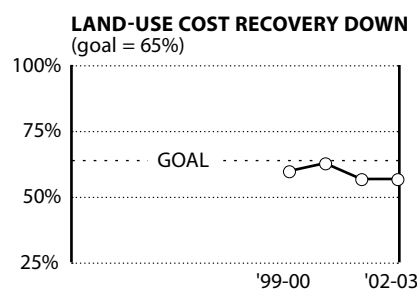
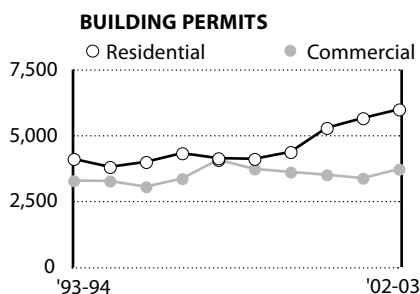
Bureau expenditures have increased steadily over the past 10 years but have remained the same over the past three years. Spending per capita has only increased slightly – from \$53 in '98-99 to \$54 in '02-03. Staffing has increased from 282 to 286.

### B.D.S. SPENDING

	'02-03	5 year* change
Inspections	\$7.4	-15%
Land-use review	\$5.1	+11%
Development services/ Plan review	\$5.9	+9%
Code compliance	\$0.7	0%
Administration	\$6.4	+25%
TOTAL	\$29.1	+8%

The 25 percent increase in administrative costs is primarily due to office space and information technology improvements.

The Bureau has a goal to recover 65 percent of the cost of land-use reviews from fees and charges. They have been slightly under the goal the last two years, at 57 percent.



\* adjusted to include functions that were in the Planning Bureau prior to reorganization in '99-00

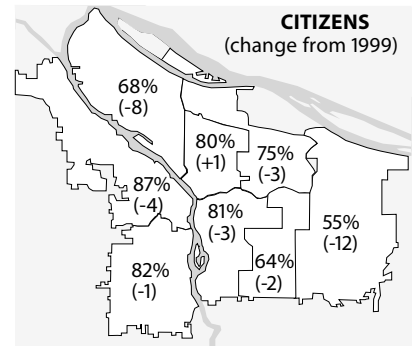
# Bureau of Planning

## CITIZEN SATISFACTION

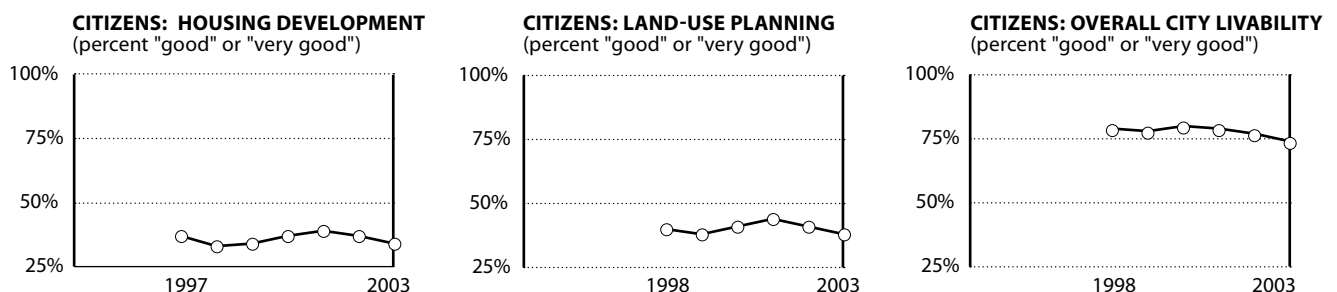
City livability ratings remain high but have declined over the past five years, especially in some neighborhoods.

Seventy-four percent of all residents rated City livability "good" or "very good" in 2003, compared to 78 percent in 1999. Residents in the Northwest, Southwest, Inner Southeast, and Inner Northeast rate livability high. Only 55 percent of the East and 68 percent of North neighborhoods rate livability "good" or "very good." Livability ratings in the East and North have dropped considerably over time.

**OVERALL CITY LIVABILITY, 2003**  
(percent "good" or "very good")



Despite relatively high livability ratings, citizens continue to rate land-use planning and housing development relatively low. However, a considerable percent of respondents (30 percent to 45 percent) are neutral about these services – rating them neither good nor bad.



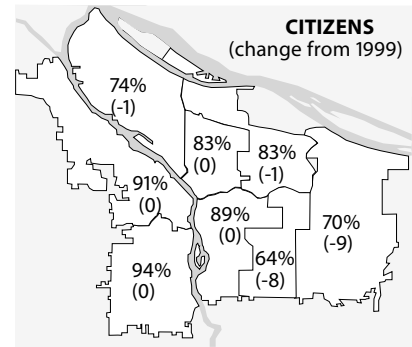


## BUREAU GOAL: Enhance livability

In addition to citywide livability, a key indicator of planning success is citizen assessments of the livability of their neighborhoods. Overall, neighborhood livability ratings remain high, averaging 82 percent "good" or "very good" this year compared to 83 percent in 1999.

Two neighborhoods farthest from the central city, East and Outer Southeast, rated their neighborhood livability 9 percent and 8 percent lower than five years ago.

**OVERALL NEIGHBORHOOD LIVABILITY, 2003**  
(percent "good" or "very good")



### NEIGHBORHOOD ACCESS: 2003

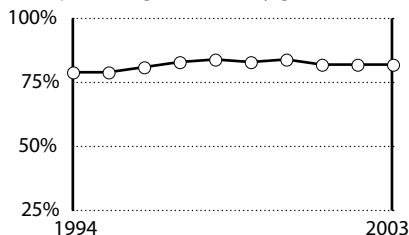
Citizens rating access "good" or "very good"

	To park	To bus	To services
NW/Downtown	91%	88%	84%
Inner SE	87%	94%	83%
Inner NE	83%	95%	79%
Outer SE	79%	89%	79%
Central NE	78%	88%	76%
Southwest	85%	82%	75%
East	70%	79%	75%
North	81%	88%	51%
CITY	82%	88%	76%

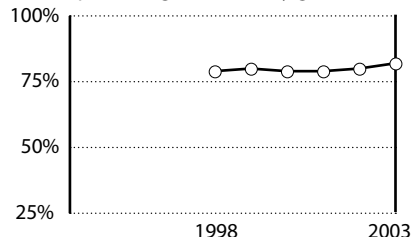
Overall, residents are satisfied with their access to parks, buses, and shopping. Access to neighborhood shopping and services is judged lower than access to public transportation and parks.

North Portland rates access to services much lower than other neighborhoods, and East rates access to parks lower than other areas.

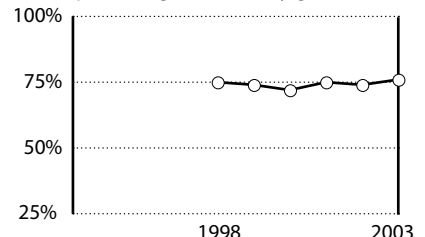
**CITIZENS: NEIGHBORHOOD LIVABILITY**  
(percent "good" or "very good")



**CITIZENS: ACCESS TO PARKS**  
(percent "good" or "very good")



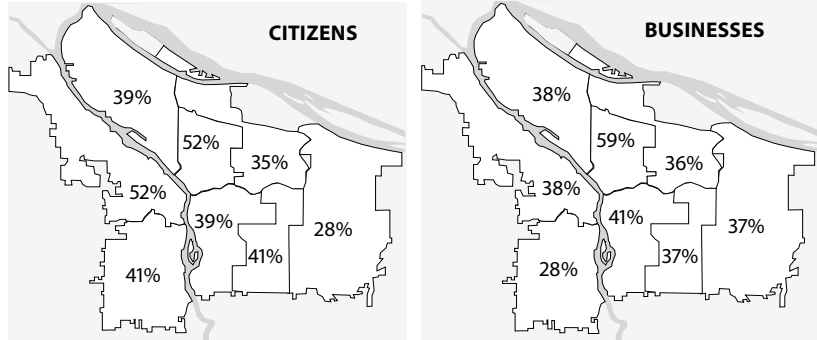
**CITIZENS: ACCESS TO SERVICES**  
(percent "good" or "very good")



**BUREAU GOAL:**  
Enhance the built and natural environment

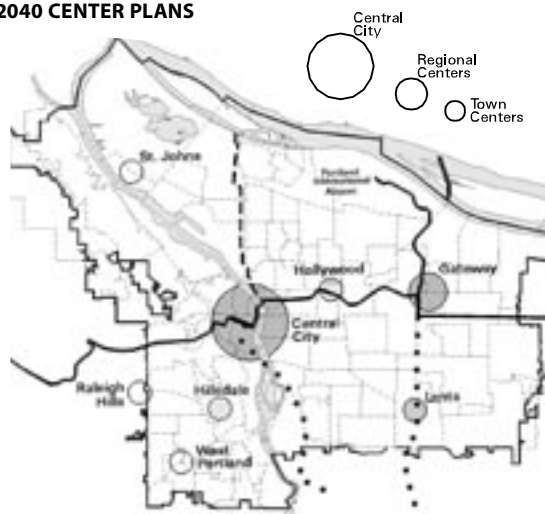
Residents are slightly more satisfied with the impact of commercial development in their neighborhoods than in previous years. Businesses responding in this year's first survey of businesses rated development impact similarly, but were less satisfied with residential development in the Southwest and Northwest.

**RATINGS OF IMPROVEMENT FROM NEW RESIDENTIAL DEVELOPMENT: 2003**  
(percent "good" or "very good")



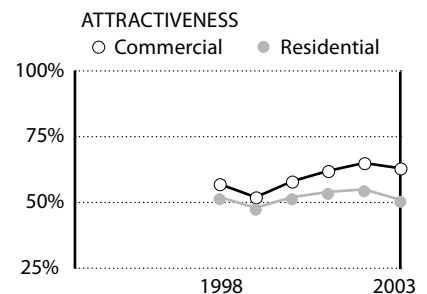
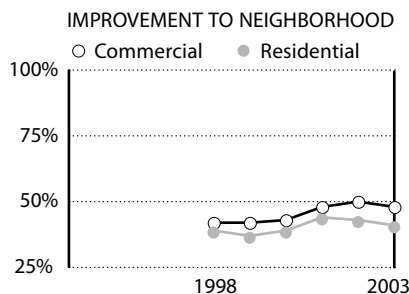
Working with Metro on the 2040 framework, the City has identified a number of regional and town centers for future development. The Bureau is working on a series of

**2040 CENTER PLANS**



specific area plans and implementation tools to guide development of the built and natural environment within these centers.

**CITIZENS RATINGS OF NEW DEVELOPMENT:**  
(percent "good" or "very good")



**BUREAU GOAL:** Strengthen the local and regional economy

Housing construction slowed in the region last year and fewer units were built in the city.

#### NEW HOUSING UNITS BUILT

	IN CITY	IN UGB	IN REGION*
'97-98	3,535	11,388	16,184
'98-99	3,690	11,738	15,348
'99-00	2,486	7,500	11,713
'00-01	2,477	4,746	10,087
'01-02	2,843	7,243	14,526
'02-03	2,234	9,164	13,110
TOTAL	17,265	51,779	80,968
UGB in City		33%	
GOAL (1997 to 2017)		20%	

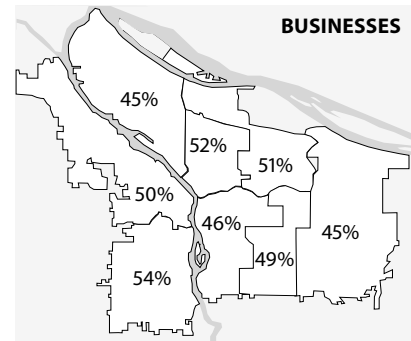
\* includes Clark County

However, over the past six years 33 percent of all units built in the Urban Growth Boundary (UGB) have been in the City — surpassing the cumulative 20-year goal of 20 percent.

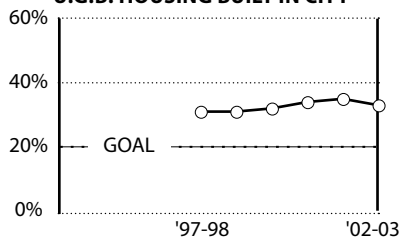
The 2003 Business Survey asked businesses to grade Portland as a place to do business. Citywide, 49 percent of all businesses rated Portland "good" or "very good".

Very small businesses are much more satisfied with Portland than are larger businesses, with 60 percent of respondents rating "good" or "very good" versus 44 percent for larger businesses with 50 or more employees.

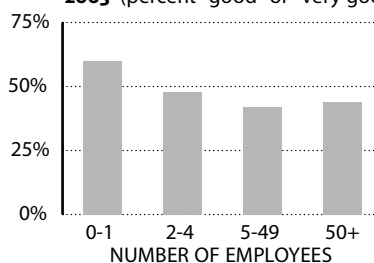
#### PORTLAND AS PLACE TO DO BUSINESS: 2003 (percent "good" or "very good")



#### CUMULATIVE PERCENT OF NEW U.G.B. HOUSING BUILT IN CITY



#### PORTLAND AS PLACE TO DO BUSINESS, 2003 (percent "good" or "very good")



## SPENDING, STAFFING AND WORKLOAD

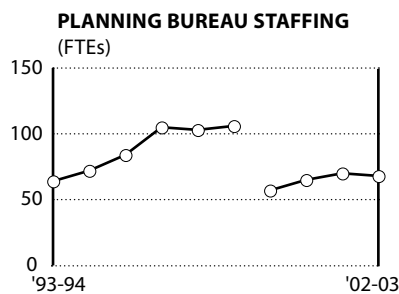
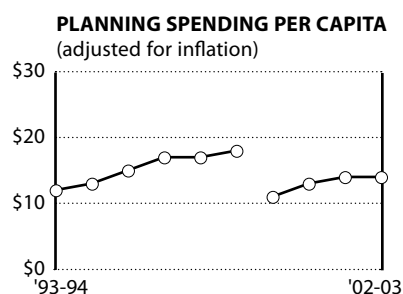
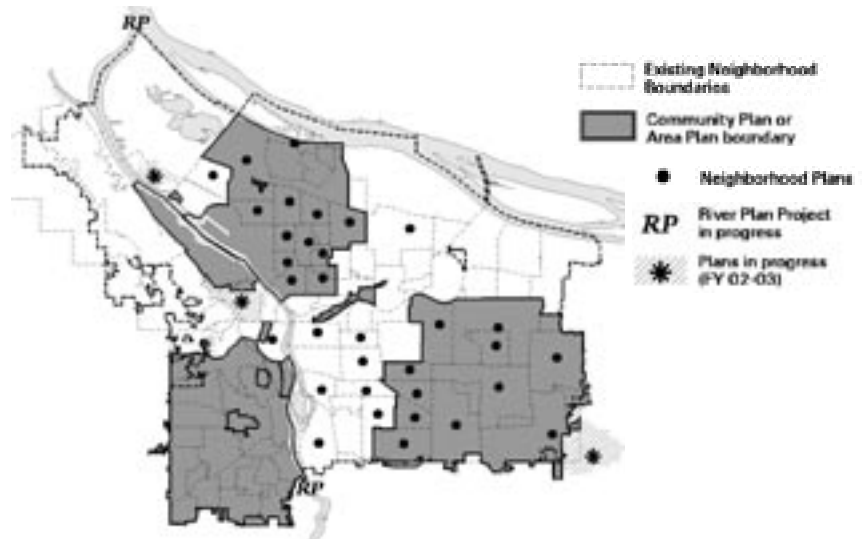
Following the reassignment of development review activities to the Bureau of Development Services in '99-00, the Bureau increased spending in environmental activities and decreased spending in administration.

