

**10th Anniversary  
Edition**

# **City of Portland Service Efforts and Accomplishments: 1999-00**

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Tenth Annual Report on City Government Performance



Office of the City Auditor  
Portland, Oregon

December 2000





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CITY OF  
**PORTLAND, OREGON**

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OFFICE OF THE CITY AUDITOR  
Audit Services Division

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December 29, 2000

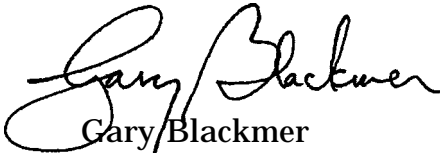
TO: Mayor Vera Katz  
Commissioner Jim Francesconi  
Commissioner Charlie Hales  
Commissioner Dan Saltzman  
Commissioner Eric Sten

SUBJECT: City of Portland *Service Efforts and Accomplishments: 1999-00* (Report #270)

This is the City of Portland's tenth annual report on government performance. It contains information on the spending, workload, and results of the City's nine major public services as well as information from six comparison cities. The report also contains the results of our tenth citizen survey conducted this past September.

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



# City of Portland

## Service Efforts and Accomplishments: 1999-00

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Tenth Annual Report on City Government Performance

A report by the Audit Services Division  
Report #270

Office of the City Auditor  
Portland, Oregon

December 2000



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# Summary

This is the Portland City Auditor's tenth 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
- assist council, management, and citizens make decisions
- help improve the delivery of public services

The report contains information on spending and staffing, workload, and performance results. To help readers understand the information, we provide three types of comparisons:

- historical trends, both 5 and 10 years
- targets and goals
- six similar cities

The report also includes the results of the City Auditor's 2000 Citizen Survey, in which 3,758 City residents rated the quality of City services. We randomly selected residents from the eight large neighborhood regions in Portland so that their comments would statistically represent the opinions of all residents.

The following summary highlights the City of Portland's most important performance trends and point out problem areas that may need attention. The reader is urged to read the entire report to more fully understand its objectives, scope and methodology, and the mission and work of each major program.

Additional copies of the complete 1999-00 *Service Efforts and Accomplishments* report can be obtained by visiting the Auditor's Office web site at:

[www.ci.portland.or.us/auditor](http://www.ci.portland.or.us/auditor)

or by calling:

Audit Services Division, (503) 823-4005.

**City services  
deliver mainly  
positive results to  
Portland residents**

City of Portland services have produced many benefits for City residents over the past ten years, FY 1990-91 through FY 1999-00.

***Overall performance results***

- Public safety has improved significantly over the past ten years
- City and neighborhood livability is better
- Progress in achieving housing and development goals is mixed
- City residents enjoy a clean environment but air quality has declined
- The City's transportation system meets service demands but more traffic and flat funding place pressure on street condition

***Overall city spending and staffing***

- Overall, the City spent about \$1,180 per capita on the nine major services in FY 1999-00
- Environmental Services and Parks had the largest increases
- Fire and Transportation had the only decreases

***Overall citizen satisfaction***

- Portland residents are much more satisfied with City services than they were in 1991
- Sewer services, Parks and Recreation had the biggest increases in satisfaction
- Street maintenance had the only decrease in satisfaction

Some of the most important positive (+) and negative (-) results are summarized below. Complete results are presented in chapters 1 through 9.

**Overall performance results**

***Public safety has improved significantly over the past ten years:***

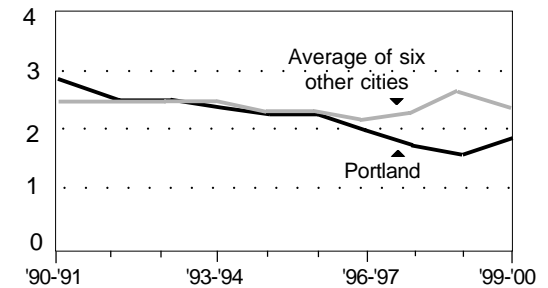
- +** Portlanders experience fewer crimes and fires, and feel safer in neighborhoods and parks
- +** residents in the North and Inner Northeast feel significantly safer than they did 10 years ago
- +** citizens continue to be highly satisfied with firefighters and police officers
- +** over 60 percent of residents say they are prepared to sustain themselves in a major disaster, up from only 44 percent in 1994
- fewer citizens are willing to work with police to improve their neighborhoods

**PERCENT OF RESIDENTS FEELING “SAFE” OR “VERY SAFE” WALKING ALONE IN THEIR NEIGHBORHOOD**

	<b>2000</b>	change over 5 years	change over 10 years
Southwest	96%	+2%	+6%
Northwest/downtown	92%	-7%	-2%
North	80%	+1%	+16%
Inner Northeast	85%	+9%	+21%
Central Northeast	89%	+4%	+10%
Inner Southeast	92%	+7%	<i>not avail.</i>
Outer Southeast	85%	+8%	<i>not avail.</i>
East	86%	+6%	+6%

SOURCE: Auditor’s Office 1991, 1996 and 2000 Citizen Surveys

**STRUCTURAL FIRES PER 1,000 RESIDENTS: PORTLAND AND SIX OTHER CITIES 10-YEAR TREND**

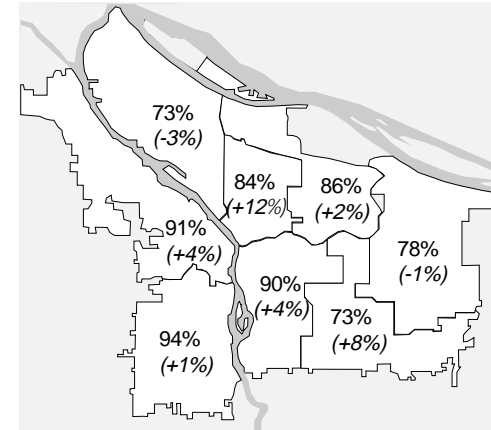


SOURCE: Fire Bureau records and auditor survey of other cities

**City and neighborhood livability has improved:**

- + 84 percent of citizens believe neighborhood livability is “good” or “very good” compared to 77 percent in 1993
- + citizen satisfaction with parks and recreation quality is at a ten year high
- + the number of addresses generating drughouse complaints dropped by 36 percent the past five years
- + neighborhoods are complaining less about nuisances and derelict buildings
- + Portlanders give good ratings to bus, shopping, and parks accessibility
- however, traffic congestion on major streets and thoroughfares is considered “bad” or “very bad” by 43 percent of residents

**RESIDENTS RATING LIVABILITY IN NEIGHBORHOOD "GOOD" OR "VERY GOOD" (% change from 1996)**



SOURCE: Auditor's Office 1996 and 2000 Citizen Surveys

**PERCENT OF RESIDENTS RATING PARKS AND RECREATION SERVICES "GOOD" OR "VERY GOOD"**

	2000	change over 5 years	change over 10 years
Overall parks quality	84%	+3%	+12%
Overall recreation quality	75%	+1%	+16%

SOURCE: Auditor's Office 1991, 1996 and 2000 Citizen Surveys



***Progress in achieving housing and development goals is mixed:***

- + building of new housing units slowed in 2000 but Portland is still gaining its regional share
- + the number of homeowners and renters with a severe housing cost burden is generally unchanged
- + more homeless singles were placed in stable housing
- Portlanders' perception of housing affordability declined significantly in 2000 after two years of improvement
- City lacks information to assess timeliness of building plan reviews and permit issuance

**RESIDENTS RATING HOUSING AFFORDABILITY IN NEIGHBORHOOD "GOOD" OR "VERY GOOD"**

1997	41%
1998	46%
1999	48%
2000	44%

SOURCE: Auditor's Office annual Citizen Surveys

**NEW HOUSING UNITS BUILT ANNUALLY**

	In City	In total U.G.B.*	% of U.G.B. total in City
FY 1995-96	2,420	12,329	20%
FY 1996-97	3,025	7,827	39%
FY 1997-98	3,535	11,388	31%
FY 1998-99	3,690	11,738	31%
FY 1999-00	2,486	7,500 est.	33%
<b>GOAL</b>			<b>20%</b>

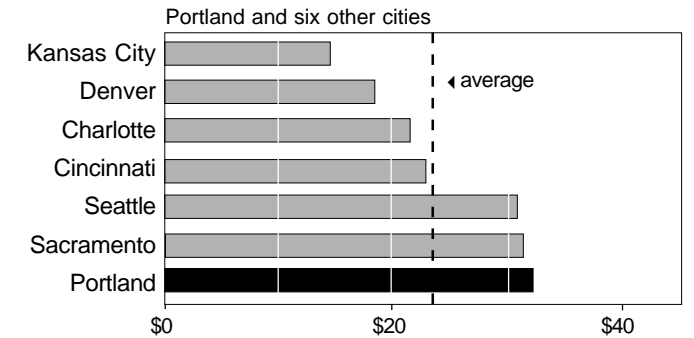
\* Urban Growth Boundary

SOURCE: Metro and Office of Planning and Development Review

***City residents enjoy clean environment but growth affects air quality:***

- + City drinking water meets all federal and state quality standards
- + new sumps, disconnected downspouts, and more sanitary sewer lines have helped improve water in streams and rivers
- + water effluent from the City's two treatment plants meets environmental standards
- carbon monoxide levels increased significantly in 1999, while carbon dioxide emissions exceed levels established by City Council for 2010
- efforts to improve the quality of water in rivers and streams have significantly increased sewer and storm drainage rates

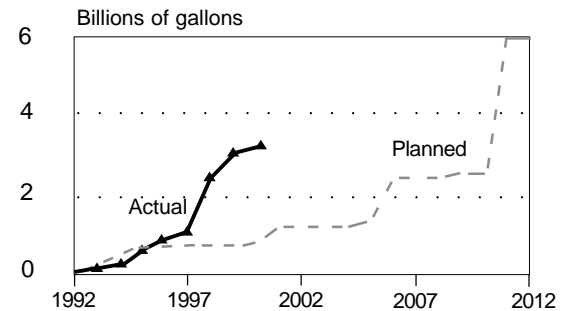
**MONTHLY RESIDENTIAL SEWER/STORM DRAINAGE BILLS**



NOTE: Based on each city's actual average water use, service and stormwater management charges.

SOURCE: Auditor's Office survey of cities, and Bureau of Environmental Services

**ESTIMATED CSO GALLONS DIVERTED (IN BILLIONS)**



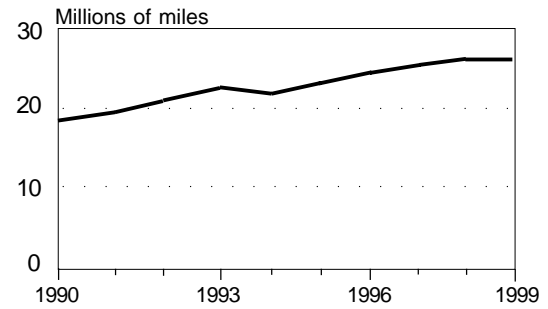
\* CSO = Combined Sewer Overflow

SOURCE: Bureau of Environmental Services

***The City's transportation system has not yet deteriorated but increased use and flat funding place pressure on street and road condition:***

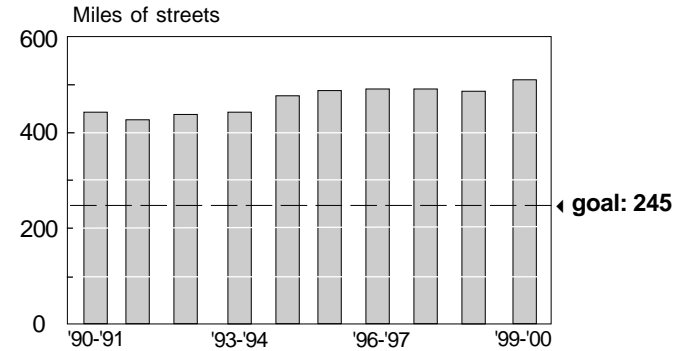
- ✦ citizen ratings of street maintenance and lighting quality are relatively unchanged
- ✦ the condition of City streets and intersections has declined only slightly over the past 10 years
- however, the backlog of unmet street maintenance needs reached a ten-year high in 2000
- daily vehicle miles traveled has increased steadily
- citizens are relatively dissatisfied with traffic management, and pedestrian and bicyclist safety
- residents have not changed commuting habits—about 70 percent still prefer driving alone to work

DAILY VEHICLE MILES TRAVELED, PORTLAND METRO AREA



SOURCE: Metro and Oregon Department of Transportation

MILES OF STREET MAINTENANCE BACKLOG



SOURCE: Office of Transportation Status and Condition Reports

**Overall city spending and staffing**

Overall, the City spent about \$1,180 per capita on the nine major services in FY 1999-00. Spending and staffing increases have slowed the past five years:

- Police and Environmental Services are the most costly City services per capita
- OPDR and Planning services are the least costly

- Fire and Transportation spending per capita dropped by 13 and 11 percent, respectively
- over the past 10 years the bureaus of Environmental Services and Parks had the largest increases in spending per capita
- the large increase in OPDR spending is due to the merger of development review activities with the Bureau of Building

**SPENDING PER CAPITA**  
(adjusted for inflation)

	'99-00	change over 5 years	change over 10 years
Police	\$279	+5%	+16%
Environmental Services*	\$222	+33%	+60%
Fire	\$166	-7%	-13%
Transportation	\$142	-3%	-11%
Water*	\$120	+9%	+5%
BHCD/PDC Housing	\$98	+56%	-
Parks & Recreation	\$91	+17%	+20%
OPDR	\$52	+58%	+93%
Planning	\$10	-28%	-7%
<b>TOTAL</b>	<b>\$1,180</b>	<b>+12%</b>	<b>+23%</b>

\* operating expenditures and debt service, excluding refinancing

SOURCE: City of Portland *Adopted Budgets and CAFRs*

**AUTHORIZED STAFFING**  
(FTEs)

	'99-00	change over 5 years	change over 10 years
Police	1,357	+8%	+31%
Fire	730	-1%	-13%
Transportation	714	-3%	+3%
Water	532	+6%	+9%
Environmental Services	452	0%	+34%
Parks & Recreation**	377	+6%	+20%
OPDR	298	+57%	+107%
Planning	57	-32%	-8%
BHCD/PDC Housing	50	+7%	-
<b>TOTAL</b>	<b>4,567</b>	<b>+5%</b>	<b>+17%</b>

\*\* excludes seasonal employees

SOURCE: City of Portland *Adopted Budgets*

**Overall citizen satisfaction**

Except for street maintenance, Portland residents are much more satisfied with City services than they were in 1991:

- the highest rated City services remain Fire and Parks
- sewers, recreation, parks and police had the biggest increase in quality ratings over ten years
- City residents gave housing/nuisance inspections and traffic management the lowest service ratings

- the highest rated neighborhood features are: safety during the day; parks maintenance; access to buses, parks and shopping
- housing affordability, neighborhood traffic speed, congestion on major streets, and safety of pedestrians and bicyclists are the lowest rated neighborhood features

<b>CITY SERVICES:</b> PERCENT OF RESIDENTS RATING OVERALL QUALITY "GOOD" OR "VERY GOOD"			
	<b>2000</b>	change over 5 years	change over 10 years
Fire	90%	0%	+2%
Parks	84%	+3%	+12%
Recycling	81%	+2%	-
Recreation	75%	+1%	+16%
Water	72%	+1%	+4%
Police	71%	-3%	+11%
Street lighting	63%	+2%	-
Sewers	54%	0%	+16%
Housing development	47%	-	-
Street maint.	46%	-3%	+1%
Storm drainage	43%	+1%	+10%
Land-use planning	41%	-	-
Traffic management	36%	-3%	-
Housing/nuisance inspect.	31%	0%	-

**NEIGHBORHOOD FEATURES:**  
PERCENT OF RESIDENTS RATING NEIGHBORHOOD  
"GOOD" OR "VERY GOOD"

	<b>2000</b>	change over 5 years	change over 10 years
Safety during the day	88%	+5%	+10%
Walking distance to bus	87%	-	-
Parks grounds maintenance	84%	+2%	+3%
Closeness of parks	79%	-	-
Access to shopping	72%	-	-
Recreation:			
Variety of programs	67%	+5%	+8%
Hours programs are open	68%	+7%	+10%
Number of programs	61%	+5%	+7%
Physical housing conditions	65%	-	-
Street cleanliness	65%	+1%	+8%
Street smoothness	62%	+4%	+8%
Neighborhood traffic congestion	57%	-	-
Safety of:			
Pedestrians	48%		
Bicyclists	42%		
Housing affordability	45%	-	-
Neighborhood traffic speed	37%	-	-
Major streets traffic congestion	25%	-	-

SOURCE: Auditor's Office 1991, 1996 and 2000 Citizen Surveys

*Service Efforts and Accomplishments: 1999-00*

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# Introduction

The purpose of this report is to:

- improve the public accountability of City government;
- assist City Council and managers to make better decisions; and
- help improve the delivery of Portland's major public services.

This is the City Auditor's tenth annual *Service Efforts and Accomplishments* (SEA) report. The Introduction describes the report's scope and methodology, limitations, and relationship to the annual budget.

Chapters 1 through 9 present mission statements, background data, and workload and results measures for Portland's major services:

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

*Appendix A* includes results from the 2000 City Auditor Citizen Survey. *Appendix B* contains ten years of data from each of the nine major services. *Appendix C* contains current year data from the six comparison cities.

## **Measuring government performance**

Public officials are responsible for using tax dollars well, providing quality services at reasonable cost, and being accountable to the public for results. To help achieve these objectives, they need reliable and useful information on the performance of public services.

However, government performance is difficult to measure. Government mandates are broad, objectives are complex and varied, and desired outcomes are usually not explicit. Moreover, unlike private enterprises, public services generally lack the barometer of profit and loss to help gauge success. Because government goals are usually not monetary, other indicators of performance are needed to measure and evaluate the results of services.

This report attempts to address the need for information on the performance of Portland's major services. It presents data not only on spending and workload, but on the outcome and results of services. To provide context and perspective, comparisons are made with prior years, targeted goals, and other cities.

Finally, the report presents the opinions of customers — the public — on the quality of services they pay for and receive. For some services, public opinion is the primary indicator of quality and impact. For other services, public opinion provides only a general measure of effectiveness.

Publishing this report annually addresses three major objectives. First, it will help improve the City's public accountability by providing consistent and reliable information on the performance of City services over time. Second, the reported information should help Council and managers make better decisions by concentrating attention on a few important indicators of spending, workload and results. Ultimately, the report should help managers and elected officials improve the performance of public programs.



## Report methodology

The Audit Services Division of the Office of the City Auditor prepared this report with the cooperation and assistance of managers and staff from City bureaus. The following describes our major work efforts.

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

- *Spending and staffing data* include expenditures, staffing levels, and the number of people and square miles served.
- *Workload information* shows the type and amount of work effort, and the level of public demand for the service.
- *Results information* indicates how well services met their major goals, and how satisfied citizens are with the quality of services.

The indicators were developed cooperatively with managers, bureau staff, and auditor input. This year we added and refined indicators, and will continue to do so in the future as programs evolve, data improves, and objectives change.

**Collected indicator data.** Based upon an agreed set of indicators, we provided data collection forms to each bureau. Bureaus collected data for fiscal year 1999-00 using budget and accounting records, annual reports, and internal information systems.

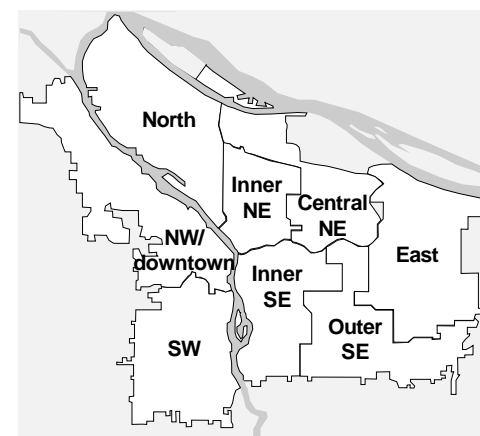
Appendix B contains current and historical data for each bureau.

**Surveyed citizens.** To get information on citizens' satisfaction with the quality of City services, we conducted a citywide survey in September and October, 2000. We mailed approximately 9,250 surveys to randomly selected residents in eight broad neighborhood regions, closely aligned with the Office of Neighborhood Involvement's eight neighborhood coalition boundaries. As shown in the following map, we surveyed residents in the following neighborhoods: Southwest, Northwest (including downtown), North, Inner Northeast, Central Northeast, Inner and Outer Southeast, and East.

The survey asked 76 questions on services, plus seven questions on basic demographics. City residents returned 3,758 surveys, for a response rate of 41 percent.

Appendix A contains the complete questionnaire and results, an explanation of our methodology, and maps identifying the neighborhood boundaries.

FIGURE 1 2000 CITIZEN SURVEY NEIGHBORHOODS



**Gathered inter-city data.** We gathered data from six other cities: Charlotte, Cincinnati, Denver, Kansas City, Sacramento and Seattle. These cities have similar populations, service area densities, and costs of living to Portland. Additionally, the cities represent a broad geographic distribution.

Most of the inter-city information was obtained from the annual budgets, *Comprehensive Annual Financial Reports*, and other internal records. We also contacted personnel in each city to clarify and verify certain data.

Appendix C contains a summary of the data collected from the other cities.

**Prepared and reviewed the report.** We checked the accuracy and reliability of the data provided by bureaus, other cities, and citizens. We checked information by comparing reported data to budgets, financial and performance audits, and other reports and documents obtained from bureaus and cities. We talked to staff and managers to resolve errors and discrepancies. 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. We contacted them to get comments and suggestions for improvement.

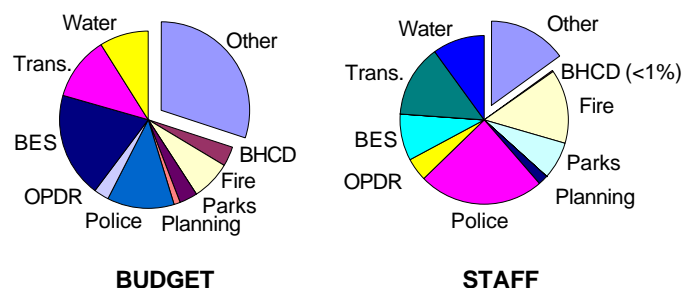
In order to account for inflation, we expressed financial data in constant dollars. We adjusted dollars to express all amounts as a ratio of the purchasing power of money in FY 1999-00, based on the Portland-Vancouver Consumer Price Index for All Urban Consumers.

To help the reader interpret the data, the report contains three comparisons. First, Portland's '99-00 data is compared to information from the previous ten years. Second, performance results are compared to planned goals or other standards. Third, some of Portland's cost and workload data are compared to other cities.

## Report scope and limitations

As illustrated below, the nine services covered in this report comprise about 74 percent of the City's budget and 84 percent of its staff. These services are generally viewed as the most visible and important of the direct services provided to the public.

**FIGURE 2** MAJOR SERVICES AS A PROPORTION OF TOTAL BUDGET AND STAFF



SOURCE: FY 1999-00 City of Portland *Adopted Budget*

The report 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.

Additionally, complete workload and performance information is not yet available for some services. For example, certain indicators needed to measure the effectiveness of housing programs and development review are still being

defined and collected. Data may be available in next year's annual performance report, but it may be two or three years before trends are evident or performance goals can be targeted reliably.

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 auditors may be necessary to provide reliable explanations for results. This report can help focus research on the most serious performance concerns.

The report should be used during the annual budget process. It gives Council, managers, and the public a "report card" on the past to help make better decisions about the future.

**Relationship to  
annual budget and  
financial reporting  
requirements**

Many of the indicators contained in this report are also used by bureaus in preparing their budgets. We have worked closely with the Bureau of Financial Planning to coordinate our efforts to improve the quality of performance information available to the City Council.

Performance information is not required by state law or by generally accepted accounting principles. However, the Government Accounting Standards Board (GASB) is researching the desirability of requiring state and local governments to report performance information such as the type presented here. In April 1994, GASB issued *Concepts Statement No. 2 on Concepts related to Service Efforts and Accomplishments Reporting*. The Statement explains SEA reporting and indicates that further experimentation and analysis is needed before GASB adopts standards that would significantly modify financial reporting practices in state and local government.

In addition, a recent report by the National Advisory Council on State and Local Budgeting entitled, *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting*, also recommends developing, reporting, and using performance measures in the budget process.

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# CHAPTER 1 FIRE, RESCUE AND EMERGENCY SERVICES

## **SERVICE MISSION**

The mission of Portland Fire, Rescue and Emergency Services is to promote a safe environment for all protected areas, to respond to fire, medical, and other emergencies, and to provide related services to benefit the public.

The Bureau's primary goals are:

- to reduce the frequency and severity of fire, medical and hazardous materials emergencies through prevention efforts, such as education, investigations, enforcement programs and arson prosecution assistance
  - to minimize suffering, loss of life, and property from fires, hazardous materials, medical and other emergencies through emergency response programs
  - to ensure preparedness and safety through training, disaster planning, and emergency management programs and to provide all divisions with a high level of planning information and activities
- to provide leadership and coordination that encourages Community–Fire and Rescue partnerships that result in City and Bureau mission and goal accomplishments
  - to effectively manage the resources and support necessary for Portland Fire, Rescue and Emergency Services to accomplish its mission

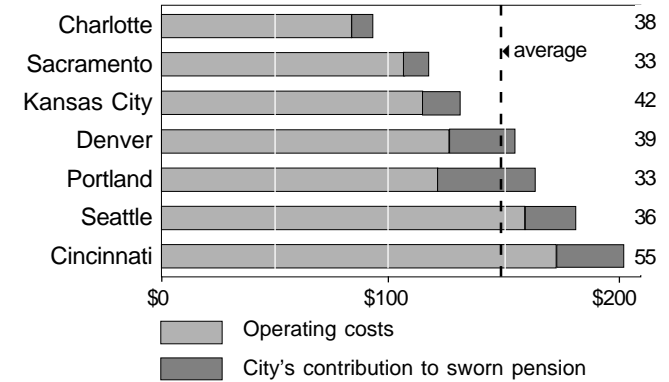
## SPENDING AND STAFFING

Total Fire & Rescue spending, adjusted for inflation, declined by four percent over the past five years. In addition:

- total spending per capita decreased 7 percent
- emergency service spending is down 9 percent
- prevention costs declined two percent
- “other” expenditures (training, management services, and Logistics) are down 14 percent
- capital spending decreased last year but should increase as the \$53.8 million facilities bond for Fire, Rescue and Emergency Services and Emergency Communications is expended

The average on-duty emergency staffing has remained stable for 5 years and declined only slightly over the past 10 years. In comparison, the total staff has declined by 13 percent over the past ten years. The number of emergency vehicles has remained fairly consistent.

**FIGURE 3** FIRE BUDGETS PER CAPITA AND ON-DUTY EMERGENCY STAFF PER 100,000 RESIDENTS: PORTLAND AND SIX OTHER CITIES



SOURCE: FY 1999-00 and CY 1999 budgets and CAFRs; Kansas City pension FY1998-99 CAFR

Compared to other cities, Portland spends more than average due to the “pay-as-you-go” public safety pension system established by City Charter. Other cities use a less costly pre-funding approach to pay for pension and disability benefits.

	City population	Expenditures (in millions/constant '99-00 dollars)					Capital * (in millions)	Total staff (FTEs)	Average on-duty emergency staffing	No. of emergency vehicles**	TOTAL spending per capita
		Emergency	Prevention	Other	Sworn ret./disab.	TOTAL					
FY 1995-96	497,600	\$48.3	\$5.2	\$11.8	\$23.6	\$88.9	\$4.0	739	167	60	\$179
FY 1996-97	503,000	\$47.5	\$4.7	\$10.9	\$24.9	\$88.0	\$2.1	746	167	61	\$175
FY 1997-98	508,500	\$45.8	\$4.1	\$10.1	\$25.8	\$85.8	\$1.6	704	163	61	\$169
FY 1998-99	509,610	\$44.3	\$5.3	\$9.9	\$26.2	\$85.7	\$2.6	729	163	59	\$168
FY 1999-00	512,395	\$43.9	\$5.1	\$10.1	\$26.0	\$85.1	\$1.8	730	167	59	\$166

change over last 5 years:	+3%	-9%	-2%	-14%	+10%	-4%	-55%	-1%	0%	-2%	-7%
change over last 10 years:	+17%	-9%	+31%	-	+14%	-	-	-13%	-2%	-	-13%

\* General Fund CIP, plus facilities construction bond expenditures starting in FY 1998-99

\*\* Front-line fire engines, trucks, squads and other emergency response apparatus

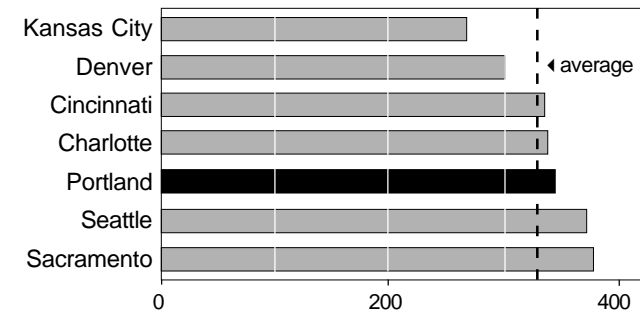
## WORKLOAD

Over the past ten years, the number of fire and medical incidents increased by 3 and 37 percent, respectively. An upward trend in the number of incidents has caused a relatively steady increase in the incidents per on-duty staff. However, Portland firefighters are only slightly busier than firefighters in other cities.

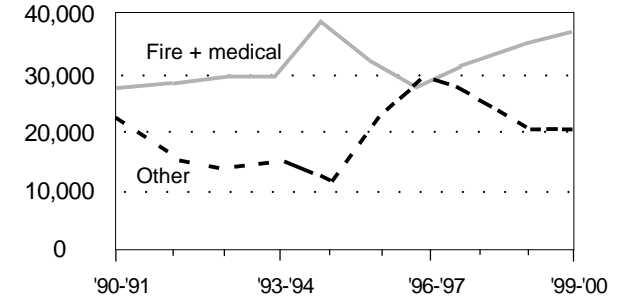
The total number of structural fires has declined by 17 percent in the previous five years and by 24 percent in the last 10 years.

The number of code enforcement inspections increased significantly since the Enhanced Fire Prevention (EFP) program began in 1998. However, our recent audit of EFP found that inspection data prior to November 1997 was unreliable. Consequently, prior data has been removed from this report. The Bureau is currently improving data collection methods and will provide more detailed data on structural fires in Portland in the future.

**FIGURE 4** INCIDENTS PER ON-DUTY EMERGENCY STAFF: PORTLAND AND SIX OTHER CITIES



**FIGURE 5** FIRE, MEDICAL AND OTHER INCIDENTS: PORTLAND 10-YEAR TREND



	Incidents				Incidents/ on-duty staff	No. of occupancies Inspectable / non-inspectable	Structural fires, by occupancy type *				Code enforcement	
	Fire	Medical	Other	TOTAL			Inspectable	Non- inspectable	Multi- family	TOTAL	Inspec- tions**	Re- inspections
FY 1995-96	2,860	29,441	22,826	55,127	330	- / -	-	-	-	1,164	-	-
FY 1996-97	2,738	24,630	28,568	55,936	335	- / -	-	-	-	998	-	-
FY 1997-98	2,527	27,880	27,076	57,483	353	- / -	-	-	-	878	-	-
FY 1998-99	2,658	32,090	20,562	55,310	339	<i>under development</i>	-	-	-	807	17,279	8,294
FY 1999-00	2,881	34,285	20,422	57,588	345		302	478	184	964	21,015	11,642

change over last 5 years:  
change over last 10 years:

change over last 5 years:	+1%	+16%	-11%	+4%	+4%	-	-	-	-	-17%	-	-
change over last 10 years:	+3%	+37%	-8%	+15%	+18%	-	-	-	-	-24%	-	-

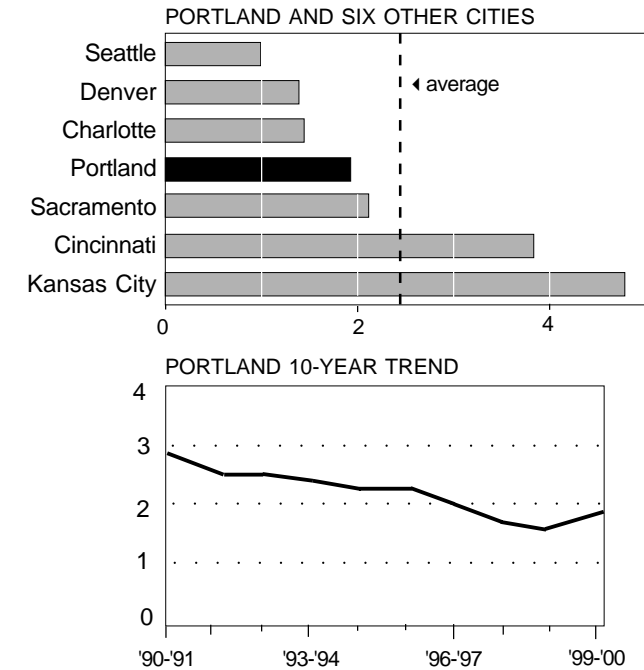
\* "Inspectable" occupancies are all commercial and public occupancies; "non-inspectable" occupancies are 1- and 2-family residences. However, "multi-family" occupancies include both inspectable (common areas) and non-inspectable areas (individual units). The Bureau will begin reporting on these separately in FY 2001-02.

\*\* Includes scheduled and unscheduled inspections.

**RESULTS** Overall, fire safety continues to show improvement over the past ten years:

- total fires per 1,000 residents declined by 12 percent and structural fires by 36 percent
- although fire deaths in FY 1999-00 increased from the year before, loss of life is rare
- the number of structural fires in Portland is below the average of other cities
- response times improved last year – now 41 percent of fire runs and 43 percent of EMS calls meet response time goals
- fire loss per capita increased dramatically in FY 1999-00 due to a single fire with over \$13 million in property damage

**FIGURE 6 STRUCTURAL FIRES PER 1,000 RESIDENTS:**



	Fires/ 1,000 residents		Lives lost/ 100,000 residents	Fire property loss		Response times within 4 mins.**	
	Structural	Total		Per capita (constant dollars)	% of value of property	Fire	Medical
FY 1995-96	2.34	5.75	1.2	\$38.25	.41%	71%	75%
FY 1996-97	1.98	5.44	2.2	\$46.43	.56%	43%	46%
FY 1997-98	1.73	4.97	1.6	\$37.07	.48%	43%	46%
FY 1998-99	1.58	5.22	0.6	\$40.92	.40%	37%	41%
FY 1999-00	1.88	5.62	1.2	\$70.61	.24%	41%	43%
<b>GOAL</b>	-	-	<b>&lt; 1.4 *</b>	<b>&lt; \$40.23 *</b>	<b>&lt; .47 *</b>	<b>90%</b>	<b>90%</b>
change over last 5 years:	-20%	-2%	0%	+85%	-43%	-	-
change over last 10 years:	-36%	-12%	-63%	+57%	-49%	-	-

\* no more than 97% of prior 3 years' average

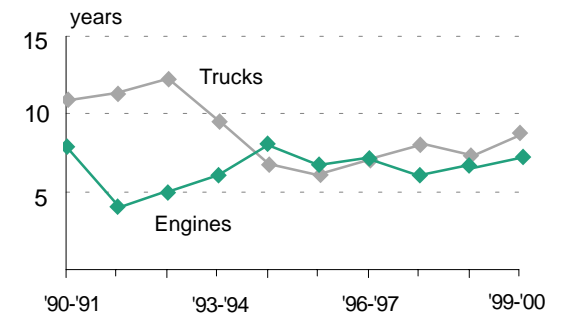
\*\* beginning in '96-97 response time includes both travel and turnout time



Front-line engines are newer than five years ago, while trucks have increased in age. The Bureau will begin reporting miles driven per fiscal year for its trucks and engines starting in FY 2000-01.

Implementation of the new EFP program includes tracking the number and percent of code enforcement inspections completed on a fiscal year basis. The Bureau completed 80 percent of the scheduled inspections last year.

**FIGURE 7** AVERAGE AGE OF FIRE ENGINES AND TRUCKS



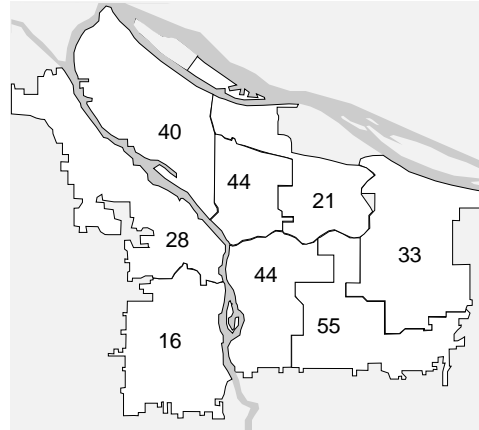
SOURCE: Fire Bureau inventory records

	Average front-line vehicle age and miles driven *		% of scheduled code enforcement inspections completed	Violations per total code enforcement inspections performed	% violations abated within 90 days of detection
	Engines	Trucks			
FY 1995-96	9.3 yr. / - mi.	6 yr. / - mi.	-	-	-
FY 1996-97	7.0 yr. / - mi.	7 yr. / - mi.	-	-	-
FY 1997-98	5.9 yr. / - mi.	8 yr. / - mi.	-	-	-
FY 1998-99	6.4 yr. / - mi.	7.2 yr. / - mi.	64%	1.7	under development **
FY 1999-00	7.4 yr. / - mi.	8.2 yr. / - mi.	80%	1.8	
<b>GOAL</b>	-	-	-	-	<b>90%</b>
change over last 5 years:	-20% / -	+37% / -	-	-	-
change over last 10 years:	- / -	- / -	-	-	-

\* The Bureau will begin reporting miles driven in FY 2000-01.

