



2013 Performance Report

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Fiscal Year 2013 Performance Report November 2013

Portland Parks & Recreation

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Director Mike Abbaté

Introduction

In 2008, Portland Parks & Recreation (PP&R) formalized a performance measurement framework that links to outcomes articulated in the Bureau's three-year Strategic Plan. This annual performance report updates these measures and makes linkages to the bureau's 2012-15 Strategic Plan. Assessment of progress toward outcomes is facilitated by the development of targets for each performance measure. In some cases, targets were drawn from existing planning documents (most notably the Parks 2020 Vision), while in other cases, targets have been created in consultation with program managers and Strategic Plan theme champions. The information in this report is organized by the six thematic areas in the 2012-15 Strategic Plan:

- Asset Management
- Recreation Programs
- Sustainability
- Access and Equity
- Trails
- Health

Each section of this report includes a summary narrative explaining the status of measures in each theme area. Measures and associated data are provided as well as recommendations for new measures that are needed to assess progress for the specific theme area. Several key measures that are not specific to the Strategic Plan are also covered in the final section of this report. The final five pages of this report provide graphical representations of all performance measures. Most of the data in this report is relevant to Fiscal Year 2013, which includes the time period of July 2012 to June 2013.

MISSION

The mission of Portland Parks and Recreation is to help Portlanders play - providing the safe places, facilities and programs which promote physical, mental, and social activity. We get people, especially kids, outside, active and connected to the community. As we do this, there will be an increase in the wellness of our residents and the livability of our city.

We accomplish this through:

 Establishing and safeguarding the parks, natural resources, and urban forest, thereby ensuring that green spaces are accessible to all;

- Developing and maintaining excellent facilities and places for public recreation and community building;
- Providing dynamic recreation programs and services that promote health and wellbeing for all;
- Partnering with the community we serve.

FISCAL YEAR 2013 SUMMARY

The 2013 PP&R Performance Report shows improvement in many areas with some specific areas of decline. When comparing year over year progress towards established targets, 22 measures showed improvement, 4 remained neutral and 6 declined. Specific accomplishments and challenges are as follows:

- 86% of residents rated the overall quality of parks as good or very good, making parks the highest rated service area among City services.
- There were 4 million visits to PP&R operated community centers, pools and other sponsored recreation programs in FY 2013. When factoring for methodology changes, visits remained nearly unchanged from the prior year.
- Annual maintenance funding for facilities increased, but still remains below best practice target levels.
- Reported criminal offenses at Parks and Community Centers decreased by 33% from the prior year. Most of the change is explained by a decline in offenses reported at downtown parks.
- Significant disparities exist between Portland neighborhoods when comparing access to parks and perceptions about park quality.
- Additional work is needed to complete new measures that help to assess progress in achieving Strategic Plan goals.

Within specific Strategic Plan theme areas the following trends are noted:

Asset Management - Perception about the quality of facility maintenance remains generally positive, but funding levels are still below target levels. Additional work is needed to define and better utilize additional maintenance performance measures.

Recreation Programs - The City Auditor's resident survey indicates nearly 70% of Portlanders feel that the affordability within recreation programs is good. The value of scholarships granted continues to climb, but remains nearly constant as a percentage of total revenue. Recent perceptions about the overall quality of recreation programs increased, but the perceived quality of coaching and instruction declined slightly.

Sustainability - Energy use and associated greenhouse gas emissions have declined in FY 2013. New measures are needed to track water use, evaluate the condition of natural areas and to assess progress towards sustainable landscape design principles.

Access and Equity - There was a slight increase in 2013 related to the number of households within a 1/2 mile of a park or natural area. Much of the change is attributed to population growth within areas already served. East Portland and Central NE still remain far behind other parts of the City in their level of service. Overall, PP&R workforce diversity increased slightly in 2013. Full time permanent employees remain underrepresented among non-whites. New measures are being developed to assess progress in serving communities of color at community centers and pools, and the effectiveness of attracting racially diverse candidates to job openings.

Trails - Three miles were added to the regional trail system in 2013. Progress toward long-term trail goals has been limited in recent years due in part to a lack of resources for development and acquisition as well as landowners unwilling to sell properties.

Health - Additional effort will be focused on developing new partnerships with the public health community in 2014. Progress will be assessed by tracking the number of participants associated with these partnerships. PP&R will also implement mechanisms to track

Asset Management

PERFORMANCE SUMMARY

The condition of PP&R-owned facilities are rated through an inspections program that results in the production of an annual Facility Condition Index (FCI). The FCI rates all park facilities by dividing the value of current deficiencies by the current replacement value. The result is a score that rates facilities based on the value of deficiencies as a percentage of replacement value. As of 2013, the sum of deficiencies is \$18.1 million, or 7.3% of total replacement costs. Based on the scale that was recommended by the City Auditor, PP&R's overall facility condition rates as fair. The overall condition has been declining since the measure was implemented in the early 2000's. As more and better inspection data becomes available and additional classes of assets (playgrounds, park amenities, roads, bridges etc) are added to the inspection program, it is expected that the overall condition rating will decline further.

Public perception about the quality of grounds and facilities is informed by the City Auditor's annual resident survey. The percentage of residents rating the maintenance of grounds and facilities as good or very good has remained relatively flat for several years. 2013 results are at or near target levels. It should be noted that disparities exists when comparing results at the neighborhood level, with East Portland having the lowest ratings for the quality of facility and grounds maintenance.

The central services group has established a performance target that at least 53% of maintenance hours be allocated towards preventive maintenance. In FY 2013, 50% of time worked was towards preventive maintenance. This is slightly lower than the prior two years and below the overall target for all shops of 53%.

As part of the Parks 2020 Vision, PP&R established a goal to allocate funding equivalent to 2-4% of current replacement value towards facility maintenance. Data currently exists to assess performance for PP&R's major buildings and pools. In the most recent year maintenance funding for major buildings has increased slightly after several years of decline. However, funding still remains below the target level.