PLANNING SPENDING	5 year	
	'02-03	change
Environmental planning	\$2.7	-
Area/neigh. planning	\$1.7	-
Other	\$1.7	-
Admin/tech support	\$1.6	-
TOTAL	\$7.7	-18%

Staffing also decreased following reorganization.

The Bureau administers various regulations of 20 different federal, state, and local legislative requirements. Over the past thirteen years the Planning Bureau developed 46 area, community, neighborhood, and center plans that were adopted by City Council. Staff worked on 35 separate planning projects last year.

## NEIGHBORHOOD, AREA AND COMMUNITY PLANS



## Housing & Community Development: BHCD and PDC Housing Department

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Housing:										
BHCD .....	-	-	\$7.0	\$5.3	\$4.0	\$7.5	\$4.7	\$10.4	\$8.9	\$7.2
PDC .....	-	-	\$10.0	\$21.1	\$21.9	\$37.8	\$31.4	\$37.2	\$40.0	\$33.1
"Foregone revenue": tax exemptions .....	-	-	-	\$1.2	\$1.3	\$1.5	\$1.9	\$2.4	\$2.8	\$2.9
Sub-total .....	-	-	\$17.0	\$27.6	\$26.6	\$46.8	\$38.0	\$50.0	\$51.7	\$43.2
Homeless facilities & services .....	-	-	\$3.5	\$4.6	\$3.2	\$3.5	\$5.0	\$5.5	\$5.6	\$5.8
Adult and youth workforce development .....	-	-	-	-	-	-	-	-	-	\$2.2
Other .....	-	-	\$7.5	\$8.9	\$7.6	\$7.9	\$9.4	\$7.4	\$6.7	\$4.0
EXPENDITURES, adjusted for inflation:										
Housing:										
BHCD .....	-	-	\$8.3	\$6.1	\$4.9	\$8.2	\$4.9	\$10.7	\$9.0	\$7.2
PDC .....	-	-	\$11.8	\$24.2	\$24.5	\$41.3	\$33.1	\$38.1	\$40.3	\$33.1
"Foregone revenue": tax exemptions .....	-	-	-	\$1.4	\$1.5	\$1.6	\$2.0	\$2.5	\$2.8	\$2.9
Sub-total .....	-	-	\$20.1	\$31.7	\$30.9	\$51.0	\$40.0	\$51.3	\$52.1	\$43.2
Homeless facilities & services .....	-	-	\$4.2	\$5.3	\$3.5	\$3.8	\$5.3	\$5.6	\$5.6	\$5.8
Adult and youth workforce development .....	-	-	-	-	-	-	-	-	-	\$2.2
Other .....	-	-	\$8.9	\$10.2	\$8.6	\$8.6	\$9.9	\$7.5	\$6.7	\$4.0
REVENUES (in millions)										
Grants .....	-	-	\$18.1	\$21.8	\$17.3	\$27.4	\$27.7	\$18.8	\$17.6	\$13.5
General Fund (includes foregone revenue) .....	-	-	-	\$11.8	\$9.4	\$10.7	\$11.6	\$13.3	\$15.2	\$10.6
Tax Increment Financing .....	-	-	\$4.0	\$4.3	\$4.4	\$21.3	\$6.4	\$15.2	\$22.6	\$22.8
Other .....	-	-	\$8.5	\$8.2	\$6.8	\$4.5	\$5.6	\$9.9	\$10.9	\$8.3
REVENUES, adjusted for inflation										
Grants .....	-	-	\$21.5	\$25.0	\$19.3	\$29.9	\$29.2	\$19.3	\$17.8	\$13.5
General fund (includes foregone revenue) .....	-	-	-	\$13.5	\$10.4	\$11.7	\$12.3	\$13.7	\$15.3	\$10.6
Tax Increment Financing .....	-	-	\$4.7	\$5.0	\$4.9	\$23.2	\$6.7	\$15.5	\$22.8	\$22.8
Other .....	-	-	\$10.1	\$9.4	\$7.6	\$4.9	\$6.0	\$10.1	\$11.0	\$8.4
Spending per capita, adjusted for inflation .....	-	-	\$67	\$94	\$85	\$125	\$108	\$121	\$120	\$103
STAFFING:										
BHCD .....	14	16	16	17	17	18	18	21	24	26
PDC Housing Department .....	-	-	31	35	29	32	32	33	39	46
Number of units with property tax exemptions .....	-	-	-	4,717	5,844	6,056	7,484	8,328	9,514	10,148
Small-scale owner rehabilitation projects .....	-	-	-	-	1,722	2,027	1,925	1,417	1,461	1,558
CITY LOANS AND GRANTS AWARDED FOR HOUSING PROJECTS (millions, adjusted):										
Affordable to low-moderate income										
Owners .....	-	-	-	\$1.6	\$2.5	\$3.7	\$2.9	\$3.5	\$2.6	\$1.0
Renters .....	-	-	-	\$16.0	\$12.7	\$25.2	\$15.4	\$15.0	\$19.4	\$32.0

\* "Other" includes adult and youth workforce development prior to '02-03

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Affordable to middle+ income										
Owners .....	-	-	-	-	-	-	-	\$0.1	\$0.7	\$0.4
Renters .....	-	-	-	\$0.7	-	\$4.0	\$0.7	\$0.5	\$3.7	-
UNITS IN CITY SUBSIDIZED PROJECTS:										
Affordable to low-moderate income										
Owners .....	-	-	-	154	190	226	186	234	142	120
Renters .....	-	-	-	1,071	633	1,322	703	596	524	653
Affordable to middle+ income										
Owners .....	-	-	-	0	0	2	1	5	17	14
Renters .....	-	-	-	61	303	300	93	34	488	7
One night shelter count of homeless (Nov.) .....	1,798	1,963	2,037	2,252	2,489	2,602	2,093	2,086	2,500	2,526
Homeless singles served .....	-	-	-	-	-	-	5,852	6,977	8,592	9,146
Youth served .....	-	-	-	-	-	-	2,018	1,117	1,142	1,271
Adults served in workforce programs .....	-	-	-	-	-	-	-	-	-	2,194
HOUSING INVENTORY IN CITY:										
Owner .....	-	-	-	119,555	120,747	123,727	125,042	124,767	123,216	-
Rental .....	-	-	-	96,116	97,038	97,884	94,354	98,970	103,004	-
Vacant .....	-	-	-	9,790	9,571	9,105	13,913	13,570	12,537	-
TOTAL .....	-	-	-	225,461	227,356	230,716	233,309	237,307	238,757	-
Housing affordability gap for low-income renters:										
Low-income households .....	-	40,230 *	40,475 *	37,150 *	28,791	-	-	-	-	-
Affordable units .....	-	21,950 *	19,575 *	18,950 *	16,167	-	-	-	-	-
Gap (units) .....	-	(18,280)	(20,900)	(18,200)	(12,624)	-	-	-	-	-
Owner households w. severe housing cost burden ..	-	-	-	9,394	10,522	9,848	10,580	10,174	11,266	-
Renter households w. severe housing cost burden ...	-	-	-	21,138	20,642	18,202	19,378	19,450	22,792	-
Homeless adults placed in stable housing:										
Number placed .....	-	-	-	-	-	1,030	1,302	1,900	1,871	1,889
Percent of total in programs .....	-	-	-	-	-	33%	38%	32%	28%	29%
Percent still housed after 6 months ( <i>estimate</i> ) .....	-	-	-	-	-	-	-	-	-	76%
Percent still housed after 12 months ( <i>estimate</i> ) ....	-	-	-	-	-	-	-	-	-	63%
Youth placed in jobs or school:										
Number placed .....	-	-	-	-	1,066	1,185	1,018	549	634	609
Percent of total in programs .....	-	-	-	-	78%	66%	61%	57%	65%	48%
Percent still in job or school after 30 days .....	-	-	-	-	-	-	43%	54%	54%	66%
Adults receiving workforce development services ...										
Number receiving intensive services .....	-	-	-	-	-	-	-	-	-	237
Number placed in job after intensive service .....	-	-	-	-	-	-	-	-	-	173
Number still working 4-6 months after placement -	-	-	-	-	-	-	-	-	<i>under development</i>	

\* Includes all of Multnomah County; data not available for City of Portland;  
source of data for all years is US Census Bureau

## Bureau of Development Services

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Administration .....	\$2.3	\$3.0	\$3.4	\$3.6	\$4.5	\$4.7	\$6.4	\$6.0	\$6.4	\$6.4
Code compliance .....	\$0.5	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.7	\$0.7	\$0.7	\$0.7
Combination inspections .....	\$1.9	\$2.3	\$2.8	\$3.4	\$3.5	\$3.6	\$3.6	\$3.4	\$3.4	\$3.2
Commercial inspections .....	\$2.7	\$2.7	\$2.8	\$3.3	\$3.8	\$4.4	\$4.4	\$4.7	\$4.7	\$4.2
Neighborhood inspections .....	\$2.1	\$2.3	\$2.4	\$2.6	\$2.4	\$2.3	\$2.6	\$2.7	\$2.7	\$2.4
Plan review .....	\$2.5	\$2.7	\$2.9	\$3.4	\$3.8	\$4.9	\$2.6	\$2.5	\$2.5	\$2.5
Land use reviews* .....	\$1.6	\$2.1	\$2.6	\$3.1	\$3.6	\$4.2	\$4.2	\$4.4	\$4.7	\$5.1
Development services .....	-	-	-	-	-	-	\$2.9	\$3.1	\$3.3	\$3.4
Site development .....	-	-	-	-	-	-	-	-	-	\$1.2
TOTAL .....	\$13.6	\$15.7	\$17.5	\$20.0	\$22.2	\$24.7	\$27.4	\$27.5	\$28.4	29.1
EXPENDITURES, adjusted for inflation:										
Administration .....	\$2.9	\$3.7	\$4.0	\$4.1	\$5.1	\$5.1	\$6.8	\$6.2	\$6.5	\$6.4
Code compliance .....	\$0.6	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7	\$0.7
Combination inspections .....	\$2.4	\$2.9	\$3.3	\$3.9	\$3.9	\$3.9	\$3.8	\$3.5	\$3.4	\$3.2
Commercial inspections .....	\$3.4	\$3.3	\$3.4	\$3.8	\$4.2	\$4.8	\$4.7	\$4.9	\$4.8	\$4.2
Neighborhood inspections .....	\$2.6	\$2.8	\$2.8	\$3.1	\$2.7	\$2.5	\$2.7	\$2.7	\$2.7	\$2.4
Plan review .....	\$3.2	\$3.3	\$3.5	\$3.9	\$4.2	\$5.4	\$2.7	\$2.5	\$2.5	\$2.5
Land use reviews* .....	\$2.0	\$2.6	\$3.1	\$3.5	\$4.0	\$4.6	\$4.5	\$4.5	\$4.7	\$5.1
Development services .....	-	-	-	-	-	-	\$3.0	\$3.2	\$3.3	\$3.4
Site development .....	-	-	-	-	-	-	-	-	-	\$1.2
TOTAL .....	\$17.1	\$19.3	\$20.8	\$23.0	\$24.8	\$27.0	\$28.9	\$28.2	\$28.6	\$29.1
Staffing (FTEs) .....	192	212	230	250	255	282	298	302	297	286
Spending per capita, adjusted for inflation .....	\$36	\$39	\$42	\$46	\$49	\$53	\$56	\$53	\$53	\$54
Number of commercial building permits .....	3,300	3,822	3,069	3,378	4,089	3,746	3,628	3,524	3,394	3,738
Number of residential building permits .....	4,125	3,286	4,011	4,343	4,153	4,128	4,390	5,304	5,676	6,008
Number of trade permits .....	-	-	32,784	43,350	45,153	44,594	39,973	33,506	34,216	36,929
CONSTRUCTION INSPECTIONS:										
Commercial .....	70,928	61,990	64,455	73,964	79,980	87,470	92,076	89,959	75,858	77,328
Residential .....	74,250	78,672	82,750	95,538	95,773	90,000	87,894	86,255	90,917	99,948
TOTAL .....	145,178	140,662	147,205	169,502	175,753	177,470	179,970	176,214	166,775	177,276
Number of land use cases received .....	837	1,008	1,030	1,244	1,171	1,058	894	879	935	659
Number of zoning plan checks .....	3,948	4,376	4,850	5,389	5,148	5,230	5,161	5,041	4,996	5,058
Number of nbhd. nuisance inspections .....	18,743	21,590	25,039	22,583	16,555	16,815	13,270	18,103	17,463	11,711
Number of housing/derelict bldg. inspections .....	10,262	9,176	13,291	11,980	10,086	9,557	8,075	8,039	7,702	8,114
Code enforcement cases to Hearings Officer .....	333	244	216	162	153	82	55	28	38	13

\* Bureau of Planning responsibility through FY '98-99

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Commercial inspections in 24 hours .....	99%	96%	96%	95%	96%	97%	98%	93%	95%	99%
Residential inspections in 24 hours .....	98%	93%	90%	91%	94%	97%	98%	97%	99%	99%
% of residential plans reviewed in 15/20 <sup>2</sup> working days:										
BDS reviews <sup>3</sup> .....	-	-	-	-	-	-	-	-	-	-
All reviews <sup>4</sup> .....	-	-	-	-	-	-	-	-	-	-
% of commercial plans reviewed in 20 working days:										
BDS reviews <sup>3</sup> .....	-	-	-	-	-	-	-	-	-	-
All reviews <sup>4</sup> .....	-	-	-	-	-	-	-	-	-	-
Building permits issued <15 working days .....	-	-	-	-	-	-	-	66%	64%	65%
Number of nuisance properties cleaned .....	5,367	5,444	6,143	6,253	6,539	6,373	4,276	5,510	4,994	3,771
Number of housing units brought up to code ..	2,639	2,494	2,842	2,581	2,409	2,225	1,722	1,380	1,503	1,700
CUSTOMER SURVEY:										
% rating timeliness "good" or "very good"										
Land use review .....	-	-	-	-	-	-	-	-	47%	56%
Building permit review .....	-	-	-	-	-	-	-	-	32%	41%
% satisfied with staff helpfulness										
Over-the-counter .....	-	-	-	-	-	-	-	-	85%	92%
Land use review .....	-	-	-	-	-	-	-	-	74%	88%
Building permit review .....	-	-	-	-	-	-	-	-	67%	76%
% satisfied with staff knowledge										
Over-the-counter .....	-	-	-	-	-	-	-	-	89%	94%
Land use review .....	-	-	-	-	-	-	-	-	82%	91%
Building permit review .....	-	-	-	-	-	-	-	-	73%	85%
Percent of costs recovered through fees/charges:										
Land use review .....	-	-	-	-	-	-	60%	63%	57%	57%