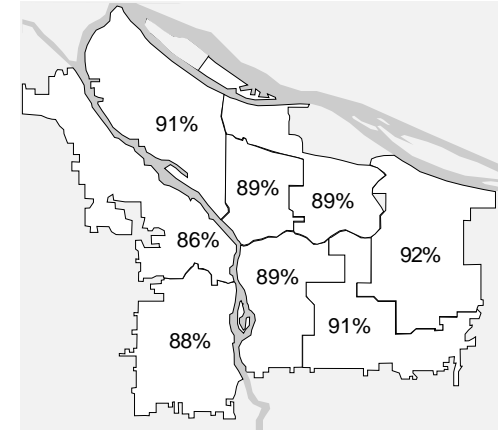
\*\* The Bureau will begin reporting in FY 2000-01.

**FIGURE 8** TOTAL NUMBER OF MAJOR RESIDENTIAL FIRES, BY NEIGHBORHOOD



SOURCE: Fire Bureau records on '99-00 residential fires with \$10,000 or more fire loss

**FIGURE 9** PERCENT OF RESIDENTS RATING OVERALL FIRE & RESCUE QUALITY "GOOD" OR "VERY GOOD"



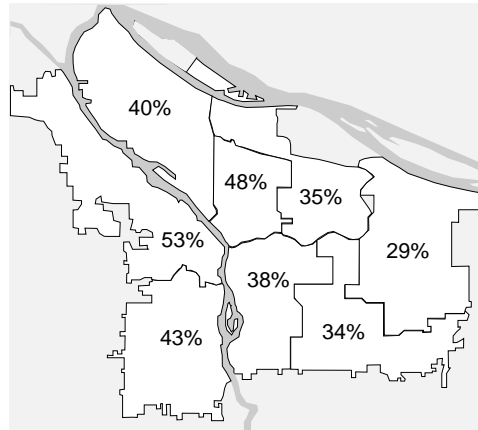
SOURCE: Auditor's Office 2000 Citizen Survey

The number of residential fires per household varies significantly by part of town. The Outer SE neighborhood had significantly more fires than other neighborhoods.

As in prior years, citizens rate the Bureau highly – 94 percent of citizens that have used Fire and Rescue services rate services “good” or “very good.” Overall, about 90 percent of citizens rate service “good” or “very good.”

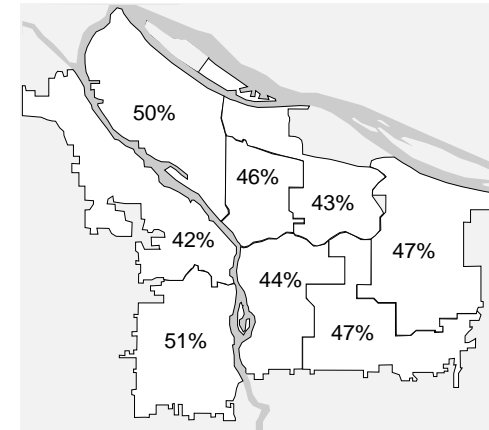
CITIZEN SURVEY	OVERALL rating of fire & rescue service			Used Fire Bureau?		Type of service used			Rating of service by users			
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	YES	NO	FIRE	MEDICAL	OTHER	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	
	1996	90%	10%	0%	6%	94%	22%	60%	18%	94%	2%	4%
	1997	90%	10%	0%	-	-	-	-	-	-	-	-
1998	91%	9%	0%	7%	93%	28%	59%	13%	96%	4%	0%	
1999	91%	9%	0%	7%	93%	22%	64%	14%	95%	3%	2%	
2000	90%	10%	0%	7%	93%	23%	59%	18%	94%	4%	2%	
change over last 5 years:	0%	0%	0%	+1%	-1%	+1%	-1%	0%	0%	+2%	-2%	
change over last 10 years:	+2%	+1%	-1%	0%	0%	-1%	+3%	-2%	+2%	-1%	-1%	

**FIGURE 10** PERCENT OF RESIDENTS WHO ARE NOT PREPARED TO SUSTAIN THEMSELVES IN A MAJOR DISASTER



SOURCE: Auditor's Office 2000 Citizen Survey

**FIGURE 11** PERCENT OF UNPREPARED RESIDENTS THAT DO NOT KNOW HOW TO GET PREPARED



SOURCE: Auditor's Office 2000 Citizen Survey

Over 61 percent of residents are prepared to sustain themselves in a major disaster, up from 50 percent in 1996.

The number of residents who are trained for a medical emergency, with either first aid or CPR training, is unchanged.

CITIZEN SURVEY	Residents prepared to sustain self in major disaster		If not prepared, know how to get prepared		Residents trained for medical emergency			
	YES	NO	YES	NO	1ST AID	CPR	BOTH	NEITHER
1996	50%	50%	44%	56%	11%	10%	30%	49%
1997	51%	49%	45%	55%	-	-	-	-
1998	52%	48%	47%	53%	10%	9%	32%	49%
1999	57%	43%	57%	43%	11%	10%	32%	47%
2000	61%	39%	54%	46%	10%	10%	32%	48%
change over last 5 years:	+11%	-11%	+10%	-10%	-1%	0%	+2%	-1%
change over last 10 years:	-	-	-	-	-	-	-	-

*Service Efforts and Accomplishments: 1999-00*

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# CHAPTER 2 POLICE

## **SERVICE MISSION**

The mission of the Police Bureau is to maintain and improve community livability by working with all citizens to:

- preserve life;
- maintain human rights;
- protect property; and
- promote individual responsibility and community commitment.

The Bureau addresses this mission by enforcing laws, investigating and preventing crimes, and encouraging the community to become involved.

Community policing requires a fundamental shift in how the community and police work to improve community livability and reduce crime. It requires a shared responsibility between police and the community for addressing underlying problems contributing to crime and the fear of crime.

Factors intended to promote the success of community policing include:

- partnerships between the community, other City bureaus, service agencies and the criminal justice system;
- empowerment of citizens and police employees to solve problems;
- specific problem-solving approaches to reduce the incidence and fear of crime;
- shared accountability among bureau management and employees, the community and the City Council; and
- an orientation to citizens and co-workers as customers.

## SPENDING AND STAFFING

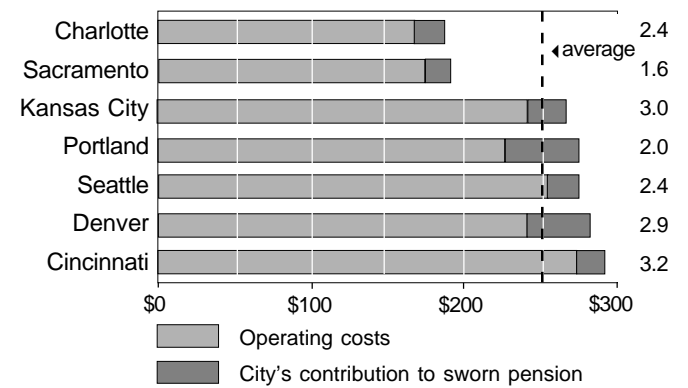
Police spending and staffing levels have increased significantly over the past ten years:

- total spending grew by 36 percent
- sworn staffing increased by 27 percent and non-sworn staff grew by 49 percent.
- spending per capita is up 16 percent

However, both patrol and investigative spending has remained nearly level over the past five years, while support services and pension expenditures grew by 36 and 26 percent respectively.

The Bureau reports an increase in the number of officers assigned to precincts this year, from 553 to 577. The previous high was 608 in 1995. In addition, the authorized non-sworn staff has increased 49 percent over ten years due to new, grant-funded non-sworn Desk Clerk positions in the precincts and the Records Division.

**FIGURE 12** POLICE BUDGETS PER CAPITA AND OFFICERS/1,000: PORTLAND AND SIX OTHER CITIES



SOURCE: FY 1999-00 and CY 1999 budgets and CAFRs; Kansas City pension FY1998-99 CAFR

Compared to other cities, Portland spends a little more than average on police services due to higher pension costs resulting from the pay-as-you-go system established by the City Charter.

	City population	Expenditures (in millions/constant '99-00 dollars)					Authorized staffing		Precinct officers *	TOTAL spending per capita (constant dollars)
		Patrol	Invest.	Support services	Sworn ret./disab.	TOTAL	Sworn	Non-sworn		
FY 1995-96	497,600	\$65.4	\$26.3	\$16.5	\$23.6	\$131.8	1,000	253	595	\$265
FY 1996-97	503,000	\$65.4	\$26.0	\$17.2	\$24.7	\$133.3	1,007	265	584	\$265
FY 1997-98	508,500	\$66.0	\$24.3	\$18.1	\$27.4	\$135.9	1,028	287	568	\$267
FY 1998-99	509,610	\$66.4	\$25.5	\$22.1	\$28.5	\$142.6	1,033	295	553	\$280
FY 1999-00	512,395	\$65.2	\$25.5	\$22.5	\$29.7	\$142.9	1,045	312	577	\$279

change over last 5 years:	+3%	0%	-3%	+36%	+26%	+8%	+5%	+23%	-3%	+5%
change over last 10 years:	+17%	+38%	+26%	+33%	+42%	+36%	+27%	+49%	+14%	+16%

\* Total officers and sergeants assigned to all shifts

**WORKLOAD**

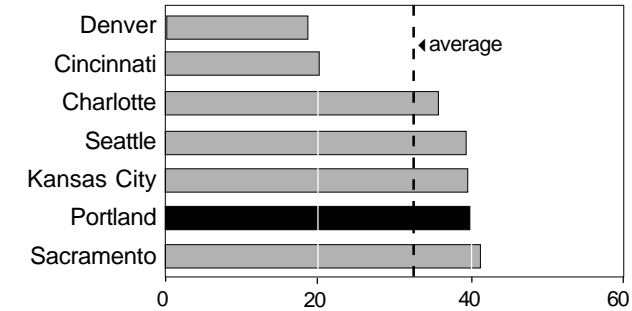
Over the past five years, the number of reported crimes and police dispatches declined:

- Part I crimes dropped 25 percent
- Part II crimes dropped 2 percent
- dispatched incidents declined 10 percent

The number of dispatched incidents per officer has declined over the past ten years, while self-initiated incidents has steadily increased since this measure was first reported in 1994.

The reported number of major cases assigned for investigation has declined by 44 percent since 1995. The Bureau reports that the Case Management data system is not used for tracking all detectives' work. In addition to the data being incomplete, managers report there were a large number of resource intensive cases in 1999 and smaller, more manageable caseload assignments were made.

**FIGURE 13** REPORTED CRIMES PER SWORN OFFICER: PORTLAND AND SIX OTHER CITIES



SOURCE: U.S. Department of Justice, *Uniform Crime Report*, 1999 and Audit Services Division analysis

The Bureau has begun reporting the average number of patrol units on the street by 4-hour blocks, better reflecting the effect of overlapping shifts. The Bureau has made adjustments to the number of patrol cars deployed, in an effort to better match staffing to workload. In particular, the average number of units deployed from midnight to 4 a.m. has been decreased dramatically.

	Crimes reported *		Incidents			Incidents/ precinct officer		Major cases assigned for investigation	Average number of cars on patrol					
	Part I	Part II	Dis- patched	Tele- phone	Officer- initiated	Dis- patched	Officer- initiated		Midnight					
									to 4	4-8	8-12	12-4	4-8	8 to midnight
CY 1995	55,834	45,362	253,019	84,603	120,094	416	198	6,552	71	44	58	65	65	67
CY 1996	50,805	44,803	247,584	65,336	132,396	416	223	6,124	67	43	55	61	63	62
CY 1997	53,601	47,965	263,175	64,604	142,857	451	245	4,908	49	42	56	59	63	60
CY 1998	46,524	45,007	246,567	54,652	154,734	434	272	4,172	42	40	53	56	60	56
CY 1999	41,867	44,400	228,278	51,981	175,459	413	317	3,639	44	43	57	60	65	60

change over last 5 years:	-25%	-2%	-10%	-39%	+46%	-1%	+60%	-44%	-38%	-2%	-2%	-8%	+0%	-10%
change over last 10 years:	-15%	+10%	-2%	+14%	-	-15%	-	-	-	-	-	-	-	-

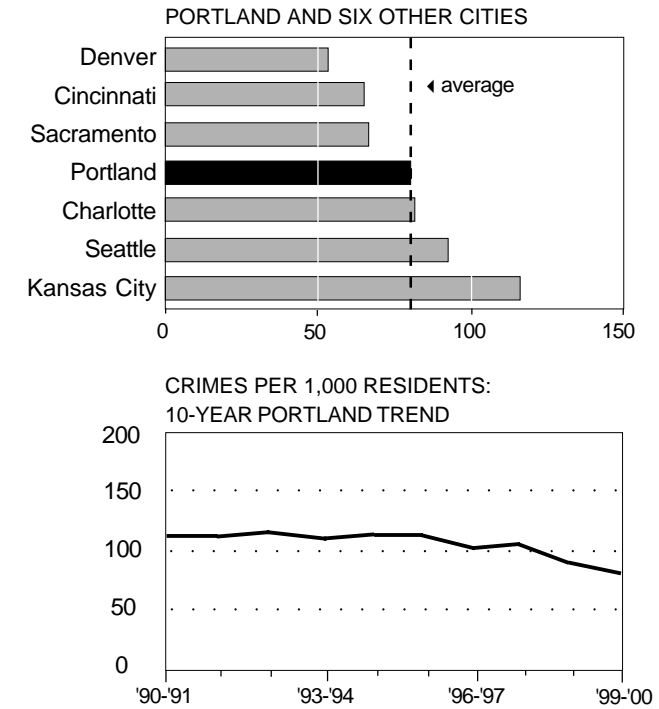
\* Part I crimes, defined by the FBI, are murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

Part II crimes are defined locally and include crimes like drug and vice violations.

**RESULTS** Portlanders feel safer as the number of crimes per 1,000 residents has steadily declined:

- Part I person crimes (murder, rape, robbery, aggravated assault) have declined 33 percent over five years
- Part I property crimes (burglary, larceny, motor vehicle theft, and arson) have declined 27 percent over five years
- Portland's Part I crime rate is close to the average of six other cities
- citywide, 88 percent of citizens feel safe or very safe walking in their neighborhoods during the day, while 51 percent feel safe at night
- over the past five years, burglary victimization rates decreased from 5 to 4 percent, and theft from vehicles declined from 23 to 18 percent

**FIGURE 14 PART I CRIMES PER 1,000 POPULATION**



	Part I crimes/1,000 residents			Citizens who feel safe		Citizens rating police service good or very good	Victimization rates	
	Person	Property	TOTAL	Day	Night		Burglary	Theft from vehicle
FY 1995-96	18	94	112	83%	43%	74%	5%	23%
FY 1996-97	16	85	101	86%	45%	71%	4%	22%
FY 1997-98	15	90	105	88%	49%	73%	5%	22%
FY 1998-99	13	78	91	88%	48%	73%	5%	20%
FY 1999-00	12	69	82	88%	51%	71%	4%	18%
<b>GOAL</b>	-	-	-	<b>&gt;77%</b>	<b>&gt;34%</b>	<b>&gt;60%</b>	<b>&lt;10%</b>	-
change over last 5 years:	-33%	-27%	-27%	+5%	+8%	-3%	-1%	-5%
change over last 10 years:	-33%	-27%	-27%	+10%	+17%	+11%	-6%	-



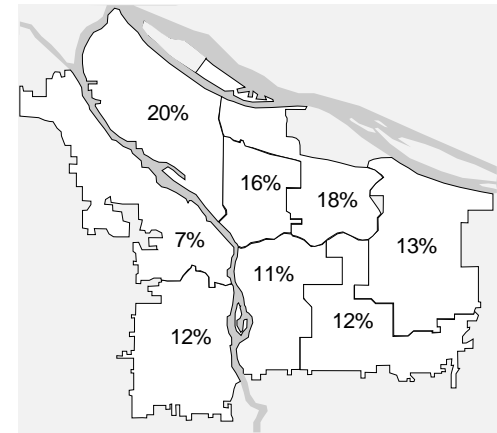
The number of citizens reporting that they know their neighborhood police officer remains largely unchanged. This indicator of community policing success stayed the same in all areas, except in the East where significantly more neighbors know their local officer than in the past.

The police continue to have difficulty developing reliable data to measure the percent of time officers are free for problem solving – an important indicator of community policing improvement. The increase in self-initiated calls may indicate officers have more time to address problems.

Average high-priority response time decreased this year, to a five-year low of 5.10 minutes.

The number of drughouse complaints dropped again this year to 1,809, down 36 percent from five years ago.

**FIGURE 15** PERCENT OF RESIDENTS WHO KNOW THEIR NEIGHBORHOOD POLICE OFFICER



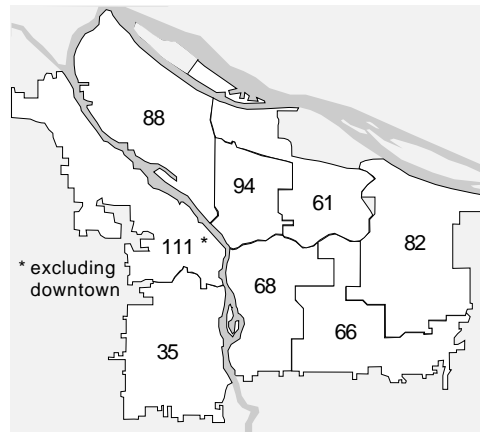
SOURCE: Auditor's Office 2000 Citizen Survey

	Citizens who know their neighborhood police officer	Average time available for problem solving	Average high-priority response time **	Resolution of cases assigned for investigation			Number of addresses generating drughouse complaints
				Sent to DA	Suspended, unfounded	TOTAL CLOSED	
FY 1995-96	15%	33%	5.26 min.	43%	38%	81%	2,815
FY 1996-97	14%	37%	5.12 min.	37%	43%	80%	2,547
FY 1997-98	13%		5.12 min.	40%	34%	74%	2,358
FY 1998-99	13%	<i>not available</i>	5.22 min.	33%	37%	70%	2,077
FY 1999-00	14%		5.10 min.	28%	36%	64%	1,809
<b>GOAL</b>	<b>&gt;12%</b>	<b>35%*</b>	<b>&lt;5 min.</b>	<b>no goal</b>	<b>no goal</b>	<b>no goal</b>	<b>-</b>
change over last 5 years:	-1%	-	-3%	-35%	-5%	-21%	-36%
change over last 10 years:	+2%	-	+5%	-	-	-	-

\* Goal is for problem-solving alone; percentage reported is problem-solving plus self-initiated time

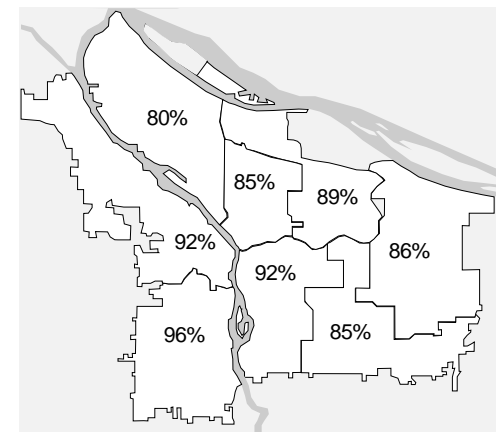
\*\* To priority 1 and 2 calls; time is from dispatch to arrival.

**FIGURE 16** PART I CRIMES PER 1,000 RESIDENTS:  
PORTLAND NEIGHBORHOODS



SOURCE: Police Bureau CY 1999 crime statistics

**FIGURE 17** RESIDENTS RATING THEIR NEIGHBORHOOD  
"SAFE" OR "VERY SAFE" DURING THE DAY



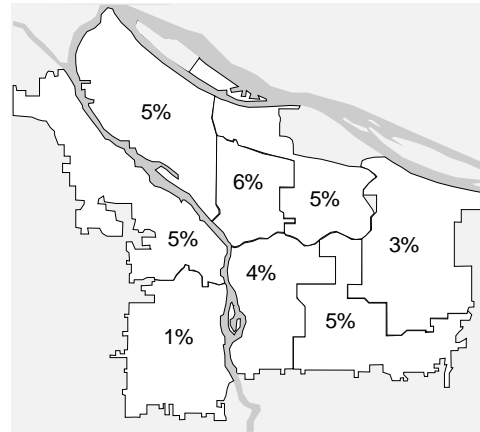
SOURCE: Auditor's Office 2000 Citizen Survey

Citizens remain very satisfied with the performance of the Police Bureau, with 71 percent rating the quality of police service "good" or "very good." This approval rating has dropped slightly from 1996, when the rating was 74 percent.

All areas of the City experienced fewer Part I crimes per 1,000 residents in 2000 than in 1999. While some neighborhoods feel less safe than others, differences are much less than prior years.

CITIZEN SURVEY	OVERALL rating of police service quality			Feeling of safety walking alone in neighborhood <i>during the day</i>			Feeling of safety walking alone in neighborhood <i>during the night</i>		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	SAFE OR VERY SAFE	NEITHER SAFE NOR UNSAFE	UNSAFE OR VERY UNSAFE	SAFE OR VERY SAFE	NEITHER SAFE NOR UNSAFE	UNSAFE OR VERY UNSAFE
1996	74%	19%	7%	83%	12%	5%	43%	23%	34%
1997	71%	21%	8%	86%	10%	4%	45%	24%	31%
1998	73%	19%	8%	88%	8%	4%	49%	24%	27%
1999	73%	19%	8%	88%	9%	3%	48%	24%	28%
2000	71%	20%	9%	88%	9%	3%	51%	22%	27%
change over last 5 years:	-3%	+1%	+2%	+5%	-3%	-2%	+8%	-1%	-7%
change over last 10 years:	+11%	-7%	-4%	+10%	-6%	-4%	+17%	-2%	-15%

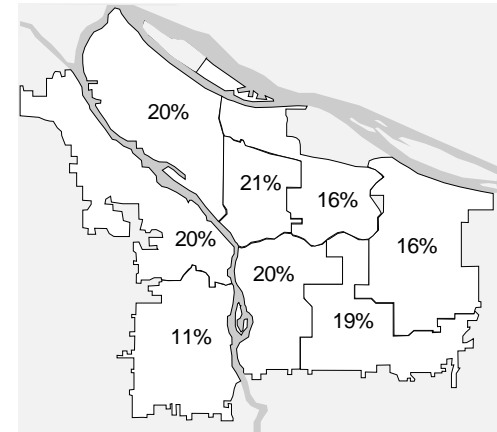
**FIGURE 18** PERCENT OF RESIDENTS WHO WERE BURGLARIZED LAST YEAR



SOURCE: Auditor's Office 2000 Citizen Survey

Compared to five years ago, residents are not as willing to work with police to improve their neighborhoods — only 55 percent expressed a willingness to work with police, down 8 percent from 1996.

**FIGURE 19** PERCENT OF RESIDENTS WHOSE VEHICLES WERE BROKEN INTO LAST YEAR



SOURCE: Auditor's Office 2000 Citizen Survey

Residents are reporting burglaries less than in the past — only 56 percent this year. However, because the number of burglaries in the survey sample is small, the margin of error is large. The actual decrease in reporting may be less.

CITIZEN SURVEY	Willingness to work with police to improve neighborhood			Burglarized in last year?		% of burglaries reported to police	Theft from vehicle in last year?		% of thefts from vehicle reported to police
	WILLING OR VERY WILLING	NEITHER WILLING NOR UNWILLING	UNWILLING OR VERY UNWILLING	YES	NO		YES	NO	
	1996	63%	30%	7%	5%	95%	71%	23%	77%
1997	-	-	-	4%	96%	71%	22%	78%	39%
1998	60%	32%	8%	5%	95%	70%	22%	78%	45%
1999	61%	32%	7%	5%	95%	66%	20%	80%	40%
2000	55%	35%	10%	4%	96%	56%	18%	82%	40%
change over last 5 years:	-8%	+5%	+3%	-1%	+1%	-15%	-5%	+5%	-3%
change over last 10 years:	-13%	+9%	+4%	-6%	+6%	-20%	-	-	-

*Service Efforts and Accomplishments: 1999-00*

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## CHAPTER 3 PARKS & RECREATION

### SERVICE MISSION

The Bureau of Parks and Recreation is dedicated to ensuring access to leisure opportunities and enhancing Portland's natural beauty. In pursuing this mission, the Bureau has identified three inter-related responsibilities:

- to establish and protect parks, natural areas, and the urban forest;
- to develop and maintain places where citizens can pursue recreational activities on their own initiative; and,
- to organize recreational activities that promote positive values in the community.

We noted in our prior *SEA* reports that the Bureau of Parks and Recreation lacked good management information to assess its service efforts and accomplishments. During the past year, the Audit Services Division conducted an audit of the Bureau and included performance measurement as one of the audit topics. In our report, we made several recommendations for improving the quality of the Bureau's performance measures and the reliability its measurement data. Since our report was issued last February, the Bureau has revised its set of performance measures and begun implementation of new data collection procedures.

Because some Bureau measures are new and data collection procedures have not been established for all measures, some data is not available for this year's *SEA* report. In addition, historical data is missing or incomplete for some measures. The Bureau is taking action to improve the quality and reliability of its performance measurement system, and future *SEA* reports should include more complete information.

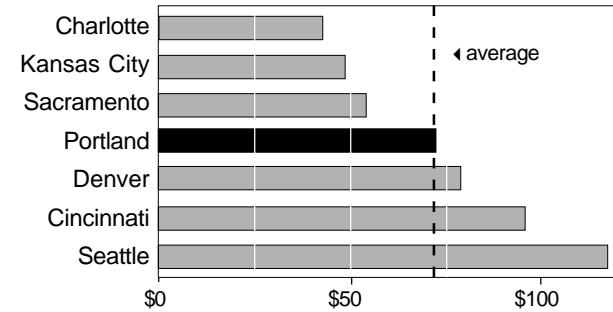
## SPENDING AND STAFFING

The Bureau's operating expenditures have increased steadily over the past ten years. The \$46.6 million expenditures in FY 1999-00 represent an increase of 40 percent over ten years. The Bureau's per capita spending in FY 1999-00 was average compared to our six comparison cities.

Over the past ten years, the Bureau spent money increasingly on recreation (up 67%) and enterprise activities (up 110%), while spending on park maintenance increased by only 7 percent. As a result, maintenance's portion of overall spending dropped from 50 percent ten years ago to 38 percent last year. Recreation's portion increased from 28 to 33 percent, and enterprises increased from 13 to 19 percent.

Staffing has also increased. Permanent staff increased 20 percent over ten years and seasonal employees increased 85 percent. However, the estimated number of volunteers dropped from 200 in FY 1998-99 to 170 in FY 1999-2000.

**FIGURE 20 PARKS & RECREATION SPENDING PER CAPITA**  
PORTLAND AND SIX OTHER CITIES (budgets)



SOURCE: FY 1999-00 and CY 1999 city budgets

During the past four years, the Bureau spent a significant amount on capital improvements to its parks and facilities. The Bureau spent an average of \$22.7 million per year during the past four years, compared to a yearly average of \$6.5 million during the preceding six years. These capital improvements were funded by a \$58.8 million bond approved by voters in 1994.

	Operating expenditures (in millions/constant '99-00 dollars)				TOTAL Operations	Capital ** (millions)	Authorized staff (FTEs)		Volunteer FTEs (estimate)	Operating costs per capita
	Park operations	Recreation	Enterprise * operations	Planning & admin			Permanent	Seasonal		
FY 1995-96	\$16.5	\$11.8	\$7.6	\$3.2	\$39.1	\$9.4	354	239	-	\$78
FY 1996-97	\$18.1	\$12.7	\$6.9	\$3.0	\$40.7	\$23.7	361	237	236	\$81
FY 1997-98	\$17.0	\$11.8	\$7.6	\$3.0	\$39.4	\$27.9	334	222	121	\$78
FY 1998-99	\$17.3	\$13.2	\$7.5	\$3.9	\$41.9	\$22.5	365	233	200	\$82
FY 1999-00	\$17.7	\$15.5	\$8.8	\$4.6	\$46.6	\$16.9	377	275	170	\$91
change over last 5 years:	+7%	+31%	+16%	+44%	+19%	+80%	+6%	+15%	-	+17%
change over last 10 years:	+7%	+67%	+110%	+48%	+40%	+526%	+20%	+85%	-	+20%

\* Golf, Portland International Raceway and Trust Funds

\*\* includes Parks Levy, Parks Construction Fund, General Fund and enterprise CIP

**WORKLOAD**

The Bureau's workload continues to grow with the addition of new park acres. Total park acres increased by 5 percent over the past five years. In addition, the Bureau was responsible for maintaining over 877,000 square feet of facilities during the past year.

There were 1,980 different types of recreation programs offered by the Bureau last year, with a total attendance count of 3,792,622, according to Bureau records.

Historical information is not available for square feet of facilities or the number of recreation programs because these are new measures. The Bureau has made improvements in collecting recreation attendance data, and we are reporting only one year of attendance data because of inconsistencies in attendance reporting in earlier years.

**FIGURE 21** NUMBER OF PORTLAND PARKS AND FACILITIES

	'99-00	'90-91
Developed parks*	130	-
Sports fields	217	-
Community centers	13	11
Art centers	8	8
Pools	13	12
Golf courses	4	4

\* The Bureau reclassified semi-developed parks in FY1999-2000, and thereby reduced its count of developed parks.

SOURCE: Portland Parks & Recreation reports

	Recreation programs		Park acres			Facilities (sq. ft.) *
	Number	Attendance counts	Developed parks	Natural areas	TOTAL	
FY 1995-96	-	-	-	-	9,576	-
FY 1996-97	-	-	-	-	9,590	-
FY 1997-98	-	-	-	-	9,659	-
FY 1998-99	-	-	-	-	10,001	-
FY 1999-00	1,980	3,792,622	3,338	6,746	10,084	877,561

change over last 5 years:

-	-	-	-	-	+5%	-
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change over last 10 years:

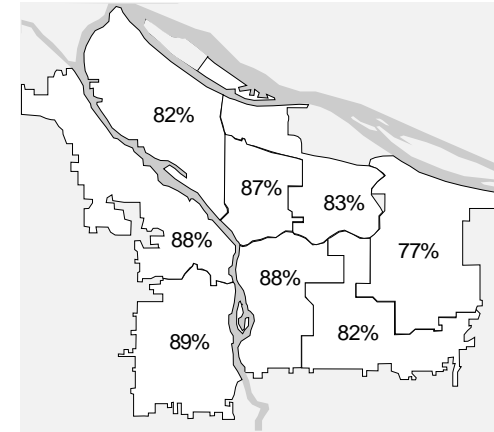
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## RESULTS

The Bureau continues to receive high ratings from citizens on the overall quality of parks and recreation services. Citizens who feel overall parks quality is “good” or “very good” increased from 72 percent ten years ago to 84 percent in FY1999-00. Citizens who are satisfied with overall recreation quality increased even more dramatically, from 59 percent in FY1990-91 to 75 percent in FY1999-00. Citizen satisfaction with parks grounds maintenance remains high at 84 percent, a slight improvement from 81 percent ten years ago.

Citizen satisfaction with parks and recreation services varied by area of the City, with citizens clearly less satisfied in the East area. About 77 percent of citizens in the East rated overall parks quality good or very good, compared to 89 percent in the Southwest and 88 percent in Northwest/Downtown and Inner Southeast.

**FIGURE 22** PERCENT OF NEIGHBORHOOD RESIDENTS RATING OVERALL PARKS QUALITY “GOOD” OR “VERY GOOD”

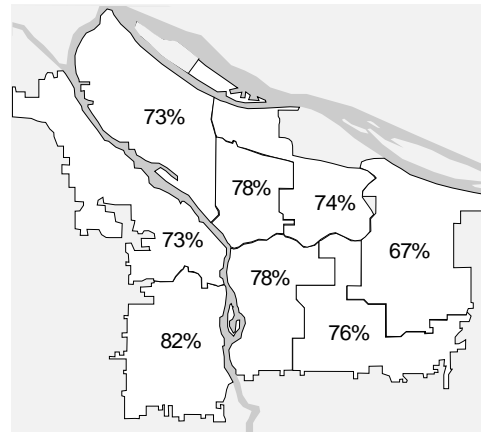


SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	OVERALL rating of parks quality			OVERALL rating of recreation quality			Rating of park grounds maintenance		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
	1996	81%	16%	3%	74%	22%	4%	82%	15%
1997	78%	18%	4%	68%	27%	5%	81%	15%	4%
1998	81%	16%	3%	69%	26%	5%	80%	16%	4%
1999	83%	15%	2%	74%	22%	4%	83%	13%	4%
2000	84%	13%	3%	75%	21%	4%	84%	13%	3%
<b>BUREAU GOAL</b>	<b>85%</b>			<b>75%</b>			<b>85%</b>		
change over last 5 years:	+3%	-3%	0%	+1%	-1%	0%	+2%	-2%	0%
change over last 10 years:	+12%	-10%	-2%	+16%	-13%	-3%	+3%	-2%	-1%



**FIGURE 23** PERCENT OF RESIDENTS RATING OVERALL RECREATION ACTIVITIES “GOOD” OR “VERY GOOD”

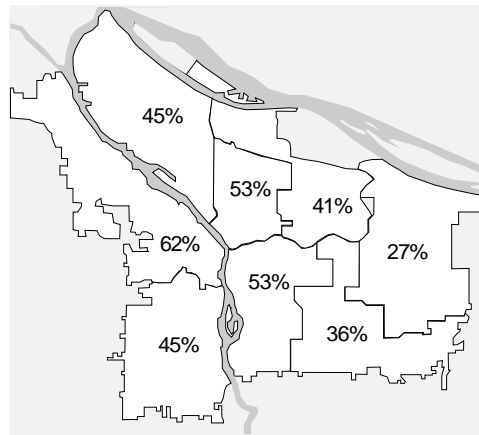


Similarly, only 67 percent of citizens in the East rated overall recreation activities good or very good, compared to 82 percent in the Southwest.

SOURCE: Auditor’s Office 2000 Citizen Survey

CITIZEN SURVEY	Satisfaction with the number of recreation programs			Satisfaction with the variety of recreation programs			Satisfaction with the hours recreation programs are open		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	56%	36%	8%	62%	31%	7%	61%	31%	8%
1997	-	-	-	-	-	-	-	-	-
1998	59%	33%	8%	65%	29%	6%	64%	29%	7%
1999	62%	32%	6%	68%	27%	5%	68%	26%	6%
2000	61%	31%	8%	67%	28%	5%	68%	27%	5%
change over last 5 years:	+5%	-5%	0%	+5%	-3%	-2%	+7%	-4%	-3%
change over last 10 years:	+7%	-4%	-3%	+8%	-3%	-5%	+10%	-5%	-5%

**FIGURE 24** PERCENT OF RESIDENTS WHO VISITED PARK NEAR THEIR HOME 6 OR MORE TIMES IN PAST YEAR



SOURCE: Auditor's Office 2000 Citizen Survey

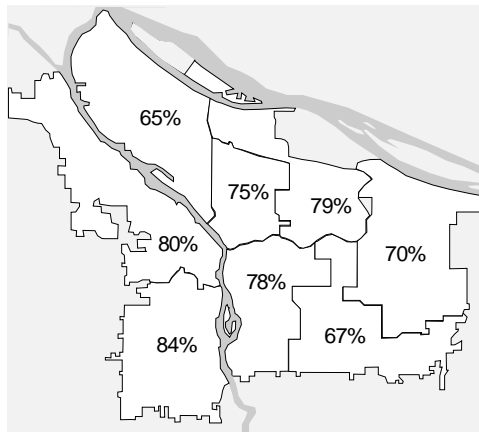
Whereas in Northwest/Downtown, 62 percent of residents visited a park near their home six or more times, only 27 percent of residents did so in the East. Outer Southeast (36%) and Central Northeast (39%) also had lower than average park visitation rates.

Participation in Bureau recreation programs by 13-18 year olds declined from 41 percent to 33 percent since 1998. Approximately 49 percent of the total youth population participated in Bureau recreation programs, slightly less than the Bureau's goal of 50 percent.

CITIZEN SURVEY	Number of times visited any City park			Number of times visited City park near home			Percent of Portland residents who participated in recreation in last year *				Percent of youth who participated in recreation programs
	NEVER	1 TO 5 TIMES	6 OR MORE TIMES	NEVER	1 TO 5 TIMES	6 OR MORE TIMES	1-12 YEARS OLD	13-18 YEARS OLD	19 -54 YEARS OLD	55 & OLDER	
1996	15%	37%	48%	19%	38%	43%	51%	37%	22%	17%	47%
1997	14%	38%	48%	18%	40%	42%	-	-	-	-	-
1998	13%	35%	52%	16%	37%	47%	56%	41%	21%	18%	51%
1999	14%	37%	49%	17%	39%	44%	-	-	-	-	-
2000	14%	37%	49%	17%	38%	45%	57%	33%	23%	18%	49%
<b>BUREAU GOAL</b>											<b>50%</b>
change over last 5 years:	-1%	0%	+1%	-2%	0%	+2%	+6%	-4%	+1%	+1%	+2%
change over last 10 years:	-1%	0%	+1%	-4%	+1%	+3%	-	-	-	-	-

\* includes recreation programs, sports teams, community center drop-ins and use of swimming pools

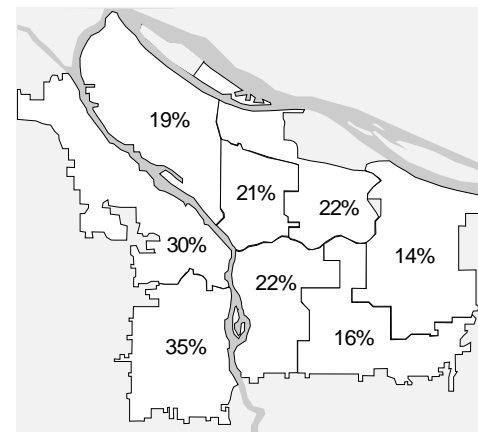
**FIGURE 25** PERCENT OF NEIGHBORHOOD RESIDENTS WHO FEEL “SAFE” OR “VERY SAFE” WALKING ALONE IN THEIR CLOSEST PARK DURING THE DAY



SOURCE: Auditor’s Office 2000 Citizen Survey

Citizen feeling of safety in parks has shown steady improvement. For the first time, the Bureau achieved its goal of 75 percent of citizens who feel “safe” or “very safe” walking in their closest park

**FIGURE 26** PERCENT OF NEIGHBORHOOD RESIDENTS WHO FEEL “SAFE” OR “VERY SAFE” WALKING ALONE IN THEIR CLOSEST PARK AT NIGHT



SOURCE: Auditor’s Office 2000 Citizen Survey

during the day — an increase of 7 percent from five years ago and 18 percent from ten years ago. Feelings of safety at night increased from 11 percent ten years ago to 22 percent in FY1999-00.