Priority for next year includes the development of new measures related to asset risk exposure, maintenance expenditures per acre, and measures specific to zone maintenance activities.

ASSET MANAGEMENT

MEASURE TITLE	2009	2010	2011	2012	2013	TARGET	2012-13 CHANGE
Facility condition index 0-5 = Good	5	5.8	5.4	6.9	7.3	5 or below	Declining
5-10 = Fair							
Percentage of residents rating Park facilities as well main-	66%	68%	69%	66%	68%	67%	Improving
tained							
Percentage of residents rating	86%	86%	84%	84%	85%	85%	Improving
Park grounds as well main-							
tained							
Allocated funding for facility	1.9%	1.9%	1.5%	1.5%	1.8%	2-4% of re-	Improving
maintenance as a percentage						placement	
of current replacement value						value	
Percentage of maintenance that is preventive	46%	58%	58%	53%	50%	53%	Declining

NEW MEASURES PROPOSED FOR 2014

- 1) Asset Risk Exposure Incorporating Asset Risk Profile information from the bureau's Asset Management program
- 2) Maintenance expenditures per acre Developed Parks
- 3) Maintenance expenditures per acre Natural Area Parks
- 4) Zone maintenance measures (to be determined)

Recreation Programs

PERFORMANCE SUMMARY

PP&R's cost recovery policy was approved by City Council in 2002 and establishes a cost recovery target of 39% for all fee supported programs. Cost recovery at PP&R is calculated on a biannual basis and will be updated in 2014.

Scholarships are a tool used by PP&R to ensure access to programs for those that are not able to pay full price. In FY 2013, the total value of scholarships awarded was \$505,500, or 5.3% of revenue generated in recreation programs. Membership scholarships accounted for \$207,592 of the total while course-related scholarships accounted for \$297,908. A new initiative to update the bureau's scholarship policy will be starting in 2014 and should result in specific goals related to the granting of scholarships.

Ensuring access to all Portlanders is central to PP&R's mission. Considerable attention is given to the impact that price increases may be having on participation in PP&R programs. The City Auditor's resident survey asks Portlanders how they feel regarding the affordability of PP&R recreation programs. In 2013, 69% of survey respondents felt that the affordability of recreation program was good or very good. Despite numerous price increases, results from this question remain largely unchanged over the past five years. This suggests that many customers still perceive PP&R's prices to be reasonable when compared to alternative providers. However, PP&R recognizes that low income and non-white populations may be underrepresented in these survey results.

The percentage of residents rating the overall quality of recreation services increased by 3% in 2013 with 75% rating the overall quality as good or very good. The percentage of residents rating the quality of coaching and instruction as good or very good declined by 2% to 61% in 2013. Both of the above measures will be a focus area of improvement as PP&R works to implement its Recreation Revolution improvement strategy.

Several changes were made related to visitation totals for FY 2013. In past years sites that are owned, but not operated by PP&R have been included in totals (e.g. Pittock Mansion, Children's Museum). In FY 2013 only sites owned and programmed by PP&R staff are included. When accounting for this change, overall visitations remained nearly identical to prior year totals.

Finally, the PP&R 2012-15 Strategic Plan identifies specific goals to increase youth participation in programs. A measure has been added that identifies the number of unique youth enrolled in PP&R courses and memberships. This number has been increasing over the past two years.

RECREATION PROGRAMS

MEASURE TITLE	2009	2010	2011	2012	2013	TARGET	2012-13 CHANGE
Total cost recovery rate for fee supported programs	NA	34%	NA	38%	NA	39%	NA
Scholarships as a percentage of total revenue	4%	5.4%	5.5%	5.4%	5.3%	NA	NA
Percentage of residents satisfied or very satisfied with the affordability of recreation programs	66%	68%	69%	68%	69%	65%	Improving
Percentage of residents who rate the overall quality of recreation centers and activities as good or very good	77%	75%	77%	72%	75%	80%	Improving
Percentage of residents who feel the quality of instruction, coaching and leadership within City recreation programs is good or very good	62%	64%	64%	63%	61%	70%	Declining
Annual visitations - community centers	NA	NA	1,923,486	2,149,722	2,145,447	See Total	Neutral
Annual visitations - stand alone pools	NA	NA	513,883	515,198	521,679	See Total	Neutral
Annual visitations - all other rec. programs*	NA	NA	1,697,430	1,810,698	1,325,412	See Total	Neutral See note below
Annual Visitations - TOTAL (sum of prior three rows)	NA	NA	4.1 Million	4.5 Million	4 Million	4 Million	Neutral
Number of city youth who participate in PP&R recreation programs (registered and memberships)	NA	NA	32,870	33,232	34,447	TBD	Improving

^{*}For 2013, visitations for all other recreation programs does not include sites no longer managed by PP&R such as Plttock Mansion, Children's Museum and Fulton Park Community Center. Visitations for the Summer Playgrounds are also not included for 2013.



PERFORMANCE SUMMARY

In 2007, PP&R established a goal to reduce greenhouse gas emissions by 25% from 2007 levels. This goal is intended to be consistent with overall City goals to reduce greenhouse gas emissions. Greenhouse gas emissions at PP&R are directly linked to energy consumed by PP&R facilities and vehicles. Progress was made in reducing emissions for 2013, partly driven by PP&R conservation efforts that resulted in across the board energy use reductions, as well as efforts by energy utilities to lower their carbon footprint. In FY 2013, GHG emissions related to natural gas consumption was the most improved with a 15% decline. Emissions related to fleet vehicles decreased by 6% and electricity emissions decreased by 4%. Quarterly monitoring of energy use continues and has helped to bring greater awareness to reducing energy use, but additional capital investment will be needed to further reduce use.

Recycling rates are essentially unchanged at PP&R since tracking started in 2008. In FY 2013 16% of the waste stream at PP&R pick up sites was diverted for recycling. PP&R has created several pilot projects to better understand the most effective ways to implement a park focused recycling effort. Findings suggest that some recyclable materials such as cans and bottles are being scavenged by the public and as result not being included in the reporting totals. Recent budget cuts have resulted in less capacity to invest staff time or additional recycling containers.