<sup>1</sup> Estimate

<sup>2</sup> 20 working days for new construction plans; 15 working days for all other categories

<sup>3</sup> Planning/Zoning and Fire/Life Safety reviews

<sup>4</sup> Including reviews by other City bureaus: Bureau of Environmental Services, Office of Transportation, Bureau of Fire & Rescue, Water Bureau, and/or Parks & Recreation



## Bureau of Planning

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Population .....	471,325	495,090	497,600	503,000	508,500	509,610	512,395	531,600	536,240	538,180
EXPENDITURES (in millions):										
Administration, tech support, dir. office .....	\$1.1	\$ .9	\$1.1	\$2.1	\$2.0	\$1.7	\$2.5	\$1.6	\$1.5	\$1.6
Planning										
Area/neighborhood .....	-	-	-	-	-	-	-	\$1.6	\$2.2	\$1.7
Environmental .....	-	-	-	-	-	-	-	\$2.2	\$2.5	\$2.7
Other * .....	-	-	-	-	-	-	-	\$1.4	\$1.3	\$1.7
SUB-TOTAL .....	\$1.8	\$2.1	\$2.6	\$2.3	\$2.2	\$2.6	\$2.8	\$5.2	\$6.0	\$6.1
Development review .....	\$1.6	\$2.1	\$2.6	\$3.1	\$3.7	\$4.3	-	-	-	-
TOTAL .....	\$4.5	\$5.1	\$6.3	\$7.5	\$7.9	\$8.6	\$5.2	\$6.8	\$7.5	\$7.7
EXPENDITURES, adjusted for inflation:										
Administration, tech support, dir. office .....	\$1.3	\$1.1	\$1.3	\$2.4	\$2.3	\$1.9	\$2.6	\$1.6	\$1.5	\$1.6
Planning										
Area/neighborhood .....	-	-	-	-	-	-	-	\$1.7	\$2.2	\$1.7
Environmental .....	-	-	-	-	-	-	-	\$2.3	\$2.5	\$2.7
Other * .....	-	-	-	-	-	-	-	\$1.4	\$1.3	\$1.7
SUB-TOTAL .....	\$2.3	\$2.6	\$3.0	\$2.7	\$2.4	\$2.9	\$2.9	\$5.4	\$6.1	\$6.1
Development review .....	\$2.0	\$2.6	\$3.2	\$3.5	\$4.1	\$4.6	-	-	-	-
TOTAL .....	\$5.6	\$6.3	\$7.5	\$8.6	\$8.8	\$9.4	\$5.5	\$7.0	\$7.6	\$7.7
Spending per capita, adj. for inflation .....	\$12	\$13	\$15	\$17	\$17	\$18	\$11	\$13	\$14	\$14
Staffing (FTEs) .....	64	72	84	105	103	106	57	65	70	68
NUMBER OF PLANNING PROJECTS:										
Nhbd/area/community/urban & historic .....	-	-	-	-	-	-	15	19	23	20
Environmental planning .....	-	-	-	-	-	-	4	3	3	4
Visioning/comp. planning/zoning code .....	-	-	-	-	-	-	9	7	4	7
Evaluations or code changes .....	-	-	-	-	-	-	3	2	1	4
LEGISLATIVE MANDATES INCORPORATED IN 2002-03 PROJECTS										
Federal:										
Clean Air Act										
Clean Water Act										
Endangered Species Act										
National Historic Preservation Act										
State:										
Statewide Planning Goals										
Statewide Transportation Planning Rule										
O.R.S. 197.640 (periodic review of Comprehensive Plan)										
Metropolitan Housing Rule										
Regional:										
Metro Urban Growth Management Functional Plan										
Metro ordinance on the urban service boundary between Portland and Gresham										

\* includes intergovernmental coordination/comprehensive planning, code development, urban design/historic preservation, and special projects

LEGISLATIVE MANDATES INCORPORATED IN 2002-03 PROJECTS (continued)

City:

City of Portland Comprehensive Plan  
 (Central City, Central City Transportation, Downtown,  
 Downtown Community, River District plans)  
 Willamette Greenway Plan Revision  
 Gateway Regional Center Urban Renewal Area  
 North Macadam Framework Plan  
 Interstate Corridor Urban Renewal Plan  
 City framework for salmon recovery  
 City of Portland Endangered Species Act response  
 Central Eastside Opportunities study  
 Resolution to streamline development regulations  
 Evaluation of Accessory Dwelling Units

	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00	'00-01	'01-02	'02-03
Number of public meetings held:										
City-wide .....	-	-	-	-	-	-	52	26	27	60
Local .....	-	-	-	-	-	-	212	79	101	71
Number of citizens sent public hearing notices:										
Citywide .....	-	-	-	-	-	-	4,711	7,296	21,681	13,527
Local .....	-	-	-	-	-	-	16,058	18,691	46,282	14,646
ADOPTED PLANS:										
Neighborhood .....	1	1	11	2	1	1	0	0	0	1
Community .....	0	0	1	0	0	0	0	0	1	0
Area .....	0	0	0	1	0	0	1	1	3	2
Regional, Town and City Centers .....	0	0	1	0	1	0	1	0	0	0
NEW HOUSING UNITS BUILT ANNUALLY										
(based on building permits):										
In City .....	-	2,420	3,025	3,535	3,690	2,486	2,477	2,843	2,234	
In total U.G.B. ....	-	12,329	7,827	11,388	11,738	7,500 *	4,746 *	7,243 *	9,164 *	
Percent of U.G.B. total in City .....	-	20%	39%	31%	31%	33%	52%	39%	24%	
In 4-county region .....	-	18,417	11,225	16,184	15,348	11,713	10,087	14,526 *	13,110	
Percent of 4-county total in City .....	-	13%	27%	22%	24%	21%	25%	20%	17%	

\* estimates

# APPENDICES



# Appendix A     2003 Citizen Survey

This marks the 13th year of the City Auditor's annual Citizen Survey. The questions on the survey correspond to the goals of the nine Portland bureaus covered in this report, and the results are intended to indicate how well goals were met.

The survey was mailed to randomly selected addresses, with a letter from the City Auditor, explaining the purpose of the survey and how to complete it. We asked respondents to remove the address page of the survey so that returned surveys would be anonymous.

We mailed approximately 13,700 surveys to City residents in early August 2003. A reminder was mailed at the end of August. A total of 5,374 useable surveys were returned, for a response rate of 39 percent.

## **Reliability of survey**

For the citywide survey sample size of 5,374, the survey accuracy (at the conventional 95% confidence level) is  $\pm 1\%$ . For the smaller sub-samples in each neighborhood, the survey accuracy is  $\pm 4\%$ .

## **Representativeness of respondents**

We compared demographic information supplied by the respondents to census data in order to assess how closely our sample matches official census demographics. Our survey respondents are somewhat more educated than the entire population, but are similar in terms of gender and age. We also find that minorities are under-represented. However, analysis in prior years has shown that adjustments to give more weight to the less educated respondents would make very little, if any, difference in the results. We have not been able to determine the impact of low minority response on our results.

We sent surveys to residents in each of the eight Portland neighborhoods. Because some of the neighborhoods are larger than others, we have previously checked on the need to re-weight the groups before combining into a citywide total. Our analysis has shown that re-weighting would have no substantial effect. Therefore, the City totals reported are unadjusted.

### Follow-up on non-respondents

In prior years we conducted a follow-up telephone survey of 400 non-respondents to address possible bias in the results caused by major attitude differences between those who returned the survey and those who did not. We asked nine questions from the mailed survey, as well as the demographic questions, and a general question on why the survey was not returned. We concluded from our analysis that there were no major differences between our sample and those who did not respond.

The demographic characteristics of the non-respondents contacted by telephone matched those of the total City population better than did the respondents to the mail survey. More minorities were interviewed in the phone follow-up. In addition, younger people and more people without any college education were contacted.

The answers from the respondents and non-respondents were compared. There was no significant difference between the two groups on feelings of safety or the number of burglaries. The non-respondents had visited a park slightly less often than respondents. Only one question showed a marked difference in opinions - the non-respondents were more positive on how well the City provided government services overall.

### Neighborhoods

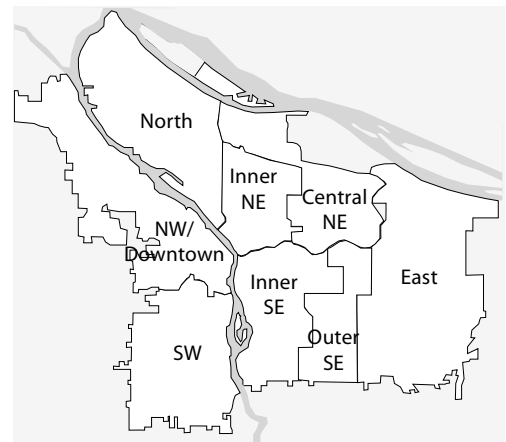
The eight neighborhoods in Portland that are shown separately in this report approximate the eight City neighborhood coalitions. The following maps show the neighborhood associations and major streets in the areas.

### Results

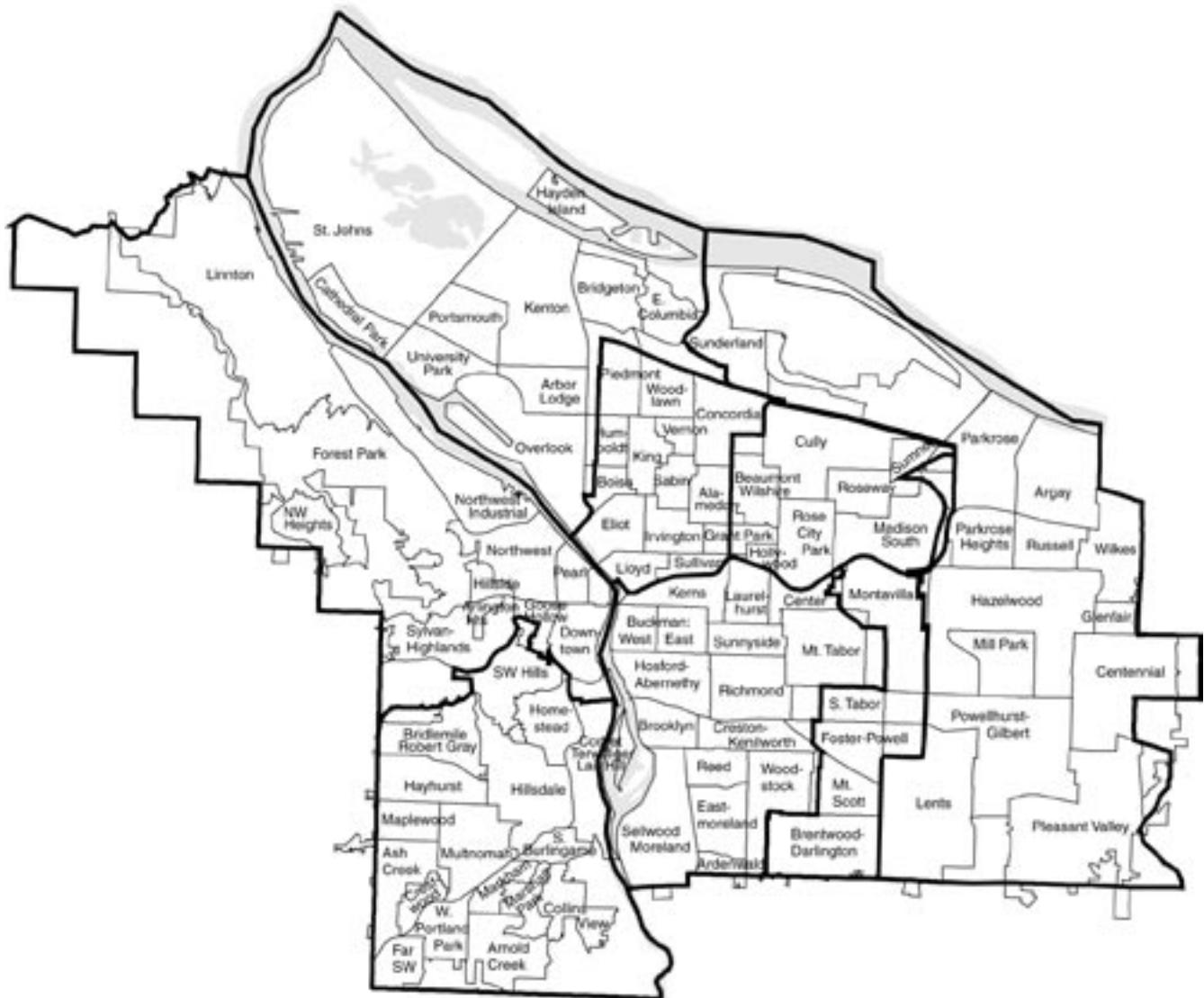
The survey questions and results for City respondents follow. A percentage is given for the responses to each question, both for the City as a whole and for each neighborhood separately. In addition, the citywide total percentages from the last nine years' surveys are included.

The number of responses to each question are shown in parentheses. "Don't know" and blank responses are not included in the percentages or in the count of responses.

2003 CITIZEN SURVEY NEIGHBORHOODS



**CITY OF PORTLAND:  
EIGHT NEIGHBORHOOD AREAS WITH NEIGHBORHOOD ASSOCIATION BOUNDARIES**



SOURCE: Metro Regional Land Information System, and Portland Police Bureau's neighborhood boundary file

A detailed map of the City of Portland, Oregon, showing its geographical layout, major transportation routes, and neighborhood divisions. The city is bounded by the Willamette River to the west and the Columbia River to the north. Major highways include I-5, I-205, I-84, and I-405. Key streets shown are Marine Drive, Lombard, Willamette, Yeon, Greeley, M.L.K. Jr Blvd, Broadway, Stark, Hawthorne, Division, Powell, Holgate, Flavel, and others. Neighborhoods labeled include Germantown, Springville, Cornel, Patton, B.V.T.N.-Hillsdale, Vermont, Barbur, Boones Ferry, Sellwood, Woodstock, Bybee, Bellwood, Foster, Clatsop, Mt Scott, and others. The map also shows the location of the Portland International Airport and the city's various parks and green spaces.