CITIZEN SURVEY	Feeling of safety walking in closest park during the day			Feeling of safety walking in closest park at night		
	SAFE OR VERY SAFE	NEITHER SAFE NOR UNSAFE	UNSAFE OR VERY UNSAFE	SAFE OR VERY SAFE	NEITHER SAFE NOR UNSAFE	UNSAFE OR VERY UNSAFE
	1996	68%	19%	13%	18%	23%
1997	69%	20%	11%	18%	25%	57%
1998	74%	17%	9%	20%	25%	55%
1999	74%	18%	8%	20%	25%	55%
2000	75%	16%	9%	22%	27%	51%
<b>BUREAU GOAL</b>	<b>75%</b>					
change over last 5 years:	+7%	-3%	-4%	+4%	+4%	-8%
change over last 10 years:	+18%	-7%	-11%	+11%	+8%	-19%

The Bureau has established several new results indicators this year. The Bureau estimates that 77.5 percent of citizens lived within a half mile of a community or neighborhood park last year, compared to a long term goal of 90 percent. The estimated hours of volunteer service represented 26 percent of paid staff hours in FY1999-00.

Worker safety in the Bureau has shown steady improvement over the past ten years. The Bureau experienced 18.0 Workers' Compensation claims per 100 employees in FY 1990-91 compared to 10.6 in FY 1999-2000, a decline of 41 percent.

The Bureau is developing information to determine a Facility Condition Index and customer satisfaction with recreation programs. Measurement data should be available next year.

From a new employee survey conducted this past year, the Bureau found that 77 percent of its employees felt satisfied or very satisfied with their jobs. The survey also revealed that only 41 percent of employees felt internal Bureau communication was good or very good, while 23 percent felt internal communication was poor or very poor.

	Facility Condition Index	% of residents living within 1/2 mile of park	Customer satisfaction with recreation programs	Volunteer hours as percent of paid staff hours	Workers comp. claims per 100 workers	% of employees rating internal communication good or very good	% of employees who feel satisfied or very satisfied with their job
FY 1995-96	-	-	-	-	15.6	-	-
FY 1996-97	-	-	-	-	16.6	-	-
FY 1997-98	-	-	-	-	15.2	-	-
FY 1998-99	-	-	-	-	11.9	-	-
FY 1999-00	-	78%	-	26%	10.6	41%	77%
<b>GOAL</b>	<b>-</b>	<b>90%</b>	<b>90%</b>	<b>25%</b>	<b>&lt;12</b>	<b>75%</b>	<b>85%</b>
change over last 5 years:	-	-	-	-	-32%	-	-
change over last 10 years:	-	-	-	-	-41%	-	-

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# CHAPTER 4 TRANSPORTATION

## **SERVICE MISSION**

The mission of the Portland Office of Transportation is to be a community partner in shaping a livable city by planning, building, operating and maintaining an effective and safe transportation system that provides access and mobility. This chapter reports on the Office's maintenance activities, system management, engineering and administration.

The Maintenance program resurfaces, reconstructs, cleans and maintains improved streets in the City. The program also supports the maintenance of traffic signals, parking meters and street name signs. There are a number of miles of unimproved streets throughout Portland that are not maintained by the City. These streets are the responsibility of residents in those areas.

Transportation System Management (formerly Traffic Management) activities include traffic safety, traffic signals, street lighting, parking enforcement, and transportation options.

Transportation Engineering and Development provides development, planning, design and construction management for most of the Office's capital improvement projects, in addition to the inspection, design and construction management of the City's bridges. They also manage the street improvement process for subdivisions and commercial industrial expansion.

The Director's Office provides transportation planning services, along with information technology management, and financial and administrative services for the entire Office of Transportation.

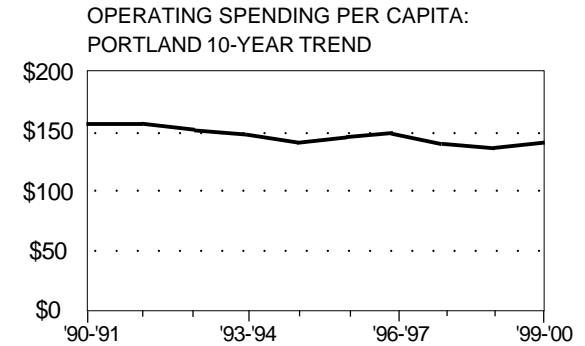
## STAFFING AND SPENDING

Total Transportation spending has increased faster than inflation over the past ten years due to significant increases in engineering and capital spending. However, operating spending has declined.

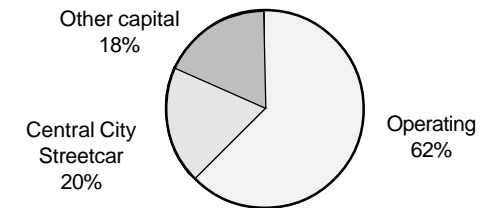
Increases in engineering spending (132 percent) are largely due to grant- and bond-funded projects such as the Lovejoy Ramp, Capitol Highway, and the Central City Streetcar line. Spending per capita on capital items increased 71 percent last year, mainly due to the Central City Streetcar. Streetcar expenditures of \$23.9 million in FY 1999-00 represent 20 percent of the total Transportation budget.

While retaining approximately the same number of employees as ten years ago, the Office has shifted employees and workload among its four bureaus. For example, information technology services from all bureaus were consolidated in the Office of the Director.

FIGURE 27 OFFICE OF TRANSPORTATION SPENDING



TOTAL TRANSPORTATION SPENDING: FY 1999-00



SOURCE: City of Portland *Adopted Budgets* and financial reports

	Expenditures (in millions/constant '99-00 dollars)					Authorized staffing	Spending per capita (constant '99-00 dollars)		
	Maintenance	Trans. systems management	Engineering & development	Director	TOTAL		Operating	Capital	TOTAL
FY 1995-96	\$46.0	\$18.5	\$21.4	\$3.9	\$89.8	733	\$147	\$33	\$180
FY 1996-97	\$47.5	\$17.3	\$21.2	\$3.9	\$89.9	733	\$150	\$29	\$179
FY 1997-98	\$48.3	\$16.9	\$20.6	\$3.7	\$89.5	726	\$141	\$35	\$176
FY 1998-99	\$46.5	\$14.6	\$30.8	\$4.1	\$96.0	716	\$137	\$51	\$188
FY 1999-00	\$40.2	\$17.9	\$49.6	\$9.5	\$117.2	714	\$142	\$87	\$229
change over last 5 years:	-13%	-3%	+132%	+144%	+31%	-3%	-3%	+161%	+27%
change over last 10 years:	-6%	+6%	+174%	+56%	+40%	+3%	-11%	+167%	+19%

**WORKLOAD**

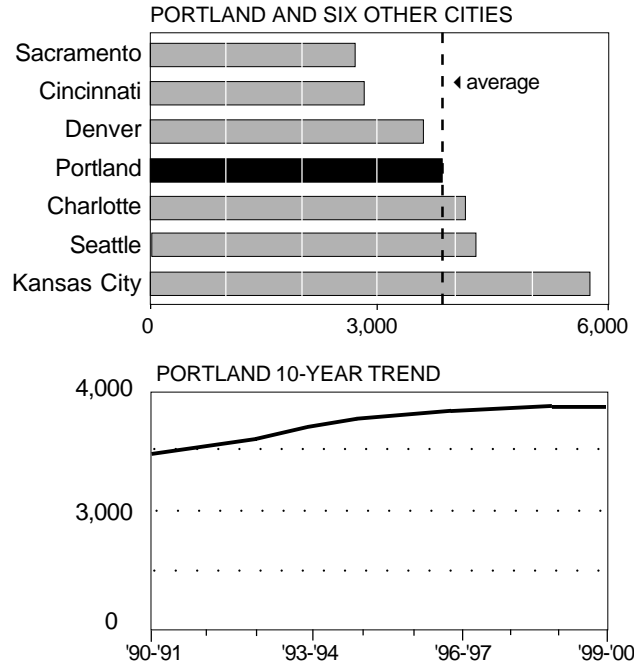
The number of lane miles of streets has remained fairly constant the past 5 years after several years of increase. Compared to other cities, Portland takes care of an average number of street miles.

Although no streets have been reconstructed since FY 1989-90, the Bureau has increased maintenance efforts over the past five years:

- resurfacing increased by 44 percent
- slurry sealing grew by 30 percent
- miles swept grew by 3 percent

The number of intersections with major accidents decreased considerably last year. This drop may be due in part to a change in the methodology used by Oregon Department of Transportation to identify high accident intersections.

**FIGURE 28 LANE MILES OF STREETS:**



	Lane miles of improved streets	Miles of street treated *				Curb miles of streets swept	Major accident ** intersections
		Resurfacing	Reconstruction	Slurry seal	TOTAL		
FY 1995-96	3,820	43.9	0	40.2	84.1	52,599	1,192
FY 1996-97	3,833	50.6	0	49.8	100.4	58,516	1,227
FY 1997-98	3,837	50.5	0	43.7	94.2	54,877	1,253
FY 1998-99	3,841	65.2	0	66.2	131.4	54,654	1,204
FY 1999-00	3,843	63.2	0	52.2	115.4	53,984	888

change over last 5 years:	+1%	+44%	0%	+30%	+37%	+3%	-26%
change over last 10 years:	+10%	+19%	-100%	+7%	+11%	+10%	-36%

\* 28-foot-wide equivalents

\*\* 6 or more collisions in prior 4 years; minimum reporting value was changed from \$500 to \$1,000 September 1997

## RESULTS

The backlog of streets needing maintenance continues to climb, after a slight reduction in FY 1998-99. Over 500 miles of streets need maintenance work, a 10-year high.

Correspondingly, the percent of lane miles judged to be in good condition by inspectors decreased from 57 percent to 55 percent, considerable below the high of 65 percent in FY 1989-90.

The number of intersections with a high level of accidents dropped from 250 to 161 last year. This drop may be due to revised ODOT requirements for reporting accidents.

FIGURE 29 MILES OF STREET MAINTENANCE BACKLOG

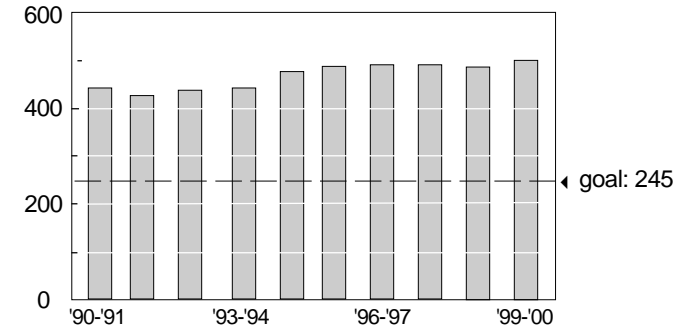
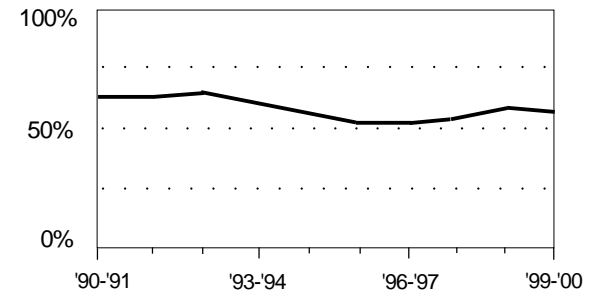


FIGURE 30 PERCENT OF STREETS IN GOOD CONDITION



SOURCE: Office of Transportation Status and Condition Reports

	% of lane miles in good or very good condition	Miles with unmet pavement needs *				% of major intersections in good condition	High accident ** intersections
		Resurf.	Reconstr.	Slurry	TOTAL		
FY 1995-96	52%	278	67	146	491	81%	217
FY 1996-97	52%	285	67	142	494	81%	233
FY 1997-98	53%	261	80	154	495	81%	231
FY 1998-99	57%	247	73	163	483	79%	250
FY 1999-00	55%	261	72	168	501	85%	161
<b>GOAL</b>	<b>no goal</b>	-	-	-	<b>245</b>	<b>no goal</b>	-
change over last 5 years:	+3%	-6%	+8%	+15%	+2%	+4%	-26%
change over last 10 years:	-7%	+7%	+26%	+23%	+14%	+4%	-38%

\* 28-foot-wide equivalents

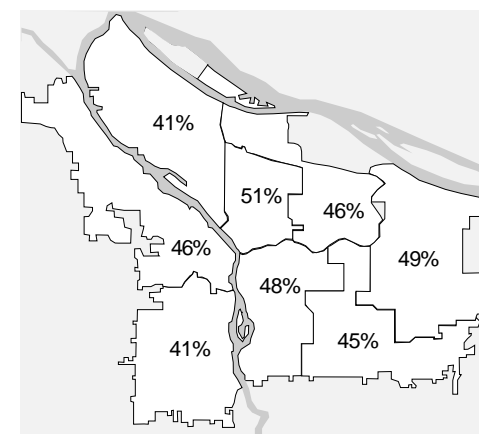
\*\* 20 or more collisions in prior 4 years; minimum reporting value was changed from \$500 to \$1,000 September 1997



Overall, citizens ratings of street maintenance and lighting quality have not changed significantly since 1991. However, there were some changes in individual neighborhood ratings.

The percent of residents in the East county that rates street maintenance quality “good” or “very good” increased significantly last year, from 43 to 51 percent. In addition, residents in the North also rated street maintenance quality higher this year, 38 percent in FY 1998-99 to 41 percent in FY 1999-00.

**FIGURE 31** PERCENT OF RESIDENTS RATING OVERALL STREET MAINTENANCE “GOOD” OR “VERY GOOD”



SOURCE: Auditor's Office 2000 Citizen Survey

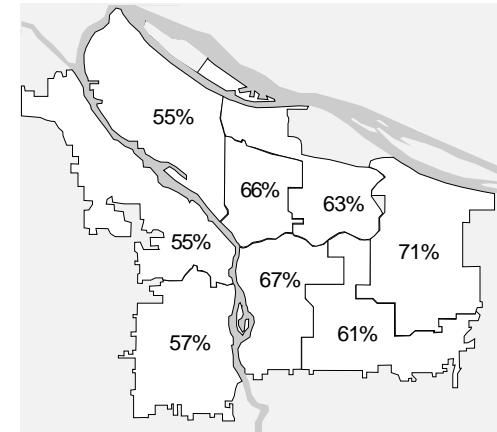
CITIZEN SURVEY	OVERALL rating: street maintenance quality			OVERALL rating: street lighting quality			OVERALL rating: traffic management *		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	49%	30%	21%	61%	25%	14%	39%	31%	30%
1997	45%	32%	23%	61%	26%	13%	33% / 39%	34% / 36%	33% / 25%
1998	47%	32%	21%	60%	28%	11%	24% / 33%	34% / 40%	42% / 27%
1999	44%	32%	23%	61%	27%	12%	24% / 34%	33% / 38%	43% / 28%
2000	46%	32%	22%	63%	25%	12%	36%	35%	29%
change over last 5 years:	-3%	+2%	+1%	+2%	0%	-2%	-3%	+4%	-1%
change over last 10 years:	+1%	0%	-1%	-	-	-	-	-	-

\* In 1997, 1998 and 1999, question was split into CONGESTION and SAFETY; previously and currently, question asks generally about TRAFFIC MANAGEMENT

The percentage of residents rating street smoothness “good” or “very good” increased significantly from 56 percent in FY 1998-99 to 62 percent in FY 1999-00. The percentage of residents rating street smoothness “good” or “very good” rose by 4 percent in the North; 10 percent in the Inner North East, 7 percent in the Central North East; 8 percent in the East and 7 percent in the South East. Ratings in the Northwest and Southwest remained substantially the same.

Ratings of neighborhood street cleanliness and traffic speed remained largely unchanged.

**FIGURE 32** PERCENT OF RESIDENTS RATING STREET SMOOTHNESS “GOOD” OR “VERY GOOD”



SOURCE: Auditor's Office 2000 Citizen Survey

Neighborhood street ratings

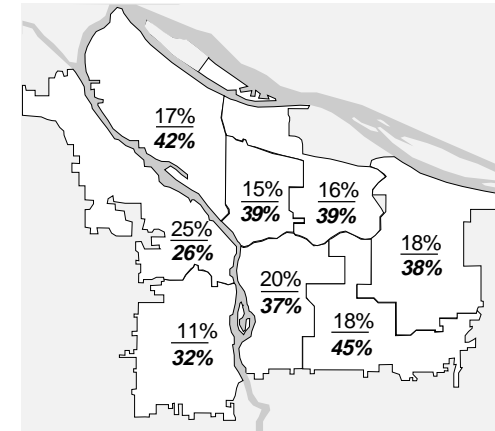
CITIZEN SURVEY	Smoothness			Cleanliness			Traffic speed			Traffic congestion		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
	1996	58%	22%	20%	64%	23%	13%	-	-	-	-	-
1997	58%	23%	19%	64%	23%	13%	37%	25%	38%	-	-	-
1998	60%	22%	18%	65%	22%	13%	37%	24%	39%	-	-	-
1999	56%	23%	21%	63%	23%	14%	38%	25%	37%	-	-	-
2000	62%	20%	18%	65%	23%	12%	37%	26%	37%	57%	26%	17%
change over last 5 years:	+4%	-2%	-2%	+1%	0%	-1%	-	-	-	-	-	-
change over last 10 years:	+8%	-3%	-5%	+8%	-2%	-6%	-	-	-	-	-	-

Over one quarter of the survey respondents rate pedestrian and bicycle safety in their neighborhoods “bad” or “very bad”. This is the first year we have asked this question, so historical trends are not available.

City residents are much more dissatisfied with traffic congestion on major streets and thoroughfares than in their neighborhoods. While only 17 percent rated neighborhood congestion “bad” or “very bad”, 43 percent of the respondents believe congestion on major streets and thoroughfares is bad.

Residents in the Northwest are more dissatisfied with congestion than other areas, while residents in the North and Outer Southeast are more concerned with traffic speed.

**FIGURE 33** PERCENT OF RESIDENTS RATING NEIGHBORHOOD STREETS “BAD” OR “VERY BAD” ON CONGESTION / TRAFFIC SPEED



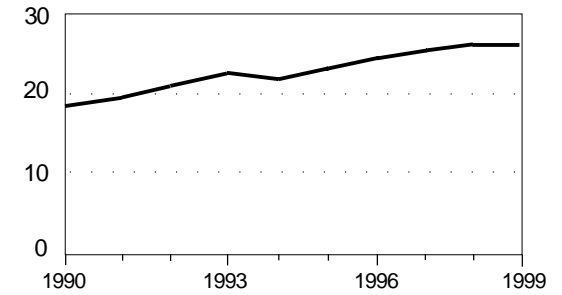
SOURCE: Auditor’s Office 2000 Citizen Survey

CITIZEN SURVEY	Neighborhood street safety ratings						Rating of traffic congestion on major streets & thoroughfares		
	Pedestrian safety			Bicyclist safety			GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD			
1996	-	-	-	-	-	-	-	-	-
1997	-	-	-	-	-	-	-	-	-
1998	-	-	-	-	-	-	-	-	-
1999	-	-	-	-	-	-	-	-	-
2000	48%	26%	26%	42%	29%	29%	25%	32%	43%
change over last 5 years:	-	-	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-	-

The percent of respondents commuting during peak traffic hours is increasing slowly. About 84 percent of residents who work outside the home commute during peak traffic hours, up from 81 percent in 1997. Sixty-nine percent drive alone to work, while over 20 percent use mass transit, walk or bicycle.

The number of vehicle miles travelled has increased steadily in the metropolitan area. However, there was no increase in 1999 over the prior year.

**FIGURE 34** DAILY VEHICLE MILES TRAVELED, PORTLAND METRO AREA (IN MILLIONS)



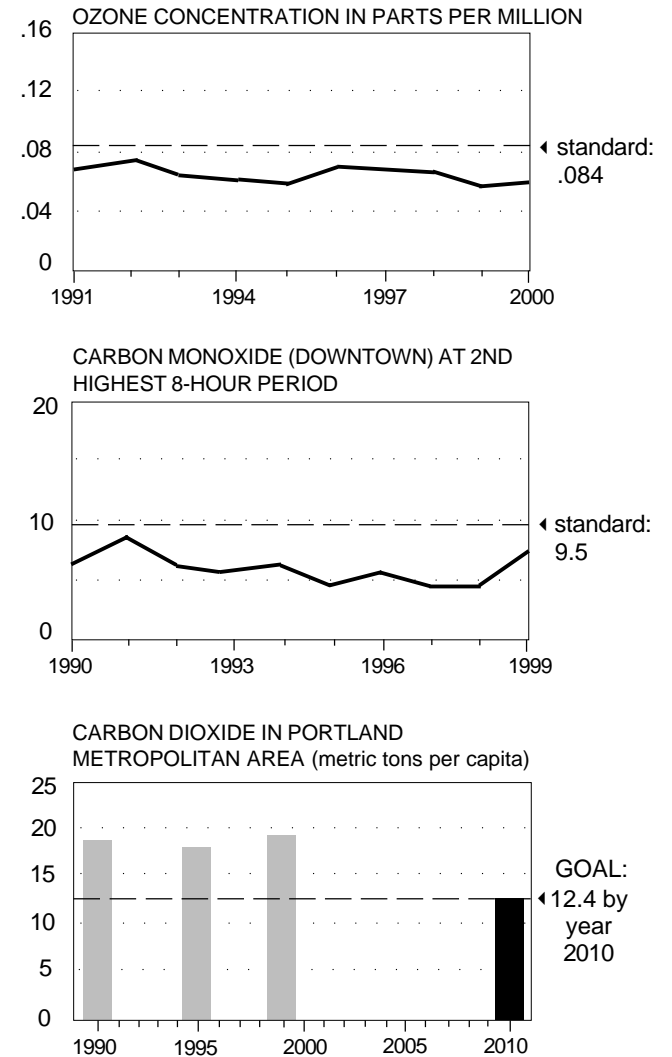
SOURCE: Metro and Oregon Department of Transportation

CITIZEN SURVEY	Work outside the home?		If YES, travel during peak traffic hours?		If YES, what mode of travel usually use?					
	YES	NO	YES	NO	DRIVE ALONE	DRIVE WITH OTHERS	BUS OR MAX	DRIVE PARTWAY, BUS PARTWAY	WALK	BICYCLE
	1996	-	-	-	-	-	-	-	-	-
1997	66%	34%	81%	19%	71%	9%	10%	2%	5%	3%
1998	68%	32%	82%	18%	70%	8%	12%	2%	5%	3%
1999	65%	35%	83%	17%	71%	8%	12%	3%	3%	3%
2000	66%	34%	84%	16%	69%	9%	12%	2%	5%	3%
change over last 5 years:	-	-	-	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-	-	-

Ozone concentrations and carbon monoxide measurements are below pollution thresholds. However, carbon monoxide increased significantly in 1999 to 7.4 parts per million, up from 4.6 in 1998.

In addition, carbon dioxide emissions in the metropolitan region increased to 19.1 metric tons per capita in 1999 from 17.8 in 1995. Transportation sources are responsible for 38 percent of the total emissions. The goal of the Carbon Dioxide Reduction Strategy, adopted by City Council in April 2000, is to reduce carbon dioxide emissions 10 percent below 1990 levels by the year 2010.

**FIGURE 35 AIR QUALITY 10-YEAR TRENDS:**



SOURCE: Ozone and carbon monoxide from Oregon Dept. of Environmental Quality; carbon dioxide from City of Portland's Office of Sustainable Development



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## CHAPTER 5 ENVIRONMENTAL SERVICES

### **SERVICE MISSION**

The mission of the Bureau of Environmental Services is to serve the Portland community by protecting public health, water quality and the environment. The Bureau:

- protects the quality of surface and ground waters and promotes healthy ecosystems in the watershed
- provides sewage and stormwater collection and treatment to accommodate current and future needs
- promotes solid waste reduction and manages the City's recycling and solid waste collection programs

The role of the Bureau has changed significantly in the past ten years. In addition to traditional wastewater collection and treatment, the Bureau's role has expanded to include responsibilities for stormwater management and water quality in local rivers and streams.

New regulations, such as the federal Clean Water Act, the Endangered Species Act, and several state orders require the Bureau to reduce sewer discharges into the Columbia Slough and Willamette River, control stormwater pollution, and improve fish habitat.

## STAFFING AND SPENDING

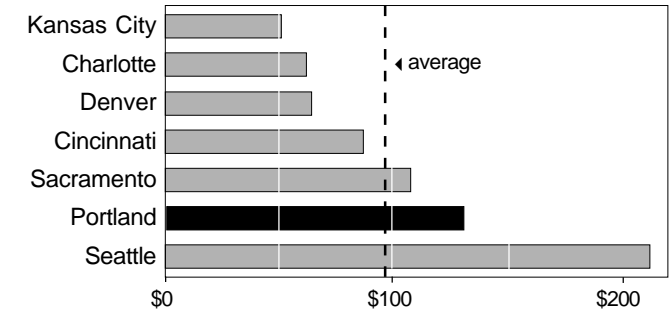
Regulations aimed at improving water quality and endangered species habitat have resulted in significant increases in the Bureau's capital spending and related debt service over the past ten years:

- capital spending, adjusted for inflation, grew from \$16.1 million in FY1990-91 to over \$87.6 million in FY1999-00
- debt service grew from \$7.4 million in FY1990-91 to \$45.4 million in FY1999-00

Sewer operating costs over the last ten years have generally kept pace with the number of sewer accounts added.

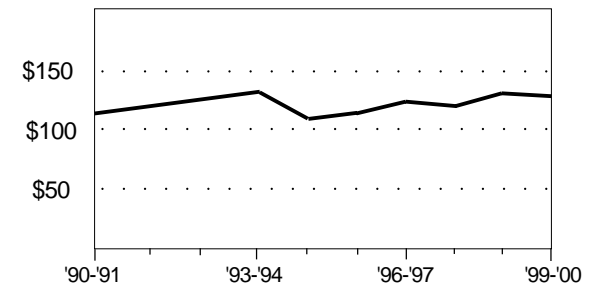
Portland's operating costs per capita are higher than the average of six other cities. Only Seattle has higher costs.

**FIGURE 36 SEWER/STORM OPERATING COSTS PER CAPITA: PORTLAND AND 6 OTHER CITIES**



SOURCE: FY 1999-00 and CY 1999 budgets and CAFRs; Kansas City and Sacramento (partial) FY1998-99 CAFRs

**PORTLAND: 10-YEAR TREND**



	Total sewer accounts	Expenditures (in millions/constant '99-00 dollars) *			Authorized staffing			Sewer operating costs per capita (constant dollars)	
		Operating	Capital	Debt service	Sewer Operating	Refuse Capital	Disposal		
FY 1995-96	141,391	\$59.1	\$83.3	\$24.1	310	130	10	\$113	
FY 1996-97	149,373	\$65.3	\$90.5	\$36.3	329	118	10	\$125	
FY 1997-98	157,631	\$64.6	\$74.7	\$48.1	346	94	10	\$123	
FY 1998-99	163,336	\$68.7	\$95.1	\$42.9	346	96	10	\$131	
FY 1999-00	164,433	\$68.4	\$87.6	\$45.4	336	106	10	\$128	
change over last 5 years:		+16%	+16%	-5%	+88%	+8%	-18%	0%	+13%
change over last 10 years:		+28%	+27%	+444%	+514%	-	-	-	+13%

\* Expenditures derived from GAAP basis financial statements included in the City's *Comprehensive Annual Financial Report*. Debt service excludes bond anticipation notes, advanced refunding of bonds, and related interest to avoid distortions.



**WORKLOAD**

Over the past ten years, the Bureau has accomplished significant work:

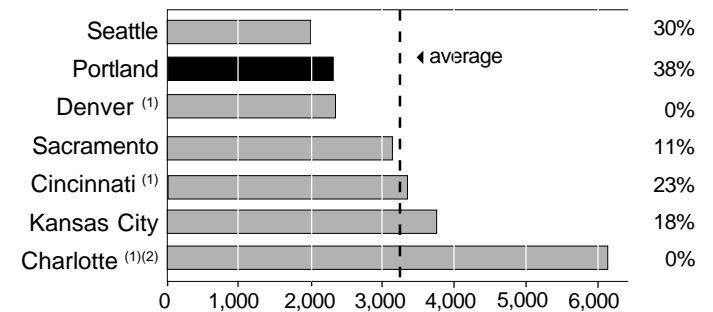
- installed over 704 miles of sanitary and storm water pipe
- treated 307.7 billion gallons of wastewater

The miles of combined pipeline increased last year as the Bureau reclassified some existing sanitary and storm pipeline, and added new combined pipeline to reduce combined sewer overflows.

The total gallons of water treated has declined from the high rainfall years in 1996 and 1997. However, the wastewater contained more waste, so the B.O.D.\* and suspended solids load increased significantly.

To improve the quality of rivers and streams, the revegetation of watershed and acres of floodplain purchased has increased over the past 5 years.

**FIGURE 37** MILES OF SANITARY AND STORM PIPELINE AND % COMBINED: PORTLAND AND SIX OTHER CITIES



(1) These cities participate in larger regional wastewater systems which maintain pipeline miles outside the city limits  
 (2) Charlotte maintains significant miles of pipe on private easements

SOURCE: Audit Services survey of other cities and Bureau records

Compared to six cities, Portland has fewer miles of sanitary pipe but a higher percent of combined sewer/storm pipes. Currently, 38 percent of pipe is combined, down from 52 percent in '90-91, due mostly to sewerage of mid-County properties.

	Total system miles of pipeline **			Sanitary/storm water treatment			Feet of pipe repaired	Miles of pipe cleaned	Industrial discharge inspections	Acres of floodplain purchased	Acres of watershed revegetated
	Sanitary	Storm	Combined	Billion gallons	BOD load ***	Suspended solids load ***					
FY 1995-96	913	283	850	33.8	48.8	57.4	18,930	172	412	18	37
FY 1996-97	940	382	850	34.8	51.2	52.5	20,129	160	402	4	35
FY 1997-98	956	444	850	32.5	55.6	59.2	27,493	228	353	29	353
FY 1998-99	965	446	844	33.4	54.4	56.2	28,768	218	476	13	270
FY 1999-00	973	432	863	28.8	55.9	60.9	14,909	135	554	14	332

change over last 5 years:	+7%	+53%	+2%	-15%	+14%	+6%	-21%	-22%	+34%	-22%	+797%
change over last 10 years:	+67%	+105%	0%	-0%	+61%	-	+158%	-6%	-	-	-

\* Biochemical Oxygen Demand (BOD) load is a measure of the strength of wastewater, and BOD load reflects the amount of waste material needed to be removed.

\*\* Sanitary sewer pipe collects wastewater. Storm pipe collects storm water runoff. Combined pipe collects both storm and wastewater.

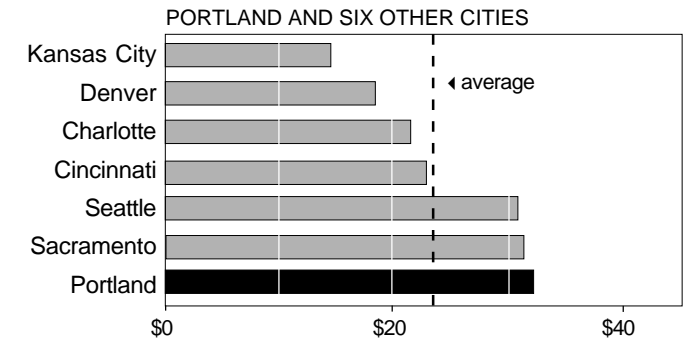
\*\*\* in millions of pounds

**RESULTS** Portland continues efforts to clean water and protect the environment:

- water discharged from City treatment plants meets and goes beyond federal and state quality standards
- 99 percent of industrial discharge tests were in full compliance
- the number of unconnected properties in mid-county declined from 42,410 in FY 1989-90 to 4,984 in FY 1999-00
- 52 percent of residential and 54 percent of commercial waste is diverted from the landfill

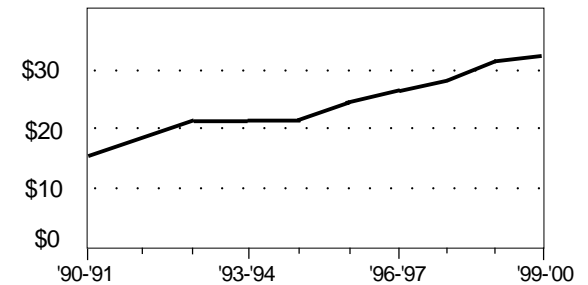
Sewer rates have increased by more than 110 percent in ten years and are the highest in our six city comparison. By contrast, garbage bills have declined over ten years by 19 percent.

**FIGURE 38 MONTHLY RESIDENTIAL SEWER/STORM DRAINAGE BILLS**



NOTE: Based on each city's actual average water use, service and stormwater management charges.

**PORTLAND 10-YEAR TREND**



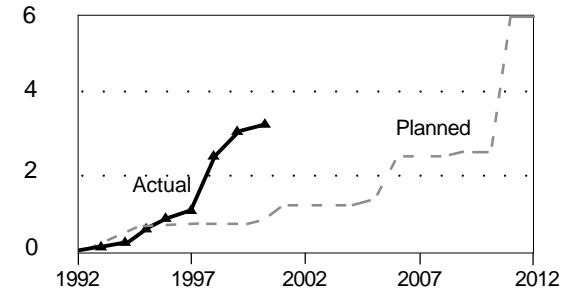
	% BOD removed *		Est. number of unconnected mid-county properties	Industrial discharge tests in full compliance	Waste diverted from landfill			Average monthly residential bills (constant '99-00 dollars)	
	Columbia Blvd.	Tryon Creek			Residential	Commercial	Combined	Sewer/storm drainage	Garbage (32 gal. can)
FY 1995-96	93.9%	92.9%	22,546	97%	-	-	-	\$24.70	\$19.39
FY 1996-97	92.5%	92.9%	16,102	96%	50%	46%	47%	\$26.83	\$19.03
FY 1997-98	93.8%	92.9%	9,803	94%	51%	49%	50%	\$28.68	\$18.20
FY 1998-99	92.5%	94.8%	5,529	98%	53%	52%	52%	\$30.72	\$17.80
FY 1999-00	94.7%	95.3%	4,984	99%	52%	54%	54%	\$32.31	\$17.60
<b>GOAL</b>	<b>&gt;85%</b>	<b>&gt;90%</b>	<b>0</b>	<b>&gt;98%</b>			<b>54%</b>	-	-
change over last 5 years:	+1%	+2%	-78%	+2%	-	-	-	+31%	-9%
change over last 10 years:	+10%	+3%	-88%	+22%	-	-	-	+112%	-19%

\* Biochemical Oxygen Demand (BOD) is a measure of the oxygen required to decompose organic material. Removing BOD results in cleaner water.

The Combined System Overflow (CSO) program is the result of a 1994 agreement with the State Department of Environmental Quality (DEQ). According to the Bureau, the recent completion of the Columbia Slough Consolidation Conduit, a 3.5 mile, 12 foot diameter pipe built at a cost of \$70 million, met the first milestone of eliminating 99 percent of discharge into the Columbia Slough. Future milestones to eliminate 94 percent of discharges to the Willamette River will occur in December of 2001, 2006, and 2011.

- 2,896 sumps have been constructed — 95 percent of the goal
- 20,973 downspouts have been disconnected — 88 percent of the goal
- 52 percent of combined overflow is estimated to have been diverted from the river versus the final goal of 96 percent

**FIGURE 39** ESTIMATED CSO GALLONS DIVERTED (in billions)



SOURCE: Bureau project tracking system

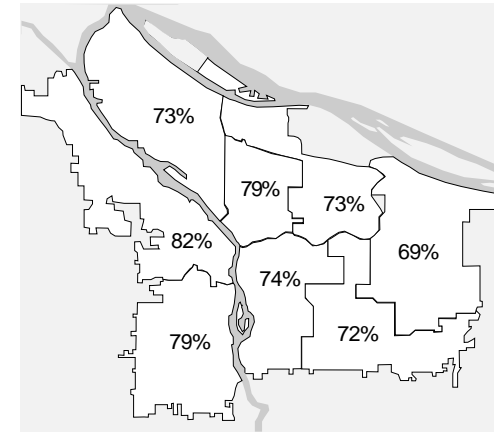
	Cornerstone projects (cumulative totals)		Estimated amount of combined overflow gallons diverted as a percent of planned total
	Sumps constructed	Downspouts disconnected	
FY 1995-96	2,281	1,541	15.1%
FY 1996-97	2,757	4,866	21.8%
FY 1997-98	2,860	9,940	43.7%
FY 1998-99	2,860	17,725	49.9%
FY 1999-00	2,896	20,973	52.0%
<b>GOAL</b>	<b>3,050</b>	<b>23,800</b>	<b>96%</b>
change over last 5 years:	-	-	+37%
change over last 10 years:	-	-	-

Overall, citizens are satisfied with the quality of sewer and stormwater services. The percent of residents rating these services as “good” or “very good” has increased slowly and steadily over the past ten years — 38 percent to 54 percent for sewer and 33 percent to 43 percent for storm drainage.