During 2012, an extensive analysis of the urban tree canopy was completed. The analysis involved using aerial photography to derive total tree canopy coverage for the city of Portland. Tree canopy coverage for the city land area as of 2010 was 29.9%. The analysis included an estimate of canopy coverage for the years 2005 and 2000. Over the ten year period there has been a statistically significant increase in canopy coverage. The next update is scheduled to take place in 2015 and continue every five years thereafter.

PP&R measures net tree plantings as a proxy for assessing progress towards canopy coverage goals. Substantial effort has been put towards planting additional trees in recent years. A net increase of 4,544 trees (trees planted minus trees removed) were planted in FY 2013.

Total acres of invasive weeds treated in FY 2012, was 2,321. This includes work in park-owned lands performed by PP&R's Protect the Best program, BES's Re-Veg program, as well as routine work performed by PP&R staff.

Priorities for next year include the development of new measures related to the tracking of water used for irrigation as well as community centers and pools. Additional investment is needed to assess the condition of natural areas owned by PP&R. Prior work was completed in 2004, but has not been updated to evaluate change associated with new acquisitions and recent restoration efforts.

SUSTAINABILITY

MEASURE TITLE	2009	2010	2011	2012	2013	TAR- GET	2012-13 CHANGE
Annual greenhouse gas emissions (scope 1 and 2)	14,210	14,113	14,101	13,494	12,413	25% reduction by 2020	Improving
Tree canopy coverage	NA	29.9%	NA	NA	NA	33%	NA
Trees planted (NET)	1,176	4,497	5,385	4,265	4,544	3,500	Improving
Acres of invasive weeds treated annually	2,810	2,411	3,824	2,861	2,321	2,000	Declining*
Percentage of material diverted from the waste stream at PP&R parks and facilities	15%	15%	17%	16%	16%	20%	Neutral
Irrigation - Number of sites on central irrigation control systems	NA	56	60	63	65	74	Improving

^{*} Although the year over year change is declining, the levels are still above established targets.

NEW MEASURES PROPOSED FOR 2014

- 1) Water use per visit (Community Centers and Pools)
- 2) Water used for irrigation (Irrigation Utilization Index)
- 3) Percentage of natural area acres in good condition



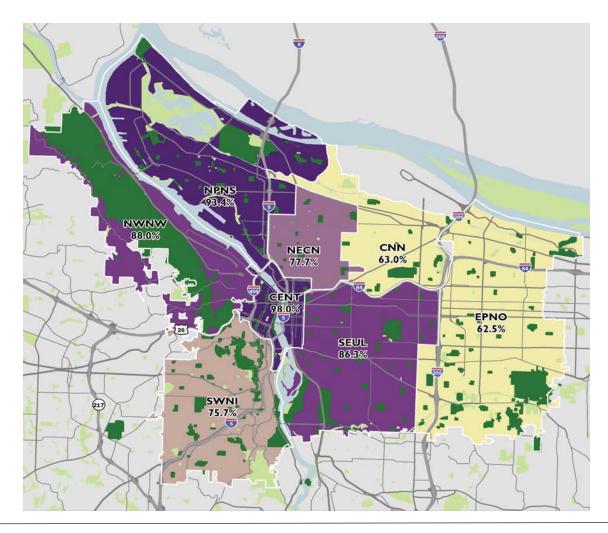
PERFORMANCE SUMMARY

Use and Access

As of 2013, 80% of Portland households were within 1/2 mile of a developed park or natural area. This is a slight increase from 2012 and remains below the 2020 Parks Vision target of 100%. In total, about 2,500 new households were added to the city limits over the past fiscal year. Most of these new households were added in areas of the City already served by parks. New parks that contributed to additional service levels included the Buttes Natural Area and Foster Floodplain. Major unserved areas remain in Outer East Portland, Central Northeast and parts of West Portland. The map below identifiesservice levels by neighborhood district.

PERCENTAGE OF HOUSEHOLDS WITHIN 1/2 MILE OF A PARK OR NATURAL AREA

By neighborhood coalition district



In the 2013 Auditor's Annual Resident Survey 83% of residents rated their neighborhood's closeness to parks or open space as good or very good. This measure has changed very little over the past four years. Consistent with the condition data noted earlier, East Portland rates far lower than other parts of the city. It should be noted that perceptions about park closeness also rate lower in Central Northeast, but not as low as perceptions in East Portland.

Households living within 3 miles of a full service community center increased slightly to 70%, below the 2020 Vision target of 100%. The increase in 2013 was minor and driven by new household growth within already served areas.

The percentage of Portland residents indicating that they participated in a Parks and Recreation activity over the past year increased slightly to 32%. The bureau has identified a goal to increase this percentage to 35% by the year 2015. Recent surveys indicate that a lack of awareness of PP&R programs is a factor keeping many Portlanders from participating.

The percentage of residents indicating that they visited a city park at least once in the last year has remained steady at around 88%. Neighborhoods indicating the highest level of park use include Downtown/NW and SE Portland.

Employee Diversity

PP&R employed a total of 3,240 employees in FY 2013. For tracking purposes, an employee is defined as anyone that received pay in FY 2013. The total included 423 permanent employees and 2,817 part-time and seasonal staff. Of the total, 27% of employees identified as non-white and 54% identified as female.

When counting all employees PP&R is slightly underrepresented in non-white employees and overrepresented in female employees when compared to the Portland population. Of the major non-white population groups in Portland, PP&R's employee base is least represented among the Latino population and slightly overrepresented among the Black/African American population. In the case of full time permanent staff, PP&R is underrepresented in all non-white populations and female employees when compared to the Portland population.

For 2014 a new measure is being developed to assess progress in attracting diverse candidates to job openings. In addition PP&R is making progress in gathering race and ethnicity data from community center participants. Data should be available to assess performance in these areas in 2014.