SOURCE: Metro Regional Land Information System



# 2003 Citizen Survey

## 1 How safe would you feel walking alone *during the day*:

- in your neighborhood?
  - Very safe
  - Safe
  - Neither safe nor unsafe
  - Unsafe
  - Very unsafe
- in the park closest to you?
  - Very safe
  - Safe
  - Neither safe nor unsafe
  - Unsafe
  - Very Unsafe
- downtown?
  - Very safe
  - Safe
  - Neither safe nor unsafe
  - Unsafe
  - Very unsafe

2003										Prior Year CITY TOTALS									
NW/ Downtown		NE		SE		CITY TOTAL				2002	2001	2000	1999	1998	1997	1996	1995	1994	
SW	N	Inner	Central	Inner	Outer	E													
70%	62%	40%	47%	55%	35%	31%	48%			47%	49%	48%	46%	48%	43%	39%	38%	36%	
27%	29%	44%	42%	37%	47%	49%	39%			41%	39%	40%	42%	40%	43%	44%	46%	45%	
3%	7%	13%	9%	6%	12%	13%	9%			9%	9%	9%	9%	8%	10%	12%	12%	13%	
0%	2%	2%	2%	1%	5%	5%	3%			2%	2%	3%	2%	3%	3%	4%	3%	5%	
1%	1%	1%	0%	0%	1%	2%	1%			1%	1%	0%	1%	1%	1%	1%	1%	1%	
(800)	(548)	(630)	(767)	(730)	(611)	(609)	(5,309)			(5,292)	(4,808)	(3,687)	(3,589)	(3,781)	(4,115)	(4,139)	(4,296)	(3,882)	
46%	39%	26%	32%	38%	24%	15%	32%			30%	33%	30%	29%	31%	25%	23%	23%	21%	
39%	43%	42%	45%	42%	49%	50%	44%			44%	43%	45%	45%	43%	44%	45%	44%	41%	
11%	12%	22%	16%	14%	19%	22%	16%			17%	16%	16%	18%	17%	20%	19%	20%	22%	
4%	5%	9%	6%	6%	7%	10%	7%			7%	7%	7%	7%	7%	8%	10%	10%	13%	
1%	1%	2%	1%	1%	3%	3%	2%			2%	1%	2%	1%	2%	3%	3%	3%	3%	
(771)	(533)	(609)	(727)	(695)	(577)	(555)	(5,051)			(5,068)	(4,545)	(3,492)	(3,423)	(3,613)	(3,903)	(4,067)	(3,686)	(4,290)	
29%	38%	23%	25%	31%	19%	9%	26%			26%	29%	27%	24%	26%	20%	19%	19%	17%	
44%	44%	43%	46%	42%	42%	38%	43%			44%	43%	43%	46%	45%	44%	44%	44%	43%	
21%	14%	22%	21%	18%	25%	31%	21%			20%	20%	21%	21%	20%	24%	23%	24%	24%	
6%	3%	10%	6%	7%	11%	15%	8%			7%	6%	7%	7%	7%	9%	10%	9%	12%	
2%	1%	2%	3%	2%	3%	7%	3%			3%	2%	2%	2%	2%	3%	4%	4%	4%	
(775)	(535)	(586)	(718)	(700)	(561)	(563)	(5,023)			(5,007)	(4,519)	(3,437)	(3,406)	(3,606)	(3,892)	(3,920)	(4,022)	(3,661)	

NOTE: Percents may not add to 100, due to rounding.  
Total number of respondents shown in parentheses.



**2003****Prior Year  
CITY TOTALS**

											CITY TOTALS									
NW/ Downtown		NE				SE		CITY TOTAL		2002	2001	2000	1999	1998	1997	1996	1995	1994		
SW	N	Inner	Central	Inner	Outer	E														
<div>3</div> <div>Did anyone break into, or burglarize, your home during the last 12 months?</div> <div>Yes</div> <div>No</div> <div>(803)</div> <div>546</div> <div>634</div> <div>618</div> <div>771</div> <div>733</div> <div>618</div> <div>619</div> <div>5,342</div>	3%	6%	8%	4%	6%	5%	6%	5%	5%	4%	4%	5%	5%	4%	5%	5%	7%			
	97%	94%	92%	96%	94%	95%	95%	95%	96%	96%	96%	95%	95%	95%	96%	95%	95%	93%		
																		3,922		
<div>4</div> <div>Do you know, or have you heard of, your neighborhood police officer?</div> <div>Yes</div> <div>No</div> <div>(799)</div> <div>545</div> <div>625</div> <div>611</div> <div>767</div> <div>730</div> <div>610</div> <div>611</div> <div>5,298</div>	15%	10%	20%	15%	14%	12%	15%	14%	13%	14%	13%	13%	13%	14%	15%	15%	16%			
	85%	90%	80%	85%	86%	88%	85%	86%	87%	86%	87%	87%	87%	86%	85%	85%	84%	84%		
																		3,896		
<div>5</div> <div>How willing are you to help the police improve the quality of life in your neighborhood (for example, go to meetings or make phone calls)?</div> <div>Very willing</div> <div>Willing</div> <div>Neither willing nor unwilling</div> <div>Unwilling</div> <div>Very unwilling</div> <div>(762)</div> <div>522</div> <div>596</div> <div>576</div> <div>719</div> <div>673</div> <div>575</div> <div>4,995</div>	14%	17%	19%	17%	14%	18%	16%	15%	16%	14%	14%	14%	15%	-	17%	14%	16%			
	45%	43%	41%	45%	41%	44%	44%	43%	43%	41%	41%	47%	45%	-	46%	44%	46%	46%		
	33%	30%	31%	30%	34%	30%	31%	33%	33%	35%	35%	32%	32%	-	30%	33%	30%	30%		
	7%	8%	7%	6%	10%	8%	8%	7%	7%	9%	9%	6%	7%	-	6%	7%	7%	7%		
	1%	2%	1%	2%	2%	1%	1%	2%	1%	1%	1%	1%	1%	-	1%	2%	2%	1%		
																		3,561		
<div>6</div> <div>Did you use the services of the fire department in the last twelve months?</div> <div>Yes</div> <div>No</div> <div>(805)</div> <div>547</div> <div>634</div> <div>610</div> <div>767</div> <div>734</div> <div>619</div> <div>613</div> <div>5,329</div>	6%	9%	8%	6%	8%	6%	7%	8%	7%	7%	7%	7%	7%	-	6%	8%	6%			
	94%	91%	92%	94%	92%	94%	93%	92%	93%	93%	93%	93%	93%	-	94%	92%	94%	94%		
																		3,924		
<div>IF YES:</div> <div>What type of service was it? (the last time, if more than once)</div> <div>Fire</div> <div>Medical</div> <div>Other</div> <div>(45)</div> <div>50</div> <div>49</div> <div>39</div> <div>48</div> <div>58</div> <div>37</div> <div>388</div>	27%	42%	31%	35%	28%	27%	29%	25%	25%	23%	22%	28%	-	22%	22%	22%	24%			
	58%	36%	59%	50%	62%	62%	58%	58%	61%	59%	64%	59%	-	60%	65%	62%	62%	62%		
	16%	22%	10%	15%	10%	11%	13%	17%	14%	18%	14%	14%	13%	-	18%	13%	14%	14%		
																		2,277		

**2003****Prior Year  
CITY TOTALS**

	NW/		NE			SE		CITY	
	SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL
How do you rate the quality of the service you got?	Very good	77%	57%	76%	84%	73%	86%	75%	73%
	Good	16%	37%	22%	13%	27%	12%	22%	20%
	Neither good nor bad	7%	4%	2%	3%	0%	0%	0%	3%
	Bad	0%	0%	0%	0%	0%	2%	0%	2%
	Very bad	0%	2%	0%	0%	0%	0%	3%	2%
	(44)	(49)	(50)	(38)	(48)	(57)	(36)	(59)	(381)
Are you prepared to sustain yourself for 72 hours after a major disaster?	Yes	59%	48%	55%	49%	58%	50%	54%	60%
	No	41%	52%	45%	51%	42%	50%	46%	40%
		(796)	(538)	(625)	(608)	(763)	(724)	(600)	(612)
									(5,266)
If NO: • Do you know what to do to get prepared?	Yes	64%	53%	57%	56%	56%	54%	52%	53%
	No	36%	47%	43%	44%	44%	46%	48%	47%
		(257)	(241)	(241)	(262)	(278)	(323)	(240)	(216)
									(2,058)
Are you trained in first aid or	First aid	8%	10%	8%	7%	9%	7%	10%	11%
	CPR	9%	10%	7%	12%	11%	11%	9%	9%
	Both	37%	27%	38%	37%	35%	37%	34%	34%
	Neither	46%	53%	46%	45%	45%	46%	47%	47%
		(805)	(547)	(634)	(615)	(767)	(729)	(613)	(614)
									(5,324)
How do you rate the quality of the tap water provided by the City?	Very good	32%	26%	20%	24%	23%	25%	18%	15%
	Good	44%	45%	44%	44%	45%	41%	46%	45%
	Neither good nor bad	18%	20%	21%	20%	21%	20%	24%	25%
	Bad	5%	7%	11%	10%	9%	10%	9%	12%
	Very bad	1%	2%	3%	3%	3%	4%	3%	3%
	(790)	(529)	(626)	(598)	(763)	(718)	(609)	(589)	(5,222)

**2003****Prior Year  
CITY TOTALS**

	CITY TOTALS																	
	CITY TOTAL																	
NW/ Downtown		NE		SE		E		CITY TOTAL		2002	2001	2000	1999	1998	1997	1996	1995	1994
SW	N	Inner	Central	Inner	Outer													
10 How well do you think: • the City provides sewer and drainage service to your home?  • the sewer and storm drainage systems protect streams and rivers?																		
	Very well	34%	19%	27%	21%	19%	15%	22%		24%	24%	24%	25%	25%	27%	24%	20%	21%
	Well	47%	51%	47%	49%	53%	48%	49%		47%	47%	51%	50%	49%	48%	48%	48%	49%
	Neither well nor poorly	19%	20%	19%	19%	16%	22%	19%		18%	20%	17%	17%	18%	17%	18%	22%	21%
	Poorly	6%	8%	5%	7%	8%	9%	7%		7%	6%	5%	5%	5%	5%	6%	6%	6%
	Very poorly	3%	3%	2%	5%	5%	7%	4%		4%	3%	3%	3%	3%	3%	4%	4%	4%
	(774)	(488)	(596)	(584)	(732)	(574)	(573)	(5,021)		(4,916)	(4,421)	(3,418)	(3,287)	(3,427)	(3,852)	(3,765)	(3,442)	(3,240)
		7%	5%	6%	5%	5%	4%	5%	5%		5%	6%	6%	5%	6%	5%	6%	6%
		20%	20%	21%	23%	26%	21%	24%	23%		25%	22%	24%	23%	23%	24%	21%	25%
11 How do you rate traffic congestion on: • major streets and thoroughfares (excluding freeways)?  • your neighborhood streets?	Very good	2%	1%	3%	2%	1%	1%	2%		2%	2%	2%	-	-	-	-	-	-
	Good	28%	31%	27%	24%	24%	20%	25%		25%	23%	23%	-	-	-	-	-	-
	Neither good nor bad	35%	28%	34%	33%	35%	27%	32%		33%	32%	32%	-	-	-	-	-	-
	Bad	29%	34%	28%	31%	32%	39%	32%		31%	33%	35%	-	-	-	-	-	-
	Very bad	6%	16%	8%	9%	7%	13%	9%		9%	10%	8%	-	-	-	-	-	-
	(796)	(537)	(627)	(601)	(762)	(721)	(606)	(5,259)		(5,200)	(4,747)	(3,634)	-	-	-	-	-	-
		8%	9%	11%	11%	10%	7%	11%		11%	10%	10%	-	-	-	-	-	-
		43%	46%	43%	44%	42%	41%	43%		46%	47%	47%	-	-	-	-	-	-
		23%	28%	25%	28%	27%	28%	27%	27%		26%	27%	26%	-	-	-	-	-
	9%	18%	13%	14%	13%	17%	19%	15%		13%	12%	14%	-	-	-	-	-	
	3%	5%	7%	4%	5%	4%	7%	5%		4%	4%	3%	-	-	-	-	-	
	(796)	(535)	(622)	(603)	(753)	(717)	(600)	(5,232)		(5,072)	(4,625)	(3,565)	-	-	-	-	-	-

## 2003

Prior Year  
CITY TOTALS

12	Do you work outside of your home (either full-time or part-time)?	SW		Downtown		N		Inner		Central		Inner		Outer		E		TOTAL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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**13** In general, how do you rate your neighborhood on the following categories?