However, respondents still give relatively low marks to how well the systems protect rivers and streams — almost half rate the system “poor” or “very poor”.

East, Outer Southeast and Southwest neighborhoods gave higher ratings to sewer service than in years past.

**FIGURE 40** PERCENT OF NEIGHBORHOOD RESIDENTS WHO FEEL THAT SEWER SERVICE TO THEIR HOME IS “GOOD” OR “VERY GOOD”



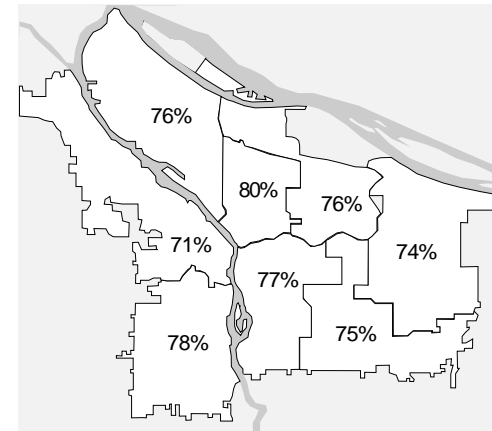
SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	OVERALL rating of sewers quality			OVERALL rating of storm drainage quality			How well sewer & storm drainage systems protect rivers and streams		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	WELL OR VERY WELL	NEITHER WELL NOR POORLY	POORLY OR VERY POORLY
	1996	54%	29%	17%	42%	28%	30%	26%	24%
1997	53%	33%	14%	41%	33%	26%	29%	26%	45%
1998	59%	26%	15%	46%	28%	26%	29%	24%	47%
1999	57%	26%	17%	46%	28%	26%	28%	27%	45%
2000	54%	29%	17%	43%	29%	28%	30%	27%	43%
change over last 5 years:	0%	0%	0%	+1%	+1%	-2%	+4%	+3%	-7%
change over last 10 years:	+16%	-6%	-10%	+10%	-2%	-8%	+7%	+4%	-11%

As in prior years, Portland residents rate recycling and garbage service high. Seventy-six percent of the respondents rate both garbage service and recycling service as “good” or “very good”. Only around 5 percent rate them “bad” or “very bad”.

Satisfaction with rates is not as high as with service quality, but it has improved — 44 percent scored garbage and recycling costs “good” or “very good” in 2000 compared to 31 percent in 1992.

**FIGURE 41** PERCENT OF RESIDENTS RATING RECYCLING SERVICE QUALITY “GOOD” OR “VERY GOOD”



SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	Quality rating of garbage service			Quality rating of recycling service			Cost rating for garbage & recycling		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	77%	16%	7%	76%	15%	9%	40%	31%	29%
1997	77%	17%	6%	75%	17%	8%	43%	33%	24%
1998	78%	17%	5%	76%	16%	8%	45%	34%	21%
1999	78%	17%	5%	76%	17%	7%	44%	34%	22%
2000	76%	19%	5%	76%	17%	7%	44%	35%	21%
change over last 5 years:	-1%	+3%	-2%	0%	+2%	-2%	+4%	+4%	-8%
change over last 10 years:	-	-	-	-	-	-	-	-	-



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# CHAPTER 6 WATER

**SERVICE MISSION** The Bureau of Water Works constructs, maintains, and operates the municipal water system to ensure that customers receive sufficient quantities of high-quality water to meet existing and future needs.

The Bureau delivers water from the Bull Run watershed on National Forest land east of the City. Water is delivered to the City and to wholesale customers in the metropolitan area through three large conduits that terminate at storage reservoirs on Powell Butte and Mt. Tabor, and on over to Washington Park. From these reservoirs water is distributed to other smaller reservoirs, to other water districts in the region, and to customers through miles of underground pipelines.

The Bureau also manages an underground well water supply that acts as a secondary water source in emergency situations.

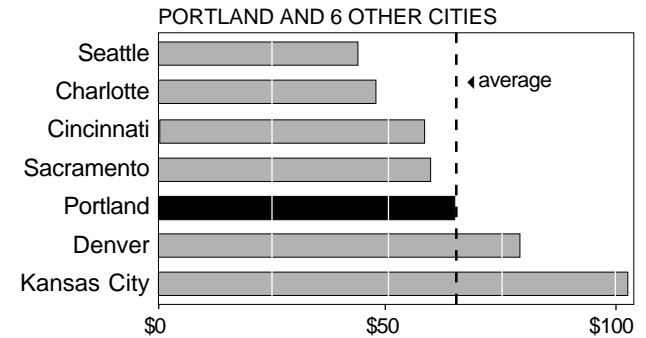
## STAFFING AND SPENDING

Staffing and spending for water services have grown steadily over the past ten years:

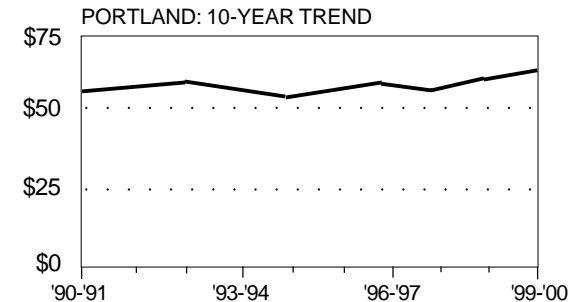
- staffing levels have increased 9 percent
- over the last two years authorized staffing increased by 19
- operating costs per capita grew 10 percent

Capital spending almost doubled from \$17.9 million ten years ago to over \$35 million in FY 1999-00, reflecting the Bureau's commitment to repair or replace the aging water system.

FIGURE 42 WATER OPERATING COSTS PER CAPITA:



SOURCE: FY 1999-00 and CY 1999 budgets and CAFRs; Kansas City FY1998-99 CAFR



	Population served			Expenditures (in millions/constant '99-00 dollars) *			Authorized staffing	Operating costs per population served (constant '99-00 dollars)
	City (retail)	Outside city (wholesale)	TOTAL	Operating	Capital	Debt service		
FY 1995-96	444,371	302,142	746,513	\$41.5	\$24.1	\$13.3	501	\$56
FY 1996-97	448,928	319,000	767,928	\$46.3	\$27.9	\$13.0	513	\$60
FY 1997-98	453,573	333,300	786,873	\$45.1	\$24.3	\$12.7	513	\$57
FY 1998-99	453,815	341,353	795,168	\$48.4	\$32.7	\$13.2	524	\$61
FY 1999-00	455,919	317,252	773,171	\$49.3	\$35.7	\$12.4	532	\$64

change over last 5 years:  
change over last 10 years:

+3%	+5%	+4%	+19%	+48%	-7%	+6%	+14%
+17%	+21%	+18%	+31%	+99%	-2%	+9%	+10%

\* Expenditures derived from City of Portland *Comprehensive Annual Financial Reports* (GAAP basis); debt service excludes bond anticipation notes and advanced refunding of bonds



**WORKLOAD**

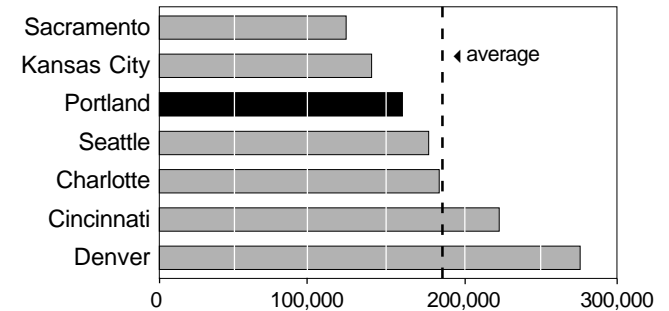
Water services workload has been relatively stable over the past ten years:

- total gallons of water delivered grew only 3 percent
- the number of retail accounts grew by 5 percent
- total water sales increased 6 percent

City residents are also using less water than in prior years. Annual water usage declined by 6 percent the past five years and by 17 percent over the past 10 years.

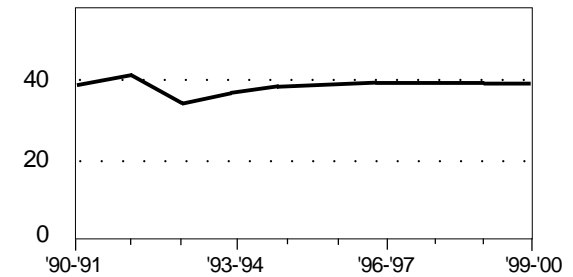
Consistent with increased capital spending, the feet of new water mains installed grew 51 percent over the past 10 years. According to the Bureau, fluctuations in recent years are due primarily to changing demand from large transportation related and development projects.

**FIGURE 43** NUMBER OF RETAIL WATER ACCOUNTS: PORTLAND AND SIX OTHER CITIES



SOURCE: Audit Services survey of other cities

**FIGURE 44** GALLONS OF WATER DELIVERED (IN BILLIONS)



	Water sales (constant '99-'00 dollars)	Gallons of water delivered	Number of retail accounts	Feet of new water mains installed	Annual water usage per capita (inside City)
FY 1995-96	\$56.3 million	38.3 billion	156,246	137,432	51,589 gals.
FY 1996-97	\$59.2 million	38.6 billion	157,189	126,282	49,079 gals.
FY 1997-98	\$58.6 million	38.7 billion	158,141	68,662	49,477 gals.
FY 1998-99	\$60.7 million	39.3 billion	159,177	121,737	49,039 gals.
FY 1999-00	\$58.8 million	39.2 billion	160,100	107,590	48,386 gals.

change over last 5 years:	+4%	+2%	+2%	-22%	-6%
change over last 10 years:	+6%	+3%	+5%	+51%	-17%

## RESULTS

The Bureau continues to deliver high quality water. The Bureau met or surpassed federal water quality standards for turbidity, pH, coliform bacteria and chlorine residual.

Although peak summer usage has declined, the financial health of the Bureau has not suffered because revenues have kept pace with expenses.

Average residential water bills have grown slightly over the past ten years. Compared to other cities, City water bills are a little less than average.

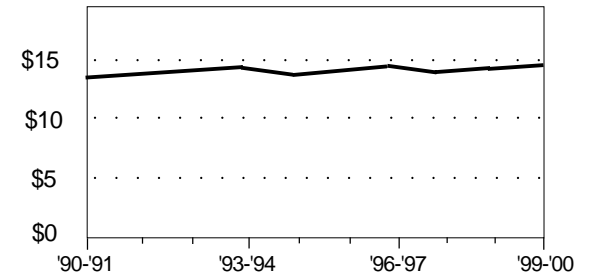
Over the past five years, the Bureau surpassed the industry standard of 10 percent for delivered but unmetered or unaccounted for water.

FIGURE 45 AVERAGE MONTHLY RESIDENTIAL WATER BILLS:



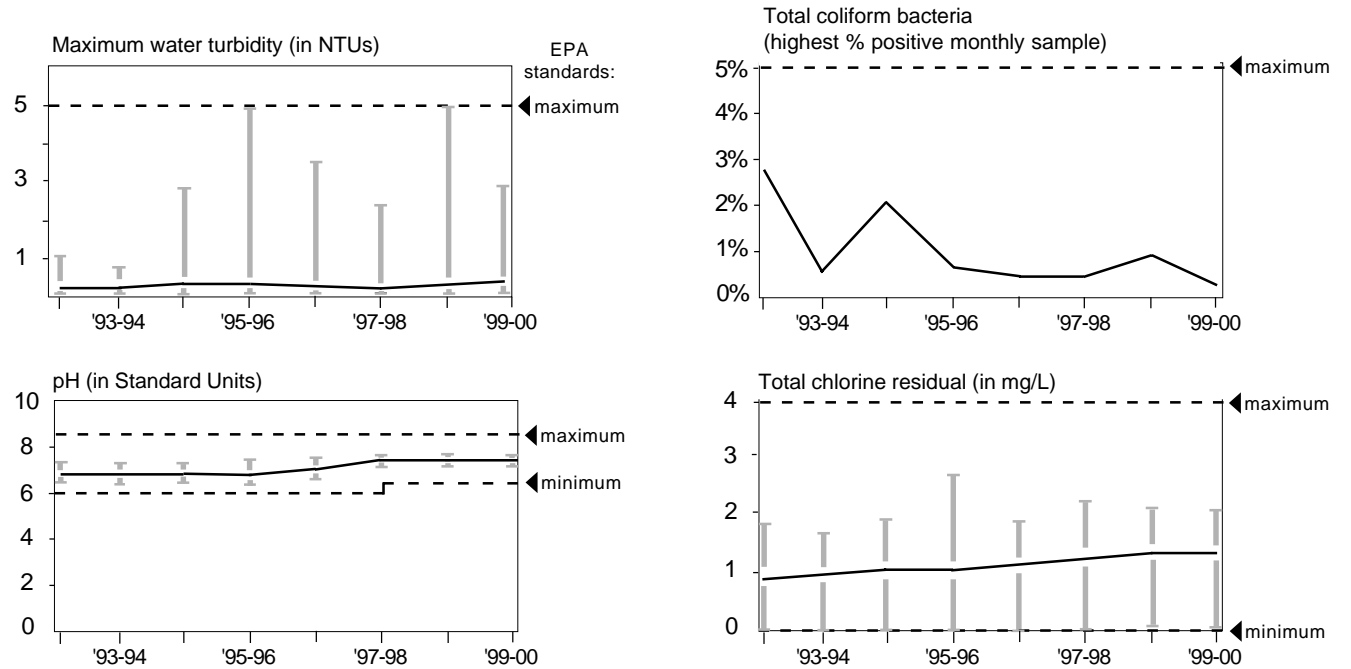
NOTE: Based on each cities' average water usage

PORTLAND: 10-YEAR TREND



	Average monthly residential water bill (constant dollars)	Peak summer month water consumption (in millions of gallons)		Unaccounted for water		Debt coverage ratio
		Average day	Highest day	Gallons (millions)	% of water delivered	
FY 1995-96	\$13.02	165	204	2,690	6.6%	2.45
FY 1996-97	\$13.43	170	207	3,968	9.3%	2.25
FY 1997-98	\$13.07	169	206	3,340	7.9%	2.44
FY 1998-99	\$13.51	173	204	3,288	7.7%	2.31
FY 1999-00	\$14.02	153	176	2,280	5.5%	2.06
<b>GOAL</b>		-	-	-	-	<b>&gt;2.00</b>
change over last 5 years:	+8%	-7%	-14%	-15%	-	-
change over last 10 years:	+9%	-13%	-16%	-	-	-

**FIGURE 46 SELECTED WATER QUALITY INDICATORS: PORTLAND TRENDS**



**NOTE:** Vertical gray bar = minimum - maximum range; black line = annual average

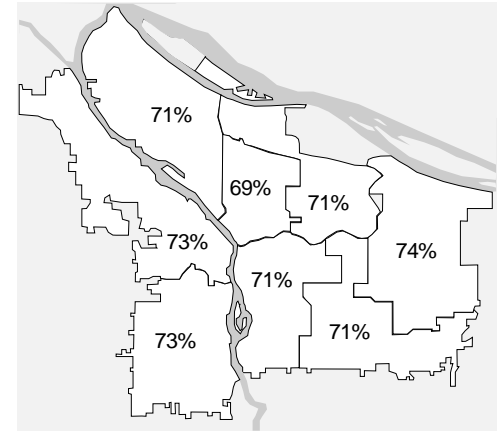
Selected tests for water quality \*

	Maximum turbidity (NTUs)	Min / max pH	Total coliform bacteria (in highest month)	Min / max total chlorine residual (mg/L)
FY 1995-96	4.97	6.3 / 7.4	0.67%	0.00 / 2.60
FY 1996-97	3.49	6.6 / 7.5	0.46%	0.04 / 1.71
FY 1997-98	2.44	7.3 / 7.6	0.46%	0.10 / 2.20
FY 1998-99	4.99	7.2 / 7.6	0.92%	0.19 / 2.04
FY 1999-00	2.87	7.2 / 7.6	0.26%	0.10 / 2.01
<b>GOAL/STANDARD</b>	<b>&lt;5.00</b>	<b>6.5 / 8.5</b>	<b>&lt;5.0%</b>	<b>0.02 / 4.00</b>
change over last 5 years:	-42%	+14%/+3%	-41%	+100%/-23%
change over last 10 years:	-	-	-	-

\* Turbidity = suspended particles that can contribute to cloudiness of water; measured at Bull Run intake.  
 pH = measure of water acidity that can contribute to leaching of lead or copper from pipes; measured at entry to distribution system.  
 Total coliform bacteria = percent of samples with detectable levels of bacteria; measured throughout distribution system.  
 Total chlorine residual = disinfectant remaining after treatment; measured throughout distribution system.

Citizen satisfaction with water services has increased steadily over the past five years. Although satisfaction declined in 1992 due to a drought, the percent of citizens rating water services “good” or “very good” increased from 68 percent in 1991 to 72 percent in 2000.

**FIGURE 47** PERCENT OF NEIGHBORHOOD RESIDENTS RATING WATER SERVICES “GOOD” OR “VERY GOOD”



SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	OVERALL rating of water services		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	71%	20%	9%
1997	72%	21%	7%
1998	73%	19%	8%
1999	72%	21%	7%
2000	72%	19%	9%
change over last 5 years:	+1%	-1%	0%
change over last 10 years:	+4%	-3%	-1%

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# CHAPTER 7 OFFICE OF PLANNING AND DEVELOPMENT REVIEW

## **SERVICE MISSION**

The Office of Planning and Development Review (OPDR) works with the community and other bureaus to ensure a safe and healthful built environment and to assist in the preservation of housing and the improvement of neighborhoods.

The Bureau enforces state construction codes and City ordinances on housing, zoning, nuisance abatement, and noise control.

This is the first full fiscal year since the merger of the Bureau of Buildings and the Development Review Section of the Bureau of Planning. The creation of OPDR is intended to integrate the City's development review system and provide a clear point of accountability for development review responsibilities.

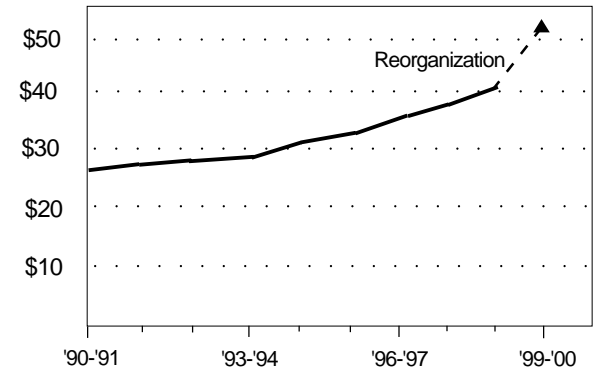
In addition to transitioning to a new facility and merging staffs and responsibilities, the Bureau implemented a new computer system called TRACS. When fully functioning, TRACS will serve as a comprehensive project management, tracking, and reporting system. Eventually, much of the data in this report will be extracted from the TRACS system.

## SPENDING AND STAFFING

The significant increases in spending and staffing reflect the consolidation of the former Bureau of Buildings and the Development Review Section of the Bureau of Planning to form the new OPDR organization. Total FTE increased by 73 positions in FY1999-00 and spending per capita increased from \$40 to \$52, a 30 percent increase.

Bureau expenditures that have increased significantly over the last ten years include code compliance up 75 percent, and neighborhood inspections up 24 percent. Commercial inspections declined slightly by 2 percent.

**FIGURE 48** BUREAU OF BUILDINGS SPENDING PER CAPITA: PORTLAND 10-YEAR TREND



SOURCE: City of Portland financial records

	Expenditures (in millions/constant '99-00 dollars)									Staffing (FTEs)	TOTAL spending per capita
	Admin	Code compliance	Inspections			Plan review & permits	Land use reviews	Develop. services	TOTAL		
FY 1995-96	\$3.4	\$0.7	\$3.1	\$3.2	\$2.7	\$3.3	-	-	\$16.4	190	\$33
FY 1996-97	\$3.2	\$0.6	\$3.7	\$3.6	\$2.9	\$3.7	-	-	\$17.7	200	\$35
FY 1997-98	\$4.1	\$0.6	\$3.7	\$4.0	\$2.5	\$4.0	-	-	\$18.9	208	\$37
FY 1998-99	\$4.1	\$0.6	\$3.7	\$4.6	\$2.4	\$5.1	-	-	\$20.5	225	\$40
FY 1999-00	\$5.6	\$0.7	\$3.6	\$4.4	\$2.6	\$2.6	\$4.2	\$2.9	\$26.6	298	\$52
change over last 5 years:	+60%	0%	+16%	+38%	-4%	-21%	-	-	+61%	57%	58%
change over last 10 years:	+195%	+75%	-	-2%	+24%	0%	-	-	+125%	107%	93%

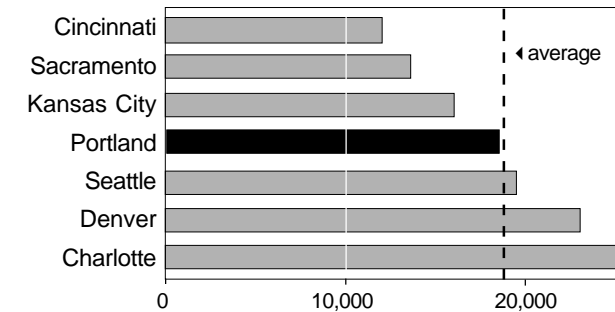
**WORKLOAD**

Bureau workload has changed significantly in most areas. In general, permits and inspections are up, while nuisance abatement activities are down:

- commercial and residential permits issued increased by 12 percent and 51 percent respectively in the last ten years
- commercial inspections are up 43 percent from five years ago
- residential inspections are up 6 percent during the same period

Over the past five years, nuisance inspections are down 47 percent, and derelict building inspections dropped 39 percent. According to the Bureau, the significant decline in nuisance abatement activity may be due to an improving economy and the redevelopment of lower priced properties, resulting in fewer units needing to be brought up to code.

**FIGURE 49** NEW HOUSING UNITS PERMITTED IN PORTLAND P.M.S.A. AND SIX OTHER METRO AREAS: 1999



SOURCE: US Census Bureau. All data are for Primary Metropolitan Statistical Areas, except Kansas City and Charlotte MSAs. Portland's PMSA includes Vancouver, Washington.

Compared to six other metro areas, Portland issued permits for an average number of new housing units. Compared to two years ago, the Portland area dropped from first place to fourth in the number of permits issued.

	Building permits *		Construction inspections		New residential units **	Land use reviews	Plans checked	Neighborhood inspections		Nuisance properties cleaned up	Housing units brought up to code
	Comm.	Res.	Comm.	Res.				Nuisance	Housing/ derelict bldg.		
FY 1995-96	3,069	4,011	64,455	82,750	2,420	1,030	4,850	25,039	13,291	6,143	2,842
FY 1996-97	3,378	4,343	73,964	95,538	3,025	1,244	5,389	22,583	11,980	6,253	2,581
FY 1997-98	4,089	4,153	79,980	95,773	3,635	1,171	5,148	16,555	10,086	6,539	2,409
FY 1998-99	3,746	4,128	87,470	90,000	3,709	1,058	5,230	16,815	9,557	6,373	2,225
FY 1999-00	3,503	4,390	92,076	87,894	2,486	894	5,161	13,270	8,075	4,276	1,722

change over last 5 years:	+14%	+9%	+43%	+6%	+3%	-13%	+6%	-47%	-39%	-30%	-39%
change over last 10 years:	+12%	+51%	-	-	-	-	-	-52%	-32%	-	+161%

\* New construction, alterations, additions, and demolitions

\*\* Total number of dwelling units approved under residential permits issued during year

**RESULTS** OPDR has made an effort during the past year to identify important performance indicators. The primary emphasis for results indicators has been on improving the time it takes to review and approve plans, to issue building permits, and to complete construction inspections. OPDR is now developing methods to collect this data.

Another prime objective in consolidating the review functions and moving to a new building was to improve customer service. We expect future reports to contain important and verifiable data on customer satisfaction, as well as on plan review and inspection turnaround time.

	Inspections within 24 hours		Simple residential plans reviewed in 15 days or less	Simple commercial plans reviewed in 20 days or less	Complex commercial plans reviewed on schedule	Building permits issued over the counter in 15 days or less	Customer service survey data	
	Commercial *	Residential					Commercial	Residential
FY 1995-96	96%	90%	-	-	-	-	-	-
FY 1996-97	95%	91%	-	-	-	-	-	-
FY 1997-98	96%	94%	under development	under development	under development	under development	under development	under development
FY 1998-99	97%	97%	-	-	-	-	-	-
FY1999-00	98%	98%	-	-	-	-	-	-
<b>GOAL</b>	<b>97%</b>	<b>98%</b>	<b>95%</b>	<b>95%</b>	<b>95%</b>	<b>70%</b>	-	-
change over last 5 years:	+2%	+8%	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-

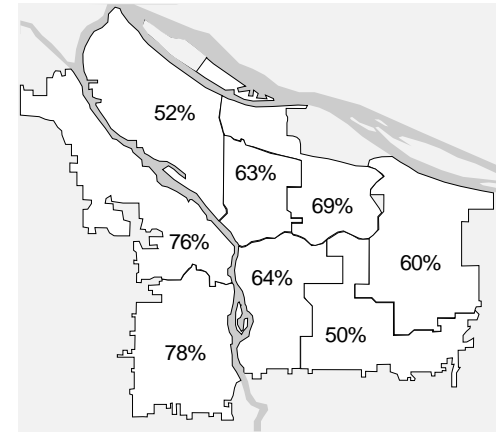
\* Bureau estimate



Citizen ratings of neighborhood housing physical condition and housing and nuisance inspections has changed little over the past few years. About two-thirds of respondents rate housing conditions “good” or “very good” in their neighborhoods and about half feel neutral about the quality of housing and nuisance inspections.

Most individual neighborhoods feel about the same as last year about housing physical conditions. However, every neighborhood on the east side of the City reported a decline in their rating, while the two neighborhoods on the west side reported increases. The largest change was in the East neighborhood with a 6 percent decline.

**FIGURE 50** RESIDENTS RATING PHYSICAL CONDITION OF NEIGHBORHOOD HOUSING GOOD OR VERY GOOD



SOURCE: Auditor’s Office 2000 Citizen Survey

CITIZEN SURVEY	OVERALL rating of housing & nuisance inspections			Rating of physical condition of housing in neighborhood		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
	1996	31%	46%	23%	-	-
1997	29%	46%	25%	67%	25%	8%
1998	33%	48%	21%	66%	27%	7%
1999	32%	45%	22%	66%	26%	8%
2000	31%	46%	23%	65%	27%	8%
change over last 5 years:	0%	0%	0%	-	-	-
change over last 10 years:	-	-	-	-	-	-

*Service Efforts and Accomplishments: 1999-00*

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# CHAPTER 8 HOUSING AND COMMUNITY DEVELOPMENT

## SERVICE MISSION

This chapter describes the activities of the Bureau of Housing and Community Development (BHCD), and the Housing Department of the Portland Development Commission (PDC). These two organizations carry out a variety of activities to promote housing and community development in Portland.

BHCD's mission is to:

- effectively steward the City's community development resources;
- stabilize and improve low- and moderate-income neighborhoods; and
- help low- and moderate-income people improve the quality of their lives.

To carry out its mission, BHCD uses federal grants and City general funds for programs addressing youth, public safety, homelessness, and housing affordability and preservation. BHCD contracts with public and private non-profit organizations to provide services to lower income residents and neighborhoods. BHCD's largest

contract is with PDC for Community Development Block Grant and HOME grant expenditures.

PDC is the City's lead agency for single- and multi-family housing financing. PDC's Housing Department administers loan programs to support housing production and rehabilitation.

In addition, the PDC Housing Department is working to fulfill the City's goal of accommodating 50,000 new households between 1997 and 2015, as recommended in Metro's 2040 Framework Plan. The Department finances housing development as a part of urban and neighborhood revitalization efforts, by underwriting public and private investment into housing development projects. Grant funds received from BHCD and general fund dollars are allocated by income and housing type guidelines specified by City Council.

## SPENDING AND STAFFING

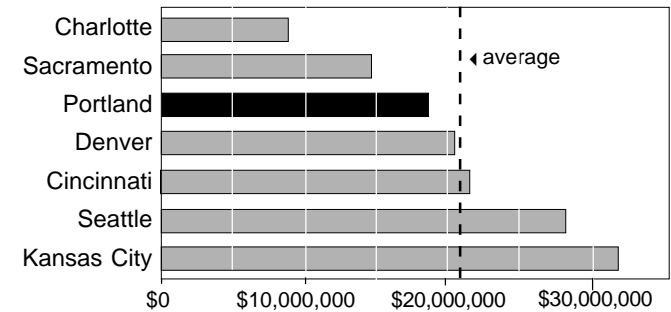
City spending on housing and community development increased over the last five years:

- total housing spending is up 89 percent from FY 1995-96
- BHCD spending on programs for the homeless and youths increased by 27 percent and 12 percent, respectively

Revenues from federal grants, the general fund, and Tax Increment Financing (TIF) have all increased. Over the past five years, general fund revenues have included allocations from a \$31.4 million Housing Investment Fund (HIF). In FY 1999-00 HIF revenues were \$6.9 million.

The large increase in TIF revenues in FY 1998-99 was primarily associated with projects in the South Park Blocks Urban Renewal District.

**FIGURE 51** CDBG EXPENDITURES, FY 1999-00  
PORTLAND AND SIX OTHER CITIES



SOURCE: U.S. Department of Housing and Urban Development

	Expenditures (in millions/constant '99-00 dollars)				Revenues (in millions/constant '99-00 dollars)				Staffing (FTEs)		
	BHCD/PDC *				(in millions/constant '99-00 dollars)				BHCD PDC Housing		
	Housing	Homeless	Youth	Other **	Grants	Gen. Fund	TIF***	Other	BHCD	PDC	Housing
FY 1995-96	\$19.1	\$3.9	\$1.9	\$6.5	\$20.4	\$2.5	\$4.5	\$9.6	16	31	
FY 1996-97	\$28.8	\$5.0	\$2.0	\$7.6	\$23.7	\$11.6	\$4.7	\$8.9	17	35	
FY 1997-98	\$27.9	\$3.4	\$2.3	\$5.8	\$18.3	\$8.5	\$4.6	\$7.2	17	29	
FY 1998-99	\$46.9	\$3.6	\$2.2	\$6.0	\$28.3	\$9.6	\$22.0	\$4.6	18	32	
FY 1999-00	\$36.1	\$5.0	\$2.1	\$7.3	\$27.7	\$9.7	\$6.4	\$5.6	18	32	
change over last 5 years:	+89%	+27%	+12%	+12%	+36%	+284%	+42%	-41%			
change over last 10 years:	-	-	-	-	-	-	-	-			

\* includes federal grant funds, CDBG float loans, City general fund, and TIF spent on housing projects

\*\* includes BHCD's economic development, public safety, neighborhood improvements and community initiatives programs

\*\*\* TIF = tax increment financing

Reporting on housing loans and grants by type of housing and income level served is not currently available for all funding sources. Loans and grants from federal funds and the City’s Housing Investment Fund are currently tracked in detail, and are almost exclusively used for low-to-moderate income rental units. PDC intends to begin more detailed tracking of its Tax Increment Financing housing expenditures in the near future.

The total amount of loans and grants fluctuates from year to year, but has shown a general increase over the last five years.

CITY HOUSING LOANS AND GRANTS \*  
(in millions/constant '99-00 dollars)

	Housing affordable to <b>low-to-moderate</b> income households			Housing affordable to <b>middle+ income</b> households			TOTAL
	Owner	Rental	Total	Owner	Rental	Total	
FY 1995-96	-	-	-	-	-	-	\$11.9
FY 1996-97	-	-	-	-	-	-	\$20.1
FY 1997-98	-	-	-	-	-	-	\$14.8
FY 1998-99	-	-	-	-	-	-	\$30.2
FY 1999-00	-	-	-	-	-	-	\$26.2
change over last 5 years:	-	-	-	-	-	-	+120%
change over last 10 years:	-	-	-	-	-	-	-

\* includes BHCD, PDC (HIF, TIF and private); tax abatements will be included in future reports

## WORKLOAD

The number of City-subsidized housing units fluctuates from year to year, as do the available funding and the type, size and timing of projects. The City gave funding to support a total of almost 1,000 units last year, and over 2,400 in FY 1998-99. The City also provided assistance to 1,925 homeowners for small rehabilitation projects.

The match between the demand for low-income housing and the supply of affordable housing has not changed much in recent years. While the number of units affordable to low-income households declined in FY 1998-99, so did the number of low-income households.

	CITY-SUBSIDIZED PROJECTS**					LOW-INCOME HOUSING NEED*	
	Housing units affordable to <b>low-to-moderate</b> income		Housing units affordable to <b>middle+</b> income		Small-scale homeowner rehab projects	Low-income households	Affordable units
	Owner	Rental	Owner	Rental			
FY 1995-96	193	-	0	0	-	-	-
FY 1996-97	154	1,029	0	78	-	40,230	21,950
FY 1997-98	190	737	0	362	1,722	40,475	19,575
FY 1998-99	226	1,618	2	582	2,027	37,150	18,950
FY 1999-00	194	694	2	93	1,925	<i>not avail.</i>	<i>not avail.</i>
change over last 5 years:	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-

\*\* City loan or grant to help fund new construction or major rehabilitation

\* Multnomah County renters and rental units; low-income is based on 50% median family income, as defined by HUD, and adjusted for household size. From US Census Bureau, *American Community Survey*

Compared to five years ago, the number of homeless seeking shelter on one night increased by 3 percent, from 2,037 in FY 1995-96 to 2,093 in FY 1999-00. This was down from a high of 2,602 persons in FY 1998-99.

In addition, the average nightly number of homeless in City-funded singles shelters increased over the last three years from 239 to 268.

BHCD funds programs that serve homeless single adults, and contributes some funding to Multnomah County, which is responsible for programs that serve homeless youth and families. In addition, BHCD's Youth Employment and Involvement program works to place youth in jobs or school. During FY 1999-00, City-funded programs served 5,852 homeless adults and 2,018 youth in job placement and education programs.

	Total number of homeless seeking shelter on one night	Average nightly number of homeless in City-funded singles shelters	Number persons served annually in City-funded programs	
			Homeless singles	Youths
FY 1995-96	2,037	-	-	-
FY 1996-97	2,252	-	-	-
FY 1997-98	2,489	239	-	-
FY 1998-99	2,602	255	-	-
FY 1999-00	2,093	268	5,852	2,018
change over last 5 years:	+3%	-	-	-
change over last 10 years:	-	-	-	-

**RESULTS** The intended outcome for the City's housing efforts is an adequate supply of housing affordable to all income levels.

The number of housing units in the City continues to grow. In 1999 there were approximately 233,300 housing units in Portland, compared to the goal 280,528 total units by the year 2017.

There appears to be a significant number of rental units affordable to moderate and middle-income households. However, the number of households whose maximum affordable rent is \$200 or below exceeds the units renting at those levels. Census data shows that the number of renter households with a severe housing cost burden was up slightly, to over 19,000 in 1999.

In future years, BHCD intends to collect data to demonstrate how tenants' housing cost burden is impacted by living in City-assisted rental units.

**FIGURE 52** RENTER HOUSEHOLDS AND UNITS AFFORDABLE: 1998, MULTNOMAH COUNTY

MAXIMUM RENT	Number of households who can afford rent *				No. of units at or below maximum rent
	Low income	Mod income	Middle+ income	TOTAL	
\$1300+			19,375	19,375	115,250
\$1200			5,225	5,225	111,725
\$1100		450	3,950	4,400	109,550
\$1000		425	3,900	4,325	105,700
\$900		2,125	3,400	5,525	99,600
\$800	100	5,050	4,575	9,725	91,225
\$700	750	8,050	725	9,525	78,750
\$600	1,700	6,250		7,950	58,150
\$500	7,350	4,700		12,050	35,050
\$400	8,125			8,125	18,950
\$300	9,925			9,925	13,375
\$200	11,825			11,825	8,650
\$100	7,275			7,275	4,150

\* Affordable rent = no more than 30% of monthly household income; household income category depends on income and household size; "low"=0 - 50% median family income, adjusted for size; "mod"=51- 80%; "middle+"= above 80%. 1998 American Community Survey.

	Housing inventory in City				Portland households with severe housing cost burden **				Housing cost burden for tenants in new City-assisted rentals		
	Owner	Rental	Vacant	Total	Owners		Renters		Before placement	After placement	Reduction
					Number	Percent	Number	Percent			
1995	-	-	-	-	-	-	-	-	-	-	
1996	119,555	96,116	9,790	225,461	9,394	9%	21,138	23%	-	-	
1997	120,747	97,038	9,571	227,356	10,522	9%	20,642	22%	-	-	
1998	123,727	97,884	9,105	230,716	9,848	9%	18,202	19%	-	-	
1999	125,042 *	94,354 *	13,913 *	233,309	10,580	9%	19,378	21%	-	under development	
<b>2017 GOAL</b>				<b>280,528</b>							
change over last 5 years:	-	-	-	-	-	-	-	-	-	-	
change over last 10 years:	-	-	-	-	-	-	-	-	-	-	

\* American Community Survey, US Census Bureau. Methodology changed in 1999; prior years may not be comparable.

\*\* Households paying more than 50% of income for housing

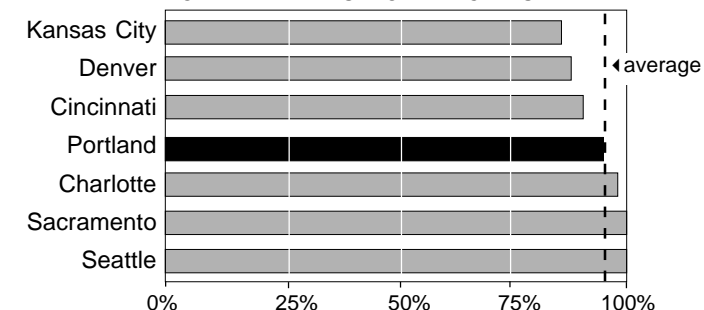


BHCD provides support for a wide variety of services for the homeless. A major goal is finding stable housing for homeless single adults. During FY 1999-00, the Bureau estimates that City-assisted programs placed 1,302 homeless single adults into permanent or more stable housing. This was an increase over the 1,030 homeless persons helped into stable housing during the previous year.