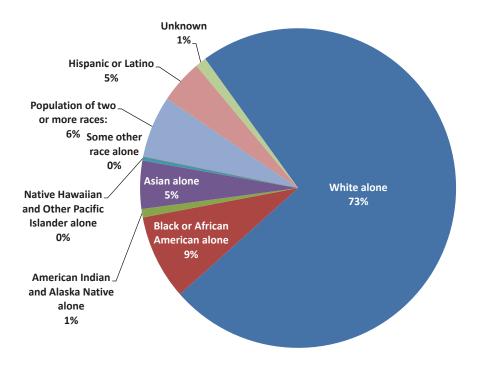
Portland Parks & Recreation

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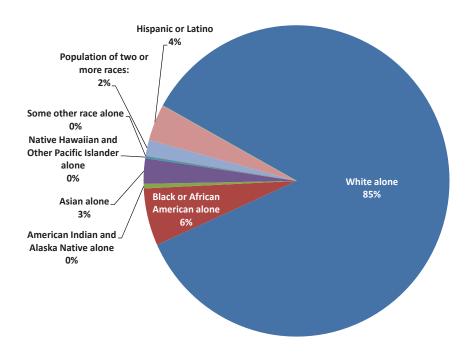
ACCESS AND EQUITY

MEASURE TITLE	2009	2010	2011	2012	2013	TARGET	2012-13 CHANGE
Percentage of residents living within a half mile of a developed park or natural area	76%	77%	79%	79%	80%	100%	Improving
Percentage of residents living within 3 miles of a full service community center	69%	69%	69%	69%	70%	100%	Improving
Percentage of residents rat- ing neighborhood closeness to parks as good or very good	84%	85%	85%	83%	85%	85%	Improving
Park acres per thousand residents	18.8	19.2	19.2	19.5	19.7	19 acres per thou- sand	Improving
Non-White employees as a percentage of total	NA	NA	25%	24%	27%	28% or Portland Population	Improving
Female employees as a percentage of total	NA	NA	55%	54%	54%	50% or Portland Population	Neutral
Percentage of residents participating in a Parks and Recreation activity	NA	31%	33%	30%	32%	35%	Improving
Percentage of residents visiting a park at least once in the last year	91%	87%	87%	88%	88%	Measure to be reworded based on frequency of visits	Neutral

PP&R All Employees Race/Ethnicity FY 2013



PP&R Permanent Employees Race/Ethnicity FY 2013



NEW MEASURES PROPOSED FOR 2014

- 1) Percentage of non-white customers (Recreation Programs)
- 2) Non-white job applicants as a percentage of total

Trails and Health

PERFORMANCE SUMMARY - TRAILS

As of 2013, 155 miles of the regional trail system have been completed. This is a increase of three miles from 2012. The goal established by the 2006 Recreation Trails Strategy is to complete a 220 mile system by the year 2026. In the near term, PP&R is projecting a total of 157 miles to be built by 2015.

TRAILS

MEASURE TITLE	2009	2010	2011	2012	2013	TARGET	2012-13 CHANGE
							CHANGE
Miles of trails	151	151	152	152	155	157	Improving

PERFORMANCE SUMMARY - HEALTH

New measures are proposed for 2014 to assess progress on the bureau's health-related goals. High level community outcome measures include obesity rates and physical activity levels for Multnomah County 8th graders (see next page). PP&R will continue to track these contextual measures into the future, but the focus at the bureau level will be on tracking activities to help support improvement in these longer-term indicators. For 2014, PP&R will be working to increase partnership opportunities with the public health community. Progress will be assessed by measuring the number of individuals served through these partnerships. PP&R will also be tracking the number of youth participants enrolled in courses specifically intended to encourage kids to be active.

PROPOSED MEASURES FOR 2014

- 1) Individuals served through public health partnerships (PP&R)
- 2) Youth participants enrolled in PP&R physical activity courses

COMMUNITY HEALTH STATISTICS

The CDC Physical Activity Recommendation for Youth: **Physically active for at least 60 minutes per day five or more days a week.**

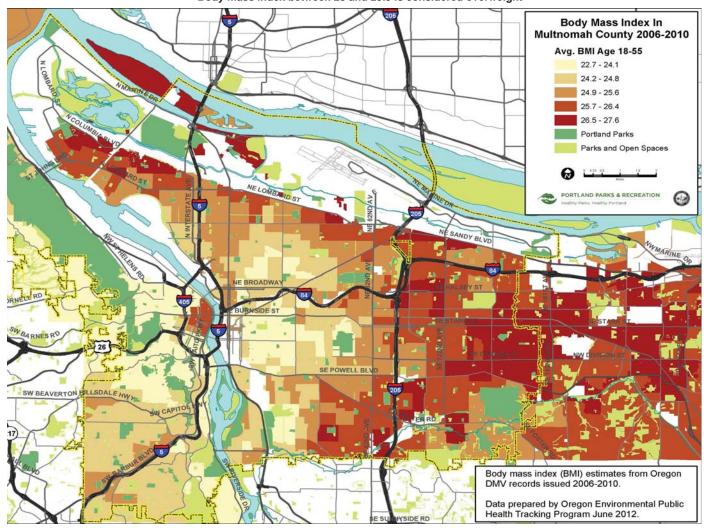
Percentage of Multnomah County 8th graders meeting CDC Physical Activity Requirements: 53%

Percentage of Multnomah County 8th graders classified as obese: 11%

Percentage of Multnomah County Adults classified as obese: 22%

BODY MASS INDEX DATA FOR 18-55 YEAR OLDS

Body mass index between 25 and 29.9 is considered overweight



Other Key Performance Measures

PERFORMANCE SUMMARY

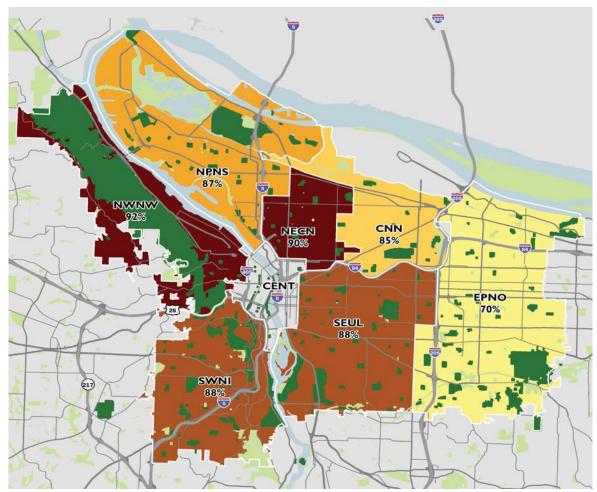
The following performance measures are not specific to any one theme within the Strategic Plan, but they are identified as key operational measures that PP&R will continue to track into the future.