- housing affordability

Very good

Good

Neither good nor bad

Bad

Very bad

**2003****Prior Year  
CITY TOTALS**

	CITY TOTALS																	
	NW/					NE		SE		CITY								
	SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994
• physical condition of housing	Very good	22%	26%	7%	17%	10%	12%	5%	7%	13%	12%	11%	11%	13%	13%	15%	-	-
	Good	59%	58%	46%	49%	58%	61%	43%	50%	53%	49%	52%	54%	53%	53%	52%	-	-
	Neither good nor bad	16%	13%	34%	25%	25%	22%	38%	29%	25%	30%	27%	27%	26%	27%	25%	-	-
	Bad	3%	3%	12%	8%	7%	5%	13%	11%	7%	8%	9%	7%	7%	6%	7%	-	-
	Very bad	0%	0%	2%	1%	1%	1%	2%	2%	1%	1%	1%	1%	1%	1%	1%	-	-
		(794)	(540)	(619)	(609)	(761)	(727)	(601)	(590)	(5,241)	(5,163)	(4,710)	(3,611)	(3,479)	(3,696)	(4,039)	-	-
• closeness of parks or open spaces	Very good	36%	49%	27%	29%	25%	32%	18%	13%	29%	27%	27%	26%	26%	27%	-	-	-
	Good	49%	42%	54%	54%	53%	55%	61%	57%	53%	53%	53%	53%	54%	52%	-	-	-
	Neither good nor bad	10%	7%	15%	12%	16%	11%	17%	20%	13%	14%	14%	16%	16%	15%	-	-	-
	Bad	4%	2%	3%	4%	4%	2%	4%	8%	4%	5%	5%	4%	3%	5%	-	-	-
	Very bad	1%	1%	1%	1%	2%	0%	1%	2%	1%	1%	1%	1%	1%	1%	-	-	-
		(795)	(542)	(614)	(608)	(757)	(732)	(599)	(575)	(5,222)	(5,165)	(4,666)	(3,573)	(3,448)	(3,674)	-	-	-
• walking distance to bus stop (or Max)	Very good	48%	64%	43%	56%	46%	60%	37%	27%	48%	45%	45%	42%	44%	45%	-	-	-
	Good	34%	24%	45%	39%	42%	34%	52%	52%	40%	43%	43%	45%	42%	43%	-	-	-
	Neither good nor bad	8%	5%	8%	4%	8%	5%	8%	11%	7%	7%	7%	8%	8%	8%	-	-	-
	Bad	7%	4%	3%	1%	3%	1%	2%	6%	3%	3%	3%	3%	4%	3%	-	-	-
	Very bad	4%	4%	2%	0%	1%	0%	1%	4%	2%	2%	2%	2%	2%	1%	-	-	-
		(796)	(539)	(615)	(610)	(761)	(732)	(600)	(587)	(5,240)	(5,229)	(4,736)	(3,636)	(3,502)	(3,718)	-	-	-
• access to shopping and other services	Very good	26%	50%	15%	35%	30%	37%	24%	21%	30%	28%	28%	26%	27%	29%	-	-	-
	Good	49%	34%	36%	44%	46%	46%	55%	54%	46%	46%	47%	46%	47%	46%	-	-	-
	Neither good nor bad	17%	9%	24%	14%	16%	12%	17%	18%	16%	18%	17%	18%	17%	16%	-	-	-
	Bad	7%	5%	19%	5%	6%	3%	4%	5%	7%	6%	6%	7%	7%	7%	-	-	-
	Very bad	1%	2%	7%	2%	2%	2%	1%	3%	2%	2%	2%	3%	2%	2%	-	-	-
		(803)	(544)	(617)	(613)	(760)	(731)	(607)	(603)	(5,278)	(5,258)	(4,767)	(3,676)	(3,522)	(3,737)	-	-	-

## 2003

Prior Year  
CITY TOTALS

14	In general, how do you rate the streets in your neighborhood in the following categories?	SW		NW		Inner		Central		Inner		Outer		E		TOTAL		CITY TOTAL								
		Downtown		N		Inner		Central		Inner		Outer		E		TOTAL										
																		2002	2001	2000	1999	1998	1997	1996	1995	1994
• smoothness																										
	Very good	12%	16%	6%	10%	10%	8%	9%	10%			11%	12%	12%	11%	14%	12%	12%	12%	11%	14%	12%	12%	11%	14%	
	Good	39%	41%	47%	49%	47%	45%	56%	47%			46%	46%	50%	45%	46%	46%	46%	44%	46%	46%	46%	44%	46%		
	Neither good nor bad	23%	22%	26%	22%	23%	28%	21%	23%			21%	22%	20%	23%	22%	23%	23%	23%	23%	22%	23%	22%	23%	21%	
	Bad	17%	15%	16%	12%	16%	14%	9%	14%			15%	14%	13%	15%	13%	14%	14%	15%	15%	14%	14%	15%	14%		
• cleanliness	Very bad	10%	6%	5%	4%	5%	6%	5%	5%			7%	6%	5%	6%	5%	5%	5%	7%	7%	5%	6%	6%	7%	5%	
		(798)	(543)	(624)	(610)	(766)	(611)	(611)	(5,291)			(5,266)	(4,787)	(3,688)	(3,503)	(3,676)	(4,102)	(4,145)	(4,058)	(3,807)						
	Very good	18%	21%	7%	10%	11%	7%	8%	12%			11%	13%	12%	12%	14%	13%	13%	11%	12%						
	Good	55%	51%	47%	44%	55%	46%	53%	51%			48%	50%	53%	51%	51%	51%	51%	49%	51%	12%					
• traffic speed	Neither good nor bad	20%	19%	25%	22%	24%	29%	20%	23%			24%	22%	23%	23%	22%	23%	23%	25%	22%						
	Bad	5%	8%	17%	15%	9%	13%	14%	11%			12%	12%	10%	10%	10%	10%	10%	11%	11%						
	Very bad	2%	2%	4%	6%	3%	5%	5%	3%			5%	3%	2%	4%	3%	3%	3%	4%	4%						
		(801)	(547)	(624)	(612)	(767)	(610)	(609)	(5,302)			(5,263)	(4,779)	(3,676)	(3,488)	(3,666)	(4,055)	(4,125)	(4,053)	(3,799)						
• safety of pedestrians																										
	Very good	8%	11%	3%	4%	5%	4%	4%	5%			5%	6%	5%	5%	6%	5%	-	-	-						
	Good	38%	44%	35%	38%	40%	35%	38%	38%			32%	32%	32%	33%	31%	32%	-	-	-						
	Neither good nor bad	25%	24%	27%	25%	24%	23%	24%	25%			24%	24%	26%	25%	24%	25%	-	-	-						
	Bad	23%	15%	26%	23%	25%	27%	25%	23%			26%	26%	25%	25%	26%	26%	-	-	-						
• safety of bicyclists	Very bad	6%	8%	9%	10%	8%	12%	10%	9%			13%	12%	12%	12%	13%	12%	-	-	-						
		(798)	(543)	(624)	(611)	(764)	(612)	(609)	(5,289)			(5,258)	(4,778)	(3,671)	(3,471)	(3,651)	(4,050)	-	-	-						
	Very good	8%	11%	7%	8%	10%	5%	7%	8%			7%	8%	7%	-	-	-	-	-	-						
	Good	32%	46%	45%	47%	46%	43%	39%	43%			40%	39%	41%	-	-	-	-	-	-						
• safety of bicyclists	Neither good nor bad	25%	19%	27%	27%	25%	27%	25%	25%			25%	26%	26%	-	-	-	-	-	-						
	Bad	24%	15%	16%	13%	15%	16%	20%	17%			18%	19%	17%	-	-	-	-	-	-						
	Very bad	11%	8%	6%	5%	6%	9%	9%	8%			10%	8%	9%	-	-	-	-	-	-						
		(793)	(546)	(622)	(611)	(767)	(608)	(605)	(5,282)			(5,253)	(4,746)	(3,645)	-	-	-	-	-	-						
• safety of bicyclists																										
	Very good	6%	9%	7%	7%	6%	4%	6%	6%			6%	7%	6%	-	-	-	-	-	-						
	Good	30%	34%	43%	40%	40%	39%	37%	38%			38%	35%	36%	-	-	-	-	-	-						
	Neither good nor bad	26%	26%	29%	29%	31%	31%	30%	29%			28%	29%	29%	-	-	-	-	-	-						
	Bad	28%	20%	15%	18%	17%	18%	18%	19%			19%	20%	20%	-	-	-	-	-	-						
• safety of bicyclists	Very bad	11%	10%	6%	7%	7%	9%	9%	8%			9%	9%	9%	-	-	-	-	-	-						
		(774)	(509)	(600)	(592)	(748)	(578)	(589)	(5,102)			(5,086)	(4,603)	(3,538)	-	-	-	-	-	-						



## 2003

Prior Year  
CITY TOTALS

										CITY TOTALS									
NW/				NE			SE		CITY										
SW	Downtown	N		Inner	Central	Inner	Outer	E	TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994	
15 In general, how do you rate the quality of the parks near your home in the following categories?  • clean grounds Very good Good Neither good nor bad Bad Very bad  • well-maintained grounds Very good Good Neither good nor bad Bad Very bad  • beauty of landscaping & plantings Very good Good Neither good nor bad Bad Very bad  • clean facilities Very good Good Neither good nor bad Bad Very bad  • well-maintained facilities Very good Good Neither good nor bad Bad Very bad	30%	32%	20%	18%	16%	24%	17%	13%	22%	21%	24%	24%	25%	24%	22%	25%	28%	27%	
	58%	54%	57%	60%	61%	61%	63%	61%	60%	60%	60%	62%	60%	58%	61%	60%	57%	59%	
	10%	10%	17%	16%	18%	12%	15%	20%	15%	14%	12%	11%	12%	14%	13%	12%	12%	12%	
	2%	3%	5%	6%	3%	3%	5%	4%	4%	4%	3%	3%	3%	3%	3%	3%	3%	2%	
	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	0%	1%	1%	0%	0%	0%	
	(754)	(526)	(594)	(580)	(702)	(699)	(552)	(519)	(4,926)	(4,885)	(4,393)	(3,322)	(3,212)	(3,378)	(3,704)	(3,650)	(3,675)	(3,389)	
	28%	33%	19%	18%	16%	25%	16%	13%	21%	21%	24%	25%	25%	24%	22%	25%	27%	26%	
	52%	52%	57%	57%	56%	58%	60%	57%	56%	56%	59%	59%	58%	56%	59%	57%	56%	56%	
	17%	12%	17%	20%	24%	13%	18%	25%	18%	18%	14%	13%	13%	16%	15%	15%	14%	15%	
	3%	2%	6%	4%	4%	3%	4%	5%	4%	4%	3%	3%	3%	3%	3%	2%	2%	2%	
	0%	1%	1%	1%	0%	0%	1%	1%	1%	1%	0%	0%	0%	1%	1%	1%	1%	1%	
	(752)	(525)	(592)	(579)	(700)	(699)	(551)	(514)	(4,912)	(4,849)	(4,374)	(3,320)	(3,206)	(3,365)	(3,674)	(3,627)	(3,655)	(3,370)	
	24%	35%	16%	17%	11%	24%	13%	10%	19%	20%	22%	21%	22%	22%	20%	22%	24%	21%	
	43%	46%	50%	48%	45%	49%	49%	49%	47%	48%	50%	52%	50%	49%	50%	50%	47%	47%	
	27%	17%	28%	27%	36%	24%	31%	34%	28%	25%	22%	22%	23%	24%	25%	23%	24%	27%	
5%	2%	6%	7%	8%	2%	6%	5%	5%	6%	5%	4%	4%	4%	4%	4%	4%	4%		
1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%		
(753)	(522)	(594)	(580)	(702)	(552)	(702)	(514)	(4,919)	(4,861)	(4,378)	(3,326)	(3,184)	(3,347)	(3,670)	(3,621)	(3,645)	(3,366)		
19%	22%	8%	9%	9%	9%	13%	9%	8%	12%	12%	14%	15%	16%	13%	11%	13%	15%	13%	
46%	41%	41%	38%	38%	38%	43%	45%	45%	42%	42%	43%	45%	44%	42%	42%	41%	40%	40%	
30%	27%	36%	36%	39%	39%	33%	32%	34%	33%	32%	31%	29%	29%	30%	34%	31%	31%	33%	
5%	6%	11%	14%	12%	9%	12%	12%	9%	10%	11%	9%	9%	9%	11%	10%	12%	11%	12%	
1%	3%	4%	3%	2%	3%	2%	3%	4%	3%	3%	3%	2%	2%	4%	3%	3%	3%	3%	
(655)	(448)	(494)	(464)	(595)	(474)	(578)	(437)	(4,145)	(4,075)	(3,667)	(2,734)	(2,576)	(2,714)	(2,971)	(2,872)	(2,926)	(2,792)	(2,792)	
19%	24%	9%	10%	9%	9%	14%	8%	8%	13%	13%	15%	16%	16%	14%	11%	13%	15%	13%	
44%	43%	41%	39%	40%	40%	42%	44%	45%	42%	42%	44%	46%	45%	43%	45%	42%	41%	41%	
29%	27%	36%	37%	37%	37%	33%	36%	36%	34%	32%	31%	29%	29%	32%	32%	31%	31%	34%	
5%	5%	11%	12%	12%	12%	8%	10%	7%	9%	10%	7%	8%	8%	8%	9%	10%	10%	9%	
2%	3%	4%	3%	2%	2%	3%	3%	4%	3%	3%	3%	1%	2%	3%	3%	4%	3%	3%	
(663)	(455)	(500)	(473)	(599)	(482)	(590)	(433)	(4,195)	(4,110)	(3,703)	(2,746)	(2,590)	(2,741)	(3,015)	(2,899)	(2,932)	(2,792)	(2,792)	

**2003****Prior Year  
CITY TOTALS**

16	In the past twelve months, how many times did you:	SW		Downtown		N		Inner		Central		Inner		Outer		E		TOTAL		2002	2001	2000	1999	1998	1997	1996	1995	1994	
• visit any City park?	Never	8%	4%	11%	7%	13%	7%	15%	20%	11%	12%	12%	14%	14%	13%	14%	15%	16%	16%	12%	18%	19%	19%	18%	20%	19%	20%	16%	
	Once or twice	14%	13%	17%	16%	19%	15%	21%	27%	18%	17%	17%	18%	18%	17%	18%	18%	19%	18%	17%	17%	18%	17%	18%	17%	17%	20%		
	3 to 5 times	16%	15%	18%	16%	16%	17%	16%	18%	16%	13%	12%	13%	14%	13%	14%	13%	15%	13%	13%	15%	13%	14%	13%	14%	13%	18%		
	6 to 10 times	13%	14%	15%	11%	13%	12%	13%	12%	13%	43%	23%	35%	35%	39%	34%	35%	34%	39%	40%	38%	36%	35%	34%	35%	34%	33%		
	More than 10 times	(799)	(538)	(617)	(606)	(761)	(720)	(611)	(598)	(5,250)	(5,228)	(4,733)	(3,638)	(3,469)	(3,655)	(4,052)	(4,067)	(4,000)	(3,762)										
	• visit a City park near your home?																												
	Never	10%	7%	14%	12%	18%	9%	18%	28%	14%	14%	16%	17%	17%	16%	18%	19%	20%	20%	14%	16%	17%	17%	16%	19%	20%	20%		
	Once or twice	19%	15%	19%	19%	22%	17%	24%	26%	20%	20%	21%	22%	22%	21%	24%	21%	22%	22%	21%	20%	22%	22%	21%	24%	21%	22%		
	3 to 5 times	14%	15%	18%	16%	15%	16%	17%	17%	16%	16%	16%	16%	17%	16%	16%	17%	17%	16%	16%	17%	16%	17%	16%	17%	17%	17%		
	6 to 10 times	12%	12%	12%	12%	11%	13%	10%	9%	12%	12%	11%	12%	12%	11%	11%	12%	12%	11%	11%	11%	12%	12%	11%	11%	12%	11%		
More than 10 times	45%	52%	37%	42%	34%	45%	31%	20%	38%	38%	35%	33%	32%	36%	31%	31%	30%	30%	38%	35%	33%	32%	36%	31%	30%	29%			
(780)	(535)	(610)	(594)	(750)	(706)	(602)	(578)	(5,155)	(5,154)	(4,627)	(3,587)	(3,401)	(3,574)	(3,974)	(3,980)	(3,859)	(3,645)												
17	In general, how satisfied are you with the City's recreation programs (such as community centers and schools, classes, pools, sports leagues, art centers, etc.)?	• easy to get to	Very satisfied	31%	15%	14%	21%	16%	21%	20%	11%	19%	21%	20%	19%	-	16%	15%	16%	21%	52%	53%	54%	52%	-	53%	52%	16%	
			Satisfied	49%	51%	53%	51%	49%	47%	56%	48%	50%	52%	52%	52%	54%	52%	-	52%	52%	52%	53%	52%	54%	52%	-	53%	52%	
			Neither sat. or dissat.	17%	28%	26%	22%	29%	27%	20%	34%	25%	22%	22%	22%	22%	24%	-	26%	28%	22%	22%	22%	22%	24%	-	26%	27%	
			Dissatisfied	2%	3%	4%	5%	6%	4%	3%	5%	4%	4%	3%	3%	3%	4%	-	4%	4%	4%	4%	3%	4%	4%	-	4%	5%	
			Very dissatisfied	1%	3%	2%	2%	1%	2%	2%	2%	2%	2%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	
		• affordable	Very satisfied	(631)	(323)	(476)	(440)	(534)	(501)	(434)	(398)	(3,737)	(3,566)	(3,287)	(2,372)	(2,060)	(2,122)	-	(2,460)	(2,418)	(2,411)								
			Satisfied	22%	13%	12%	22%	15%	21%	14%	9%	17%	18%	18%	19%	16%	15%	-	16%	14%	15%	18%	48%	49%	51%	50%	-	50%	15%
			Neither sat. or dissat.	44%	51%	50%	49%	47%	46%	47%	45%	47%	48%	48%	49%	51%	50%	-	50%	50%	50%	48%	48%	49%	51%	50%	-	50%	50%
			Dissatisfied	24%	29%	29%	20%	29%	27%	28%	34%	27%	25%	25%	24%	25%	26%	-	26%	29%	27%	25%	25%	24%	25%	26%	-	26%	27%
			Very dissatisfied	8%	5%	7%	6%	8%	4%	8%	9%	7%	7%	7%	6%	6%	4%	-	6%	5%	6%	7%	7%	6%	6%	4%	-	6%	6%
(598)	(308)	(447)	(420)	(505)	(478)	(411)	(376)	(3,543)	(3,412)	(3,154)	(2,247)	(1,969)	(2,046)	(2,327)	(2,302)	(2,301)													