For selected youth program results, BHCD-funded programs:

- returned 277 youths to school
- placed 1,018 youths in jobs or post-secondary education
- aided 418 youths who were retained at least 30 days in jobs or at school

**FIGURE 53** PERCENT OF CDBG FUNDS SPENT TO BENEFIT LOW-TO-MODERATE-INCOME PERSONS: PORTLAND AND SIX OTHER CITIES



SOURCE: Audit Services survey of other cities

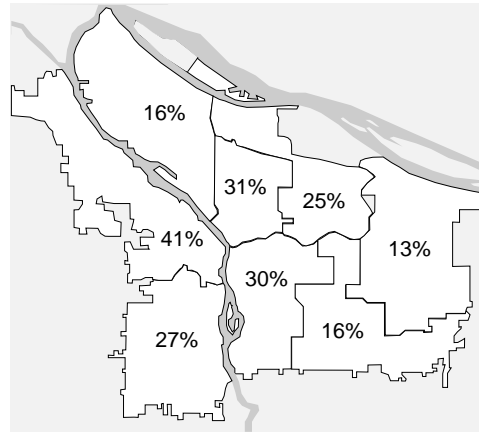
	Homeless single adults placed in permanent or more stable housing *		Selected youth program results						BHCD percent of expenditures on administration
			Returned to school **		Placed in job or school ***		Retained 30+ days in job or school		
			Number	% of total served	Number	% of total served	Number	% of total placed	
FY 1995-96	-	-	-	-	-	-	-	-	-
FY 1996-97	-	-	-	-	-	-	-	-	-
FY 1997-98	-	-	724	81%	1,066	78%	-	-	7.7%
FY 1998-99	1,030	33%	230	97%	1,185	66%	-	-	6.6%
FY 1999-00	1,302	38%	277	80%	1,018	61%	418	43%	7.4%
<b>GOAL</b>				<b>89%</b>		<b>73%</b>		<b>64%</b>	<b>&lt;10%</b>
change over last 5 years:	-	-	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-	-

\* City-funded programs; includes rent assistance to persons about to lose housing; includes childless couples

\*\* middle school or high school

\*\*\* post-secondary education

**FIGURE 54** RESIDENTS RATING NEIGHBORHOOD HOUSING AFFORDABILITY BAD OR VERY BAD



SOURCE: Auditor's Office 2000 Citizen Survey

Ratings of neighborhood housing affordability have dropped slightly. However, 45 percent considered housing affordability "good" or "very good" in 2000, compared to 41 percent in 1997.

Housing is considered most affordable in the East, Outer Southeast and North neighborhoods. The Northwest/Downtown area rates affordability the poorest.

CITIZEN SURVEY	Rating of neighborhood housing affordability		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	-	-	-
1997	41%	30%	29%
1998	46%	28%	26%
1999	48%	27%	25%
2000	45%	31%	24%

**GOAL**

change over last 5 years:

change over last 10 years:

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# CHAPTER 9 PLANNING

## **SERVICE MISSION**

The mission of the Bureau of Planning is to assist the people of Portland in achieving a quality urban environment through comprehensive planning which responds to neighborhood needs, embraces community values, and prepares the City for the future.

The Bureau accomplishes this mission by developing land-use plans that are consistent with the City's Comprehensive Plan and regional, state and federal mandates, and by updating the City's zoning code. The Bureau provides and promotes an open process for citizen involvement as it accomplishes its mission.

In FY 1999-00, staff involved with Development Review—roughly one-half of the Bureau's personnel—were transferred to the newly created Office of Planning and Development Review. As a result, the Bureau of Planning reorganized its duties and staff into eight programs.

The reorganized programs are:

- Environmental Planning
- Area and Neighborhood Planning
- Policy Coordination / Comprehensive Planning
- Policy and Code Development
- Urban Design
- Technical Support
- Special Projects
- Administration

Financial tracking for these new programs began in FY 2000-01. Consequently, the FY 1999-00 expenditures shown in this report reflect the Bureau's previous organizational structure.

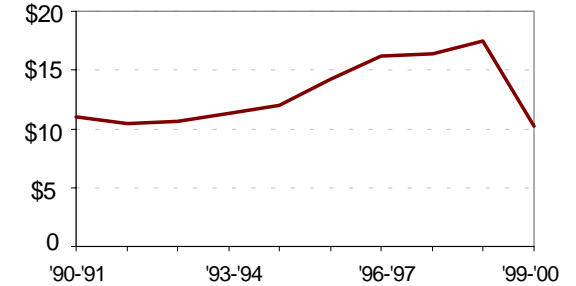
## SPENDING AND STAFFING

After several years of significant spending increases, Planning spending and staffing dropped sharply in FY 1999-00 as a result of the transfer of Development Review duties to the Office of Planning and Development Review.

As a result of this reorganization, five year trends for the Bureau show:

- total spending adjusted for inflation declined 26 percent
- total staff decreased by 32 percent
- spending per capita decreased by 28 percent

FIGURE 55 PLANNING SPENDING PER CAPITA: PORTLAND 10-YEAR TREND



SOURCE: City of Portland *Adopted Budgets*

	Expenditures (in millions/constant '99-00 dollars)						Staffing (FTEs)	TOTAL spending per capita
	City population	Admin & support	Development review	City and neighborhood	City GIS	TOTAL		
FY 1995-96	497,600	\$1.3	\$3.0	\$2.9	\$0.0	\$7.1	84	\$14.28
FY 1996-97	503,000	\$1.7	\$3.4	\$2.5	\$0.6	\$8.2	105	\$16.22
FY 1997-98	508,500	\$1.6	\$3.9	\$2.3	\$0.5	\$8.3	103	\$16.35
FY 1998-99	509,610	\$1.8	\$4.4	\$2.7	\$0.0	\$8.9	106	\$17.44
FY 1999-00	512,395	\$2.4	\$0.0	\$2.8	\$0.0	\$5.2	57	\$10.23
change over last 5 years:	+3%	+96%	-100%	-4%	-	-26%	-32%	-28%
change over last 10 years:	+17%	-	-	-	-	+8%	- 8%	-7%

**WORKLOAD**

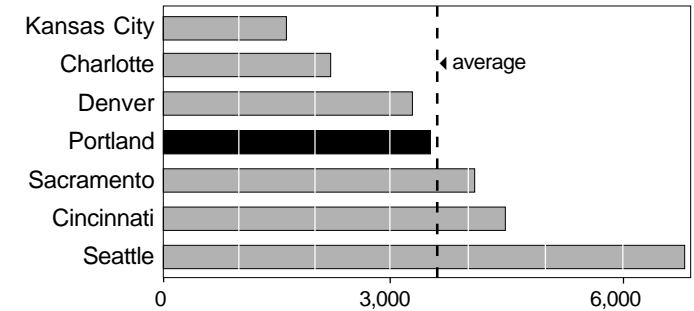
The Bureau of Planning and the Auditor’s Office worked together to develop performance indicators that reflect Planning’s new mission and reorganization. The workload indicators developed are:

- the number and type of projects underway
- the number and type of legislative mandates addressed by Planning projects
- the number of meetings and contacts made through a citizen involvement process

The Bureau worked on 31 projects last year. Projects are often in response to mandates regulating development and land-use throughout the City. These mandates include the Endangered Species Act, State-wide Planning Goals, Metro’s Urban Growth Management Functional Plan, and the City’s Comprehensive Plan.

Citizen involvement is important to the Bureau, and is required by Oregon’s Statewide Planning Goals.

**FIGURE 56** CITY POPULATION DENSITY: PORTLAND AND SIX OTHER CITIES



NOTE: "Density" = people per square mile in city limits, 1999; Square miles from individual city financial reports, populations from Audit Services population survey

To obtain public input, the Bureau contacted over 20,000 citizens and held 264 meetings in FY 1999-00.

Portland’s population density, at 3,500 persons per square mile, is about the average of the six comparison cities.

	Number of planning projects *				Number of legislative mandates				Number of public meetings		Citizens contacted with public hearing notices	
	Com- munity	Environ- mental	Comprehensive planning	Evalu- ations	Federal	State	Regional	City	City-wide	Local	City-wide	Local
FY 1995-96	-	-	-	-	-	-	-	-	-	-	-	-
FY 1996-97	-	-	-	-	-	-	-	-	-	-	-	-
FY 1997-98	-	-	-	-	-	-	-	-	-	-	-	-
FY 1998-99	-	-	-	-	-	-	-	-	-	-	-	-
FY 1999-00	15	4	9	3	3	4	1	6	52	212	4,711	16,058

change over last 5 years: - - - - -  
change over last 10 years: - - - - -

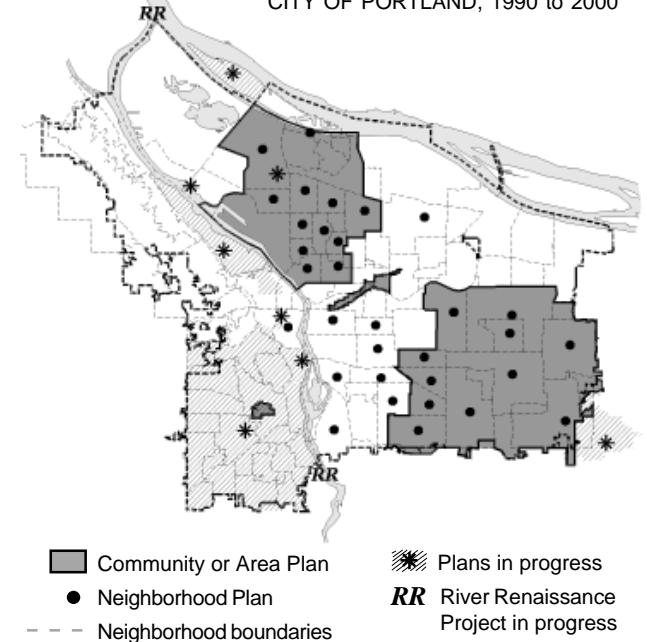
\* "Community" includes local planning projects, such as Hollywood/Sandy and Pleasant Valley.  
"Environmental" includes code changes related to environmental zones, stormwater, and tree preservation.  
"Comprehensive planning" includes city-wide zoning changes and large-scale visioning projects, like the Willamette River Renaissance.  
"Evaluations" include projects that assess the outcome of adopted plans or code changes.

## RESULTS

A key function of the Planning Bureau is developing plans that provide strategies to create livable communities. These plans merge government requirements with citizens' preferences to achieve local definitions of livability. The adopted plans provide City bureaus with guidelines on how to implement various elements of the City's Comprehensive Plan—such as increasing affordable housing and employment opportunities, decreasing reliance on the automobile, accommodating population growth, preserving neighborhood character, and providing for recreational and commercial land uses.

Over the past ten years, the Planning Bureau developed 36 Area, Neighborhood, and Community plans that were adopted by City Council. In FY 1999-00, the Hollywood and Sandy Plan was adopted. In addition, the Southwest Community Plan and numerous smaller area plans were in progress.

**FIGURE 57** AREA, NEIGHBORHOOD AND COMMUNITY PLANS: CITY OF PORTLAND, 1990 to 2000



SOURCE: Bureau of Planning Geographic Information System

	Number of plans * adopted by City Council		
	Area	Neighborhood	Community
FY 1995-96	0	11	1
FY 1996-97	1	2	0
FY 1997-98	0	1	0
FY 1998-99	0	1	0
FY 1999-00	1	0	0
<b>GOAL</b>	-	-	-

change over last 5 years:

change over last 10 years:

\* "Area" plans cover targeted regions that are within or overlap neighborhoods.

"Neighborhood" plans cover one or more neighborhoods.

"Community" plans cover several neighborhoods and areas. Plan boundaries may be drawn to include important historic, transit, economic or environmental resources.

Portland's continued success in attaining an adequate share of the region's new housing units may be one result of its planning efforts. In the past four years, over 30 percent of houses built inside the Urban Growth Boundary have been within the City. This percentage exceeds the goal of 20 percent. With the exception of Charlotte, Portland is also gaining more population growth inside the city limits than other cities.

**FIGURE 58** REGIONAL POPULATION GROWTH INSIDE CITY: PORTLAND AND SIX OTHER CITIES (1990-1999)

	Inside City	Total region	% of growth inside city
Cincinnati	- 33,086	101,446	0%
Kansas City	9,328	173,025	5%
Seattle	24,241	301,806	8%
Denver	39,890	356,011	11%
Sacramento	36,635	219,859	17%
<b>Portland</b>	<b>75,076</b>	<b>330,388</b>	<b>23%</b> <sup>(a)</sup>
Charlotte	130,311	255,671	51% <sup>(b)</sup>

<sup>(a)</sup> Portland region includes Clark County.

<sup>(b)</sup> Large population capture in Charlotte due to increase in city area from 174 sq. mi. to 241 sq. mi.

SOURCE: Audit Services population survey and U.S. Census Bureau

New housing units built annually

	In City	In total U.G.B.*	% of U.G.B. total in City	In 4-county region**	% of 4-county total in City
FY 1995-96	2,420	12,329	20%	18,417	13%
FY 1996-97	3,025	7,827	39%	11,225	27%
FY 1997-98	3,535	11,388	31%	16,184	22%
FY 1998-99	3,690	11,738	31%	15,348	24%
FY 1999-00	2,486	7,500 est.	33%	11,713 est.	21%
<b>GOAL</b>			<b>20%</b> (in 20 years)		
change over last 5 years:	+3%	+39%	+13%	+36%	+8%
change over last 10 years:	-	-	-	-	-

\* Urban Growth Boundary

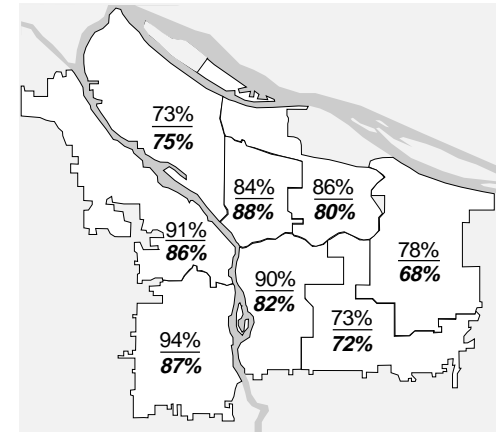
\*\* includes Clark County

While citizens rate overall land use planning relatively low (41 percent “good” or “very good”), respondents are very satisfied with the ultimate outcome of planning efforts – livable communities.

- 80 percent of citizens rate City livability as “good” or “very good”
- 84 percent rate neighborhood livability “good” or “very good”

Livability ratings vary by neighborhood. Northwest and Southwest residents rate City and neighborhood livability much higher than residents in North, Outer Southeast, and East neighborhoods. However, neighborhood livability ratings in the Outer Southeast and Inner Northeast improved over the past five years, while North got worse.

**FIGURE 59** RESIDENTS RATING LIVABILITY IN NEIGHBORHOOD AND CITY AS A WHOLE "GOOD" OR "VERY GOOD"



SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	OVERALL rating: livability of City as a whole			OVERALL rating: neighborhood livability			OVERALL rating: housing development			OVERALL rating: land-use planning		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
	1996	-	-	-	81%	15%	4%	-	-	-	-	-
1997	-	-	-	83%	14%	3%	37%	42%	21%	-	-	-
1998	79%	16%	5%	84%	12%	4%	33%	46%	21%	40%	35%	25%
1999	78%	17%	4%	83%	13%	4%	34%	43%	23%	38%	36%	26%
2000	80%	16%	4%	84%	12%	4%	37%	43%	20%	41%	36%	23%
change over last 5 years:	-	-	-	+3%	-3%	0%	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-	-	-	-	-



For the third year, Portland residents were asked to rate three neighborhood conditions that are closely associated with land use planning efforts: access to shopping and services, walking distance to bus stops, and closeness to parks and open spaces.

Citywide, residents feel almost the same about these conditions as last year, although access to shopping and services may be getting worse. Seventy-two percent feel good about access to shopping, 87 percent feel good about walking to their bus stop, and 79 percent feel good about closeness to parks.

Neighborhoods differ in their ratings, however. North feels worse about access to shopping. The Southwest rates distance to bus stops lower, and East rates park closeness lower.

**FIGURE 60** RESIDENTS RATING NEIGHBORHOOD ACCESS "GOOD" OR "VERY GOOD"

	Access to shopping	Distance to bus	Closeness to park
Southwest	72%	78%	80%
NW/Downtown	85%	94%	90%
North	55%	86%	77%
Inner NE	70%	93%	80%
Central NE	75%	89%	79%
Inner SE	78%	94%	83%
Outer SE	71%	83%	74%
East	76%	79%	64%
CITYWIDE Average	72%	87%	79%

SOURCE: Auditor's Office 2000 Citizen Survey

CITIZEN SURVEY	Rating of neighborhood: access to shopping and services			Rating of neighborhood: walking distance to bus stop			Rating of neighborhood: closeness of parks or open spaces		
	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	-	-	-	-	-	-	-	-	-
1997	-	-	-	-	-	-	-	-	-
1998	75%	16%	9%	88%	8%	4%	79%	15%	6%
1999	74%	17%	9%	86%	8%	6%	80%	16%	4%
2000	72%	18%	10%	87%	8%	5%	79%	16%	5%

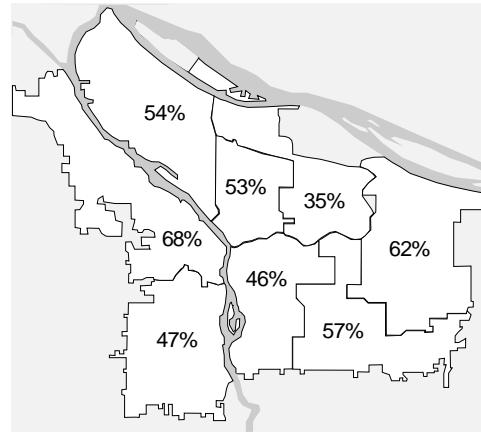
change over last 5 years:

-	-	-	-	-	-	-	-	-	-
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change over last 10 years:

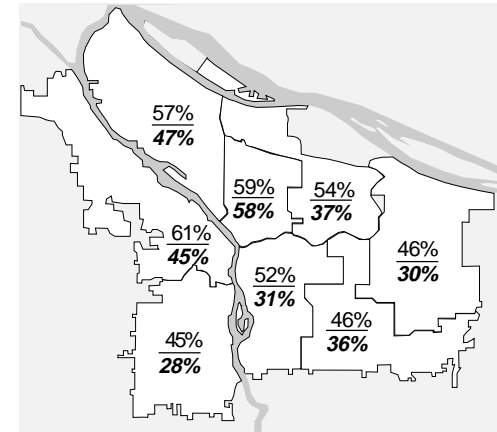
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**FIGURE 61** PERCENT OF RESIDENTS CITING NEW RESIDENTIAL DEVELOPMENT IN NEIGHBORHOOD IN LAST YEAR



SOURCE: Auditor's Office 2000 Citizen Survey

**FIGURE 62** PERCENT RATING RESIDENTIAL DEVELOPMENT ATTRACTIVENESS/*IMPROVING NEIGHBORHOOD* "GOOD" OR "VERY GOOD"



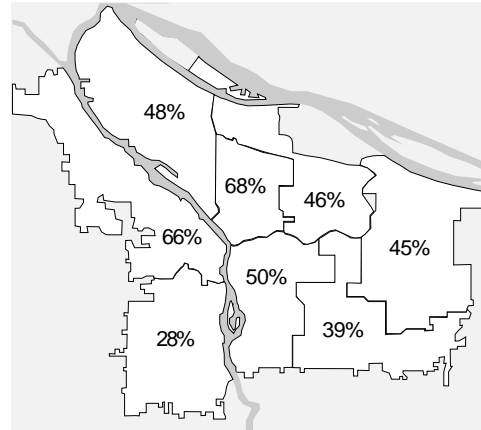
SOURCE: Auditor's Office 2000 Citizen Survey

Residents in every neighborhood reported less residential development in 2000 than in 1999. Of those residents who reported new residential development in their neighborhood, a little more than half

thought the development was attractive, and only 39 percent felt it made their neighborhood a better place to live.

CITIZEN SURVEY	Any new residential development in neighborhood in last year?		Attractiveness of neighborhood residential development			Impact of residential development in improving the neighborhood		
	YES	NO	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	-	-	-	-	-	-	-	-
1997	-	-	-	-	-	-	-	-
1998	58%	42%	52%	32%	16%	39%	37%	24%
1999	59%	41%	48%	30%	22%	37%	35%	28%
2000	52%	48%	51%	31%	18%	39%	37%	24%
change over last 5 years:	-	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-

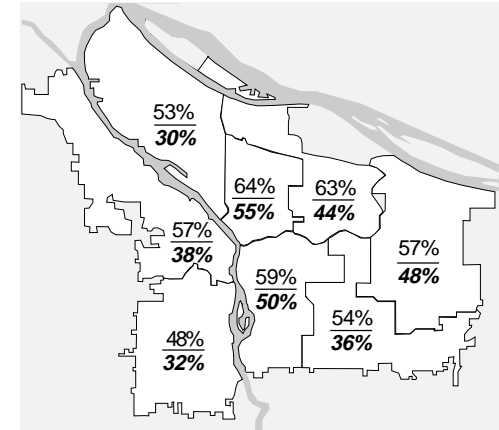
**FIGURE 63** PERCENT OF RESIDENTS CITING NEW COMMERCIAL DEVELOPMENT IN NEIGHBORHOOD IN LAST YEAR



SOURCE: Auditor's Office 2000 Citizen Survey

Reporting of new commercial development rose 4 percent since 1998. Last year, the North and Inner SE neighborhoods had the biggest increases, while the Southwest experienced the largest decline.

**FIGURE 64** PERCENT RATING COMMERCIAL DEVELOPMENT ATTRACTIVENESS/*IMPROVING ACCESS TO SERVICES* "GOOD" OR "VERY GOOD"



SOURCE: Auditor's Office 2000 Citizen Survey

Southwest residents continue to be most critical about the attractiveness and benefit, while Inner Northeast was the most satisfied with commercial development.

CITIZEN SURVEY	Any new commercial development in neighborhood in last year?		Impact of commercial development on attractiveness			Impact of commercial development in improving access to services		
	YES	NO	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD	GOOD OR VERY GOOD	NEITHER GOOD NOR BAD	BAD OR VERY BAD
1996	-	-	-	-	-	-	-	-
1997	-	-	-	-	-	-	-	-
1998	44%	56%	57%	28%	15%	42%	42%	16%
1999	48%	52%	52%	31%	17%	42%	40%	18%
2000	48%	52%	58%	29%	13%	43%	42%	15%
change over last 5 years:	-	-	-	-	-	-	-	-
change over last 10 years:	-	-	-	-	-	-	-	-

*Service Efforts and Accomplishments: 1999-00*

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# APPENDICES



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# Appendix A 2000 Citizen Survey Results

In 2000, the annual Citizen Survey was conducted for the tenth year. The questions 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. Again this year the survey was done in collaboration with the City of Gresham.

We mailed the survey to randomly selected addresses, with a letter from the City Auditor and the Mayor of Gresham, 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 9,250 surveys to City residents, and an additional 3,400 to Gresham residents, in September 2000. A reminder was mailed in October. At the time we wrote this report, 4,894 surveys were returned; 3,758 were City of Portland residents, for a City response rate of 41 percent.

### **Sampling error**

For the City-wide survey sample size of 3,758, the sampling error (at the conventional 95% confi-

dence level) is no more than  $\pm 1.5\%$ . For the smaller sub-samples in each neighborhood, the sampling error is generally less than  $\pm 4\%$ .

### **Representativeness of respondents**

Demographic information supplied by the respondents was compared to census data. A comparison showed the respondents were somewhat more educated and older than the entire population, and that minorities were under-represented. However, analysis in prior years showed that adjustments to give more weight to the less educated and younger respondents would make very little, if any, difference in the results. We could not determine the impact of the low minority response on our results.

We sent surveys to residents in each of the 8 Portland neighborhoods. Because some of the neighborhoods are larger than others, we checked on the need to re-weight the groups before combining into a City-wide total. Our analysis showed 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.

Common reasons given for *not* returning the survey were “lack of interest” and “too busy”.

### **Neighborhoods**

The eight neighborhoods in Portland that are shown separately in this report approximate the eight City neighborhood coalitions. The map on the following page shows the relationship of the individual neighborhood associations to the eight areas. In addition, we have included a street map to help further identify the boundaries of the areas.

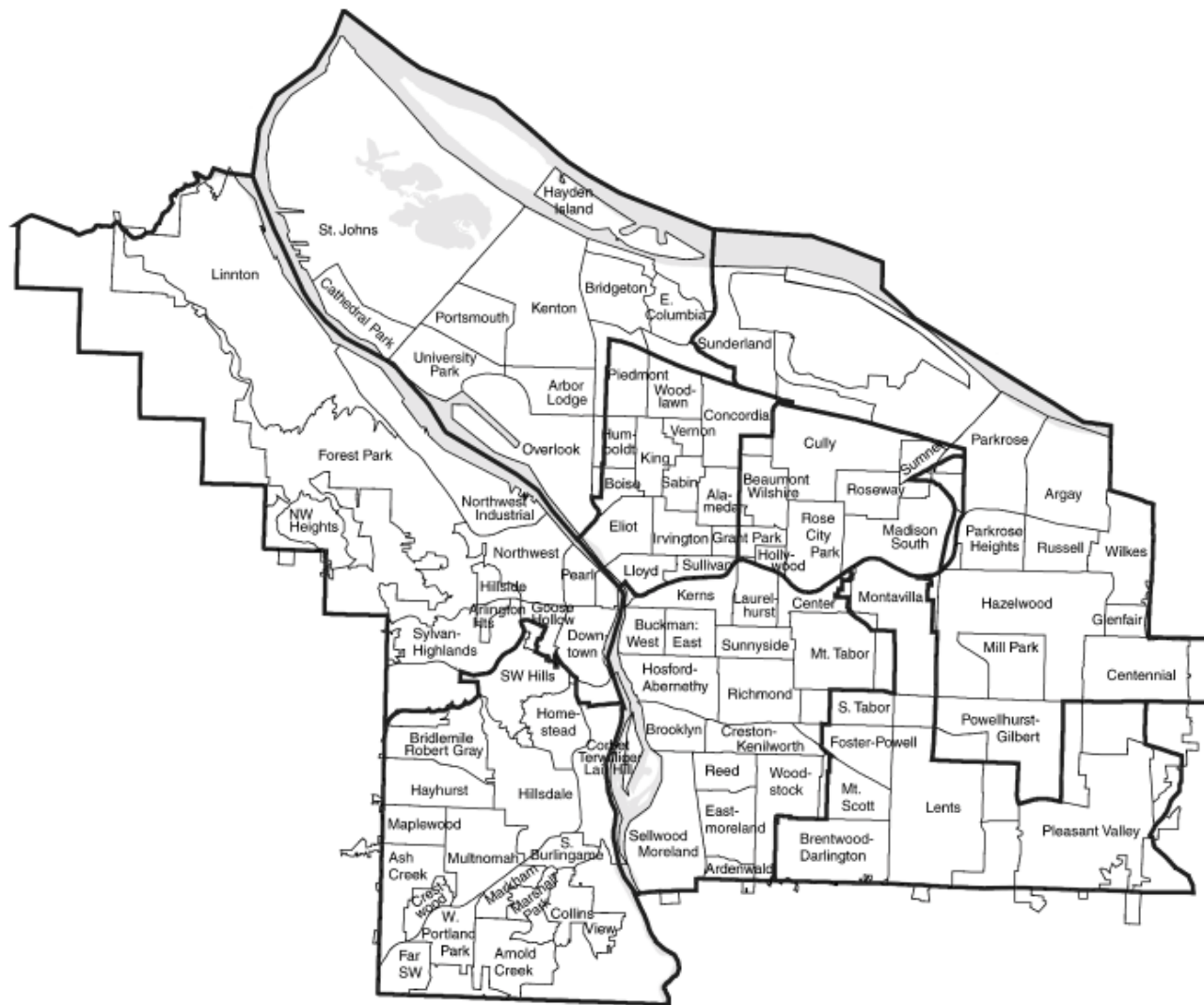
### **Results**

The survey questions and results for City respondents (N=3,758) 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 City-wide total percentages from the last nine years' surveys are included.

The number of responses to each question are in parentheses following the last response category. “Don't know” and blank responses are not included in the percentages or in the count of responses.

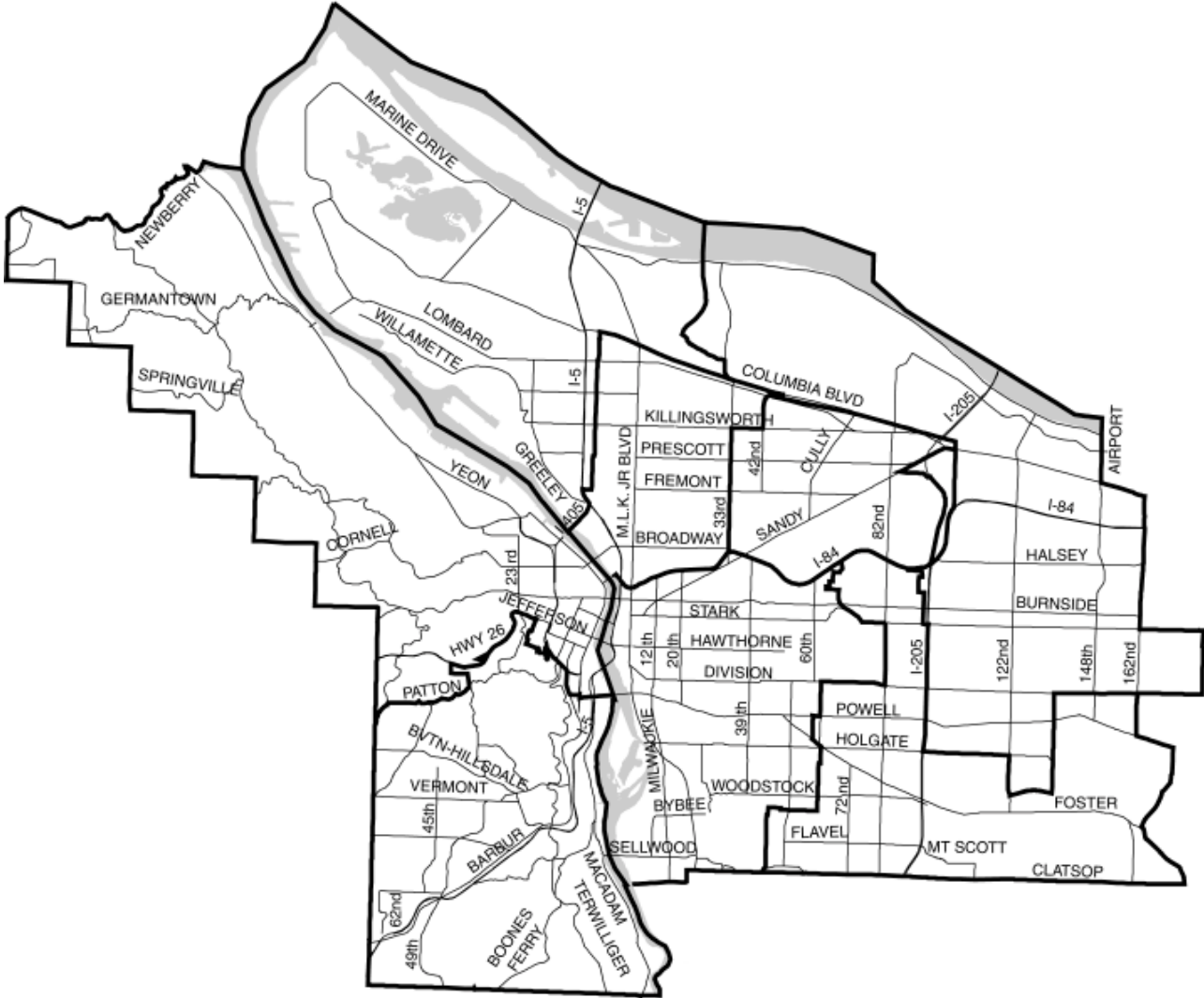


CITY OF PORTLAND:  
EIGHT NEIGHBORHOOD AREAS WITH NEIGHBORHOOD ASSOCIATIONS BOUNDARIES



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

CITY OF PORTLAND:  
EIGHT NEIGHBORHOOD AREAS WITH MAJOR STREETS



SOURCE: Metro Regional Land Information System

# 2000 CITIZEN SURVEY

	2000									Prior Year CITY TOTALS								
	NW/			NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
	SW	Downtown	N	Inner	Central	Inner	Outer											
<b>1</b> How safe would you feel walking alone <i>during the day</i> :																		
• in your neighborhood?																		
Very safe	68%	60%	35%	43%	49%	55%	34%	40%	48%	46%	48%	43%	39%	38%	36%	34%	36%	32%
Safe	28%	32%	45%	42%	40%	37%	51%	46%	40%	42%	40%	43%	44%	46%	45%	46%	45%	46%
Neither safe nor unsafe	3%	7%	14%	10%	8%	7%	11%	10%	9%	9%	8%	10%	12%	12%	13%	14%	13%	15%
Unsafe	1%	1%	5%	5%	3%	1%	4%	4%	3%	2%	3%	3%	4%	3%	5%	5%	5%	5%
Very unsafe	0%	0%	1%	0%	0%	0%	0%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	2%
	(525)	(377)	(442)	(425)	(504)	(458)	(426)	(530)	(3,687)	(3,589)	(3,781)	(4,115)	(4,139)	(4,296)	(3,882)	(4,544)	(4,030)	(4,440)
• in the park closest to you?																		
Very safe	46%	38%	23%	28%	31%	32%	22%	21%	30%	29%	31%	25%	23%	23%	21%	18%	21%	17%
Safe	38%	42%	42%	47%	48%	46%	45%	49%	45%	45%	43%	44%	45%	44%	41%	42%	40%	40%
Neither safe nor unsafe	11%	15%	20%	15%	13%	15%	21%	21%	16%	18%	17%	20%	19%	20%	22%	22%	22%	23%
Unsafe	5%	4%	11%	7%	7%	6%	11%	7%	7%	7%	7%	8%	10%	10%	13%	14%	13%	15%
Very Unsafe	0%	0%	4%	3%	1%	1%	2%	1%	2%	1%	2%	3%	3%	3%	3%	4%	4%	5%
	(503)	(365)	(427)	(404)	(486)	(438)	(397)	(472)	(3,492)	(3,423)	(3,613)	(3,903)	(4,067)	(3,686)	(4,290)	(3,807)	(4,212)	(4,212)
• downtown?																		
Very safe	31%	44%	23%	32%	27%	30%	14%	17%	27%	24%	26%	20%	19%	19%	17%	13%	16%	15%
Safe	45%	41%	42%	47%	43%	46%	45%	38%	43%	46%	45%	44%	44%	44%	43%	41%	42%	42%
Neither safe nor unsafe	18%	12%	23%	14%	18%	19%	28%	30%	21%	21%	20%	24%	23%	24%	24%	27%	25%	26%
Unsafe	5%	3%	10%	5%	9%	4%	10%	10%	7%	7%	7%	9%	10%	9%	12%	14%	12%	12%
Very unsafe	1%	0%	2%	2%	3%	1%	3%	5%	2%	2%	2%	3%	4%	4%	4%	5%	5%	5%
	(502)	(370)	(405)	(402)	(468)	(433)	(391)	(466)	(3,437)	(3,406)	(3,606)	(3,892)	(3,920)	(4,022)	(3,661)	(4,268)	(3,769)	(4,185)

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS								
	NW/		NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991	
	SW	Downtown	N	Inner	Central	Inner												Outer
How safe would you feel walking alone <i>at night</i> :																		
• in your neighborhood?																		
Very safe	27%	18%	10%	12%	13%	16%	6%	8%	14%	14%	14%	11%	12%	10%	9%	9%	10%	8%
Safe	45%	41%	31%	34%	36%	41%	30%	35%	37%	34%	35%	34%	31%	30%	27%	26%	28%	26%
Neither safe nor unsafe	16%	25%	23%	23%	23%	22%	25%	23%	22%	24%	24%	24%	23%	24%	26%	23%	22%	24%
Unsafe	10%	13%	25%	21%	21%	17%	28%	24%	20%	21%	20%	22%	25%	25%	25%	27%	26%	26%
Very unsafe	2%	3%	11%	10%	7%	4%	11%	10%	7%	7%	7%	9%	9%	11%	13%	15%	14%	16%
	(521)	(370)	(435)	(416)	(492)	(443)	(412)	(506)	(3,595)	(3,487)	(3,669)	(4,037)	(4,038)	(4,198)	(3,801)	(4,439)	(3,935)	(4,331)
• in the park closest to you?																		
Very safe	7%	7%	4%	4%	3%	6%	2%	1%	4%	4%	%	3%	4%	3%	3%	2%	3%	2%
Safe	28%	23%	15%	17%	19%	16%	14%	13%	18%	16%	16%	15%	14%	12%	12%	10%	11%	9%
Neither safe nor unsafe	31%	28%	26%	25%	25%	25%	25%	25%	27%	25%	25%	25%	23%	23%	22%	19%	19%	19%
Unsafe	27%	30%	31%	30%	35%	38%	35%	37%	33%	36%	35%	34%	34%	35%	34%	37%	36%	36%
Very unsafe	7%	12%	24%	24%	18%	15%	24%	24%	18%	19%	20%	23%	25%	27%	29%	32%	31%	34%
	(487)	(359)	(418)	(401)	(466)	(427)	(392)	(454)	(3,404)	(3,349)	(3,534)	(3,854)	(3,856)	(4,000)	(3,627)	(4,237)	(3,735)	(4,152)
• downtown?																		
Very safe	4%	10%	3%	9%	4%	5%	1%	2%	4%	4%	4%	3%	3%	3%	2%	2%	2%	2%
Safe	27%	35%	22%	33%	22%	26%	13%	15%	24%	22%	21%	18%	17%	16%	15%	12%	14%	12%
Neither safe nor unsafe	37%	32%	33%	28%	33%	35%	31%	26%	32%	29%	31%	29%	28%	28%	27%	23%	23%	25%
Unsafe	24%	17%	26%	23%	25%	24%	32%	35%	26%	29%	28%	30%	31%	31%	33%	34%	34%	33%
Very unsafe	8%	6%	16%	7%	16%	10%	23%	22%	14%	16%	16%	20%	21%	22%	24%	29%	27%	28%
	(504)	(366)	(405)	(399)	(464)	(426)	(383)	(468)	(3,415)	(3,344)	(3,539)	(3,876)	(3,864)	(4,030)	(3,660)	(4,242)	(3,752)	(4,154)
<b>2</b> Did anyone break into, or attempt to break into, any cars or trucks belonging to your household in the last 12 months (that is, since September 1999)?																		
Yes	11%	20%	20%	21%	16%	20%	19%	16%	18%	20%	22%	22%	23%	24%	-	-	-	-
No	89%	80%	80%	79%	84%	80%	81%	84%	82%	80%	78%	78%	77%	76%	-	-	-	-
	(522)	(367)	(441)	(424)	(502)	(449)	(428)	(532)	(3,665)	(3,597)	(3,785)	(4,098)	(4,127)	(4,299)	-	-	-	-
<i>If YES:</i>																		
• No. of times? (TOTAL REPORTED)	79	100	152	129	128	138	129	136	991	1,055	1,299	1,575	1,445	1,618	-	-	-	-
• How many were reported to the police? (PERCENT CALCULATED)	52%	37%	46%	33%	30%	38%	44%	41%	40%	40%	45%	39%	43%	44%	-	-	-	-