Park Quality

In the 2013 City Auditor's resident survey, 86% of Portland residents rated the overall quality of parks as good or very good. This puts Parks as the highest rated City service for 2013. East Portland neighborhoods continue to rank the quality of parks significantly lower than the citywide level. Northwest and Inner Northeast are areas of the city that rate parks highly with 90% rating the quality of parks as good or very good (see map on page 19).

PERCENTAGE OF HOUSEHOLDS RATING THE QUALITY OF PARKS AS GOOD OR VERY GOOD

By neighborhood coalition district



Crime and Safety

The percentage of residents that indicate feeling safe walking alone in a park increased slightly to 82%. Residents in East Portland neighborhoods report feeling significantly less safe in parks when compared to the overall city wide response. Crime data specific to PP&R parks and community centers is provided by the Portland Police Bureau for the prior three fiscal years. The total number of Part I and II offenses decreased by 33% (650) in FY 2013 when compared to FY 2012. In comparison citywide totals for Part I and II offenses declined by only 4%. Most of the decrease in offenses reported at Parks was due to lower offenses reported in downtown parks such as Lownsdale, Chapman Square and Waterfront Parks. Finally, part I and II crimes decreased at PP&R community centers from 60 in FY 2012 to 23 in FY 2013.

Employee Satisfaction

The percentage of employees feeling satisfied or very satisfied increased slightly from 2012 to 70% and is below the target level of 80%. Participation in the 2013 Employee Survey was at an all-time high with 434 completed surveys returned.

Grants and Donations

The total support that PP&R received from gifts grants or donations declined slightly in FY 2013. A total of \$3.2 million of expenditures in FY 2013 were supported by gifts grants or donations compared with \$3.4 million in FY 2012. This includes only funds that were directly transferred to PP&R's budget in FY 2013 and may not include total funding raised by the Portland Parks Foundation. Major grants and donations expended for FY 2013 included support for the Waud Bluff Trail project, Willamette Greenway, Pittock Mansion and Riverview Cemetery.

OTHER KEY PERFORMANCE MEASURES

MEASURE TITLE	2009	2010	2011	2012	2013	TARGET	2012-13 CHANGE
Percentage of residents rating the overall quality of parks as good or very good	86%	86%	85%	84%	86%	90% per 2020 Vision	Improving
Annual volunteer hours	465,353	460,746	453,841	474,708	475,324	460,000	Improving
Percentage of Employees satisfied or very satisfied	76%	77%	70%	68%	70%	80%	Improving
Percentage of residents rating the overall quality of park as good or very good	86%	86%	85%	84%	86%	90% per 2020 Vision	Improving
Grant and donation revenue as a percentage of expendtitures	3.0%	2.8%	3.5%	4.0%	3.6%	10%	Declining
Percentage of residents that feel safe walking alone during the day in a park	82%	81%	79%	81%	82%	NA	Improving
Reported part I & II offenses in Portland Parks	NA	NA	1,580	1,992	1,342	NA	Improving
Worker compnesation claims per 100 workers	8.3	7.6	8.9	7.3	7.4	7	Declining

PP&R by the Numbers

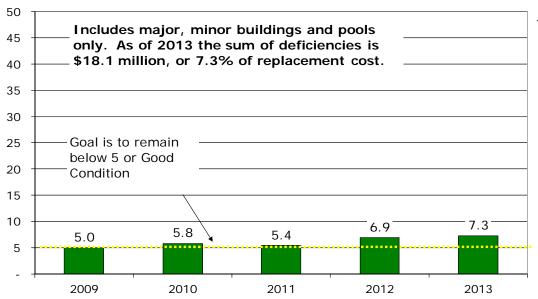
Total Parks System Acres	11,546
Developed Parks	209 parks on 3,445
Natural Areas	7,887 acres
Undeveloped	214 acres
FY 2012-13 Adopted Budget	\$106 million
Operating	\$85 million
Capital	\$21 million
Employees - Full Time	419
Employees - Part time and Seasonal	2,868
Annual Volunteer Hours Contributed	475,324
Positions (FTE) Respresented by Volunteer Hours	229
Community and Art Centers	14
Indoor and Outdoor Pools	13
Golf Courses	5
Motorsports Raceway	1
Baseball/Softball Diamonds	123
Basketball Hoops	229
Community Gardens	48
Miles of Regional Trails	155
Off Leash Dog Areas	33
Picnic Areas Available for Recreation	86
Playgrounds	129
Restrooms: Permanent Buildings	97
River Beaches	5
Skateboard Parks	5
Soccer/Football Fields Maintained	109
Tennis Courts	124
Percent of Portland residents rating	
the overall quality of parks as good or very good	86%