**2003****Prior Year  
CITY TOTALS**

	CITY TOTALS											
	NW/						NE		SE		CITY TOTAL	
	SW	Downtown	N	Inner	Central	Outer	Inner	Outer	E	TOTAL		
• open at good times	26%	12%	10%	18%	13%	14%	18%	14%	9%	16%	16%	16%
	49%	50%	51%	50%	50%	52%	47%	52%	50%	50%	49%	51%
	22%	31%	31%	27%	31%	25%	29%	25%	34%	28%	27%	27%
	3%	7%	7%	3%	7%	6%	4%	6%	5%	5%	6%	5%
	0%	1%	1%	2%	0%	3%	2%	3%	2%	1%	1%	2%
	(586)	(301)	(442)	(414)	(495)	(408)	(473)	(408)	(371)	(3,490)	(3,350)	(3,105)
											(2,204)	(1,931)
											(1,991)	(2,246)
											(2,211)	(2,226)
• good variety	26%	14%	9%	17%	14%	14%	18%	14%	9%	16%	17%	17%
	48%	47%	43%	50%	48%	51%	47%	51%	48%	48%	48%	51%
	22%	32%	38%	26%	30%	26%	30%	26%	35%	29%	28%	27%
	4%	4%	9%	5%	7%	6%	4%	6%	5%	5%	4%	4%
	0%	2%	2%	2%	1%	4%	2%	4%	3%	2%	1%	1%
	(580)	(300)	(434)	(398)	(498)	(412)	(478)	(412)	(365)	(3,465)	(3,355)	(3,093)
											(2,196)	(1,917)
											(1,966)	(2,236)
											(2,181)	(2,226)
• adequate number of classes, teams, etc.	23%	11%	8%	16%	13%	12%	16%	12%	7%	14%	15%	15%
	45%	45%	40%	44%	42%	46%	41%	46%	45%	43%	43%	45%
	27%	33%	40%	31%	37%	33%	36%	33%	40%	34%	33%	32%
	5%	7%	10%	5%	8%	6%	5%	6%	5%	6%	5%	6%
	1%	3%	2%	3%	0%	4%	2%	4%	3%	2%	1%	2%
	(534)	(265)	(407)	(363)	(469)	(378)	(435)	(378)	(338)	(3,189)	(3,114)	(2,871)
											(2,032)	(1,782)
											(1,815)	(2,037)
											(2,017)	(2,056)
How many members of your household took part in a City recreation activity in the past twelve months? (% CALCULATED)	-	-	-	-	-	-	-	-	-	-	-	-
• age 12 and under												
• age 13 to 18												
• age 19 to 54												
• age 55 and over												

How many members of your household took part in a City recreation activity in the past twelve months? (% CALCULATED)

- age 12 and under
- age 13 to 18
- age 19 to 54
- age 55 and over

## 2003

Prior Year  
CITY TOTALS

19	How do you rate garbage/recycling service in the following categories: <ul style="list-style-type: none"><li>the cost?</li></ul>	SW		Downtown		N		Inner		Central	Inner		Outer	E		TOTAL				1994
	Very good	8%	14%	8%	10%	9%	9%	8%	9%						8%	8%	9%	9%	8%	8%
	Good	34%	43%	37%	40%	39%	38%	36%	37%						34%	36%	37%	34%	29%	28%
	Neither good nor bad	35%	33%	34%	35%	32%	34%	35%	34%						34%	34%	34%	33%	34%	35%
	Bad	18%	9%	15%	12%	16%	15%	16%	18%						18%	16%	15%	18%	20%	22%
	Very bad	5%	2%	7%	3%	4%	4%	4%	7%						5%	5%	5%	6%	9%	8%
		(725)	(346)	(584)	(567)	(726)	(640)	(560)	(556)	(4,704)					(4,616)	(4,075)	(3,186)	(3,110)	(3,521)	(3,351)
	the quality of garbage service?																			
	Very good	24%	28%	20%	24%	23%	24%	20%	18%	23%					23%	24%	21%	22%	23%	23%
	Good	54%	52%	57%	56%	56%	56%	55%	59%	56%					55%	55%	55%	56%	54%	53%
	Neither good nor bad	18%	16%	18%	16%	17%	14%	18%	19%	17%					17%	18%	19%	17%	16%	18%
	Bad	3%	4%	4%	3%	3%	4%	4%	4%	4%					4%	4%	4%	4%	5%	4%
	Very bad	1%	0%	2%	1%	1%	1%	3%	1%	1%					1%	1%	1%	1%	2%	2%
		(773)	(450)	(613)	(602)	(760)	(711)	(600)	(590)	(5,099)					(5,022)	(4,506)	(3,490)	(3,338)	(3,870)	(3,625)
	the quality of recycling service?																			
	Very good	26%	27%	22%	26%	27%	24%	22%	18%	24%					25%	24%	23%	24%	25%	25%
	Good	50%	51%	54%	52%	52%	53%	54%	56%	53%					52%	52%	53%	52%	51%	51%
	Neither good nor bad	18%	16%	17%	15%	15%	14%	16%	20%	16%					16%	16%	17%	17%	15%	17%
	Bad	5%	5%	6%	5%	5%	7%	4%	4%	5%					5%	6%	5%	5%	6%	6%
	Very bad	1%	2%	2%	2%	1%	2%	3%	2%	2%					2%	2%	2%	2%	3%	2%
		(769)	(444)	(604)	(593)	(751)	(710)	(591)	(580)	(5,042)					(4,968)	(4,464)	(3,454)	(3,307)	(3,835)	(3,505)
	Do you live in a single family home, a 2-, 3- or 4-plex, or a larger apartment/condominium?																			
	Single family home	82%	24%	87%	80%	86%	74%	84%	81%	76%					76%	73%	76%	76%	75%	78%
	2, 3 or 4-plex	5%	5%	5%	9%	6%	11%	8%	4%	7%					6%	7%	5%	5%	7%	5%
	Apartment	11%	66%	5%	9%	6%	13%	6%	13%	15%					16%	17%	17%	17%	15%	15%
	Other	2%	5%	3%	2%	2%	3%	2%	3%	3%					2%	3%	2%	2%	3%	3%
		(804)	(538)	(630)	(609)	(766)	(729)	(613)	(609)	(5,298)					(5,162)	(4,694)	(3,628)	(3,370)	(3,995)	(3,762)

**2003****Prior Year  
CITY TOTALS**

										CITY TOTALS									
NW/ Downtown				NE			SE		CITY TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994	
SW		N	Inner	Central	Inner	Outer	E												
20	Has there been any new <i>commercial</i> development in, or near, your neighborhood in the last 12 months?																		
		42%	64%	50%	70%	50%	50%	47%	45%	52%	48%	49%	48%	44%	-	-	-	-	
	58%	36%	50%	30%	50%	50%	53%	55%	48%	52%	51%	52%	56%	-	-	-	-		
	(793)	(528)	(607)	(594)	(744)	(587)	(587)	(587)	(5,158)	(5,087)	(4,623)	(3,549)	(3,375)	(3,478)	-	-	-	-	
	If YES: How do you rate the development on the following:																		
		• attractiveness?																	
		Very good	20%	29%	19%	23%	19%	16%	11%	14%	19%	18%	17%	14%	16%	-	-	-	-
		Good	49%	40%	44%	48%	40%	43%	45%	43%	44%	44%	41%	38%	41%	-	-	-	-
		Neither good nor bad	22%	21%	22%	21%	26%	27%	30%	31%	25%	26%	29%	31%	28%	-	-	-	-
		Bad	8%	6%	11%	4%	11%	11%	12%	7%	9%	8%	9%	11%	10%	-	-	-	-
Very bad		2%	4%	5%	4%	4%	3%	3%	5%	4%	4%	4%	6%	5%	-	-	-	-	
(328)		(333)	(303)	(419)	(373)	(362)	(276)	(264)	(2,658)	(2,373)	(2,254)	(1,638)	(1,572)	(1,461)	-	-	-	-	
• improvement in your access to services and shopping?																			
		Very good	10%	23%	13%	22%	15%	14%	8%	12%	15%	14%	12%	12%	12%	-	-	-	-
	Good	29%	34%	29%	41%	32%	30%	30%	30%	33%	34%	31%	30%	30%	-	-	-	-	
	Neither good nor bad	48%	34%	35%	28%	41%	45%	44%	44%	39%	38%	42%	40%	42%	-	-	-	-	
	Bad	10%	6%	16%	5%	7%	6%	13%	9%	9%	8%	9%	11%	10%	-	-	-	-	
	Very bad	3%	3%	8%	3%	5%	4%	6%	6%	5%	4%	6%	7%	6%	-	-	-	-	
	(298)	(323)	(289)	(408)	(358)	(339)	(267)	(260)	(2,542)	(2,258)	(2,151)	(1,562)	(1,467)	(1,380)	-	-	-	-	
	Has there been any new <i>residential</i> development in, or near, your neighborhood in the last 12 months?																		
		Yes	56%	72%	59%	53%	55%	45%	65%	62%	58%	51%	52%	59%	58%	-	-	-	-
	21	No	44%	28%	41%	47%	45%	55%	35%	38%	42%	49%	48%	41%	42%	-	-	-	-
(778)		(513)	(602)	(585)	(732)	(708)	(583)	(602)	(5,103)	(5,074)	(4,607)	(3,558)	(2,910)	(2,880)	-	-	-	-	
If YES: How do you rate the development on the following:																			
		• attractiveness?																	
		Very good	16%	27%	11%	15%	11%	12%	12%	10%	14%	16%	14%	13%	15%	-	-	-	-
	Good	44%	37%	34%	41%	29%	34%	39%	39%	37%	40%	38%	35%	37%	-	-	-	-	
	Neither good nor bad	25%	19%	25%	26%	24%	29%	28%	30%	26%	26%	29%	31%	32%	-	-	-	-	
	Bad	12%	11%	19%	13%	22%	16%	14%	13%	15%	13%	12%	15%	11%	-	-	-	-	
	Very bad	4%	5%	10%	5%	15%	9%	7%	9%	8%	6%	6%	7%	5%	-	-	-	-	
	(451)	(372)	(361)	(320)	(415)	(322)	(392)	(371)	(3,004)	(2,618)	(2,390)	(1,792)	(1,666)	(1,594)	-	-	-	-	

**21**

Has there been any new *residential* development in, or near, your neighborhood in the last 12 months?

Yes

No

*If YES:* How do you rate the development on the following:

• attractiveness?

Very good

Good

Neither good nor bad

Bad

Very bad

**2003****Prior Year  
CITY TOTALS**

	CITY TOTALS								
	NW/		NE		SE		CITY		
	SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL
• improving your neighborhood as a place to live?									
	12%	22%	9%	14%	10%	10%	10%	6%	12%
	29%	30%	30%	38%	25%	29%	31%	22%	29%
	36%	27%	32%	31%	26%	35%	34%	36%	32%
	17%	15%	17%	12%	21%	16%	17%	19%	17%
6%	7%	13%	5%	19%	10%	8%	16%	11%	
(437)	(367)	(348)	(312)	(410)	(316)	(379)	(365)	(2,934)	
Overall, how do you rate the livability of:									
	48%	47%	19%	36%	28%	42%	11%	17%	32%
	46%	44%	55%	47%	55%	47%	53%	53%	50%
	5%	7%	20%	13%	13%	9%	27%	19%	14%
	1%	2%	5%	3%	4%	1%	8%	8%	4%
0%	0%	1%	1%	1%	0%	2%	3%	1%	
(799)	(542)	(627)	(609)	(763)	(735)	(609)	(607)	(5,291)	
• the City as a whole?									
	26%	36%	16%	30%	20%	27%	14%	8%	22%
	56%	51%	52%	50%	55%	54%	50%	47%	52%
	13%	11%	21%	15%	18%	14%	24%	29%	18%
	4%	2%	8%	4%	6%	4%	8%	11%	6%
1%	1%	3%	1%	1%	2%	4%	5%	2%	
(774)	(523)	(604)	(591)	(735)	(704)	(578)	(576)	(5,085)	
Overall, how good a job do you think local government is doing at providing government services?									
	6%	11%	3%	7%	5%	6%	4%	2%	6%
	51%	50%	37%	49%	42%	48%	35%	34%	43%
	30%	26%	35%	28%	34%	30%	36%	35%	32%
	9%	8%	16%	10%	12%	11%	15%	18%	12%
4%	5%	9%	6%	7%	5%	9%	11%	7%	
(760)	(516)	(586)	(574)	(716)	(703)	(565)	(562)	(4,982)	

