

City of Portland Government Performance

City Auditor's 14th Annual Report on *Service Efforts & Accomplishments*, December 2004

This is a summary of the Portland City Auditor's fourteenth annual report on City government performance. The report contains information on the "service efforts and accomplishments" of the City's largest and most visible public programs.

The purpose of the report is to:

- improve the **public accountability** of City government
- help City Council, managers and citizens make **better decisions**
- help **improve the delivery of public services**

Managing for Results. The 2004 *Service Efforts and Accomplishments (SEA)* Report is an important piece of a larger process called Managing for Results. Approved by City Council in 2003, Managing for Results requires:

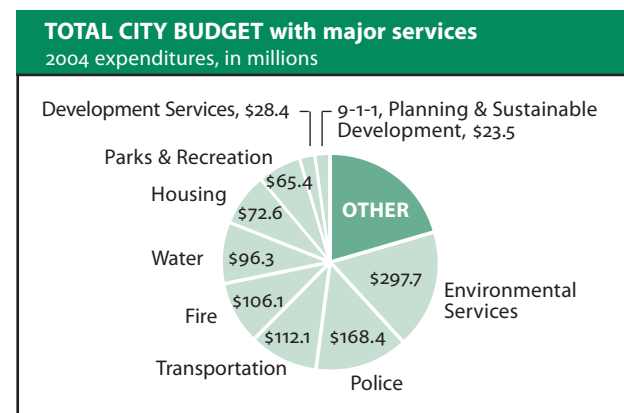
- setting clear long- and short-term goals for the City and its bureaus
- keeping goals in mind when allocating (budgeting) resources
- managing programs to achieve desired goals effectively and efficiently
- measuring performance in achieving goals and reporting the results to Council and the public

The SEA report addresses the fourth action – reporting performance results to the City Council and the citizens of Portland.

Information in the audit report. The full SEA report presents **mission statements**, major **goals, results, spending** and **workload** for Portland's major services:

- Police
- Fire, Rescue & Emergency Services
- Bureau of Emergency Communications (9-1-1)
- Parks & Recreation
- Transportation
- Bureau of Environmental Services
- Water
- Housing & Community Development
- Bureau of Development Services
- Office of Sustainable Development
- Planning

These services are the most visible and important direct services provided to the public, and comprise about 80 percent of the City's budget and 85 percent of its staff.



* total City budget estimated from mid-year budget revisions

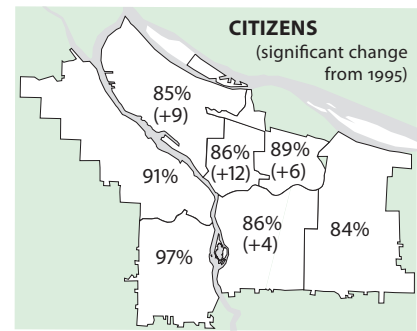
PUBLIC SAFETY CITY GOAL: Ensure a safe and peaceful community

- Citizens feel much safer walking in their neighborhoods
- Residents reported fewer crimes and experienced fewer structural fires than in previous years
- Public safety compares favorably to other cities; the crime rate is about average and the fire rate is much lower
- There is high citizen satisfaction with Fire and 9-1-1 services
- Businesses are satisfied with both Police and Fire services

Challenges

- Citizens are much less satisfied with police services than in previous years
- Time required to answer and dispatch emergency calls is much slower than goals, particularly in dispatching priority police calls
- Fire and police disability and retirement costs consume a growing share of overall police and fire costs

SAFETY IN NEIGHBORHOOD DURING DAY: 2004 (percent "safe" or "very safe")



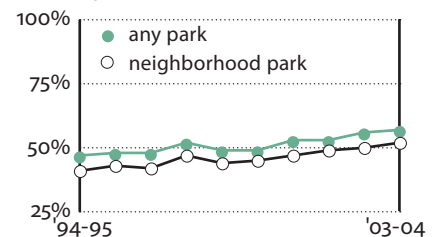
PARKS & RECREATION CITY GOALS: Improve the quality of life in neighborhoods; protect and enhance the natural & built environment

- Citizen satisfaction with parks and recreation programs remains high
- More Portlanders are visiting City parks and recreation use is higher
- Safety in parks is much better than 10 years ago
- 40% of operating costs are recovered from user fees and charges

Challenges

- Reliable methods for measuring and reporting on the physical condition of parks and facilities is needed

CITIZENS: VISITS TO PARKS (percent with 6 or more visits)



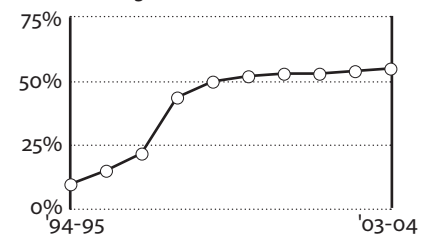
PUBLIC UTILITIES CITY GOALS: Provide high-quality, reasonably-priced public utility services; provide safe drinking and waste water services

- Customers report high satisfaction with tap water quality and sewer and drainage services to their homes
- Significant efforts are underway to reduce pollution from storm and waste water
- Drinking water quality and treatment plant effluents are better than federal requirements
- Industrial discharges are in compliance with permitted limits
- Water bills remain lower than comparison cities but sewer and drainage charges are high and result in a higher combined bill