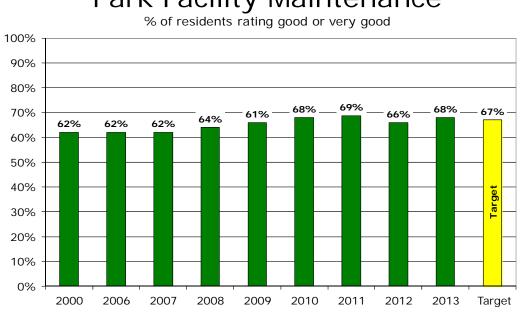
Asset Management

Facilities Condition Index

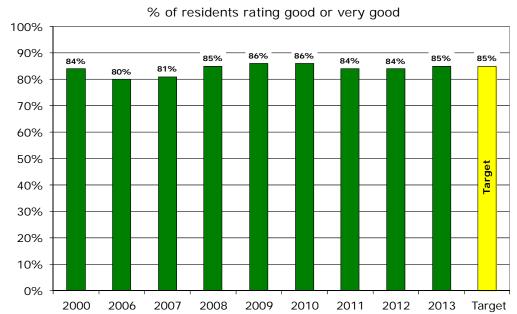
Park Facility Maintenance



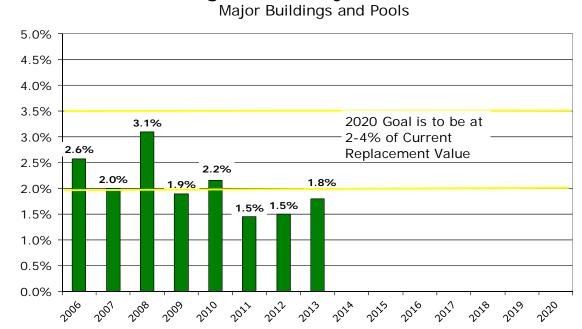




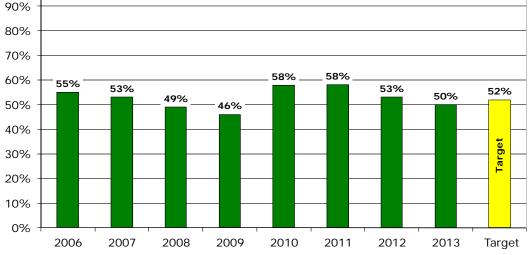
100%



Funding for Facility Maintenance



Percentage of Maintenance that is Preventive

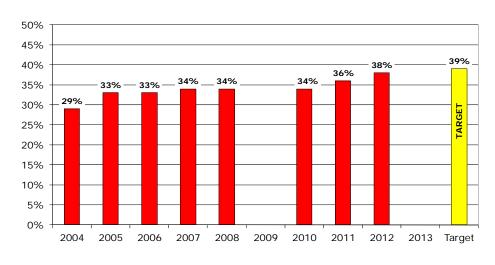




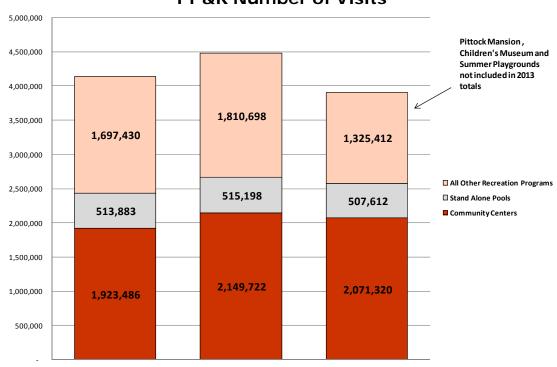
Recreation Programs

Cost Recovery Rate

Fee supported programs



PP&R Number of Visits

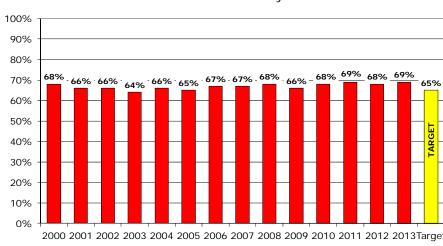


2012

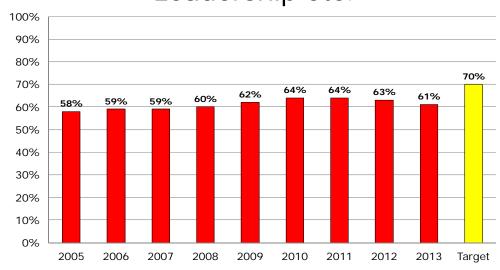
2013

Recreation Affordability

% Residents satisfied or very satisfied



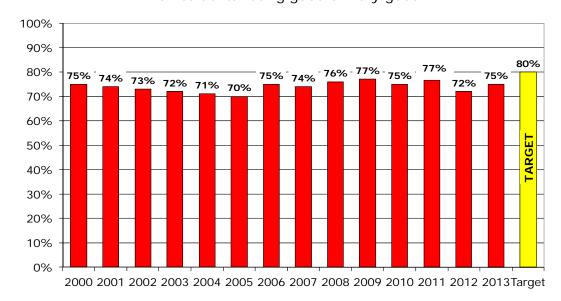
Recreation: Quality of Instruction, Coaching, Leadership etc.