## 2003

Prior Year  
CITY TOTALS

	NW/						NE			SE		CITY		CITY TOTALS						
	Downtown		N	Inner	Central	Outer	E	TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994			
	SW																			
Overall, how do you rate the quality of each of the following City and County services?																				
• Police																				
Very good	16%	18%	17%	12%	16%	15%	18%	16%	17%	19%	16%	17%	18%	15%	18%	14%	14%			
Good	53%	45%	48%	40%	50%	45%	47%	47%	51%	51%	55%	56%	55%	56%	56%	56%	56%			
Neither good nor bad	23%	25%	19%	28%	22%	26%	22%	23%	20%	20%	20%	19%	19%	21%	19%	21%	22%			
Bad	6%	9%	11%	13%	10%	9%	10%	9%	8%	7%	7%	6%	6%	6%	5%	7%	6%			
Very bad	2%	3%	5%	7%	3%	4%	4%	4%	4%	3%	2%	2%	2%	2%	2%	2%	2%			
	(741)	(511)	(601)	(583)	(733)	(686)	(580)	(5,015)	(4,971)	(4,483)	(3,393)	(3,262)	(3,495)	(3,899)	(3,876)	(3,955)	(3,641)			
• Fire																				
Very good	30%	34%	36%	30%	32%	31%	32%	32%	32%	34%	31%	32%	33%	32%	31%	29%	28%			
Good	59%	57%	54%	57%	58%	56%	60%	57%	58%	57%	59%	59%	58%	58%	59%	59%	61%			
Neither good nor bad	11%	9%	10%	12%	10%	13%	8%	10%	9%	9%	10%	9%	9%	10%	10%	12%	10%			
Bad	0%	0%	1%	1%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%			
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
	(711)	(466)	(586)	(518)	(703)	(640)	(552)	(4,737)	(4,737)	(4,241)	(3,153)	(3,039)	(3,207)	(3,612)	(3,533)	(3,601)	(3,316)			
• Water																				
Very good	14%	19%	11%	12%	12%	14%	13%	13%	14%	15%	16%	17%	19%	18%	18%	17%	14%			
Good	49%	53%	44%	49%	46%	44%	48%	47%	46%	46%	56%	55%	54%	54%	53%	53%	53%			
Neither good nor bad	23%	21%	23%	25%	23%	25%	22%	23%	23%	22%	19%	21%	19%	21%	20%	22%	24%			
Bad	9%	7%	15%	9%	13%	12%	10%	11%	11%	10%	6%	5%	6%	5%	6%	5%	6%			
Very bad	5%	2%	7%	6%	7%	6%	7%	6%	6%	7%	3%	2%	2%	2%	3%	3%	3%			
	(766)	(488)	(595)	(583)	(732)	(697)	(584)	(5,020)	(4,900)	(4,412)	(3,383)	(3,346)	(3,552)	(3,824)	(3,793)	(3,883)	(3,546)			
• Parks																				
Very good	28%	31%	17%	23%	17%	26%	19%	22%	21%	25%	24%	23%	22%	17%	22%	18%	17%			
Good	56%	54%	59%	58%	60%	57%	57%	57%	58%	58%	60%	60%	59%	61%	59%	60%	60%			
Neither good nor bad	13%	14%	19%	16%	19%	13%	20%	17%	17%	14%	13%	15%	16%	18%	16%	18%	19%			
Bad	3%	1%	4%	3%	4%	3%	3%	3%	3%	2%	2%	2%	2%	3%	2%	3%	3%			
Very bad	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	1%			
	(761)	(520)	(592)	(577)	(709)	(704)	(558)	(541)"4,962"	(4,934)	(4,459)	(3,355)	(3,352)	(3,577)	(3,729)	(3,625)	(3,802)	(3,430)			
• Recreation centers/activities																				
Very good	29%	23%	12%	19%	14%	21%	18%	19%	18%	21%	20%	18%	17%	13%	17%	13%	13%			
Good	52%	49%	51%	57%	57%	52%	55%	53%	55%	53%	55%	56%	52%	55%	57%	55%	55%			
Neither good nor bad	17%	25%	32%	21%	24%	24%	24%	25%	23%	22%	21%	22%	26%	27%	22%	28%	28%			
Bad	2%	3%	4%	2%	4%	2%	2%	3%	3%	3%	3%	3%	4%	4%	3%	3%	4%			
Very bad	0%	1%	1%	0%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%			
	(649)	(360)	(486)	(454)	(567)	(543)	(468)	(447)	(3,988)	(3,679)	(2,710)	(2,726)	(2,842)	(2,897)	(2,750)	(2,834)	(2,684)			





**2003****Prior Year  
CITY TOTALS**

	NW/						NE			SE		CITY		CITY TOTALS								
	Downtown		N		Inner		Central	Inner		Outer	E		TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994
	SW																					
• Traffic management	6%	6%	4%	5%	4%	5%	4%	5%	4%	5%	4%	5%	5%	5%	4%	4%	-	-	-	5%	5%	4%
	29%	34%	27%	33%	31%	33%	31%	33%	30%	28%	31%	31%	33%	31%	31%	32%	-	-	-	34%	34%	36%
	35%	31%	33%	37%	35%	37%	35%	34%	35%	35%	34%	34%	33%	35%	35%	35%	-	-	-	31%	33%	33%
	23%	22%	24%	17%	22%	21%	22%	21%	22%	21%	22%	22%	21%	22%	22%	22%	-	-	-	20%	18%	19%
	7%	7%	13%	8%	9%	6%	9%	11%	9%	11%	9%	(5,123)	(5,051)	(4,576)	(3,485)	-	-	-	(3,935)	(4,033)	(3,623)	
• Housing and nuisance inspections	5%	7%	4%	5%	3%	6%	3%	4%	5%	4%	5%	5%	4%	5%	5%	4%	5%	6%	4%	5%	4%	4%
	26%	36%	22%	29%	25%	26%	25%	20%	25%	20%	25%	25%	27%	28%	27%	27%	28%	27%	25%	26%	25%	26%
	52%	39%	43%	43%	45%	45%	42%	44%	46%	42%	44%	44%	45%	44%	46%	45%	45%	48%	46%	48%	47%	47%
	11%	15%	20%	16%	19%	17%	21%	17%	17%	21%	17%	17%	15%	16%	15%	16%	15%	14%	16%	14%	14%	15%
	6%	4%	12%	7%	8%	6%	12%	14%	9%	9%	14%	(3,556)	(3,507)	(3,176)	(2,324)	(2,085)	(2,197)	(2,349)	(2,080)	(2,146)	(2,072)	
• Housing development	6%	10%	3%	6%	4%	5%	4%	5%	3%	4%	5%	5%	5%	6%	6%	4%	4%	4%	5%	-	-	-
	29%	36%	27%	37%	29%	30%	29%	25%	30%	25%	29%	29%	30%	33%	33%	33%	30%	29%	32%	-	-	-
	45%	35%	43%	36%	42%	45%	41%	42%	45%	41%	42%	42%	43%	42%	43%	43%	46%	42%	42%	-	-	-
	15%	13%	15%	16%	17%	14%	22%	16%	16%	22%	16%	16%	15%	13%	15%	15%	15%	14%	14%	-	-	-
	5%	6%	12%	6%	9%	6%	12%	8%	6%	11%	12%	8%	7%	6%	8%	5%	6%	7%	7%	-	-	-
• Land-use planning	10%	15%	4%	10%	7%	9%	7%	8%	6%	4%	8%	8%	8%	10%	10%	8%	7%	8%	-	-	-	-
	31%	35%	27%	36%	29%	35%	29%	24%	35%	18%	30%	30%	33%	34%	34%	33%	31%	32%	-	-	-	-
	32%	30%	36%	31%	37%	35%	37%	35%	35%	35%	34%	34%	36%	34%	36%	36%	36%	35%	-	-	-	-
	19%	14%	16%	16%	15%	13%	27%	21%	27%	18%	18%	16%	16%	14%	16%	16%	16%	16%	-	-	-	-
	9%	6%	16%	7%	11%	8%	16%	14%	8%	11%	11%	10%	8%	8%	10%	7%	9%	9%	-	-	-	-
What part of the City do you live in?	15%	10%	12%	12%	14%	14%	12%	12%	14%	12%	100%	(5,364)	(4,883)	(3,758)	(3,645)	(3,848)	(4,203)	(4,225)	(4,379)			(3,970)
	(809)	(551)	(637)	(619)	(774)	(741)	(622)	(621)	(5,374)													
What is your sex?	49%	55%	49%	42%	48%	50%	48%	49%	52%	49%	49%	46%	47%	46%	48%	49%	48%	48%	49%	48%	49%	49%
	51%	45%	51%	58%	52%	50%	52%	51%	48%	51%	51%	54%	53%	54%	52%	51%	51%	52%	51%	52%	51%	51%
	(803)	(547)	(632)	(616)	(771)	(734)	(613)	(611)	(5,327)			(5,291)	(4,829)	(3,703)	(3,477)	(3,667)	(4,100)	(4,148)	(4,317)	(3,882)	(3,882)	

## 2003

Prior Year  
CITY TOTALS

	NW/			NE			SE			CITY TOTAL								
	SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL	2002	2001	2000	1999	1998	1997	1996	1995	1994
What is your age?	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Under 20	7%	18%	8%	8%	7%	11%	9%	7%	9%	11%	12%	12%	11%	10%	11%	12%	9%	10%
20-29	27%	29%	29%	37%	29%	35%	31%	23%	30%	30%	31%	28%	27%	31%	30%	28%	31%	31%
30-44	41%	25%	34%	33%	38%	29%	32%	34%	34%	30%	30%	28%	27%	28%	26%	26%	24%	24%
45-59	14%	19%	20%	15%	16%	14%	17%	21%	17%	17%	16%	18%	19%	19%	19%	19%	21%	22%
60-74	11%	9%	9%	8%	10%	11%	11%	15%	11%	12%	11%	14%	16%	12%	14%	15%	15%	14%
Over 74	(802)	(544)	(630)	(617)	(770)	(731)	(615)	(612)	(5,321)	(5,293)	(4,821)	(3,710)	(3,466)	(3,684)	(4,103)	(4,154)	(4,305)	(3,898)
How many people live in your household? (TOTAL REPORTED)																		
Age 12 and under	-	-	-	-	-	-	-	-	1,570	1,617	1,560	1,056	-	1,103	-	1,311	1,371	1,293
Age 13 to 18	-	-	-	-	-	-	-	-	773	748	667	505	-	563	-	604	567	557
Age 19 to 54	-	-	-	-	-	-	-	-	6,522	6,428	6,091	4,246	-	4,389	-	4,908	4,904	4,466
Age 55 and over	-	-	-	-	-	-	-	-	3,144	3,197	2,542	2,251	-	2,092	-	2,599	2,771	2,485
Which of these is closest to describing your ethnic background?																		
Caucasian/White	91%	87%	85%	78%	86%	89%	80%	83%	85%	86%	87%	89%	89%	90%	91%	90%	91%	90%
African-American/Black	0%	1%	5%	13%	3%	0%	2%	2%	3%	3%	3%	3%	2%	3%	3%	3%	3%	3%
Asian or Pacific Islander	3%	6%	4%	3%	6%	4%	10%	8%	5%	5%	5%	4%	4%	3%	3%	4%	3%	4%
Native American/Indian	1%	0%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	<1%	1%
Hispanic	1%	2%	1%	2%	2%	2%	2%	3%	2%	2%	2%	2%	2%	1%	1%	1%	1%	1%
Other	3%	5%	5%	4%	3%	4%	5%	3%	4%	3%	2%	1%	2%	3%	1%	1%	2%	1%
	(789)	(532)	(626)	(603)	(757)	(717)	(603)	(605)	(5,232)	(5,227)	(4,759)	(3,659)	(3,447)	(3,659)	(4,062)	(4,097)	(4,284)	(3,864)
How much education have you completed?																		
Elementary	0%	0%	1%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	2%
Some high school	1%	2%	5%	3%	3%	1%	5%	7%	3%	3%	3%	4%	4%	4%	4%	5%	5%	5%
High school graduate	5%	5%	15%	10%	15%	12%	20%	23%	13%	15%	16%	16%	16%	15%	16%	17%	16%	19%
Some college	22%	25%	37%	25%	33%	29%	36%	39%	30%	31%	31%	31%	31%	30%	33%	32%	32%	32%
College graduate	73%	67%	42%	62%	49%	58%	38%	31%	53%	50%	49%	48%	48%	50%	46%	45%	45%	43%
	(802)	(543)	(628)	(611)	(765)	(733)	(612)	(606)	(5,300)	(5,288)	(4,811)	(3,702)	(3,476)	(3,692)	(4,108)	(4,148)	(4,324)	(3,892)

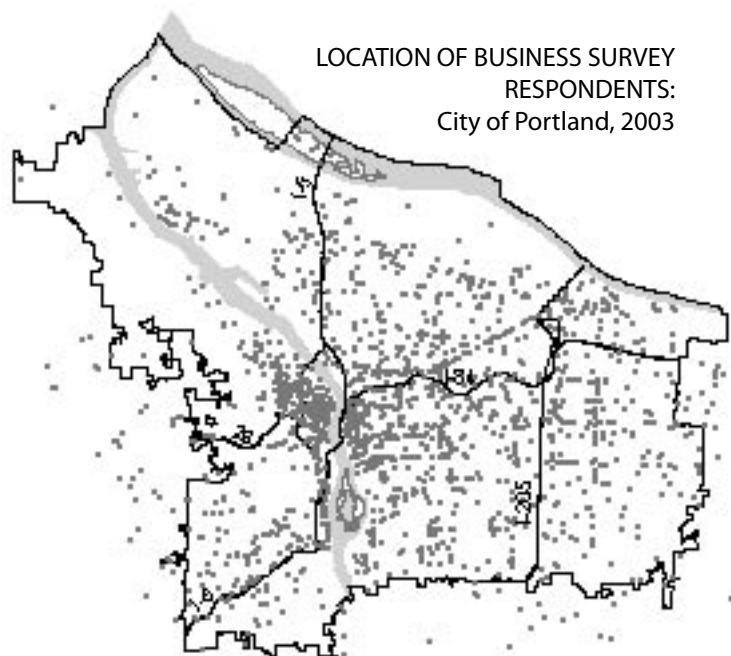
## Appendix B 2003 Business Survey

This is the first business satisfaction survey by the Office of the City Auditor. The purpose is to help evaluate the performance of City government from the perspective of businesses, and to supplement the annual *citizen* satisfaction survey also published by this office. The questions were patterned after those in the Citizen Survey, with changes to reflect City services most relevant to businesses.

The survey was mailed to 4,800 businesses, drawn randomly by the City's Bureau of Licenses from the approximately 145,000 locations in their business license database. Some of the businesses are located outside of the City limits, but have licenses for business conducted inside the City.