		2000								Prior Year CITY TOTALS									
		NW/		NE		SE		CITY											
		SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
<b>3</b>	Did anyone break into, or burglarize, your home during the last 12 months?																		
	Yes	1%	5%	5%	6%	5%	4%	5%	3%	4%	5%	5%	4%	5%	5%	7%	7%	9%	10%
	No	99%	95%	95%	94%	95%	96%	95%	97%	96%	95%	95%	96%	95%	95%	93%	93%	91%	90%
		(522)	(377)	(441)	(427)	(511)	(460)	(434)	(541)	(3,713)	(3,617)	(3,790)	(4,130)	(4,140)	(4,330)	(3,922)	(4,563)	(4,043)	(4,456)
	<i>If YES:</i>																		
	• Was it reported to the police?																		
	Yes	-	-	-	-	-	-	-	-	56%	66%	70%	71%	71%	70%	77%	73%	80%	76%
	No	(NUMBER IN INDIVIDUAL NEIGHBORHOODS TOO SMALL TO REPORT)								44%	34%	30%	29%	29%	30%	23%	27%	20%	24%
										(158)	(164)	(181)	(175)	(194)	(196)	(265)	(327)	(323)	(432)
<b>4</b>	Do you know, or have you heard of, your neighborhood police officer?																		
	Yes	12%	7%	20%	16%	18%	11%	12%	13%	14%	13%	13%	14%	15%	15%	16%	15%	13%	12%
	No	88%	93%	80%	84%	82%	89%	88%	87%	86%	87%	87%	86%	85%	85%	84%	85%	87%	88%
		(519)	(378)	(437)	(425)	(508)	(458)	(429)	(533)	(3,687)	(3,606)	(3,803)	(4,129)	(4,083)	(4,307)	(3,896)	(4,537)	(4,049)	(4,461)
<b>5</b>	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)?																		
	Very willing	12%	13%	18%	18%	16%	12%	12%	12%	14%	14%	15%	-	17%	14%	16%	18%	18%	17%
	Willing	41%	36%	42%	41%	44%	45%	38%	41%	41%	47%	45%	-	46%	44%	46%	49%	50%	51%
	Neither willing nor unwilling	36%	38%	32%	32%	31%	34%	40%	37%	35%	32%	32%	-	30%	33%	30%	26%	26%	26%
	Unwilling	10%	11%	5%	8%	8%	7%	9%	9%	9%	6%	7%	-	6%	7%	7%	6%	5%	5%
	Very unwilling	1%	2%	3%	1%	1%	2%	1%	1%	1%	1%	1%	-	1%	2%	1%	1%	1%	1%
		(481)	(351)	(406)	(394)	(461)	(410)	(385)	(484)	(3,372)	(3,387)	(3,585)	-	(3,788)	(3,939)	(3,561)	(4,207)	(3,755)	(4,121)
<b>6</b>	Did you use the services of the fire department in the last twelve months?																		
	Yes	4%	8%	8%	7%	8%	6%	8%	7%	7%	7%	7%	-	6%	8%	6%	7%	7%	7%
	No	96%	92%	92%	93%	92%	94%	92%	93%	93%	93%	93%	-	94%	92%	94%	93%	93%	93%
		(525)	(380)	(446)	(427)	(512)	(462)	(435)	(540)	(3,727)	(3,625)	(3,817)	-	(4,152)	(4,331)	(3,924)	(4,570)	(4,052)	(4,406)
	<i>If YES:</i>																		
	• What type of service was it? (the last time, if more than once)																		
	Fire	17%	34%	18%	13%	28%	11%	26%	30%	23%	22%	28%	-	22%	22%	24%	20%	30%	24%
	Medical	61%	28%	67%	70%	55%	62%	59%	67%	59%	64%	59%	-	60%	65%	62%	58%	50%	56%
	Other	22%	38%	15%	17%	17%	27%	15%	3%	18%	14%	13%	-	18%	13%	14%	22%	20%	20%
		(23)	(29)	(39)	(30)	(40)	(26)	(34)	(37)	(258)	(251)	(261)	-	(262)	(319)	(227)	(312)	(273)	(322)

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS								
	NW/		N	NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
	SW	Downtown		Inner	Central	Inner	Outer											
How do you rate the quality of the service you got?																		
Very good	78%	66%	81%	63%	64%	65%	77%	84%	72%	72%	72%	-	69%	63%	77%	68%	68%	69%
Good	18%	31%	19%	31%	28%	23%	13%	13%	22%	23%	24%	-	25%	29%	19%	22%	24%	23%
Neither good nor bad	4%	0%	0%	3%	5%	12%	7%	0%	4%	3%	4%	-	2%	6%	2%	6%	4%	5%
Bad	0%	3%	0%	3%	3%	0%	3%	3%	2%	2%	0%	-	3%	2%	2%	3%	3%	2%
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	-	1%	0%	0%	1%	1%	1%
	(23)	(29)	(37)	(32)	(39)	(26)	(31)	(38)	(255)	(250)	(265)	-	(256)	(323)	(225)	(308)	(270)	(321)
<b>7</b> Are you prepared to sustain yourself for 72 hours after a major disaster?																		
Yes	57%	47%	60%	52%	65%	62%	67%	71%	61%	57%	52%	51%	50%	46%	44%	46%	-	-
No	43%	53%	40%	48%	35%	38%	34%	29%	39%	43%	48%	49%	50%	54%	56%	54%	-	-
	(520)	(372)	(435)	(415)	(501)	(454)	(427)	(529)	(3,653)	(3,580)	(3,753)	(4,065)	(4,095)	(3,957)	(3,796)	(4,439)	-	-
<i>If NO:</i>																		
• Do you know what to do to get prepared?																		
Yes	49%	58%	50%	54%	57%	56%	53%	53%	54%	57%	47%	45%	44%	47%	48%	50%	-	-
No	51%	42%	50%	46%	43%	44%	47%	47%	46%	43%	53%	55%	56%	53%	52%	50%	-	-
	(189)	(168)	(154)	(166)	(147)	(153)	(122)	(134)	(1,233)	(1,332)	(1,550)	(1,867)	(1,824)	(1,908)	(1,936)	(2,205)	-	-
<b>8</b> Are you trained in first aid or CPR?																		
First aid	12%	11%	8%	10%	10%	10%	7%	8%	10%	11%	10%	-	11%	11%	10%	-	-	-
CPR	10%	9%	12%	9%	10%	10%	9%	11%	10%	10%	9%	-	10%	15%	13%	-	-	-
Both	34%	26%	31%	37%	33%	34%	31%	30%	32%	32%	32%	-	30%	28%	28%	-	-	-
Neither	44%	54%	49%	44%	47%	36%	53%	51%	48%	47%	49%	-	49%	46%	49%	-	-	-
	(523)	(376)	(442)	(423)	(497)	(452)	(432)	(534)	(3,679)	(3,571)	(3,781)	-	(4,134)	(3,726)	(3,634)	-	-	-
<b>9</b> How well do you think:																		
• the City provides sewer and drainage service to your home?																		
Very well	29%	34%	22%	26%	22%	22%	20%	19%	24%	25%	25%	27%	24%	20%	21%	-	-	-
Well	50%	48%	51%	53%	51%	52%	52%	50%	51%	50%	49%	48%	48%	48%	49%	-	-	-
Neither well nor poorly	14%	12%	17%	13%	19%	21%	18%	19%	17%	17%	18%	17%	18%	22%	21%	-	-	-
Poorly	4%	4%	7%	5%	4%	3%	5%	7%	5%	5%	5%	5%	6%	6%	6%	-	-	-
Very poorly	3%	2%	3%	3%	4%	2%	5%	5%	3%	3%	3%	3%	4%	4%	4%	-	-	-
	(486)	(332)	(417)	(393)	(482)	(418)	(403)	(487)	(3,418)	(3,287)	(3,427)	(3,852)	(3,765)	(3,442)	(3,240)	-	-	-

	2000									Prior Year									
	NW/			NE		SE		E	CITY TOTAL	CITY TOTALS									
	SW	Downtown	N	Inner	Central	Inner	Outer			1999	1998	1997	1996	1995	1994	1993	1992	1991	
• the sewer and storm drainage systems protect streams and rivers?																			
Very well	4%	9%	7%	6%	4%	3%	5%	8%	6%	5%	6%	5%	5%	6%	6%	2%	3%	3%	
Well	26%	19%	24%	24%	25%	15%	27%	28%	24%	23%	23%	24%	21%	25%	24%	16%	19%	20%	
Neither well nor poorly	27%	30%	29%	24%	25%	25%	26%	28%	27%	27%	24%	26%	24%	23%	24%	25%	26%	23%	
Poorly	24%	27%	23%	30%	25%	37%	26%	21%	26%	28%	30%	29%	32%	27%	26%	35%	34%	33%	
Very poorly	19%	15%	17%	16%	21%	20%	16%	15%	17%	17%	17%	16%	18%	19%	20%	22%	18%	21%	
	(422)	(276)	(360)	(333)	(425)	(373)	(336)	(408)	(2,933)	(2,871)	(3,016)	(3,433)	(3,360)	(3,088)	(2,931)	(3,651)	(2,972)	(3,210)	
<b>10</b> In general, how do you rate the streets in your neighborhood in the following categories?																			
• smoothness																			
Very good	11%	11%	10%	17%	12%	12%	12%	14%	12%	11%	14%	12%	12%	11%	14%	12%	11%	12%	
Good	46%	44%	45%	49%	51%	55%	49%	57%	50%	45%	46%	46%	46%	44%	46%	43%	15%	42%	
Neither good nor bad	19%	23%	24%	22%	19%	19%	20%	17%	20%	23%	22%	23%	22%	23%	21%	23%	22%	23%	
Bad	17%	17%	17%	9%	14%	11%	13%	8%	13%	15%	13%	14%	14%	15%	14%	15%	15%	15%	
Very bad	7%	5%	4%	3%	4%	3%	6%	4%	5%	6%	5%	5%	6%	7%	5%	7%	7%	8%	
	(521)	(375)	(440)	(423)	(510)	(459)	(431)	(529)	(3,688)	(3,503)	(3,676)	(4,102)	(4,145)	(4,058)	(3,807)	(4,541)	(4,038)	(4,440)	
• cleanliness																			
Very good	17%	13%	8%	13%	12%	11%	10%	11%	12%	12%	14%	13%	13%	11%	12%	12%	12%	11%	
Good	59%	50%	49%	48%	56%	54%	47%	54%	53%	51%	51%	51%	51%	49%	51%	49%	48%	46%	
Neither good nor bad	19%	24%	27%	22%	22%	24%	25%	23%	23%	23%	22%	23%	23%	25%	22%	23%	23%	25%	
Bad	4%	12%	13%	13%	9%	11%	13%	9%	10%	10%	10%	10%	10%	11%	11%	11%	11%	13%	
Very bad	1%	1%	3%	4%	1%	0%	5%	3%	2%	4%	3%	3%	3%	4%	4%	5%	6%	5%	
	(524)	(377)	(439)	(418)	(508)	(459)	(429)	(522)	(3,676)	(3,488)	(3,666)	(4,055)	(4,125)	(4,053)	(3,799)	(4,528)	(3,996)	(4,398)	
• traffic speed																			
Very good	7%	6%	5%	5%	3%	6%	2%	5%	5%	5%	6%	5%	-	-	-	-	-	-	
Good	36%	41%	26%	32%	34%	28%	29%	32%	32%	33%	31%	32%	-	-	-	-	-	-	
Neither good nor bad	25%	27%	27%	24%	24%	29%	24%	25%	26%	25%	24%	25%	-	-	-	-	-	-	
Bad	24%	19%	27%	27%	27%	26%	28%	25%	25%	25%	26%	26%	-	-	-	-	-	-	
Very bad	8%	7%	15%	12%	12%	11%	17%	13%	12%	12%	13%	12%	-	-	-	-	-	-	
	(519)	(377)	(437)	(415)	(507)	(454)	(430)	(532)	(3,671)	(3,471)	(3,651)	(4,050)	-	-	-	-	-	-	
• safety of pedestrians																			
Very good	7%	8%	6%	10%	5%	10%	4%	7%	7%	-	-	-	-	-	-	-	-	-	
Good	34%	39%	44%	44%	47%	39%	37%	42%	41%	-	-	-	-	-	-	-	-	-	
Neither good nor bad	24%	28%	26%	27%	25%	28%	27%	25%	26%	-	-	-	-	-	-	-	-	-	
Bad	22%	17%	15%	13%	17%	18%	18%	17%	17%	-	-	-	-	-	-	-	-	-	
Very bad	13%	8%	9%	6%	6%	5%	14%	9%	9%	-	-	-	-	-	-	-	-	-	
	(518)	(377)	(438)	(408)	(506)	(454)	(425)	(519)	(3,645)	-	-	-	-	-	-	-	-	-	

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS								
	NW/		NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991	
	SW	Downtown	N	Inner	Central	Inner												Outer
• safety of bicyclists																		
Very good	6%	6%	6%	8%	4%	7%	4%	7%	6%	-	-	-	-	-	-	-	-	
Good	30%	32%	39%	34%	42%	35%	34%	38%	36%	-	-	-	-	-	-	-	-	
Neither good nor bad	26%	32%	31%	29%	30%	31%	29%	28%	29%	-	-	-	-	-	-	-	-	
Bad	25%	21%	17%	22%	17%	21%	22%	18%	20%	-	-	-	-	-	-	-	-	
Very bad	13%	9%	7%	7%	7%	6%	11%	9%	9%	-	-	-	-	-	-	-	-	
	(505)	(362)	(423)	(394)	(490)	(439)	(414)	(511)	(3,538)	-	-	-	-	-	-	-	-	
<b>11</b> How do you rate traffic congestion on:																		
• major streets and thoroughfares (excluding freeways)?																		
Very good	3%	3%	3%	2%	2%	2%	2%	1%	2%	-	-	-	-	-	-	-	-	
Good	23%	23%	26%	27%	24%	16%	22%	25%	23%	-	-	-	-	-	-	-	-	
Neither good nor bad	33%	36%	31%	34%	32%	29%	26%	31%	32%	-	-	-	-	-	-	-	-	
Bad	34%	31%	31%	30%	34%	42%	40%	33%	35%	-	-	-	-	-	-	-	-	
Very bad	7%	7%	9%	7%	8%	11%	10%	10%	8%	-	-	-	-	-	-	-	-	
	(517)	(374)	(438)	(416)	(501)	(451)	(422)	(515)	(3,634)	-	-	-	-	-	-	-	-	
• your neighborhood streets?																		
Very good	14%	10%	9%	10%	6%	10%	6%	11%	10%	-	-	-	-	-	-	-	-	
Good	53%	38%	48%	51%	50%	41%	46%	47%	47%	-	-	-	-	-	-	-	-	
Neither good nor bad	22%	27%	26%	24%	28%	29%	30%	24%	26%	-	-	-	-	-	-	-	-	
Bad	9%	20%	11%	13%	13%	16%	15%	14%	14%	-	-	-	-	-	-	-	-	
Very bad	2%	5%	6%	2%	3%	4%	3%	4%	3%	-	-	-	-	-	-	-	-	
	(507)	(370)	(421)	(408)	(487)	(448)	(410)	(514)	(3,565)	-	-	-	-	-	-	-	-	
<b>12</b> In general, how do you rate the quality of the parks near your home in the following categories?																		
• clean grounds																		
Very good	35%	33%	23%	21%	21%	22%	20%	20%	24%	25%	24%	22%	25%	28%	27%	26%	24%	25%
Good	56%	53%	63%	62%	67%	65%	67%	62%	62%	60%	58%	61%	60%	57%	59%	58%	59%	59%
Neither good nor bad	8%	11%	10%	12%	10%	10%	11%	15%	11%	12%	14%	13%	12%	12%	12%	12%	13%	13%
Bad	1%	3%	4%	4%	2%	3%	2%	2%	3%	3%	3%	3%	3%	3%	2%	3%	3%	3%
Very bad	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	1%	1%	0%
	(469)	(362)	(419)	(391)	(465)	(422)	(376)	(418)	(3,322)	(3,212)	(3,378)	(3,704)	(3,650)	(3,675)	(3,389)	(4,040)	(3,598)	(4,022)



	2000									Prior Year CITY TOTALS								
	NW/ SW Downtown		N	NE Inner Central		SE Inner Outer		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
• well-maintained grounds																		
Very good	35%	34%	23%	22%	20%	23%	20%	20%	25%	25%	24%	22%	25%	27%	26%	25%	23%	25%
Good	51%	52%	61%	62%	64%	61%	63%	59%	59%	58%	56%	59%	57%	56%	56%	57%	57%	56%
Neither good nor bad	12%	12%	13%	12%	13%	13%	15%	18%	13%	13%	16%	15%	15%	14%	15%	14%	16%	15%
Bad	2%	2%	2%	3%	3%	3%	2%	3%	3%	3%	3%	3%	2%	2%	2%	3%	5%	3%
Very bad	0%	0%	1%	1%	0%	0%	0%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%
	(468)	(364)	(417)	(389)	(465)	(422)	(375)	(420)	(3,320)	(3,206)	(3,365)	(3,674)	(3,627)	(3,655)	(3,370)	(4,019)	(3,569)	(3,984)
• beauty of landscaping & plantings																		
Very good	27%	36%	20%	23%	14%	21%	16%	16%	21%	22%	22%	20%	22%	24%	21%	21%	20%	22%
Good	48%	45%	53%	50%	56%	54%	57%	53%	52%	50%	49%	50%	50%	47%	47%	47%	48%	47%
Neither good nor bad	23%	17%	22%	21%	25%	20%	23%	26%	22%	23%	24%	25%	23%	24%	27%	26%	26%	26%
Bad	2%	2%	4%	5%	4%	4%	4%	5%	4%	4%	4%	4%	4%	4%	4%	5%	5%	4%
Very bad	0%	0%	1%	1%	1%	1%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
	(469)	(365)	(419)	(390)	(462)	(426)	(377)	(418)	(3,326)	(3,184)	(3,347)	(3,670)	(3,621)	(3,645)	(3,366)	(4,009)	(3,570)	(3,956)
• clean facilities																		
Very good	26%	26%	13%	13%	8%	12%	10%	12%	15%	16%	13%	11%	13%	15%	13%	13%	12%	12%
Good	50%	37%	37%	42%	50%	47%	50%	47%	45%	44%	42%	42%	41%	40%	40%	38%	40%	37%
Neither good nor bad	20%	25%	35%	31%	31%	30%	30%	33%	29%	29%	30%	34%	31%	31%	33%	32%	31%	32%
Bad	4%	11%	13%	11%	10%	10%	8%	7%	9%	9%	11%	10%	12%	11%	12%	13%	13%	15%
Very bad	0%	1%	2%	3%	1%	1%	2%	1%	2%	2%	4%	3%	3%	3%	3%	4%	4%	4%
	(407)	(292)	(353)	(301)	(375)	(343)	(316)	(347)	(2,734)	(2,576)	(2,714)	(2,971)	(2,872)	(2,926)	(2,792)	(3,212)	(2,880)	(3,173)
• well-maintained facilities																		
Very good	27%	28%	13%	14%	10%	13%	11%	12%	16%	16%	14%	11%	13%	15%	13%	13%	13%	12%
Good	48%	38%	41%	44%	52%	49%	49%	47%	46%	45%	43%	45%	42%	41%	41%	40%	41%	40%
Neither good nor bad	22%	25%	32%	31%	29%	29%	30%	34%	29%	29%	32%	32%	31%	31%	34%	32%	31%	31%
Bad	2%	7%	12%	9%	7%	8%	8%	7%	8%	8%	8%	9%	10%	10%	9%	11%	11%	13%
Very bad	1%	2%	2%	2%	2%	1%	2%	0%	1%	2%	3%	3%	4%	3%	3%	4%	4%	4%
	(407)	(296)	(355)	(305)	(374)	(348)	(314)	(347)	(2,746)	(2,590)	(2,741)	(3,015)	(2,899)	(2,932)	(2,792)	(3,254)	(2,898)	(3,170)
<b>13</b> In the past twelve months, how many times did you:																		
• visit any City park?																		
Never	10%	5%	11%	9%	16%	10%	18%	24%	14%	14%	13%	14%	15%	16%	16%	18%	16%	15%
Once or twice	18%	13%	18%	13%	21%	14%	25%	28%	19%	19%	18%	20%	19%	20%	20%	21%	19%	19%
3 to 5 times	17%	15%	23%	17%	17%	17%	19%	20%	18%	18%	17%	18%	18%	17%	18%	18%	17%	18%
6 to 10 times	14%	15%	15%	16%	12%	12%	10%	11%	13%	14%	13%	14%	13%	13%	13%	13%	14%	15%
More than 10 times	41%	52%	33%	45%	34%	47%	28%	17%	36%	35%	39%	34%	35%	34%	33%	30%	34%	33%
	(519)	(375)	(437)	(418)	(499)	(451)	(424)	(515)	(3,638)	(3,469)	(3,655)	(4,052)	(4,067)	(4,000)	(3,762)	(4,496)	(3,993)	(4,400)

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year									
	NW/			NE		SE		E	CITY TOTAL	CITY TOTALS									
	SW	Downtown	N	Inner	Central	Inner	Outer			1999	1998	1997	1996	1995	1994	1993	1992	1991	
• visit a City park near your home?																			
Never	16%	7%	14%	13%	19%	14%	22%	30%	17%	17%	16%	18%	19%	20%	20%	23%	21%	21%	
Once or twice	21%	16%	23%	16%	24%	20%	26%	25%	22%	22%	21%	24%	21%	22%	23%	23%	22%	21%	
3 to 5 times	18%	15%	18%	18%	16%	13%	16%	18%	16%	17%	16%	16%	17%	17%	17%	15%	16%	16%	
6 to 10 times	12%	10%	13%	17%	9%	11%	10%	11%	12%	12%	11%	11%	12%	11%	11%	12%	11%	13%	
More than 10 times	33%	52%	32%	36%	32%	42%	26%	16%	33%	32%	36%	31%	31%	30%	29%	27%	30%	29%	
	(508)	(368)	(431)	(408)	(492)	(444)	(424)	(512)	(3,587)	(3,401)	(3,574)	(3,974)	(3,980)	(3,859)	(3,645)	(4,411)	(3,906)	(4,318)	
<b>14</b> 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	35%	19%	13%	25%	15%	21%	19%	15%	21%	20%	19%	-	16%	15%	16%	14%	15%	15%	
Satisfied	46%	45%	60%	52%	59%	47%	54%	53%	52%	54%	52%	-	53%	52%	52%	54%	54%	51%	
Neither sat. or dissat.	17%	28%	24%	18%	21%	25%	22%	25%	22%	22%	24%	-	26%	28%	27%	25%	24%	27%	
Dissatisfied	1%	7%	2%	4%	4%	6%	4%	6%	4%	3%	4%	-	4%	4%	5%	5%	5%	6%	
Very dissatisfied	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	2%	2%	1%	
	(380)	(204)	(319)	(287)	(312)	(286)	(286)	(298)	(2,372)	(2,060)	(2,122)	-	(2,460)	(2,418)	(2,411)	(2,899)	(2,619)	(2,932)	
• affordable																			
Very satisfied	25%	15%	13%	27%	19%	21%	15%	11%	19%	16%	15%	-	16%	14%	15%	15%	15%	15%	
Satisfied	44%	45%	54%	50%	51%	47%	48%	55%	49%	51%	50%	-	50%	50%	50%	51%	52%	51%	
Neither sat. or dissat.	22%	33%	23%	18%	25%	24%	27%	27%	24%	25%	26%	-	26%	29%	27%	26%	24%	26%	
Dissatisfied	6%	5%	6%	4%	5%	6%	8%	6%	6%	6%	4%	-	6%	5%	6%	6%	7%	6%	
Very dissatisfied	3%	2%	4%	1%	0%	2%	2%	1%	2%	2%	2%	-	2%	2%	2%	2%	2%	2%	
	(363)	(193)	(297)	(281)	(290)	(269)	(273)	(281)	(2,247)	(1,969)	(2,046)	-	(2,327)	(2,302)	(2,301)	(2,766)	(2,506)	(2,787)	
• open at good times																			
Very satisfied	26%	13%	10%	20%	12%	17%	15%	11%	16%	15%	15%	-	12%	11%	12%	12%	11%	11%	
Satisfied	51%	49%	54%	51%	55%	47%	50%	54%	52%	53%	49%	-	49%	50%	49%	50%	52%	47%	
Neither sat. or dissat.	20%	31%	31%	21%	29%	29%	30%	29%	27%	26%	29%	-	31%	33%	32%	29%	29%	32%	
Dissatisfied	3%	5%	4%	8%	4%	6%	4%	4%	4%	5%	5%	-	6%	5%	6%	7%	6%	8%	
Very dissatisfied	0%	2%	1%	0%	0%	1%	1%	2%	1%	1%	2%	-	2%	1%	1%	2%	2%	2%	
	(351)	(190)	(296)	(269)	(288)	(263)	(269)	(278)	(2,204)	(1,931)	(1,991)	-	(2,246)	(2,211)	(2,226)	(2,667)	(2,436)	(2,724)	
• good variety																			
Very satisfied	30%	14%	11%	22%	13%	16%	18%	11%	17%	17%	16%	-	14%	12%	13%	12%	13%	13%	
Satisfied	47%	51%	49%	50%	53%	50%	50%	53%	50%	51%	49%	-	48%	48%	48%	49%	50%	46%	
Neither sat. or dissat.	20%	28%	32%	21%	30%	27%	27%	28%	28%	27%	29%	-	31%	34%	32%	31%	29%	31%	
Dissatisfied	2%	5%	5%	6%	3%	5%	4%	7%	4%	4%	4%	-	5%	5%	6%	6%	6%	8%	
Very dissatisfied	1%	2%	3%	1%	1%	2%	1%	1%	1%	1%	2%	-	2%	1%	1%	2%	2%	2%	
	(354)	(194)	(285)	(268)	(290)	(263)	(263)	(279)	(2,196)	(1,917)	(1,966)	-	(2,236)	(2,181)	(2,226)	(2,655)	(2,438)	(2,701)	

2000										Prior Year									
										CITY TOTALS									
NW/			NE		SE		CITY												
SW	Downtown	N	Inner	Central	Inner	Outer	E	TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991		
<ul style="list-style-type: none"> <li>adequate number of classes, teams, etc.</li> </ul>																			
	Very satisfied	27%	13%	8%	19%	13%	16%	15%	9%	15%	14%	14%	-	11%	10%	11%	10%	10%	11%
	Satisfied	45%	42%	45%	49%	46%	42%	45%	50%	46%	48%	45%	-	45%	43%	42%	44%	46%	43%
	Neither sat. or dissat.	24%	37%	37%	21%	34%	33%	33%	34%	31%	32%	33%	-	36%	39%	36%	35%	34%	35%
	Dissatisfied	4%	6%	5%	9%	5%	8%	6%	6%	6%	5%	6%	-	6%	6%	9%	8%	8%	9%
	Very dissatisfied	0%	2%	5%	2%	2%	1%	1%	1%	2%	1%	2%	-	2%	2%	2%	3%	2%	2%
		(335)	(182)	(268)	(243)	(264)	(233)	(245)	(262)	(2,032)	(1,782)	(1,815)	-	(2,037)	(2,017)	(2,056)	(2,496)	(2,291)	(2,530)
<b>15</b>	How many members of your household took part in a City recreation activity in the past twelve months? (% CALCULATED)																		
	• age 12 and under	-	-	-	-	-	-	-	-	57%	-	56%	-	51%	50%	52%	-	-	-
	• age 13 to 18	(NUMBER IN INDIVIDUAL NEIGHBORHOODS TOO SMALL TO REPORT)								33%	-	41%	-	37%	40%	47%	-	-	-
	• age 19 to 54	-	-	-	-	-	-	-	-	23%	-	21%	-	22%	18%	21%	-	-	-
	• age 55 and over	-	-	-	-	-	-	-	-	18%	-	18%	-	17%	18%	18%	-	-	-
<b>16</b>	How do you rate garbage/recycling service in the following categories:																		
	• the cost?																		
	Very good	9%	12%	6%	14%	7%	7%	6%	4%	8%	8%	9%	9%	8%	8%	5%	6%	-	-
	Good	33%	43%	37%	33%	37%	33%	33%	37%	36%	36%	36%	34%	31%	29%	28%	27%	25%	-
	Neither good nor bad	38%	30%	37%	33%	34%	35%	39%	33%	35%	34%	34%	33%	31%	34%	35%	33%	32%	-
	Bad	16%	10%	14%	15%	17%	19%	18%	22%	16%	17%	16%	18%	20%	20%	22%	24%	26%	-
	Very bad	4%	5%	6%	5%	5%	6%	4%	4%	5%	5%	5%	6%	9%	9%	8%	11%	11%	-
		(468)	(234)	(391)	(364)	(470)	(387)	(398)	(474)	(3,186)	(3,110)	(3,235)	(3,645)	(3,521)	(3,525)	(3,351)	(4,095)	(3,144)	-
	• the quality of garbage service?																		
	Very good	24%	18%	20%	27%	22%	21%	17%	18%	21%	22%	24%	25%	23%	23%	23%	21%	25%	-
	Good	56%	51%	54%	51%	54%	58%	55%	56%	55%	56%	54%	52%	54%	53%	53%	55%	53%	-
	Neither good nor bad	18%	24%	19%	18%	17%	16%	22%	20%	19%	17%	17%	17%	16%	18%	18%	17%	15%	-
	Bad	2%	6%	4%	3%	5%	4%	5%	4%	4%	4%	4%	4%	5%	4%	4%	5%	5%	-
	Very bad	0%	1%	3%	1%	2%	1%	1%	2%	1%	1%	1%	2%	2%	2%	2%	2%	2%	-
		(499)	(311)	(424)	(398)	(499)	(437)	(422)	(500)	(3,490)	(3,338)	(3,514)	(3,963)	(3,870)	(3,849)	(3,625)	(4,341)	(3,278)	-
	• the quality of recycling service?																		
	Very good	26%	20%	22%	32%	25%	23%	18%	19%	23%	24%	26%	26%	25%	26%	25%	23%	23%	-
	Good	52%	51%	54%	48%	51%	54%	57%	55%	53%	52%	50%	49%	51%	51%	51%	51%	49%	-
	Neither good nor bad	18%	21%	16%	13%	16%	16%	18%	17%	17%	17%	16%	17%	15%	15%	17%	17%	17%	-
	Bad	3%	6%	5%	5%	5%	5%	6%	7%	5%	5%	6%	6%	6%	6%	6%	6%	7%	-
	Very bad	1%	2%	3%	2%	3%	2%	1%	2%	2%	2%	2%	2%	3%	2%	2%	3%	4%	-
		(492)	(315)	(412)	(397)	(493)	(436)	(416)	(493)	(3,454)	(3,307)	(3,484)	(3,930)	(3,835)	(3,780)	(3,505)	(4,234)	(3,240)	-

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS							
	NW/		NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
	SW	Downtown	N	Inner	Central	Inner											
Do you live in a single family home, a 2-, 3- or 4-plex, or a larger apartment/condominium?																	
1 family home	79%	23%	84%	77%	89%	74%	86%	80%	76%	76%	76%	75%	75%	76%	78%	80%	-
2, 3 or 4-plex	4%	5%	5%	8%	4%	8%	7%	3%	5%	5%	5%	6%	7%	5%	5%	5%	-
Apartment	16%	67%	7%	13%	6%	15%	5%	15%	17%	17%	16%	17%	15%	16%	15%	13%	-
Other	1%	5%	4%	2%	1%	3%	2%	2%	2%	2%	3%	2%	3%	3%	3%	2%	-
	(517)	(363)	(436)	(420)	(501)	(450)	(426)	(515)	(3,628)	(3,370)	(3,565)	(4,017)	(3,995)	(3,988)	(3,762)	(4,425)	-
<b>17</b> Do you work outside of your home (either full-time or part-time)?																	
Yes	67%	75%	67%	71%	64%	71%	61%	57%	66%	65%	68%	66%	-	-	-	-	-
No	33%	25%	25%	29%	36%	29%	39%	43%	34%	35%	32%	34%	-	-	-	-	-
	(521)	(368)	(434)	(421)	(501)	(443)	(426)	(526)	(3,640)	(3,541)	(3,686)	(4,108)	-	-	-	-	-
<i>If YES:</i>																	
• Do you usually travel to or from work during peak traffic hours, that is, 7 am - 9 am (morning) or 3:30 pm - 5:30 pm (evening)?																	
Morning	17%	19%	16%	17%	14%	12%	16%	17%	16%	17%	16%	41%	-	-	-	-	-
Evening	5%	10%	12%	10%	13%	9%	12%	13%	10%	12%	10%	9%	-	-	-	-	-
Both morning and evening	63%	56%	53%	61%	58%	63%	56%	50%	58%	54%	56%	31%	-	-	-	-	-
Neither	15%	15%	19%	12%	15%	16%	16%	20%	16%	17%	18%	19%	-	-	-	-	-
	(350)	(273)	(284)	(296)	(318)	(313)	(258)	(299)	(2,391)	(2,267)	(2,485)	(2,715)	-	-	-	-	-
• What mode of travel do you usually use to get to and from work?																	
Drive alone	73%	45%	77%	65%	75%	64%	76%	79%	69%	70%	70%	71%	-	-	-	-	-
Drive with others	7%	8%	8%	10%	9%	9%	11%	7%	9%	8%	8%	9%	-	-	-	-	-
Bus or Max	10%	18%	9%	15%	10%	15%	11%	8%	12%	12%	12%	10%	-	-	-	-	-
Drive partway, bus partway	4%	1%	2%	1%	2%	3%	2%	2%	2%	3%	2%	2%	-	-	-	-	-
Walk	4%	24%	1%	4%	1%	5%	0%	3%	5%	4%	5%	5%	-	-	-	-	-
Bicycle	2%	4%	3%	5%	2%	5%	0%	1%	3%	3%	3%	3%	-	-	-	-	-
	(344)	(273)	(279)	(290)	(316)	(308)	(257)	(296)	(2,363)	(2,247)	(2,468)	(2,717)	-	-	-	-	-
<b>18</b> Has there been any new <i>commercial</i> development in, or near, your neighborhood in the last 12 months?																	
Yes	28%	66%	48%	68%	46%	50%	39%	45%	48%	48%	44%	-	-	-	-	-	-
No	72%	34%	52%	32%	54%	50%	61%	55%	52%	52%	56%	-	-	-	-	-	-
	(508)	(366)	(418)	(408)	(491)	(436)	(413)	(509)	(3,549)	(3,375)	(3,478)	-	-	-	-	-	-