Recreation Quality

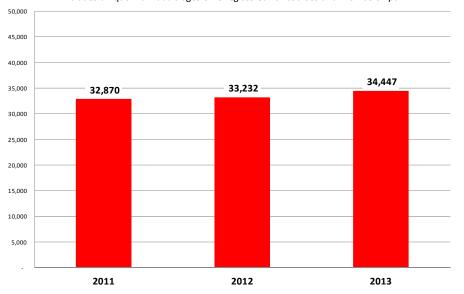
% Residents rating good or very good

2011



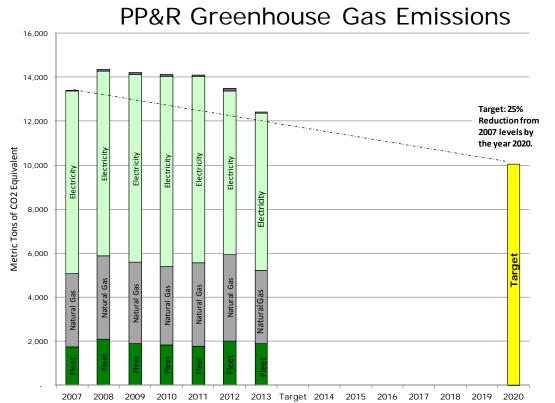
Youth participation in PP&R Programs

Includes unique individuals ages 0-18 registered for courses and memberships

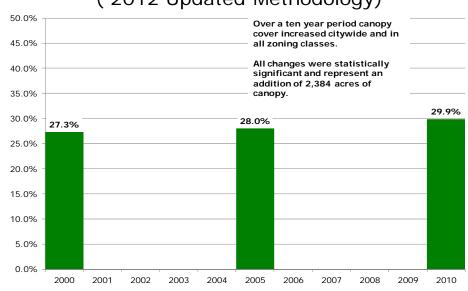




Sustainability

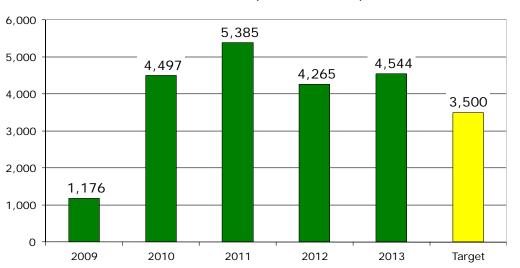


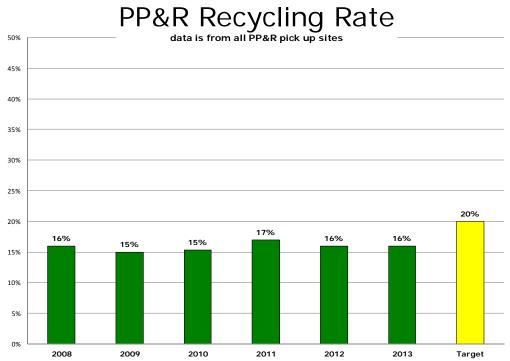




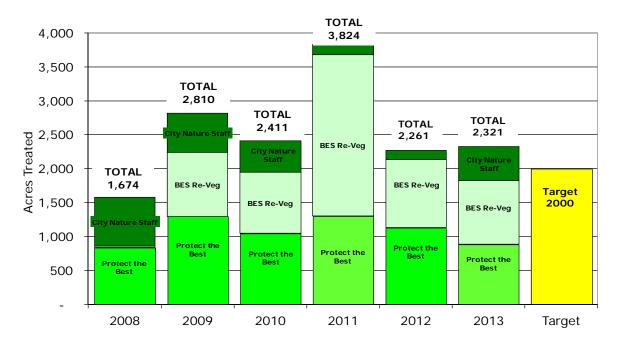
Trees Planted (net)

Annual proxy for canopy cover Park and Street Trees (Planted - Removed)





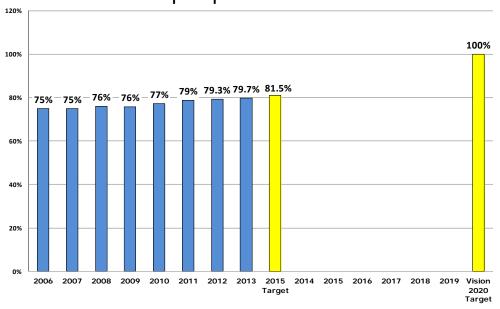
Invasive Weeds Treated



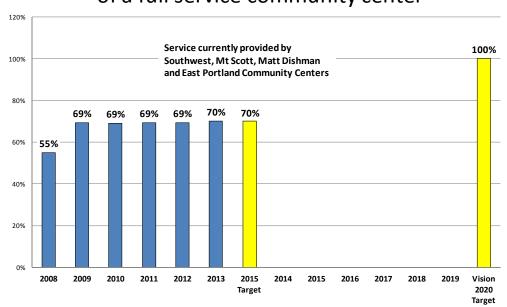


Access and Equity

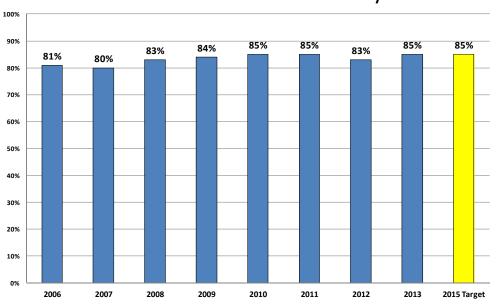
Households within 1/2 mile of a developed park or natural area



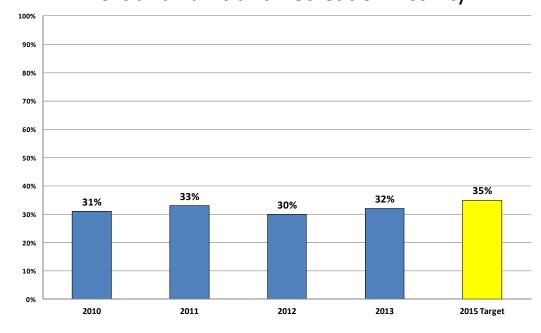
Percentage of households within 3 miles of a full service community center



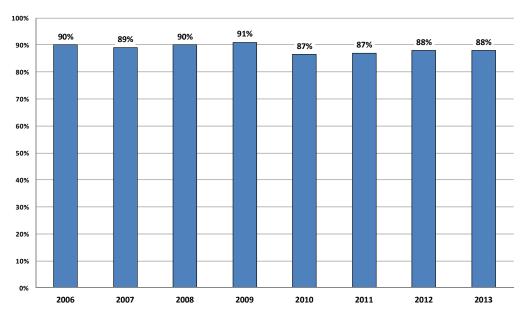
Percentage of Resident Rating the Closeness of Parks as Good or Very Good



Percentage of Residents participating in a Portland Parks and Recreation Activity