The survey was mailed in March 2003, with a follow-up reminder mailed in April. A total of 2,037 surveys were returned, for a response rate of 42 percent. At the conventional 95 percent confidence level, the margin of error is plus or minus 2 percent.

The survey was confidential, but the location of each business was geo-coded so survey results could be displayed in maps. The type of business was retained from the original Bureau of Licenses data, but no other identifying information was kept.



### Description of respondents

The characteristics of the 2,037 businesses that responded to the survey are similar to the overall business community demographics in Portland.

“Services” was by far the most common type of business in the sample. Examples of the wide variety of service businesses include doctors, bookkeepers, dry cleaners, auto repair, and beauty shops. Retail trade comprised the second largest type of business.

Also mirroring Portland business demographics, businesses with one or zero employees was the largest size category. Fifty-four percent of the responding businesses had less than five employees.

TOTAL EMPLOYEES			TYPE OF BUSINESSES		
0 or 1	537	29%	Services	829	41%
2 to 4	489	26%	Retail trade	357	18%
5 to 9	332	18%	Building operators	180	9%
10 to 19	215	12%	Manufacturing	155	8%
20 to 49	185	10%	Construction	142	7%
50 to 99	55	3%	Wholesale trade	126	6%
100 to 249	37	2%	Finance, insurance, real estate	82	4%
250 to 500	9	0%	Transportation & public utilities	66	3%
More than 500	5	0%	Other	88	4%
Unknown	173	not incl.	Unknown	12	not incl.
TOTAL	2,037	100%	TOTAL	2,037	100%

### Results

Following is the complete questionnaire, with summary results. Because this is the first year of the survey, historical trends are not available. A percentage is reported for the responses to each question. The number of businesses that answered each question is noted in parentheses. “Don’t know” and blank responses are not included in the percentages or in the count of responses.

# 2003 Business Survey

**INSTRUCTIONS:** For each question, check the one box that best represents the point of view of **your business**. If you have more than one business location, please think of **one primary** location when answering.

**1**

How do you rate traffic congestion as it affects your business:

- on major streets and thoroughfares (excluding freeways)?

Very good .....	6%
Good .....	32%
Neither good nor bad .....	38%
Bad .....	19%
Very bad .....	5%

(1,942)

- on your neighborhood streets?

Very good .....	11%
Good .....	38%
Neither good nor bad .....	35%
Bad .....	12%
Very bad .....	4%

(1,835)

**2**

Thinking about your business, how do you rate your neighborhood area on:

- graffiti?

Very good .....	16%
Good .....	38%
Neither good nor bad .....	23%
Bad .....	19%
Very bad .....	4%

(1,951)

- physical condition of buildings?

Very good .....	14%
Good .....	48%
Neither good nor bad .....	28%
Bad .....	8%
Very bad .....	2%

(1,965)

- vagrancy?

Very good .....	12%
Good .....	27%
Neither good nor bad .....	30%
Bad .....	22%
Very bad .....	9%

(1,900)

**3**

Thinking about how the following neighborhood conditions affect your business, how do you rate:

- street maintenance?
 

Very good .....	10%
Good .....	47%
Neither good nor bad .....	26%
Bad .....	13%
Very bad .....	4%
(1,975)	
- street cleanliness?
 

Very good .....	11%
Good .....	52%
Neither good nor bad .....	25%
Bad .....	10%
Very bad .....	2%
(1,967)	
- traffic speed?
 

Very good .....	6%
Good .....	40%
Neither good nor bad .....	31%
Bad .....	18%
Very bad .....	5%
(1,966)	

**4**

Does your business location have walk-in customers or other visitors?

Yes ..... 67%

**If YES** → Please rate the following conditions on how they affect your business:

- on-street parking?
 

Very good .....	6%
Good .....	25%
Neither good nor bad .....	26%
Bad .....	26%
Very bad .....	17%
(1,317)	
- pedestrian access?
 

Very good .....	17%
Good .....	54%
Neither good nor bad .....	19%
Bad .....	7%
Very bad .....	3%
(1,335)	
- distance to a bus stop (or Max)?
 

Very good .....	38%
Good .....	43%
Neither good nor bad .....	12%
Bad .....	5%
Very bad .....	2%
(1,343)	

**5** Has there been any new residential development in, or near, your business neighborhood in the last 12 months?

Yes .....51%

**If YES** → How do you rate its impact on improving the neighborhood as a place to do business?

Very good .....9%

Good .....30%

Neither good nor bad .....50%

Bad .....7%

Very bad .....4%

(905)

**6** Has there been any new commercial development in, or near, your business neighborhood in the last 12 months?

Yes .....58%

**If YES** → How do you rate its impact on improving the neighborhood as a place to do business?

Very good .....11%

Good .....40%

Neither good nor bad .....42%

Bad .....4%

Very bad .....3%

(1,050)

**7** How do you rate the City of Portland's job providing information on the following?

- programs to help businesses reduce pollution, water and energy use

Very good .....5%

Good .....29%

Neither good nor bad .....48%

Bad .....14%

Very bad .....4%

(1,699)

- business opportunities with the City

Very good .....2%

Good .....16%

Neither good nor bad .....42%

Bad .....26%

Very bad .....14%

(1,674)

- business licenses

Very good .....5%

Good .....29%

Neither good nor bad .....42%

Bad .....15%

Very bad .....9%

(1,858)

- financial assistance for business development
 

Very good .....	2%
Good .....	11%
Neither good nor bad .....	45%
Bad .....	27%
Very bad .....	15%
(1,460)	
- zoning
 

Very good .....	3%
Good .....	18%
Neither good nor bad .....	50%
Bad .....	17%
Very bad .....	12%
(1,555)	
- development regulations
 

Very good .....	3%
Good .....	14%
Neither good nor bad .....	44%
Bad .....	21%
Very bad .....	18%
(1,538)	
- general City government questions
 

Very good .....	3%
Good .....	19%
Neither good nor bad .....	52%
Bad .....	17%
Very bad .....	9%
(1,580)	

**8** How do you rate the safety of your business neighborhood during the day?

Very good .....	20%
Good .....	56%
Neither good nor bad .....	17%
Bad .....	6%
Very bad .....	1%
(1,978)	

**9** Did your business have any inspections by the Fire Bureau in the last 12 months?

Yes ..... 70%

**If YES** → How do you rate the quality of the inspections?

Very good .....	29%
Good .....	52%
Neither good nor bad .....	14%
Bad .....	3%
Very bad .....	2%
(1,347)	



**10****OVERALL:**

How do you rate the quality of each of the following City services from the point of view of your business?

## • Police

Very good .....	22%
Good .....	55%
Neither good nor bad .....	17%
Bad .....	5%
Very bad .....	1%
	(1,943)

## • Fire

Very good .....	29%
Good .....	56%
Neither good nor bad .....	13%
Bad .....	1%
Very bad .....	1%
	(1,889)

## • Water

Very good .....	13%
Good .....	46%
Neither good nor bad .....	24%
Bad .....	10%
Very bad .....	7%
	(1,915)

## • Sewers

Very good .....	11%
Good .....	42%
Neither good nor bad .....	28%
Bad .....	11%
Very bad .....	8%
	(1,887)

## • Storm drainage

Very good .....	9%
Good .....	37%
Neither good nor bad .....	32%
Bad .....	15%
Very bad .....	7%
	(1,874)

## • Recycling

Very good .....	18%
Good .....	50%
Neither good nor bad .....	24%
Bad .....	6%
Very bad .....	2%
	(1,895)

• Land-use planning	
Very good .....	7%
Good .....	27%
Neither good nor bad .....	39%
Bad .....	16%
Very bad .....	11%
	(1,612)
• Building permits	
Very good .....	5%
Good .....	24%
Neither good nor bad .....	37%
Bad .....	17%
Very bad .....	17%
	(1,567)
• Economic development	
Very good .....	4%
Good .....	22%
Neither good nor bad .....	40%
Bad .....	21%
Very bad .....	13%
	(1,602)
• Street maintenance	
Very good .....	6%
Good .....	41%
Neither good nor bad .....	33%
Bad .....	14%
Very bad .....	6%
	(1,958)
• Street lighting	
Very good .....	9%
Good .....	54%
Neither good nor bad .....	27%
Bad .....	8%
Very bad .....	2%
	(1,974)
• Traffic management	
Very good .....	5%
Good .....	37%
Neither good nor bad .....	36%
Bad .....	15%
Very bad .....	7%
	(1,956)

**11** OVERALL, how good a job do you think City government is doing at providing services that affect your business?

Very good .....	5%
Good .....	36%
Neither good nor bad.....	39%
Bad.....	13%
Very bad .....	7%
	(1,939)

**12** OVERALL, how do you rate Portland as a place to do business?

Very good .....	8%
Good .....	40%
Neither good nor bad.....	26%
Bad.....	16%
Very bad .....	10%
	(1,996)

How many employees are in your business at this location?

0 to 1 .....	556
2 to 4 .....	521
5 to 9 .....	331
10 to 19 .....	209
20 to 49 .....	170
50 to 99 .....	43
100 to 249.....	23
250 to 500 .....	6
More than 500 .....	1
Unknown .....	177
	(2,037)

Total number of employees, at all locations, in Portland:

0 to 1 .....	537
2 to 4 .....	489
5 to 9 .....	332
10 to 19 .....	215
20 to 49 .....	185
50 to 99 .....	55
100 to 249.....	37
250 to 500 .....	9
More than 500 .....	5
Unknown .....	173
	(2,037)



# Appendix C Comparison City Data

## Charlotte, North Carolina

Population:	
Charlotte	579,684
Charlotte/Mecklenburg Co.	746,427

Fire budget per capita:	
Without pension	\$98.4
Pension	\$12.3
TOTAL	\$110.6

Emergency staff on-duty/100,000 residents	36
Incidents/on-duty staff	344
Structural fires/1,000 residents	1.4

Police budget per capita:	
Without pension	\$158.3
Pension	\$22.7
TOTAL	\$181.0

Officers/1,000 residents	2.0
Crimes/officer	32.2
Part I crimes/1,000 residents	65.7

Parks budget per capita	\$36
Sewer operating expenses per capita	\$62.36

Monthly residential bill:	
Sewer/storm drainage	\$30.13

Water operating expenses per capita	\$45
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Monthly water bill	\$13.54
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Number of retail water accounts	197,891
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Number privately owned housing permits	n.a.
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City population density per square mile	2,246
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CDBG expenditures (in millions)	\$8.0
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## Cincinnati, Ohio

Population:	323,885
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Fire budget per capita:	
Without pension	\$191.1
Pension	\$33.9
TOTAL	\$225.0

Emergency staff on-duty/100,000 residents	56
Incidents/on-duty staff	350
Structural fires/1,000 residents	3.6

Police budget per capita:	
Without pension	\$301.0
Pension	\$33.9
TOTAL	\$335.0

Officers/1,000 residents	3.1
Crimes/officer	29.7
Part I crimes/1,000 residents	91.6

Parks budget per capita	\$117
Sewer operating expenses per capita	\$99.64

Monthly residential bills:	
Sewer/storm drainage	\$27.71

Water operating expenses per capita	\$57
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Monthly water bill	\$13.83
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Number of retail water accounts	235,000
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Number privately owned housing permits	758
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City population density per square mile	4,206
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CDBG expenditures (in millions)	\$31.6
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**Denver, Colorado**

Population: 562,657

## Fire budget per capita:

Without pension	\$132.7
Pension	\$25.7
TOTAL	\$158.4

Emergency staff on-duty/100,000 residents 35

Incidents/on-duty staff 328

Structural fires/1,000 residents 1.9

## Police budget per capita:

Without pension	\$247.6
Pension	\$36.8
TOTAL	\$284.4

Officers/1,000 residents 2.6

Crimes/officer 22.5

Part I crimes/1,000 residents 57.6

Parks budget per capita \$87

Sewer operating expenses per capita \$72.46

## Monthly residential bills:

Sewer/storm drainage \$17.57

Water operating expenses per capita \$88

Monthly water bill \$14.07

Number of retail water accounts 215,337

Number privately owned housing permits 4,626

City population density per square mile 3,630

CDBG expenditures (in millions) \$28.4

**Kansas City, Missouri**

Population: 443,471

## Fire budget per capita:

Without pension	\$135.1
Pension	\$14.8
TOTAL	\$149.9

Emergency staff on-duty/100,000 residents 42

Incidents/on-duty staff 279

Structural fires/1,000 residents 4.7

## Police budget per capita:

Without pension	\$271.4
Pension	\$28.2
TOTAL	\$299.6

Officers/1,000 residents 3.1

Crimes/officer 33.5

Part I crimes/1,000 residents 102.4

Parks budget per capita \$47

Sewer operating expenses per capita \$59.65

## Monthly residential bills:

Sewer/storm drainage \$20.42

Water operating expenses per capita \$126

Monthly water bill \$18.79

Number of retail water accounts 140,000

Number privately owned housing permits 2,653

City population density per square mile 1,399

CDBG expenditures (in millions) \$15.9

## Sacramento, California

Population:	
Sacramento	424,550
Sacramento County	1,265,430

Fire budget per capita:	
Without pension	\$126.2
Pension	\$6.1
TOTAL	\$132.3

Emergency staff on-duty/100,000 residents	30
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Incidents/on-duty staff	440
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Structural fires/1,000 residents	1.8
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Police budget per capita:	
Without pension	\$201.4
Pension	\$8.8
TOTAL	\$210.2

Officers/1,000 residents	1.6
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Crimes/officer	45.0
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Part I crimes/1,000 residents	73.3
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Parks budget per capita	\$79
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Sewer operating expenses per capita	\$109.77
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Monthly residential bills:	
Sewer/storm drainage	\$34.58

Water operating expenses per capita	\$59
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Monthly water bill	\$16.42
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Number of retail water accounts	125,780
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Number privately owned housing permits	4,733
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City population density per square mile	4,332
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CDBG expenditures (in millions)	\$6.8
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## Seattle, Washington

Population:	570,800
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Fire budget per capita:	
Without pension	\$175.5
Pension	\$21.1
TOTAL	\$196.5

Emergency staff on-duty/100,000 residents	36
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Incidents/on-duty staff	341
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Structural fires/1,000 residents	0.6
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Police budget per capita:	
Without pension	\$277.6
Pension	\$13.3
TOTAL	\$290.9

Officers/1,000 residents	2.2
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Crimes/officer	35.4
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Part I crimes/1,000 residents	78.8
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Parks budget per capita	\$133
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Sewer operating expenses per capita	\$233.76
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Monthly residential bills:	
Sewer/storm drainage	\$41.93

Water operating expenses per capita	\$49
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Monthly water bill	\$24.60
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Number of retail water accounts	178,122
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Number privately owned housing permits	3,770
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City population density per square mile	6,877
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CDBG expenditures (est. in millions)	\$22.7
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