2000										Prior Year CITY TOTALS							
NW/ SW Downtown		N	NE Inner Central		SE Inner Outer		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
<i>If YES: How do you rate the development on the following:</i>																	
• attractiveness?																	
Very good	15%	19%	12%	24%	18%	18%	13%	12%	17%	14%	16%	-	-	-	-	-	-
Good	33%	38%	41%	40%	45%	41%	41%	45%	41%	38%	41%	-	-	-	-	-	-
Neither good nor bad	38%	31%	32%	26%	27%	26%	30%	32%	29%	31%	28%	-	-	-	-	-	-
Bad	10%	8%	11%	6%	7%	11%	14%	7%	9%	11%	10%	-	-	-	-	-	-
Very bad	4%	4%	4%	4%	3%	4%	2%	4%	4%	6%	5%	-	-	-	-	-	-
	(140)	(237)	(184)	(272)	(220)	(216)	(151)	(218)	(1,638)	(1,572)	(1,461)	-	-	-	-	-	-
• improving access to services and shopping?																	
Very good	8%	12%	6%	20%	13%	16%	6%	10%	12%	12%	12%	-	-	-	-	-	-
Good	26%	26%	24%	35%	31%	34%	30%	38%	31%	30%	30%	-	-	-	-	-	-
Neither good nor bad	47%	50%	45%	34%	44%	39%	44%	38%	42%	40%	42%	-	-	-	-	-	-
Bad	13%	6%	14%	8%	7%	6%	14%	9%	9%	11%	10%	-	-	-	-	-	-
Very bad	6%	6%	11%	3%	5%	5%	6%	5%	6%	7%	6%	-	-	-	-	-	-
	(129)	(223)	(181)	(263)	(207)	(208)	(139)	(212)	(1,562)	(1,467)	(1,380)	-	-	-	-	-	-
<b>19</b> Has there been any new residential development in, or near, your neighborhood in the last 12 months?																	
Yes	47%	68%	54%	53%	34%	46%	57%	62%	52%	59%	58%	-	-	-	-	-	-
No	53%	32%	46%	47%	64%	54%	44%	38%	48%	41%	42%	-	-	-	-	-	-
	(510)	(364)	(427)	(411)	(494)	(433)	(414)	(505)	(3,558)	(2,910)	(2,880)	-	-	-	-	-	-
<i>If YES: How do you rate the development on the following:</i>																	
• attractiveness?																	
Very good	13%	20%	17%	17%	16%	12%	9%	8%	14%	13%	15%	-	-	-	-	-	-
Good	32%	41%	40%	42%	38%	40%	37%	38%	38%	35%	37%	-	-	-	-	-	-
Neither good nor bad	35%	23%	32%	26%	29%	28%	33%	36%	31%	30%	32%	-	-	-	-	-	-
Bad	14%	11%	6%	11%	10%	14%	13%	13%	12%	15%	11%	-	-	-	-	-	-
Very bad	6%	5%	5%	4%	7%	6%	8%	5%	6%	7%	5%	-	-	-	-	-	-
	(231)	(243)	(219)	(212)	(162)	(194)	(223)	(308)	(1,792)	(1,666)	(1,594)	-	-	-	-	-	-
• improving your neighborhood as a place to live?																	
Very good	11%	17%	11%	19%	11%	8%	8%	6%	11%	10%	11%	-	-	-	-	-	-
Good	17%	28%	36%	39%	26%	23%	28%	24%	28%	27%	28%	-	-	-	-	-	-
Neither good nor bad	42%	38%	37%	28%	38%	43%	37%	35%	37%	35%	37%	-	-	-	-	-	-
Bad	21%	13%	8%	10%	13%	17%	19%	23%	16%	17%	14%	-	-	-	-	-	-
Very bad	9%	4%	8%	4%	12%	9%	8%	12%	8%	11%	10%	-	-	-	-	-	-
	(222)	(230)	(208)	(202)	(152)	(185)	(217)	(297)	(1,713)	(1,635)	(1,534)	-	-	-	-	-	-

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS								
	NW/		NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991	
	SW	Downtown	N	Inner	Central	Inner												Outer
<b>20</b> In general, how do you rate your neighborhood on the following categories?																		
• housing affordability																		
Very good	6%	7%	9%	7%	5%	5%	6%	7%	6%	7%	7%	6%	-	-	-	-	-	
Good	32%	25%	47%	33%	41%	34%	47%	47%	39%	41%	39%	35%	-	-	-	-	-	
Neither good nor bad	35%	27%	28%	29%	29%	31%	31%	33%	31%	27%	28%	30%	-	-	-	-	-	
Bad	21%	27%	13%	23%	20%	23%	13%	12%	18%	19%	19%	21%	-	-	-	-	-	
Very bad	6%	14%	3%	8%	5%	7%	3%	1%	6%	6%	7%	8%	-	-	-	-	-	
	(498)	(359)	(425)	(405)	(489)	(440)	(398)	(482)	(3,496)	(3,374)	(3,589)	(3,911)	-	-	-	-	-	
• physical condition of housing																		
Very good	16%	19%	5%	14%	10%	9%	5%	7%	11%	13%	13%	15%	-	-	-	-	-	
Good	62%	57%	47%	49%	59%	55%	45%	53%	54%	53%	53%	52%	-	-	-	-	-	
Neither good nor bad	19%	17%	32%	27%	25%	28%	36%	31%	27%	26%	27%	25%	-	-	-	-	-	
Bad	3%	6%	14%	8%	5%	7%	12%	7%	7%	7%	6%	7%	-	-	-	-	-	
Very bad	0%	1%	2%	2%	1%	1%	2%	2%	1%	1%	1%	1%	-	-	-	-	-	
	(523)	(372)	(434)	(411)	(498)	(454)	(417)	(502)	(3,611)	(3,479)	(3,696)	(4,039)	-	-	-	-	-	
• closeness of parks or open spaces																		
Very good	30%	45%	20%	27%	22%	33%	17%	13%	26%	26%	27%	-	-	-	-	-	-	
Good	50%	45%	57%	53%	57%	50%	57%	51%	53%	54%	52%	-	-	-	-	-	-	
Neither good nor bad	14%	8%	17%	16%	15%	12%	21%	26%	16%	16%	15%	-	-	-	-	-	-	
Bad	4%	1%	5%	4%	5%	4%	4%	7%	4%	3%	5%	-	-	-	-	-	-	
Very bad	2%	1%	1%	0%	1%	1%	1%	3%	1%	1%	1%	-	-	-	-	-	-	
	(508)	(374)	(434)	(412)	(496)	(453)	(413)	(483)	(3,573)	(3,448)	(3,674)	-	-	-	-	-	-	
• walking distance to bus stop (or Max)																		
Very good	42%	61%	37%	46%	39%	50%	37%	29%	42%	44%	45%	-	-	-	-	-	-	
Good	36%	33%	49%	47%	50%	44%	46%	50%	45%	42%	43%	-	-	-	-	-	-	
Neither good nor bad	10%	4%	9%	6%	7%	4%	10%	13%	8%	8%	8%	-	-	-	-	-	-	
Bad	8%	1%	3%	1%	3%	1%	4%	6%	3%	4%	3%	-	-	-	-	-	-	
Very bad	4%	1%	2%	0%	1%	1%	3%	2%	2%	2%	1%	-	-	-	-	-	-	
	(518)	(379)	(438)	(417)	(505)	(454)	(416)	(509)	(3,636)	(3,502)	(3,718)	-	-	-	-	-	-	



Service Efforts and Accomplishments: 1999-00

	2000									Prior Year									
	NW/			NE		SE		E	CITY TOTAL	CITY TOTALS									
	SW	Downtown	N	Inner	Central	Inner	Outer			1999	1998	1997	1996	1995	1994	1993	1992	1991	
<b>23</b> Overall, how do you rate the quality of each of the following City and County services?																			
• Police																			
Very good	15%	20%	17%	15%	14%	14%	14%	20%	16%	17%	18%	15%	18%	14%	14%	14%	12%	11%	
Good	57%	46%	54%	50%	60%	52%	57%	58%	55%	56%	55%	56%	56%	56%	56%	54%	51%	49%	
Neither good nor bad	21%	22%	17%	22%	19%	22%	18%	17%	20%	19%	19%	21%	19%	21%	22%	23%	25%	27%	
Bad	6%	9%	9%	9%	5%	9%	8%	3%	7%	6%	6%	6%	5%	7%	6%	7%	9%	10%	
Very bad	1%	3%	3%	4%	2%	3%	3%	2%	2%	2%	2%	2%	2%	2%	2%	2%	3%	3%	
	(464)	(316)	(423)	(386)	(474)	(424)	(411)	(495)	(3,393)	(3,262)	(3,495)	(3,899)	(3,876)	(3,955)	(3,641)	(4,179)	(3,717)	(4,083)	
• Fire																			
Very good	29%	36%	34%	31%	29%	28%	27%	31%	31%	32%	33%	32%	31%	29%	28%	29%	29%	29%	
Good	59%	50%	57%	58%	60%	61%	64%	61%	59%	59%	58%	58%	59%	59%	61%	59%	59%	59%	
Neither good nor bad	12%	13%	8%	10%	11%	11%	9%	8%	10%	9%	9%	10%	10%	12%	10%	11%	11%	11%	
Bad	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	<1%	<1%	0%	0%	0%	0%	1%	1%	
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	
	(431)	(285)	(398)	(353)	(439)	(388)	(389)	(470)	(3,153)	(3,039)	(3,207)	(3,612)	(3,533)	(3,601)	(3,316)	(3,797)	(3,341)	(3,738)	
• Water																			
Very good	19%	23%	14%	15%	13%	16%	14%	17%	16%	17%	19%	18%	18%	17%	14%	16%	11%	18%	
Good	54%	50%	57%	54%	58%	55%	57%	57%	56%	55%	54%	52%	53%	53%	53%	49%	46%	50%	
Neither good nor bad	20%	22%	15%	23%	17%	21%	20%	17%	19%	21%	19%	21%	20%	22%	24%	22%	24%	22%	
Bad	5%	4%	10%	6%	8%	6%	6%	5%	6%	5%	6%	5%	6%	5%	6%	9%	11%	7%	
Very bad	2%	1%	4%	2%	4%	2%	3%	4%	3%	2%	2%	2%	3%	3%	3%	4%	8%	3%	
	(484)	(301)	(417)	(383)	(477)	(425)	(407)	(489)	(3,383)	(3,346)	(3,552)	(3,824)	(3,793)	(3,883)	(3,546)	(4,261)	(3,801)	(4,097)	
• Parks																			
Very good	28%	36%	21%	27%	20%	26%	21%	17%	24%	23%	22%	17%	22%	18%	17%	15%	16%	14%	
Good	61%	52%	61%	60%	63%	62%	61%	60%	60%	60%	59%	61%	59%	60%	60%	61%	61%	58%	
Neither good nor bad	9%	10%	15%	10%	14%	9%	16%	21%	13%	15%	16%	18%	16%	18%	19%	19%	19%	23%	
Bad	2%	2%	2%	3%	2%	3%	2%	2%	2%	2%	2%	3%	2%	3%	3%	4%	3%	4%	
Very bad	0%	0%	1%	0%	1%	0%	0%	0%	1%	0%	1%	1%	1%	1%	1%	1%	1%	1%	
	(479)	(358)	(416)	(400)	(452)	(428)	(376)	(446)	(3,355)	(3,352)	(3,577)	(3,729)	(3,625)	(3,802)	(3,430)	(3,962)	(3,543)	(3,883)	
• Recreation centers/activities																			
Very good	30%	20%	14%	23%	18%	22%	17%	14%	20%	18%	17%	13%	17%	13%	13%	11%	12%	10%	
Good	52%	53%	59%	55%	56%	56%	59%	53%	55%	56%	52%	55%	57%	55%	55%	51%	51%	49%	
Neither good nor bad	15%	23%	22%	19%	22%	18%	21%	27%	21%	22%	26%	27%	22%	28%	28%	32%	31%	34%	
Bad	2%	4%	4%	2%	3%	4%	3%	5%	3%	3%	4%	4%	3%	3%	4%	5%	5%	6%	
Very bad	1%	0%	1%	1%	1%	0%	0%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
	(421)	(251)	(349)	(326)	(359)	(320)	(329)	(355)	(2,710)	(2,726)	(2,842)	(2,897)	(2,750)	(2,834)	(2,684)	(2,962)	(2,663)	(2,871)	



	2000									Prior Year									
	NW/			NE		SE		CITY	TOTAL	CITY TOTALS									
	SW	Downtown	N	Inner	Central	Inner	Outer			E	1999	1998	1997	1996	1995	1994	1993	1992	1991
• Recycling																			
Very good	26%	24%	19%	30%	23%	25%	17%	19%	23%	22%	25%	22%	23%	24%	21%	19%	18%	-	
Good	58%	55%	60%	55%	58%	59%	62%	58%	58%	57%	55%	55%	56%	55%	56%	55%	54%	-	
Neither good nor bad	14%	15%	16%	11%	14%	12%	16%	17%	14%	16%	14%	17%	14%	15%	17%	17%	19%	-	
Bad	2%	5%	3%	4%	4%	3%	4%	5%	4%	4%	5%	5%	5%	5%	5%	7%	6%	-	
Very bad	0%	1%	2%	0%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	2%	2%	3%	-	
	(501)	(341)	(422)	(405)	(485)	(436)	(414)	(490)	(3,494)	(3,428)	(3,655)	(3,963)	(3,967)	(4,105)	(3,669)	(4,251)	(3,775)	-	
• Sewers																			
Very good	11%	13%	6%	10%	6%	7%	7%	7%	8%	11%	12%	7%	9%	8%	7%	6%	5%	5%	
Good	48%	40%	45%	43%	46%	43%	48%	51%	46%	46%	47%	46%	45%	46%	44%	36%	36%	33%	
Neither good nor bad	26%	31%	33%	29%	30%	30%	29%	27%	29%	26%	26%	33%	29%	31%	32%	32%	35%	35%	
Bad	11%	13%	11%	13%	10%	16%	11%	10%	12%	12%	11%	10%	11%	10%	11%	18%	16%	18%	
Very bad	4%	3%	5%	5%	8%	4%	5%	5%	5%	5%	4%	4%	6%	5%	6%	8%	8%	9%	
	(465)	(279)	(397)	(364)	(458)	(393)	(388)	(475)	(3,219)	(3,266)	(3,455)	(3,594)	(3,578)	(3,573)	(3,246)	(3,810)	(3,259)	(3,420)	
• Storm drainage																			
Very good	7%	10%	6%	8%	5%	4%	5%	6%	6%	8%	9%	6%	7%	6%	6%	4%	5%	4%	
Good	40%	36%	38%	36%	35%	33%	37%	37%	37%	38%	37%	35%	35%	37%	36%	32%	32%	29%	
Neither good nor bad	27%	29%	31%	27%	31%	33%	31%	28%	29%	28%	28%	33%	28%	30%	30%	32%	33%	31%	
Bad	18%	20%	19%	22%	19%	25%	17%	20%	20%	18%	19%	18%	20%	17%	18%	22%	21%	25%	
Very bad	8%	5%	6%	7%	10%	5%	10%	9%	8%	8%	7%	8%	10%	10%	9%	10%	9%	11%	
	(458)	(288)	(401)	(365)	(453)	(400)	(387)	(465)	(3,217)	(3,211)	(3,423)	(3,675)	(3,614)	(3,636)	(3,256)	(3,867)	(3,355)	(3,672)	
• Street maintenance																			
Very good	5%	8%	7%	7%	5%	5%	5%	7%	6%	6%	7%	6%	7%	6%	6%	7%	6%	6%	
Good	36%	38%	34%	44%	41%	43%	40%	42%	40%	38%	40%	39%	42%	42%	44%	42%	44%	39%	
Neither good nor bad	33%	34%	35%	29%	35%	31%	31%	29%	32%	32%	32%	32%	30%	30%	30%	31%	31%	32%	
Bad	20%	16%	18%	15%	15%	17%	17%	15%	17%	17%	15%	17%	15%	16%	15%	15%	14%	18%	
Very bad	6%	4%	6%	5%	4%	4%	7%	7%	5%	6%	6%	6%	6%	6%	5%	5%	5%	5%	
	(512)	(365)	(432)	(405)	(492)	(443)	(419)	(506)	(3,574)	(3,477)	(3,719)	(4,037)	(4,048)	(4,197)	(3,774)	(4,361)	(3,877)	(4,190)	
• Street lighting																			
Very good	10%	11%	9%	10%	8%	8%	9%	12%	10%	8%	9%	9%	10%	8%	8%	9%	9%	-	
Good	51%	50%	53%	50%	56%	50%	53%	58%	53%	53%	51%	52%	51%	52%	53%	52%	52%	-	
Neither good nor bad	26%	25%	24%	26%	23%	28%	25%	20%	25%	27%	28%	26%	25%	26%	26%	25%	25%	-	
Bad	11%	12%	10%	12%	11%	12%	10%	8%	10%	10%	9%	10%	11%	11%	11%	11%	11%	-	
Very bad	2%	2%	4%	2%	2%	2%	3%	2%	2%	2%	2%	3%	3%	3%	4%	3%	3%	-	
	(514)	(369)	(437)	(419)	(501)	(453)	(430)	(517)	(3,640)	(3,504)	(3,724)	(4,047)	(4,057)	(4,199)	(3,777)	(4,395)	(3,918)	-	
• Traffic management																			
Very good	4%	4%	4%	6%	4%	2%	3%	6%	4%	-	-	-	5%	5%	4%	9%	9%	-	
Good	36%	32%	29%	30%	30%	29%	34%	34%	32%	-	-	-	34%	34%	36%	52%	52%	-	
Neither good nor bad	35%	34%	36%	36%	35%	36%	34%	34%	35%	-	-	-	31%	33%	33%	25%	25%	-	
Bad	19%	24%	23%	21%	21%	25%	22%	19%	22%	-	-	-	20%	18%	19%	11%	11%	-	
Very bad	6%	6%	8%	7%	10%	8%	7%	7%	7%	-	-	-	10%	10%	8%	3%	3%	-	
	(492)	(359)	(417)	(394)	(482)	(445)	(409)	(487)	(3,485)	-	-	-	(3,935)	(4,033)	(3,623)	(4,395)	(3,918)	-	

Service Efforts and Accomplishments: 1999-00

	2000									Prior Year CITY TOTALS							
	NW/		NE		SE		E	CITY TOTAL	1999	1998	1997	1996	1995	1994	1993	1992	1991
	SW	Downtown	N	Inner	Central	Inner											
• Traffic management: congestion																	
Very good	-	-	-	-	-	-	-	-	-	3%	3%	4%	-	-	-	-	-
Good	-	-	-	-	-	-	-	-	-	21%	21%	29%	-	-	-	-	-
Neither good nor bad	-	-	-	-	-	-	-	-	-	32%	34%	34%	-	-	-	-	-
Bad	-	-	-	-	-	-	-	-	-	32%	30%	24%	-	-	-	-	-
Very bad	-	-	-	-	-	-	-	-	-	12%	12%	9%	-	-	-	-	-
										(3,373)	(3,616)	(3,843)	-	-	-	-	-
• Traffic management: safety																	
Very good	-	-	-	-	-	-	-	-	-	3%	4%	5%	-	-	-	-	-
Good	-	-	-	-	-	-	-	-	-	31%	29%	34%	-	-	-	-	-
Neither good nor bad	-	-	-	-	-	-	-	-	-	38%	40%	36%	-	-	-	-	-
Bad	-	-	-	-	-	-	-	-	-	20%	19%	18%	-	-	-	-	-
Very bad	-	-	-	-	-	-	-	-	-	8%	8%	7%	-	-	-	-	-
										(3,316)	(3,550)	(3,817)	-	-	-	-	-
• Housing and nuisance inspections																	
Very good	5%	6%	5%	6%	4%	1%	2%	3%	4%	5%	6%	4%	5%	4%	4%	-	-
Good	29%	34%	23%	26%	29%	22%	27%	29%	27%	28%	27%	25%	26%	25%	26%	-	-
Neither good nor bad	54%	44%	41%	49%	48%	48%	43%	42%	46%	45%	48%	46%	46%	48%	47%	-	-
Bad	9%	12%	21%	14%	12%	19%	20%	18%	16%	15%	14%	16%	14%	14%	15%	-	-
Very bad	3%	4%	10%	5%	7%	10%	8%	8%	7%	7%	7%	9%	9%	9%	9%	-	-
	(300)	(199)	(319)	(271)	(327)	(288)	(286)	(334)	(2,324)	(2,085)	(2,197)	(2,349)	(2,080)	(2,146)	(2,072)	-	-
• Housing development																	
Very good	5%	8%	3%	8%	3%	3%	3%	4%	4%	4%	4%	5%	-	-	-	-	-
Good	33%	41%	31%	37%	34%	31%	32%	26%	33%	30%	29%	32%	-	-	-	-	-
Neither good nor bad	42%	36%	48%	44%	47%	43%	42%	40%	43%	43%	46%	42%	-	-	-	-	-
Bad	16%	12%	13%	7%	11%	18%	16%	20%	15%	15%	15%	14%	-	-	-	-	-
Very bad	4%	3%	5%	4%	5%	5%	7%	10%	5%	8%	6%	7%	-	-	-	-	-
	(420)	(292)	(344)	(333)	(392)	(345)	(333)	(412)	(2,871)	(2,603)	(2,754)	(2,998)	-	-	-	-	-
• Land-use planning																	
Very good	9%	14%	4%	14%	7%	7%	4%	4%	8%	7%	8%	-	-	-	-	-	-
Good	36%	41%	28%	41%	34%	34%	26%	25%	33%	31%	32%	-	-	-	-	-	-
Neither good nor bad	33%	29%	45%	32%	39%	35%	40%	36%	36%	36%	35%	-	-	-	-	-	-
Bad	17%	11%	16%	8%	12%	19%	20%	21%	16%	16%	16%	-	-	-	-	-	-
Very bad	7%	4%	7%	5%	8%	5%	10%	14%	7%	10%	9%	-	-	-	-	-	-
	(437)	(289)	(349)	(331)	(401)	(361)	(323)	(406)	(2,897)	(2,738)	(2,959)	-	-	-	-	-	-

	2000									Prior Year								
	NW/			NE		SE		E	CITY TOTAL	CITY TOTALS								
	SW	Downtown	N	Inner	Central	Inner	Outer			1999	1998	1997	1996	1995	1994	1993	1992	1991
What part of the City do you live in?	14% (527)	10% (382)	12% (451)	12% (433)	14% (516)	12% (464)	12% (442)	14% (543)	100% (3,758)	(3,645)	(3,848)	(4,203)	(4,225)	(4,379)	(3,970)	(4,656)	(4,126)	(4,551)
What is your sex?																		
Male	47%	48%	47%	42%	45%	42%	49%	45%	46%	48%	49%	48%	48%	49%	49%	46%	49%	50%
Female	53%	52%	53%	58%	55%	58%	51%	55%	54%	52%	51%	52%	52%	51%	51%	54%	51%	50%
	(522)	(379)	(440)	(429)	(509)	(456)	(433)	(535)	(3,703)	(3,477)	(3,667)	(4,100)	(4,148)	(4,317)	(3,882)	(4,512)	(4,038)	(4,408)
What is your age?																		
Under 20	0%	0%	0%	0%	1%	1%	0%	0%	0%	0%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%
20-29	12%	27%	8%	12%	8%	15%	10%	8%	12%	11%	10%	11%	12%	9%	10%	8%	9%	10%
30-44	31%	29%	28%	33%	27%	31%	24%	22%	28%	27%	31%	30%	28%	31%	31%	30%	33%	34%
45-59	30%	20%	29%	29%	30%	27%	30%	25%	28%	27%	28%	26%	26%	24%	24%	23%	21%	21%
60-74	15%	16%	22%	15%	15%	14%	22%	25%	18%	19%	19%	19%	19%	21%	22%	23%	23%	22%
Over 74	12%	8%	13%	11%	19%	12%	14%	20%	14%	16%	12%	14%	15%	15%	14%	15%	14%	13%
	(521)	(378)	(442)	(426)	(512)	(458)	(438)	(535)	(3,710)	(3,466)	(3,684)	(4,103)	(4,154)	(4,305)	(3,898)	(4,528)	(4,048)	(4,398)
How many people live in your household? (TOTAL REPORTED)																		
Age 12 and under	-	-	-	-	-	-	-	-	1,056	-	1,103	-	1,311	1,371	1,293	-	-	-
Age 13 to 18	-	-	-	-	-	-	-	-	505	-	563	-	604	567	557	-	-	-
Age 19 to 54	-	-	-	-	-	-	-	-	4,246	-	4,389	-	4,908	4,904	4,466	-	-	-
Age 55 and over	-	-	-	-	-	-	-	-	2,251	-	2,092	-	2,599	2,771	2,485	-	-	-
Which of these is closest to describing your ethnic background?																		
Caucasian/White	92%	89%	88%	82%	89%	92%	90%	90%	89%	89%	90%	91%	90%	91%	90%	91%	94%	90%
African-American/Black	1%	2%	4%	11%	4%	1%	0%	1%	3%	2%	3%	3%	3%	3%	3%	4%	2%	3%
Asian or Pacific Islander	5%	4%	3%	1%	4%	4%	6%	4%	4%	4%	3%	3%	4%	3%	4%	3%	2%	3%
Native American/Indian	0%	0%	1%	0%	1%	0%	1%	1%	1%	1%	1%	1%	1%	<1%	1%	1%	<1%	3%
Hispanic	1%	3%	2%	4%	1%	1%	2%	3%	2%	2%	1%	1%	1%	1%	1%	1%	<1%	<1%
Other	1%	2%	2%	2%	1%	2%	1%	1%	1%	2%	3%	1%	1%	2%	1%	<1%	1%	1%
	(511)	(373)	(439)	(419)	(507)	(453)	(430)	(527)	(3,659)	(3,447)	(3,659)	(4,062)	(4,097)	(4,284)	(3,864)	(4,470)	(4,022)	(4,336)
How much education have you completed?																		
Elementary	0%	0%	2%	1%	1%	1%	3%	3%	1%	1%	1%	1%	1%	2%	2%	2%	2%	2%
Some high school	1%	1%	7%	3%	4%	3%	7%	4%	4%	4%	4%	4%	5%	5%	5%	5%	4%	5%
High school graduate	7%	8%	24%	13%	16%	12%	26%	24%	16%	16%	15%	16%	17%	16%	19%	19%	18%	18%
Some college	22%	22%	34%	26%	35%	28%	35%	42%	31%	31%	30%	33%	32%	32%	32%	33%	32%	32%
College graduate	70%	69%	33%	57%	44%	56%	29%	27%	48%	48%	50%	46%	45%	45%	43%	41%	44%	43%
	(519)	(378)	(443)	(427)	(510)	(460)	(432)	(533)	(3,702)	(3,476)	(3,692)	(4,108)	(4,148)	(4,324)	(3,892)	(4,523)	(4,029)	(4,397)

*Service Efforts and Accomplishments: 1999-00*

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## Appendix B Portland Bureau Data

## Bureau of Fire, Rescue and Emergency Services

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Emergency Operations .....	\$36.0	\$35.2	\$35.2	\$40.4	\$42.9	\$42.9	\$43.7	\$43.3	\$42.8	\$43.9
Fire Prevention .....	\$2.9	\$3.7	\$4.0	\$4.3	\$4.4	\$4.7	\$4.3	\$3.9	\$5.1	\$5.1
Other (includes CIP in '90-91 through '94-95) ....	\$6.5	\$8.7	\$10.1	\$8.8	\$11.7	\$10.4	\$10.0	\$9.5	\$9.5	\$10.1
Sworn retirement & disability .....	\$17.1	\$18.6	\$19.2	\$20.0	\$20.5	\$21.0	\$22.9	\$24.4	\$25.3	\$26.0
TOTAL .....	\$62.5	\$66.2	\$68.5	\$73.5	\$79.5	\$79.0	\$80.9	\$81.1	\$82.7	\$85.1
Capital .....	-	-	-	-	-	\$3.6	\$2.0	\$1.5	\$2.5	\$1.8
EXPENDITURES, adjusted for inflation:										
Emergency Operations .....	\$48.1	\$45.1	\$43.4	\$48.2	\$49.8	\$48.3	\$47.5	\$45.8	\$44.3	\$43.9
Fire Prevention .....	\$3.9	\$4.8	\$5.0	\$5.2	\$5.1	\$5.2	\$4.7	\$4.1	\$5.3	\$5.1
Other (includes CIP in '90-91 through '94-95) ....	\$8.7	\$11.1	\$12.5	\$10.5	\$13.6	\$11.8	\$10.9	\$10.1	\$9.9	\$10.1
Sworn retirement & disability .....	\$22.9	\$23.8	\$23.7	\$24.0	\$23.8	\$23.6	\$24.9	\$25.8	\$26.2	\$26.0
TOTAL .....	\$83.6	\$84.8	\$84.6	\$87.9	\$92.3	\$88.9	\$88.0	\$85.8	\$85.7	\$85.1
Capital .....	-	-	-	-	-	\$4.0	\$2.1	\$1.6	\$2.6	\$1.8
Spending per capita, adjusted for inflation .....	\$191	\$187	\$184	\$186	\$186	\$179	\$175	\$169	\$168	\$166
Total Bureau staff (FTEs) .....	839	757	770	770	741	739	746	704	729	730
Average on-duty emergency staffing .....	171	159	159	167	167	167	167	163	163	167
Number of front-line emergency vehicles .....	-	-	-	-	-	60	61	61	59	59
INCIDENTS:										
Fire .....	2,792	3,120	2,920	2,817	3,203	2,860	2,738	2,527	2,658	2,881
Medical .....	25,059	24,980	26,623	26,548	35,011	29,441	24,630	27,880	32,090	34,285
Other .....	22,111	15,368	14,732	14,815	11,967	22,826	28,568	27,076	20,562	20,422
TOTAL .....	49,962	43,468	44,275	44,180	50,181	55,127	55,936	57,483	55,310	57,588
Incidents per average on-duty staff .....	292	273	278	265	300	330	335	353	339	345
NUMBER OF OCCUPANCIES IN CITY:										
Inspectable .....	-	-	-	-	-	-	-	-	-	-
Non-inspectable .....	-	-	-	-	-	-	-	-	-	-
STRUCTURAL FIRES:										
In inspectable occupancies .....	-	-	-	-	-	-	-	-	-	302
In non-inspectable occupancies .....	-	-	-	-	-	-	-	-	-	478
In multi-family (inspectable & non-inspectable) ....	-	-	-	-	-	-	-	-	-	184
TOTAL .....	1,276	1,130	1,166	1,117	1,157	1,164	998	878	807	964

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Structural fires/1,000 residents .....	2.92	2.49	2.50	2.37	2.34	2.34	1.98	1.73	1.58	1.88
Total fires/1,000 residents .....	6.40	6.90	6.40	5.98	6.47	5.75	5.44	4.97	5.22	5.62
Lives lost/100,000 residents .....	3.2	2.0	2.2	3.0	1.0	1.2	2.2	1.6	0.6	1.2
Fire loss per capita, adjusted for inflation .....	\$45.01	\$63.55	\$38.85	\$44.84	\$34.69	\$38.25	\$46.43	\$37.07	\$40.92	\$70.61
Property loss as % of value of property .....	0.46%	0.54%	0.25%	0.48%	0.39%	0.41%	0.56%	0.48%	0.40%	0.24%
% of response times within 4 minutes:										
Fire .....	72%	72%	71%	66%	73%	71%	43%	43%	37%	41%
Medical .....	75%	74%	72%	70%	79%	75%	46%	46%	41%	43%
AVERAGE AGE OF FRONT-LINE VEHICLES (in years):										
Engines .....	-	-	-	-	-	9.3	7.0 *	5.9	6.4	7.4
Trucks .....	-	-	-	-	-	6.0	7.0 *	8.0	7.2	8.2
COMPLETION OF SCHEDULED INSPECTIONS:										
Number scheduled .....	-	-	-	-	-	-	-	-	23,203	21,465
Number completed .....	-	-	-	-	-	-	-	-	14,828	17,195
Percent completed .....	-	-	-	-	-	-	-	-	64%	80%
CODE ENFORCEMENT INSPECTIONS:										
Number of inspections .....	-	-	-	-	-	-	-	-	17,279	21,015
Total code violations found .....	-	-	-	-	-	-	-	-	30,196	38,731
Average violations per inspection .....	-	-	-	-	-	-	-	-	1.7	1.8
% violations abated < 90 days of detection .....	-	-	-	-	-	-	-	-	-	-
Number of re-inspections .....	-	-	-	-	-	-	-	-	8,294	11,642

\* beginning in '96-97 response time includes both travel **and** turnout time

**Police Bureau**

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Patrol .....	\$35.3	\$41.0	\$47.1	\$50.3	\$58.9	\$58.0	\$60.1	\$62.4	\$64.2	\$65.2
Investigations & crime interdiction .....	\$15.1	\$15.3	\$16.4	\$18.6	\$19.3	\$23.4	\$23.9	\$22.9	\$24.6	\$25.5
Support .....	\$12.6	\$13.4	\$13.8	\$13.7	\$15.5	\$14.6	\$15.8	\$17.1	\$21.4	\$25.2
Sworn pension & disability .....	\$15.7	\$17.0	\$17.3	\$18.3	\$19.6	\$20.9	\$22.7	\$25.9	\$27.6	\$29.7
TOTAL .....	\$78.7	\$86.7	\$94.6	\$100.9	\$113.3	\$116.9	\$122.5	\$128.3	\$137.8	\$142.9
EXPENDITURES, adjusted for inflation:										
Patrol .....	\$47.2	\$52.5	\$58.0	\$60.1	\$68.2	\$65.4	\$65.4	\$66.0	\$66.4	\$65.2
Investigations & crime interdiction .....	\$20.2	\$19.6	\$20.2	\$22.2	\$22.4	\$26.3	\$26.0	\$24.3	\$25.5	\$25.5
Support .....	\$16.9	\$17.2	\$17.0	\$16.4	\$18.0	\$16.5	\$17.2	\$18.1	\$22.1	\$22.5
Sworn pension & disability .....	\$20.9	\$21.8	\$21.4	\$21.9	\$22.7	\$23.6	\$24.7	\$27.4	\$28.5	\$29.7
TOTAL .....	\$105.2	\$111.0	\$116.6	\$120.7	\$131.2	\$131.8	\$133.3	\$135.9	\$142.6	\$142.9
Spending per capita, adjusted for inflation .....	\$240	\$245	\$254	\$256	\$265	\$265	\$265	\$267	\$280	\$279
AUTHORIZED STAFFING:										
Sworn .....	823	830	897	955	1,000	1,000	1,007	1,028	1,033	1,045
Non-sworn .....	209	209	229	240	254	253	265	287	295	312
Officers & sergeants assigned to precincts .....	506	533	547	561	608	595	584	568	553	577
	<b>1990</b>	<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>
Officers & sergeants assigned to precincts (adjusted to reflect calendar year) .....	478	506	533	547	561	608	595	584	568	553
CRIMES REPORTED:										
Part I .....	49,101	50,747	52,152	52,369	55,326	55,834	50,805	53,601	46,524	41,867
Part I person crimes .....	7,836	8,121	8,389	8,445	8,808	8,833	7,835	7,600	6,708	6,294
Part I property crimes .....	41,265	42,626	43,763	43,924	46,518	47,001	42,970	46,001	39,816	35,573
Part II .....	40,280	41,338	40,415	41,000	43,532	45,362	44,803	47,965	45,007	44,400
INCIDENTS:										
Dispatched .....	233,373	234,689	234,491	230,518	235,246	253,019	247,584	263,175	246,567	228,278
Telephone report .....	45,406	48,588	87,063	96,566	93,811	84,603	65,336	64,604	54,652	51,981
Officer-initiated .....	-	-	-	-	82,667	120,094	132,396	142,857	154,734	175,459
TOTAL .....	278,779	283,277	321,554	327,084	329,057	457,716	445,316	470,636	455,953	455,718



	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Dispatched incidents/precinct officer .....	488	464	440	421	419	416	416	451	434	413
Officer-initiated incidents/precinct officer .....	-	-	-	-	-	198	223	245	272	317
AVERAGE NUMBER OF PATROL UNITS:										
Midnight to 4 am .....	-	-	-	-	-	71	67	49	42	44
4 am to 8 am .....	-	-	-	-	-	44	43	42	40	43
8 am to noon .....	-	-	-	-	-	58	55	56	53	57
Noon to 4 pm .....	-	-	-	-	-	65	61	59	56	60
4 pm to 8 pm .....	-	-	-	-	-	65	63	63	60	65
8 pm to midnight .....	-	-	-	-	-	67	62	60	56	60
Average high priority response time (in mins) .....	4.85	4.75	4.89	4.95	5.23	5.26	5.12	5.12	5.22	5.10
Part I crimes/1,000 residents .....	112	112	114	111	112	112	101	105	91	82
Person crimes/1,000 residents .....	18	18	18	18	18	18	16	15	13	12
Property crimes/1,000 residents .....	94	94	95	93	94	94	85	90	78	69
Major cases assigned for investigation .....	-	-	-	6,273	6,092	6,552	6,124	4,908	4,172	3,639
CASES CLOSED (percent of assigned) .....	-	85%	84%	86%	77%	81%	80%	74%	70%	64%
Percent of cases sent to District Attorney .....	-	48%	47%	44%	46%	43%	37%	40%	33%	28%
Percent of cases suspended, unfounded, etc. ....	-	37%	37%	42%	31%	38%	43%	34%	37%	36%
Percent of time available for problem-solving .....	-	-	-	-	-	33%	37%	-	-	-
Number of drughouse complaints .....	-	-	2,965	2,792	2,664	2,815	2,547	2,358	2,077	1,809

## Portland Parks & Recreation

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Park operations .....	\$12.5	\$13.0	\$13.1	\$14.0	\$14.4	\$14.6	\$16.7	\$16.1	\$16.7	\$17.7
Recreation .....	\$7.0	\$8.0	\$8.3	\$9.3	\$10.5	\$10.4	\$11.7	\$11.2	\$12.8	\$15.5
Enterprise operations .....	\$3.1	\$4.0	\$4.5	\$5.3	\$6.0	\$6.8	\$6.3	\$7.1	\$7.3	\$8.8
Planning and admin .....	\$2.3	\$2.2	\$2.3	\$2.7	\$2.8	\$2.8	\$2.7	\$2.9	\$3.7	\$4.6
Sub-total (operating) .....	\$24.9	\$27.2	\$28.2	\$31.3	\$33.7	\$34.6	\$37.4	\$37.3	\$40.5	\$46.6
Capital .....	\$2.0	\$8.9	\$5.2	\$3.8	\$4.1	\$8.4	\$21.8	\$26.3	\$21.7	\$16.9
TOTAL .....	\$26.9	\$36.1	\$33.4	\$35.1	\$37.8	\$43.0	\$59.2	\$63.6	\$62.2	\$63.5
EXPENDITURES, adjusted for inflation:										
Park operations .....	\$16.6	\$16.7	\$16.2	\$16.7	\$16.7	\$16.5	\$18.1	\$17.0	\$17.3	\$17.7
Recreation .....	\$9.3	\$10.2	\$10.2	\$11.1	\$12.2	\$11.8	\$12.7	\$11.8	\$13.2	\$15.5
Enterprise operations .....	\$4.2	\$5.1	\$5.6	\$6.3	\$6.9	\$7.6	\$6.9	\$7.6	\$7.5	\$8.8
Planning and admin .....	\$3.1	\$2.8	\$2.8	\$3.2	\$3.3	\$3.2	\$3.0	\$3.0	\$3.9	\$4.6
Sub-total (operating) .....	\$33.2	\$34.8	\$34.8	\$37.3	\$39.1	\$39.1	\$40.7	\$39.4	\$41.9	\$46.6
Capital .....	\$2.7	\$11.4	\$6.4	\$4.6	\$4.7	\$9.4	\$23.7	\$27.9	\$22.5	\$16.9
TOTAL .....	\$35.9	\$46.2	\$41.2	\$41.9	\$43.8	\$48.5	\$64.4	\$67.3	\$64.4	\$63.5
Operating spending/capita, adj. for inflation .....	\$76	\$77	\$76	\$79	\$79	\$78	\$81	\$78	\$82	\$91
Capital spending/capita, adj. for inflation .....	\$6	\$25	\$14	\$10	\$10	\$19	\$47	\$55	\$44	\$33
Permanent staffing (FTEs) .....	313	303	312	316	328	354	361	334	365	377
Seasonal staffing (FTEs) .....	149	196	252	243	246	239	237	222	233	275
Volunteer FTEs .....	71	67	128	238	236	-	236	121	200	170
NUMBER OF PARKS & FACILITIES:										
Developed parks .....	138	140	140	141	142	138	139	139	139	130*
Sports fields .....	-	-	-	-	-	-	-	-	217	217
Community centers .....	11	11	11	11	11	11	11	12	13	13
Arts centers .....	8	8	8	8	8	8	8	8	8	8
Pools .....	12	12	12	12	12	12	12	12	13	13
Golf courses .....	4	4	4	4	4	4	4	4	4	4
RECREATION PROGRAMS:										
Number of programs .....	-	-	-	-	-	-	-	-	-	1,980
Attendance counts .....	-	-	-	-	-	-	-	-	-	3,792,622

\* reclassified come developed parks, thus reducing number.