Challenges

- Spending on the Combined Sewer Overflow project continues to increase
- Citizens continue to rate water services lower than previously
- Citizens remain concerned with protection of rivers and streams

ESTIMATED CSO DIVERTED FROM RIVER (goal = 96% in 2011)

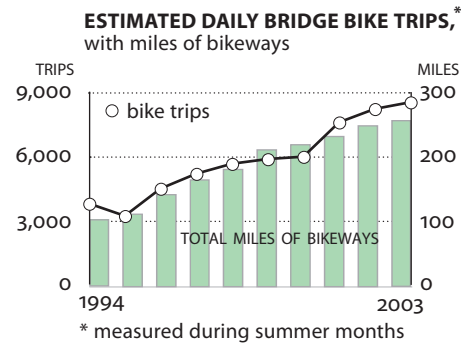


AVERAGE MONTHLY RESIDENTIAL BILLS

	2004	6-city average
Water	\$15.91	\$18.06
Sewer/storm drainage	\$38.69	\$30.68

TRANSPORTATION **CITY GOALS: Operate and maintain an effective and safe transportation system; promote economic vitality and opportunity; improve the quality of life in neighborhoods**

- Overall safety on roads, sidewalks and bike paths is mixed, with pedestrian injuries down but auto fatalities up
- Transit use increased moderately while bike trips increased sharply
- Residents view congestion as a problem only during peak commute hours
- Almost half of all commuters use alternate modes of travel at least occasionally
- Residents believe traffic speeds on neighborhood streets have improved
- While 55 percent of improved streets are in good condition, less than a quarter of street lights are rated as good



Challenges

- Street maintenance backlogs are at a 16-year high, double the established goal
- Peak-hour traffic congestion on major streets continues to be a concern for citizens and businesses
- Most commuters still drive alone to work
- Businesses are dissatisfied with on-street parking

STREET MAINTENANCE BACKLOG
28-foot-wide equivalent miles

	'03-04	5-year change
Resurfacing	318.8	+22%
Reconstruction	16.0	n.a.
Rehabilitation	10.6	n.a.
Slurry seal	240.6	+43%
TOTAL	586.0	+17%
GOAL	below 250.0	

COMMUNITY DEVELOPMENT **CITY GOALS: Promote economic vitality and opportunity; improve the quality of life in neighborhoods**

- The City continues to exceed its goal for houses built in the Urban Growth Boundary
- Total housing inventory in the City increased 4 percent over the past five years
- Development Services customers rate the knowledge and helpfulness of plan review staff highly
- Solid waste and recycling receive good ratings from citizens & businesses
- Citizens remain satisfied with access to transit, parks, and other services

NEW HOUSING UNITS BUILT

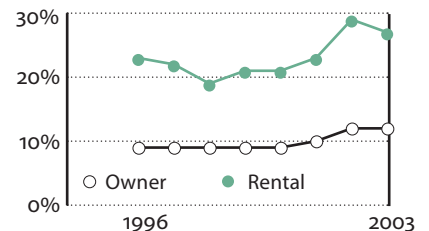
	IN CITY	IN UGB	IN REGION*
'99-00	2,486	7,500	11,713
'00-01	2,477	4,746	10,087
'01-02	2,843	7,243	14,526
'02-03	2,234	9,164	13,110
'03-04	2,284	7,175	12,105
TOTAL	19,549	58,954	93,073
UGB in City	33%		
GOAL (1997 to 2017)	20%		

* includes Clark County

Challenges

- The number of renters and homeowners with a severe housing cost burden has increased over the past five years
- More homeless individuals are seeking shelter than five years ago
- About one-third of citizens are dissatisfied with housing affordability
- Many customers are dissatisfied with building plan review timeliness

HOUSEHOLDS WITH SEVERE COST BURDEN



CITIZEN and BUSINESS SATISFACTION

Overall, citizens believe that local government is not doing as good a job providing services as it did five years ago.

In 2004, the percent of citizens rating local government's overall job "good" or "very good" dropped 11 percent from their ratings in 2000. Fewer businesses than citizens give local government good ratings, but about the same proportion give "bad" or "very bad" ratings.

Citizens continue to rate City and neighborhood livability highly. Ratings declined slightly from five years ago but are much lower in the East neighborhoods.

Fewer than half of businesses rate Portland as a "good" or "very good" place to do business. Very small businesses are more satisfied than larger businesses.

OVERALL LOCAL GOVERNMENT PERFORMANCE (survey ratings)

	CITIZENS		BUSINESSES	
	2004	5-year change	2004	1-year change
Good or very good	54%	-11%	40%	-1%
Neither good nor bad	30%	+4%	43%	+4%
Bad or very bad	16%	+7%	17%	-3%

CITIZENS: LIVABILITY RATINGS

(percent rating "good" or "very good")

	2004	5-year change
Overall City livability	77%	-3%
Neighborhood livability	83%	-1%

PORTLAND AS PLACE TO DO BUSINESS, 2004

(percent rating "good" or "very good")