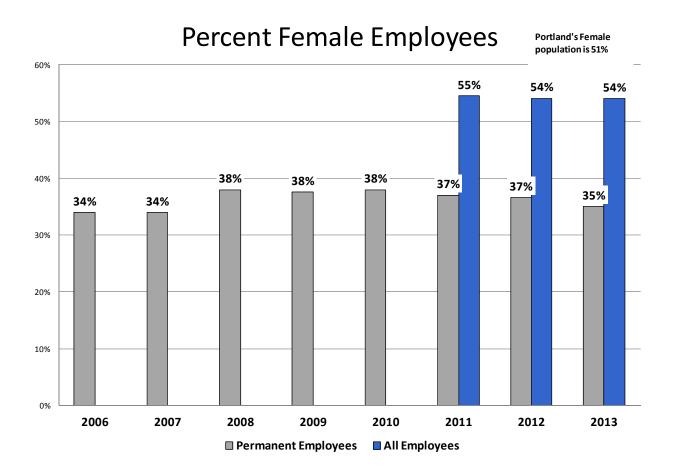


Percentage of residents visiting a park at least once in the last year

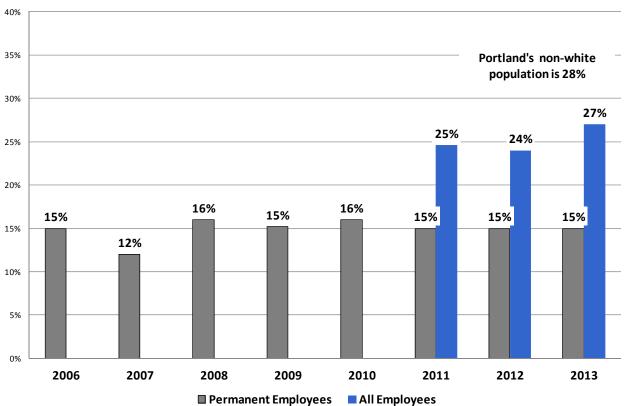




Access and Equity Continued

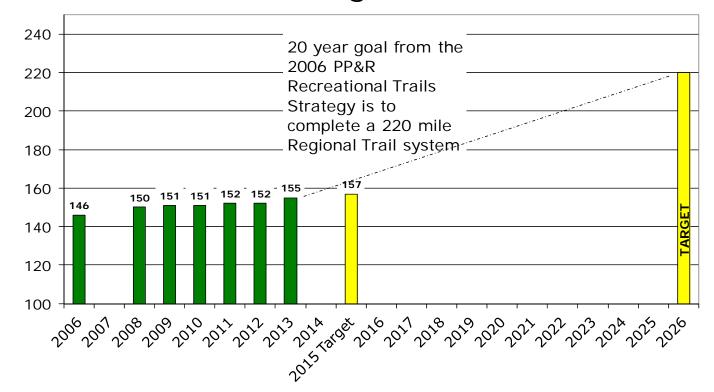


Percent Non-White Employees



Trails

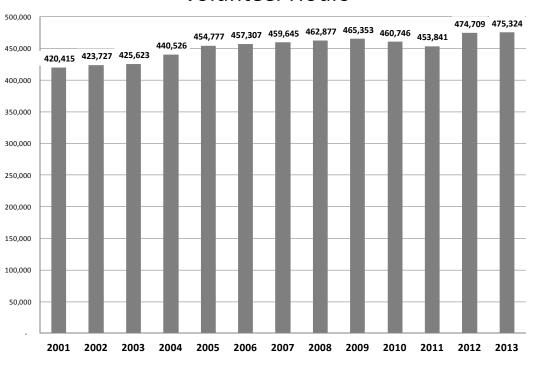
Miles of Regional Trails

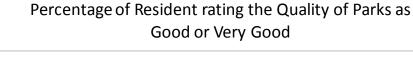


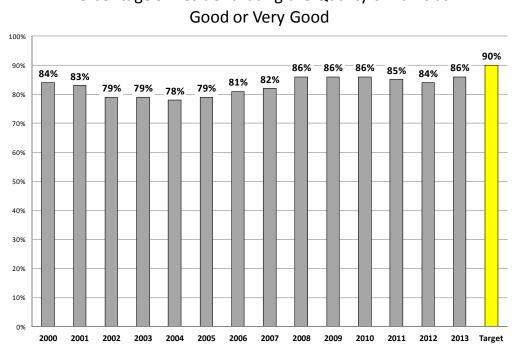


Other Key Performance Measures

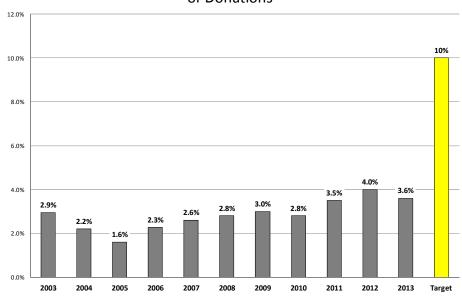
Volunteer Hours



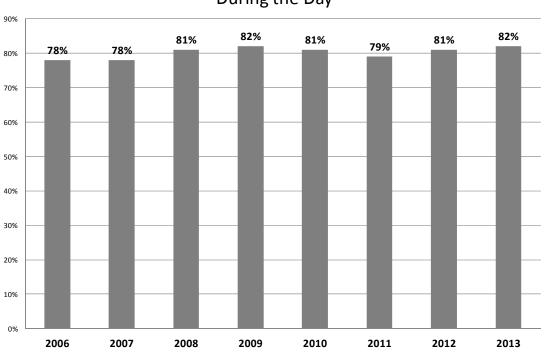




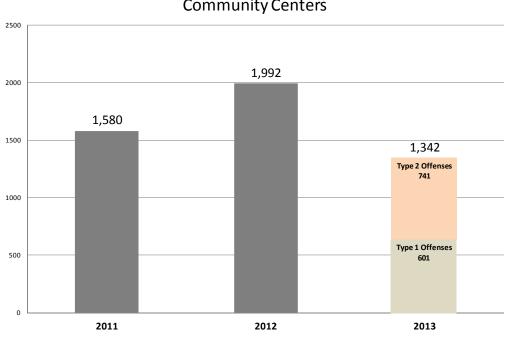
Percentage of Expenditure supported by Gifts, Grants or Donations



Residents Feeling Safe or Very Safe Alone in a Park During the Day



Part 1 and 2 Offenses Reported at PortlandParks and **Community Centers**



Worker Compensation Claims

(per 100 workers)