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
PARK ACRES (excludes golf courses & PIR):										
Developed parks .....	-	-	-	-	-	-	-	-	-	3,338
Natural areas .....	-	-	-	-	-	-	-	-	-	6,746
TOTAL .....	-	-	-	-	-	9,576	9,590	9,659	10,001	10,084
Facilities square footage .....	-	-	-	-	-	-	-	-	-	877,561
% of residents living within 1/2 mile of park .....	-	-	-	-	-	-	-	-	-	78%
% of youth population in recreation programs .....	-	-	-	47%	47%	47%	-	51%	-	49%
VOLUNTEERS:										
Total volunteer hours .....	147,000	139,312	265,137	494,127	491,054	-	491,757	251,702	417,244	354,815
Total paid staff hours .....	-	-	-	-	-	-	-	-	-	1,342,547
Volunteers as percent of paid staff .....	-	-	-	-	-	-	-	-	-	26%
Workers compensation claims/100 workers .....	18.0	27.7	22.7	20.1	17.7	15.6	16.6	15.2	11.9	10.6
EMPLOYEE RATINGS:										
% rating internal communication good/very good ...	-	-	-	-	-	-	-	-	-	41%
% satisfied/very satisfied with their job .....	-	-	-	-	-	-	-	-	-	77%

## Office of Transportation

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Maintenance .....	-	-	\$36.9	\$38.1	\$38.4	\$40.8	\$43.7	\$45.7	\$44.9	\$40.2
Traffic management .....	-	-	\$12.6	\$14.5	\$15.3	\$16.4	\$15.9	\$16.0	\$14.1	\$17.9
Engineering & development .....	-	-	\$15.5	\$18.1	\$15.4	\$19.0	\$19.5	\$19.4	\$29.7	\$49.6
Director .....	-	-	\$3.5	\$3.5	\$3.6	\$3.4	\$3.6	\$3.5	\$3.9	\$9.5
TOTAL .....		\$65.5	\$68.5	\$74.2	\$72.7	\$79.6	\$82.7	\$84.6	\$92.6	\$117.2
EXPENDITURES, adjusted for inflation:										
Maintenance .....	\$42.8	-	\$45.5	\$45.6	\$44.5	\$46.0	\$47.5	\$48.3	\$46.5	\$40.2
Traffic systems management .....	\$16.9	-	\$15.6	\$17.3	\$17.8	\$18.5	\$17.3	\$16.9	\$14.6	\$17.9
Engineering & development .....	\$18.1	-	\$19.1	\$21.6	\$17.9	\$21.4	\$21.2	\$20.6	\$30.8	\$49.6
Director .....	\$6.1	-	\$4.3	\$4.2	\$4.2	\$3.9	\$3.9	\$3.7	\$4.1	\$9.5
TOTAL .....	\$83.9	\$83.9	\$84.5	\$88.7	\$84.4	\$89.8	\$89.9	\$89.5	\$96.0	\$117.2
Total operating expenditures, adj. for inflation ..	\$69.8	\$71.7	\$70.4	\$70.6	\$70.6	\$73.2	\$75.3	\$71.7	\$69.8	\$72.8
Total capital expenditures, adj. for inflation .....	\$14.2	\$12.2	\$14.0	\$18.2	\$13.7	\$16.5	\$14.4	\$17.9	\$26.1	\$44.4
Operating spending/capita, adj. for inflation .....	\$159	\$158	\$153	\$150	\$143	\$147	\$150	\$141	\$137	\$142
Capital spending/capita, adj. for inflation .....	\$32	\$27	\$31	\$39	\$28	\$33	\$29	\$35	\$51	\$87
STAFFING (FTEs):										
Maintenance staffing .....	429	439	428	430	428	442	444	436	428	398
Traffic management .....	99	101	106	117	119	119	117	122	118	134
Engineering staffing .....	125	131	128	133	133	134	135	132	136	121
Director .....	38	38	39	38	39	38	37	36	34	61
TOTAL .....	691	709	701	718	719	733	733	726	716	714
Lane miles of streets .....	3,508	3,540	3,577	3,678	3,805	3,820	3,833	3,837	3,841	3,843
MILES OF STREETS TREATED:										
Resurfacing .....	53.1	51.9	49.6	52.7	43.9	43.9	50.6	50.5	65.2	63.2
Reconstruction .....	2.0	0	0	0	0	0	0	0	0	0
Slurry seal .....	48.8	51.5	41.6	56.7	51.4	40.2	49.8	43.7	66.2	52.2
Curb miles of streets swept .....	49,120	59,969	45,801	63,085	52,932	52,599	58,516	54,877	54,654	53,984
Major intersections .....	1,378	1,348	1,327	1,255	1,200	1,192	1,227	1,253	1,204	888

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
<b>BACKLOG MILES:</b>										
Resurface .....	245	231	242	259	267	278	285	261	247	261
Reconstruction .....	57	50	48	51	49	67	67	80	73	72
Slurry seal .....	137	143	140	130	165	146	142	154	163	168
<b>TOTAL .....</b>	<b>439</b>	<b>424</b>	<b>430</b>	<b>440</b>	<b>481</b>	<b>491</b>	<b>494</b>	<b>495</b>	<b>483</b>	<b>501</b>
Percent of major intersections in good condition ..	81%	81%	81%	81%	81%	81%	81%	81%	79%	85%
Percent of lane miles in good condition .....	62%	62%	63%	60%	56%	52%	52%	53%	57%	55%
High accident intersections .....	260	255	261	237	224	217	233	231	250	161
	<b>1990</b>	<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>
Carbon Monoxide levels (parts/million) .....	-	8.7	6.1	5.8	6.2	4.5	5.7	4.7	4.6	7.4
Regional daily vehicle miles travelled (millions) .....	-	20.0	20.9	22.6	22.1	23.3	24.6	21.8	26.0	25.7

## Bureau of Environmental Services

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
Total sewer accounts .....	128,353	126,225	131,472	131,953	137,262	141,391	149,373	157,631	163,336	164,433
EXPENDITURES (in millions):										
Operating costs .....	\$40.3	\$44.2	\$50.2	\$51.9	\$48.0	\$52.4	\$60.0	\$61.1	\$66.4	\$68.4
Capital .....	\$12.1	\$40.0	\$65.2	\$76.2	\$92.1	\$73.9	\$83.3	\$70.6	\$91.9	\$87.6
Debt service .....	\$5.5	\$9.2	\$7.4	\$8.8	\$21.0	\$21.4	\$33.4	\$45.5	\$41.4	\$45.4
EXPENDITURES, adjusted for inflation:										
Operating costs .....	\$53.9	\$56.6	\$61.9	\$62.0	\$55.7	\$59.1	\$65.3	\$64.6	\$68.7	\$68.4
Capital .....	\$16.1	\$51.3	\$80.4	\$91.1	\$106.8	\$83.3	\$90.5	\$74.7	\$95.1	\$87.6
Debt service .....	\$7.4	\$11.8	\$9.1	\$10.6	\$24.4	\$24.1	\$36.3	\$48.1	\$42.9	\$45.4
Sewer operating costs/capita, inflation adj. ....	\$113	\$117	\$129	\$121	\$108	\$113	\$125	\$123	\$131	\$128
AUTHORIZED STAFFING										
Sewer operating.....	-	-	-	-	-	-	310	329	346	346
336										
Capital .....	-	-	-	-	-	130	118	94	96	106
Refuse disposal operating .....	-	-	-	-	-	10	10	10	10	10
TOTAL MILES OF PIPELINE:										
Sanitary .....	584	642	698	782	835	913	940	956	965	973
Storm .....	211	209	230	248	263	283	382	444	446	432
Combined .....	860	860	849	849	850	850	850	851	844	863
WASTEWATER TREATED										
Primary (billions of gallons) .....	28.9	29.0	28.7	26.6	31.2	33.8	34.8	32.5	33.4	28.8
BOD Load (millions of pounds) .....	34.8	40.6	40.6	45.6	48.5	48.8	51.2	55.6	54.4	55.9
Suspended solids (millions of pounds) .....	-	-	47.7	45.9	55.6	57.4	52.5	59.2	56.2	60.9
Acres of watershed revegetated .....	-	-	-	-	-	37	35	353	270	332
Acres of floodplain purchased .....	-	-	-	-	16	18	4	29	13	14
Feet of pipe repaired .....	5,785	18,863	19,946	20,746	21,078	18,930	20,129	27,493	28,768	14,909
Miles of pipe cleaned .....	143	188	223	273	221	172	160	228	218	135
Industrial discharge inspections .....	-	-	-	-	-	412	402	353	476	554
PERCENT BOD REMOVED:										
Columbia Blvd. ....	84.7%	88.7%	88.6%	91.1%	93.7%	93.9%	92.5%	93.8%	92.5%	94.7%
Tryon Creek .....	92.5%	94.1%	94.0%	92.7%	93.0%	92.9%	92.9%	92.9%	94.8%	95.3%
Industrial discharge tests in compliance .....	77%	90%	93%	97%	97.0%	97%	96%	94%	98%	99%

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
<b>WASTE DIVERTED FROM LANDFILL:</b>										
Residential .....	-	-	-	-	-	-	50%	51%	53%	52%
Commercial .....	-	-	-	-	-	-	46%	52%	52%	54%
Combined .....	-	-	-	-	-	-	47%	50%	52%	54%
Number of unconnected mid-county properties .	40,007	37,368	34,800	31,308	27,112	22,546	16,102	9,803	5,529	4,984
Average monthly residential sewer/storm bills, adjusted for inflation .....	\$15.23	\$18.12	\$21.21	\$21.54	\$22.95	\$24.70	\$26.83	\$28.68	\$30.72	\$32.31
Average monthly residential garbage bills, adjusted for inflation .....	\$21.75	\$22.41	\$21.33	\$21.40	\$20.40	\$19.39	\$19.03	\$18.20	\$17.80	\$17.60
<b>CORNERSTONE PROJECTS:</b>										
Cumulative sumps constructed .....	243	498	775	1,386	1,926	2,281	2,757	2,860	2,860	2,896
Cumulative downspouts disconnected .....	-	-	-	-	-	1,541	4,866	9,940	17,725	20,973
Est. CSO gallons diverted as % of planned total ....	-	.5%	2.5%	6.9%	9.8%	15.1%	21.8%	43.7%	49.9%	52.0%

## Bureau of Water Works

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
POPULATION SERVED:										
Retail .....	390,501	405,435	410,010	421,748	442,690	444,371	448,928	453,573	453,815	455,919
Wholesale .....	262,400	267,700	275,697	283,459	294,910	302,142	319,000	333,300	341,353	317,252
TOTAL .....	652,901	673,135	685,707	705,207	737,600	746,513	767,928	786,873	795,168	773,171
EXPENDITURES (in millions):										
Operating .....	\$28.1	\$31.3	\$33.8	\$34.4	\$34.7	\$36.8	\$42.6	\$42.7	\$46.8	\$49.3
Capital .....	\$13.4	\$17.5	\$21.1	\$17.5	\$18.0	\$21.4	\$25.6	\$23.0	\$31.6	\$35.7
Debt service .....	\$9.5	\$11.2	\$9.3	\$8.2	\$11.2	\$11.8	\$12.0	\$12.0	\$12.7	\$12.4
EXPENDITURES, adjusted for inflation:										
Operating .....	\$37.6	\$40.0	\$41.7	\$41.1	\$40.3	\$41.5	\$46.3	\$45.1	\$48.4	\$49.3
Capital .....	\$17.9	\$22.9	\$26.0	\$20.9	\$20.9	\$24.1	\$27.9	\$24.3	\$32.7	\$35.7
Debt service .....	\$12.6	\$14.3	\$11.5	\$9.8	\$12.9	\$13.3	\$13.0	\$12.7	\$13.2	\$12.4
Operating costs/capita, adj. for inflation .....	\$58	\$59	\$61	\$58	\$55	\$56	\$60	\$57	\$61	\$64
Authorized staffing (FTEs) .....	490	494	507	509	500	501	513	513	524	532
Water sales (millions, adj. for inflation) .....	\$55.7	\$59.2	\$49.9	\$54.5	\$56.6	\$56.3	\$59.2	\$58.6	\$60.7	\$58.8
GALLONS OF WATER DELIVERED (billions):										
City of Portland .....	25.7	28.5	23.4	23.7	25.1	25.7	24.7	25.2	25.0	24.8
Wholesale .....	12.3	12.5	10.9	12.3	13.1	12.6	13.9	13.5	14.3	14.4
TOTAL .....	38.0	41.0	34.3	36.0	38.2	38.3	38.6	38.7	39.3	39.2
Number of retail accounts .....	153,188	153,289	152,754	153,575	155,662	156,246	157,189	158,141	159,177	160,100
Feet of new water mains installed .....	71,266	79,718	81,303	93,959	125,364	137,432	126,282	68,662	121,737	107,590
Annual City water usage per capita (gallons) ....	58,615	62,706	50,839	50,351	50,777	51,589	49,079	49,477	49,039	48,386
Monthly residential water bill - actual usage (adjusted for inflation) .....	\$12.90	\$13.49	\$12.87	\$13.12	\$12.79	\$13.02	\$13.43	\$13.07	\$13.51	\$14.02
SUMMER WATER CONSUMPTION (millions of gallons):										
Average day .....	176	174	117	145	184	165	170	169	173	153
Highest day .....	210	207	135	187	219	204	207	206	204	176
Debt coverage ratio .....	2.08	1.93	1.83	2.9	2.65	2.45	2.25	2.44	2.31	2.06
UNACCOUNTED FOR WATER:										
Millions of gallons.....	-	-	-	-	-	2,690	3,968	3,340	3,288	2,280
Percent of delivered .....	-	-	-	-	-	6.6%	9.3%	7.9%	7.7%	5.5%



	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
WATER QUALITY:										
Turbidity (NTUs):										
Minimum .....	-	-	0.08	0.09	0.08	0.10	0.11	0.09	0.12	0.16
Maximum .....	-	-	1.09	0.74	2.82	4.97	3.49	2.44	4.99	2.87
Median .....	-	-	0.24	0.22	0.36	0.36	0.31	0.19	0.31	0.37
pH:										
Minimum .....	-	6.6	6.5	6.4	6.5	6.3	6.6	7.3	7.2	7.2
Maximum .....	-	7.2	7.3	7.3	7.3	7.4	7.5	7.6	7.6	7.6
Mean .....	-	6.8	6.8	6.8	6.8	6.7	7.0	7.4	7.4	7.4
Chlorine residual (mg/L):										
Minimum .....	-	0.00	0.00	0.00	0.03	0.00	0.04	0.10	0.19	0.10
Maximum .....	-	2.00	1.70	1.60	1.80	2.60	1.71	2.20	2.04	2.01
Mean .....	-	0.94	0.86	0.93	1.01	1.02	1.15	1.23	1.33	1.31
Total coliform bacteria (% in highest month) .....	-	3.99%	2.80%	0.48%	2.05%	0.67%	0.46%	0.46%	0.92%	0.26%

## Office of Planning and Development Review

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Administration .....	\$1.4	\$1.5	\$1.8	\$1.9	\$2.5	\$3.0	\$2.9	\$3.8	\$4.0	\$5.6
Code compliance .....	\$0.3	\$0.5	\$0.5	\$0.5	\$0.6	\$0.6	\$0.6	\$0.6	\$0.6	\$0.7
Combination inspections .....	\$0.2	\$0.5	\$1.0	\$1.9	\$2.3	\$2.8	\$3.4	\$3.5	\$3.5	\$3.6
Commercial inspections .....	\$3.3	\$3.5	\$3.2	\$2.7	\$2.7	\$2.8	\$3.3	\$3.8	\$4.4	\$4.4
Plan review & permits .....	\$1.9	\$2.0	\$2.1	\$2.5	\$2.7	\$2.9	\$3.4	\$3.8	\$4.9	\$2.6
Neighborhood inspections .....	\$1.6	\$1.8	\$1.8	\$2.1	\$2.3	\$2.4	\$2.7	\$2.4	\$2.3	\$2.6
Land use reviews.....	-	-	-	-	-	-	-	-	-	\$4.2
Development services.....	-	-	-	-	-	-	-	-	-	\$2.9
TOTAL .....	\$8.8	\$9.8	\$10.4	\$11.6	\$13.1	\$14.5	\$16.3	\$19.9	\$19.8	\$26.6
EXPENDITURES, adjusted for inflation:										
Administration .....	\$1.9	\$2.0	\$2.2	\$2.2	\$2.9	\$3.4	\$3.2	\$4.1	\$4.1	\$5.6
Code compliance .....	\$0.4	\$0.6	\$0.6	\$0.6	\$0.7	\$0.7	\$0.6	\$0.6	\$0.6	\$0.7
Combination inspections .....	\$0.3	\$0.7	\$1.2	\$2.3	\$2.7	\$3.1	\$3.7	\$3.7	\$3.7	\$3.6
Commercial inspections .....	\$4.5	\$4.5	\$3.9	\$3.2	\$3.1	\$3.2	\$3.6	\$4.0	\$4.6	\$4.4
Plan review & permits .....	\$2.6	\$2.5	\$2.7	\$3.0	\$3.1	\$3.3	\$3.7	\$4.0	\$5.1	\$2.6
Neighborhood inspections .....	\$2.1	\$2.3	\$2.2	\$2.5	\$2.6	\$2.7	\$2.9	\$2.5	\$2.4	\$2.6
Land use reviews.....	-	-	-	-	-	-	-	-	-	\$4.2
Development services.....	-	-	-	-	-	-	-	-	-	-
TOTAL .....	\$11.8	\$12.6	\$12.8	\$13.8	\$15.2	\$16.4	\$17.7	\$18.9	\$20.5	\$26.6
Staffing (FTEs) .....	144	150	152	163	178	190	200	208	225	298
Spending per capita, adjusted for inflation .....	\$27	\$28	\$28	\$29	\$31	\$33	\$35	\$37	\$40	\$52
Number of commercial building permits .....	3,120	3,242	3,230	3,300	3,286	3,069	3,378	4,089	3,746	3,503
Number of residential building permits .....	2,898	3,329	3,424	4,125	3,822	4,011	4,343	4,153	4,128	4,390
CONSTRUCTION INSPECTIONS:										
Commercial .....	-	-	-	70,928	61,990	64,455	73,964	79,980	87,470	92,076
Residential .....	-	-	-	74,250	78,672	82,750	95,538	95,773	90,000	87,894
TOTAL .....	128,987	133,526	100,988	145,178	140,662	147,205	169,502	175,753	177,470	179,970
Number of new residential units .....	-	-	-	-	1,611	2,420	3,025	3,635	3,709	2,486
Number of land use reviews .....	-	-	-	837	1,008	1,030	1,244	1,171	1,058	894
Number of plans checked .....	-	-	-	3,948	4,376	4,850	5,389	5,148	5,230	5,161
Number of nuisance inspections .....	27,644	25,613	20,953	18,743	21,590	25,039	22,583	16,555	16,815	13,270
Number of derelict building inspections .....	11,809	10,548	10,702	10,262	9,176	13,291	11,980	10,086	9,557	8,075

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Number of nuisance properties cleaned .....	-	-	-	5,367	5,444	6,143	6,253	6,539	6,373	4,276
Number of housing units brought up to code .....	660	1,178	800	2,639	2,494	2,842	2,581	2,409	2,225	1,722
Commercial inspections in 24 hours .....	-	-	95%	99%	96%	96%	95%	96%	97%	98%
Combination (residential) inspections in 24 hours .....	-	-	95%	98%	93%	90%	91%	94%	97%	98%
Simple residential plans reviewed <15 days .....	-	-	-	-	-	-	-	-	-	-
Simple commercial plans reviewed <20 days .....	-	-	-	-	-	-	-	-	-	-
Complex commercial plans reviewed on schedule .....	-	-	-	-	-	-	-	-	-	-
Building permits issued over the counter <15 days .....	-	-	-	-	-	-	-	-	-	-

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

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Housing:										
BHCD .....	-	-	-	-	-	\$7.0	\$5.3	\$3.0	\$7.5	\$4.7
PDC .....	-	-	-	-	-	\$10.0	\$21.1	\$21.9	\$37.8	\$31.4
Sub-total "Housing" .....	-	-	-	-	-	\$17.0	\$26.4	\$24.9	\$45.3	\$36.1
Homeless facilities & services .....	-	-	-	-	-	\$3.5	\$4.6	\$3.2	\$3.5	\$5.0
Youth employment .....	-	-	-	-	-	\$1.7	\$1.9	\$2.1	\$2.1	\$2.1
Other .....	-	-	-	-	-	\$5.8	\$7.0	\$5.5	\$5.8	\$7.3
EXPENDITURES, adjusted for inflation:										
Housing:										
BHCD .....	-	-	-	-	-	\$7.9	\$5.8	\$4.7	\$7.8	\$4.7
PDC .....	-	-	-	-	-	\$11.2	\$23.0	\$23.2	\$39.1	\$31.4
Sub-total "Housing" .....	-	-	-	-	-	\$19.1	\$28.8	\$27.9	\$46.9	\$36.1
Homeless facilities & services .....	-	-	-	-	-	\$3.9	\$5.0	\$3.4	\$3.6	\$5.0
Youth employment .....	-	-	-	-	-	\$1.9	\$2.0	\$2.3	\$2.2	\$2.1
Other .....	-	-	-	-	-	\$6.5	\$7.6	\$5.8	\$6.0	\$7.3
REVENUES (in millions)										
Grants .....	-	-	-	-	-	\$18.1	\$21.8	\$17.3	\$27.4	\$27.7
General Fund .....	-	-	-	-	-	\$2.2	\$10.6	\$8.0	\$9.3	\$9.7
Tax Increment Financing .....	-	-	-	-	-	\$4.0	\$4.3	\$4.4	\$21.3	\$6.4
Other .....	-	-	-	-	-	\$8.5	\$8.2	\$6.8	\$4.5	\$5.6
TOTAL .....	-	-	-	-	-	\$32.8	\$44.9	\$36.5	\$62.5	\$49.4
REVENUES, adjusted for inflation										
Grants .....	-	-	-	-	-	\$20.4	\$23.7	\$18.3	\$28.3	\$27.7
General fund .....	-	-	-	-	-	\$2.5	\$11.6	\$8.5	\$9.6	\$9.7
Tax Increment Financing .....	-	-	-	-	-	\$4.5	\$4.7	\$4.6	\$22.0	\$6.4
Other .....	-	-	-	-	-	\$9.6	\$8.9	\$7.2	\$4.6	\$5.6
TOTAL .....	-	-	-	-	-	\$37.0	\$48.9	\$38.6	\$64.6	\$49.4
Spending per capita, adjusted for inflation .....	-	-	-	-	-	\$63	\$86	\$77	\$115	\$98
STAFFING:										
BHCD .....	-	-	-	14	16	16	17	17	18	18
PDC Housing Department .....	-	-	-	-	-	31	35	29	32	32
City loans and grants (millions) .....	-	-	-	-	-	\$11.9	\$20.1	\$14.8	\$30.2	\$26.2

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
<b>NUMBER OF CITY SUBSIDIZED UNITS:</b>										
Affordable to low-moderate income										
Owners .....	-	-	-	-	-	193	154	190	226	194
Renters .....	-	-	-	-	-	-	1,029	737	1,618	694
Affordable to middle+ income										
Owners .....	-	-	-	-	-	0	0	0	2	2
Renters .....	-	-	-	-	-	0	78	362	582	93
Small-scale owner rehabilitation projects .....	-	-	-	-	-	-	-	1,722	2,027	1,925
One night shelter count of homeless (November) .	-	-	-	1,798	1,963	2,037	2,252	2,489	2,602	2,093
Average nightly homeless in City singles shelters .....	-	-	-	-	-	-	-	239	255	268
Homeless singles served .....	-	-	-	-	-	-	-	-	-	5,852
Youth served .....	-	-	-	-	-	-	-	-	-	2,018
<b>HOUSING INVENTORY IN CITY:</b>										
Owner .....	-	-	-	-	-	-	119,555	120,747	123,727	125,042
Rental .....	-	-	-	-	-	-	96,116	97,038	97,884	94,354
Vacant .....	-	-	-	-	-	-	9,790	9,571	9,105	13,913
TOTAL .....	-	-	-	-	-	-	225,461	227,356	230,716	233,309
Owner households with severe housing cost burden ..	-	-	-	-	-	-	9,394	10,522	9,848	10,580
Renter households with severe housing cost burden ..	-	-	-	-	-	-	21,138	20,642	18,202	19,378
Homeless adults placed in stable housing:										
Number .....	-	-	-	-	-	-	-	-	1,030	1,302
Percent of total .....	-	-	-	-	-	-	-	-	33%	38%
Youth returned to school:										
Number .....	-	-	-	-	-	-	-	724	230	277
Percent of total .....	-	-	-	-	-	-	-	81%	97%	80%
Youth placed in jobs or school:										
Number .....	-	-	-	-	-	-	-	1,066	1,185	1,018
Percent of total .....	-	-	-	-	-	-	-	78%	66%	61%
Youth retained 60+ days in job or school										
Number .....	-	-	-	-	-	-	-	-	-	418
Percent of total .....	-	-	-	-	-	-	-	-	-	43%
Percent of total expenditures on administration .....	-	-	-	-	-	-	-	7.7%	6.6%	7.4%

## Bureau of Planning

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
Population .....	438,802	454,150	459,300	471,325	495,090	497,600	503,000	508,500	509,610	512,395
EXPENDITURES (in millions):										
Administration and support .....	-	-	-	\$1.0	\$ .9	\$1.1	\$1.6	\$1.5	\$1.7	\$2.4
Development review .....	-	-	-	\$1.6	\$2.1	\$2.6	\$3.1	\$3.7	\$4.3	\$0.0
City and neighborhood .....	-	-	-	\$1.8	\$2.1	\$2.6	\$2.3	\$2.2	\$2.6	\$2.8
City GIS .....	-	-	-	\$0.0	\$0.0	\$0.0	\$ .5	\$ .5	\$0.0	\$0.0
TOTAL .....	\$3.6	\$3.7	\$4.0	\$4.4	\$5.1	\$6.3	\$7.5	\$7.9	\$8.6	\$5.2
EXPENDITURES, adjusted for inflation:										
Administration and support .....	-	-	-	\$1.3	\$1.0	\$1.3	\$1.7	\$1.6	\$1.8	\$2.4
Development review .....	-	-	-	\$1.9	\$2.5	\$3.0	\$3.4	\$3.9	\$4.4	\$0.0
City and neighborhood .....	-	-	-	\$2.2	\$2.4	\$2.9	\$2.5	\$2.3	\$2.7	\$2.8
City GIS .....	-	-	-	\$0.0	\$0.0	\$0.0	\$0.6	\$0.5	\$0.0	\$0.0
TOTAL .....	\$4.8	\$4.8	\$4.9	\$5.3	\$5.9	\$7.1	\$8.2	\$8.3	\$8.9	\$5.2
Spending per capita, adj. for inflation .....	\$11.04	\$10.48	\$10.66	\$11.32	\$12.01	\$14.28	\$16.22	\$16.35	\$17.44	\$10.23
Staffing (FTEs) .....	62	62	64	64	72	84	105	103	106	57
NUMBER OF PLANNING PROJECTS:										
Neighborhood/area/community/urban & historic .....	-	-	-	-	-	-	-	-	-	15
Environmental planning .....	-	-	-	-	-	-	-	-	-	4
Visioning/comprehensive planning/zoning code .....	-	-	-	-	-	-	-	-	-	9
Evaluation of community plan or code changes .....	-	-	-	-	-	-	-	-	-	3
LEGISLATIVE MANDATES INCORPORATED IN FY 1999-00 PROJECTS:										
Federal:										
Clean Water Act										
Clean Air Act										
Endangered Species 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										

	'90-91	'91-92	'92-93	'93-94	'94-95	'95-96	'96-97	'97-98	'98-99	'99-00
City:										
City of Portland Comprehensive Plan										
Willamette Greenway Plan Revision										
North Macadam Framework Plan										
Northwest Industrial Neighborhood Association Plan										
City of Portland Endangered Species Act Response										
City/County Intergovernmental Agreement: 2040 Compliance										
Number of public meetings held:										
City-wide .....	-	-	-	-	-	-	-	-	-	52
Local .....	-	-	-	-	-	-	-	-	-	212
Number of citizens sent public hearing notices:										
City-wide .....	-	-	-	-	-	-	-	-	-	4,711
Local .....	-	-	-	-	-	-	-	-	-	16,058
ADOPTED PLANS:										
Neighborhood .....	1	3	11	1	1	11	2	1	1	0
Community .....	-	-	1	-	-	1	0	0	0	0
Area .....	-	-	-	-	-	0	1	0	-	1
NEW HOUSING UNITS BUILT ANNUALLY:										
In City .....	-	-	-	-	-	2,420	3,025	3,535	3,690	2,486
In total U.G.B. ....	-	-	-	-	-	12,329	7,827	11,388	11,738	7,500 est.
Percent of U.G.B. total in City .....	-	-	-	-	-	20%	39%	31%	31%	33%
In 4-county region .....	-	-	-	-	-	18,417	11,225	16,184	15,348	11,713 est.
Percent of 4-county total in City .....	-	-	-	-	-	13%	27%	22%	24%	24%





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## Appendix C Comparison City Data

Service Efforts and Accomplishments: 1999-00

**Charlotte, North Carolina**

FY 1999-00		
Population: Charlotte		526,245
Charlotte/Mecklenburg Co.		642,245
Fire budget per capita:		
Without pension	\$86.0	
Pension	\$8.3	
TOTAL	\$94.3	
Emergency staff on-duty/100,000 residents	38	
Incidents/on-duty staff	339	
Structural fires/1,000 residents	1.5	
Police budget per capita:		
Without pension	\$165.1	
Pension	\$17.8	
TOTAL	\$183.0	
Officers/1,000 residents	2.4	
Crimes/officer	35.0	
Part I crimes/1,000 residents	83.6	
Parks budget per capita	\$39	
Total lane miles of streets	4,140	
Sewer operating expenses per capita	\$60.38	
Monthly residential bill:		
Sewer/storm drainage	\$21.91	
Miles of storm sewers	3,173	
Miles of sanitary sewers	2,880	
Miles of combined sewers	0	
Water operating expenses per capita	\$48	
Monthly water bill	\$10.64	
Number of retail water accounts	187,592	
Number new housing permits in MSA	24,475	
City population density per square mile	2,184	
CDBG expenditures (in millions)	\$8.5	
% CDBG spent to benefit low-moderate income persons	98%	

**Cincinnati, Ohio**

CY 1999		
Population		330,914
Fire budget per capita:		
Without pension	\$177.9	
Pension	\$27.4	
TOTAL	\$205.2	
Emergency staff on-duty/100,000 residents	55	
Incidents/on-duty staff	336	
Structural fires/1,000 residents	3.8	
Police budget per capita:		
Without pension	\$264.1	
Pension	\$24.6	
TOTAL	\$288.7	
Officers/1,000 residents	3.2	
Crimes/officer	20.6	
Part I crimes/1,000 residents	66.0	
Parks budget per capita	\$92	
Total lane miles of streets	2,820	
Sewer operating expenses per capita	\$88.16	
Monthly residential bills:		
Sewer/storm drainage	\$23.22	
Miles of storm sewers	250	
Miles of sanitary sewer	2,230	
Miles of combined sewers	740	
Water operating expenses per capita	\$56	
Monthly water bill	\$13.14	
Number of retail water accounts	223,900	
Number new housing permits in PMSA	12,031	
City population density per square mile	4,298	
CDBG expenditures (in millions)	\$21.4	
% CDBG spent to benefit low-moderate income persons	90%	

**Denver, Colorado**

CY 1999		
Population		507,500
Fire budget per capita:		
Without pension	\$125.8	
Pension	\$27.8	
TOTAL	\$153.6	
Emergency staff on-duty/100,000 residents	39	
Incidents/on-duty staff	299	
Structural fires/1,000 residents	1.4	
Police budget per capita:		
Without pension	\$239.5	
Pension	\$40.6	
TOTAL	\$280.1	
Officers/1,000 residents	2.9	
Crimes/officer	18.7	
Part I crimes/1,000 residents	53.4	
Parks budget per capita	\$77	
Total lane miles of streets	3,672	
Sewer operating expenses per capita	\$61.89	
Monthly residential bills:		
Sewer/storm drainage	\$18.55	
Miles of storm sewers	625	
Miles of sanitary sewer	1,700	
Miles of combined sewers	0	
Water operating expenses per capita	\$77	
Monthly water bill	\$17.42	
Number of retail water accounts	280,937	
Number new housing permits in PMSA	22,835	
City population density per square mile	3,274	
CDBG expenditures (in millions)	\$20.2	
% CDBG spent to benefit low-moderate income persons	88%	

**Kansas City, Missouri**

FY 1999-00	
Population	444,474
Fire budget per capita:	
Without pension	\$114.3
Pension	\$14.6
TOTAL	\$128.9
Emergency staff on-duty/100,000 residents	42
Incidents/on-duty staff	258
Structural fires/1,000 residents	4.7
Police budget per capita:	
Without pension	\$243.9
Pension	\$22.2
TOTAL	\$266.1
Officers/1,000 residents	3.0
Crimes/officer	39.7
Part I crimes/1,000 residents	117.3
Parks budget per capita	\$49
Total lane miles of streets	5,710
Sewer operating expenses per capita	\$50.24
Monthly residential bills:	
Sewer/storm drainage	\$13.94
Miles of storm sewers	360
Miles of sanitary sewer	1,680
Miles of combined sewers	660
Water operating expenses per capita	\$103
Monthly water bill	\$18.45
Number of retail water accounts	140,000
Number new housing permits in MSA	16,368
City population density per square mile	1,380
CDBG expenditures (in millions)	\$31.8
% CDBG spent to benefit low-moderate income persons	85%

**Sacramento, California**

FY 1999-00	
Population: Sacramento	406,000
Sacramento County	1,209,500
Fire budget per capita:	
Without pension	\$109.8
Pension	\$9.5
TOTAL	\$119.3
Emergency staff on-duty/100,000 residents	33
Incidents/on-duty staff	379
Structural fires/1,000 residents	2.1
Police budget per capita:	
Without pension	\$174.0
Pension	\$12.5
TOTAL	\$186.5
Officers/1,000 residents	1.6
Crimes/officer	41.4
Part I crimes/1,000 residents	67.8
Parks budget per capita	\$56
Total lane miles of streets	2,634
Sewer operating expenses per capita	\$109.69
Monthly residential bills:	
Sewer/storm drainage	\$31.60
Miles of storm sewers	1,440
Miles of sanitary sewer	1,328
Miles of combined sewers	332
Water operating expenses per capita	\$58
Monthly water bill	\$14.99
Number of retail water accounts	120,769
Number new housing permits in PMSA	13,019
City population density per square mile	4,143
CDBG expenditures (in millions)	\$14.5
% CDBG spent to benefit low-moderate income persons	100%

**Seattle, Washington**

CY 1999	
Population	540,500
Fire budget per capita:	
Without pension	\$160.6
Pension	\$23.8
TOTAL	\$184.4
Emergency staff on-duty/100,000 residents	36
Incidents/on-duty staff	374
Structural fires/1,000 residents	1.0
Police budget per capita:	
Without pension	\$256.9
Pension	\$18.8
TOTAL	\$275.8
Officers/1,000 residents	2.4
Crimes/officer	38.9
Part I crimes/1,000 residents	92.4
Parks budget per capita	\$115
Total lane miles of streets	4,230
Sewer operating expenses per capita	\$216.67
Monthly residential bills:	
Sewer/storm drainage	\$30.76
Miles of storm sewers	452
Miles of sanitary sewer	903
Miles of combined sewers	582
Water operating expenses per capita	\$44
Monthly water bill	\$16.34
Number of retail water accounts	177,778
Number new housing permits in PMSA	19,910
City population density per square mile	6,512
CDBG expenditures (in millions)	\$28.1
% CDBG spent to benefit low-moderate income persons	100%





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