



**Bureau of  
Development  
Services** FROM CONCEPT  
TO CONSTRUCTION

## REQUESTED BUDGET

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**FISCAL YEAR 2022-23**

Submitted January 26, 2022





Office of Commissioner Dan Ryan  
City of Portland

## MEMORANDUM

January 26, 2022

To: Mayor Ted Wheeler  
Commissioner Jo Ann Hardesty  
Commissioner Mingus Mapps  
Commissioner Carmen Rubio

From: Commissioner Dan Ryan

Subject: FY 2022-23 Requested Budget for the Bureau of Development Services

I am pleased to present the Bureau of Development Services' (BDS) Requested Budget for fiscal year (FY) 2022-23.

This budget reflects the bureau's priorities of both providing excellent programs and services to its diverse customer base while operating in a fiscally responsible manner and aligns with the Council's four key priority areas of community safety, houselessness, livability, and shared economic recovery. The economic impacts of the COVID-19 pandemic have extended to the development industry and BDS revenues have declined substantially. This is not unfamiliar territory for BDS as the bureau was greatly impacted during the Great Recession in 2008 and has been fiscally responsible in the years since. BDS built extremely healthy reserves during the recent construction boom, with reserves reaching \$91.7 million at the height of the boom in June 2018. The bureau entered the COVID-19 related economic downturn with \$85.5 million in reserves and has drawn reserves down to \$55.3 as of December 31, 2021. The bureau balances maintenance of its reserves with the transformation of the bureau's operations, programs, and services to better meet the needs of the community. Development activity is projected to increase in the coming year and BDS is prepared to hire staff to accommodate the additional workload and facilitate economic development.

BDS is committed to:

- Equity, inclusion, and anti-racism
- Fiscal sustainability
- Customer service, service delivery enhancements and continuous improvement
- Bureau workforce culture, performance, accountability, and morale
- Climate action and reducing carbon emissions

The current economic environment highlights the important connection between BDS and the overall economy. The ability for BDS to provide timely, predictable services is essential in keeping the construction industry working, supporting business development, and attracting investment in Portland and aligns directly with Council's priority of shared economic recovery. BDS is submitting several decision packages which will facilitate a shared economic recovery through expanded services to BIPOC and disability communities, providing additional permitting support for shelter, pre-school, and solar projects, and taking a wholistic approach to improving the City's multi-bureau permitting system, technologies, and processes. Together, BDS funding requests will position the bureau to continue streamlining permitting processes, stimulate the economy by reducing barriers to development, respond to increased development activity during an economic recovery, and contribute to long-term effectiveness of City government and services.

In the FY 2021-22 budget, BDS received a budget note allocating \$8.3 million in second tranche ARPA funding. At the time last year's budget was submitted, BDS was experiencing precipitous revenue declines and was projecting the need for a workforce reduction. The promise of the \$8.3 million allowed BDS to avoid this reduction, maintaining service levels during a time of extreme need for the City. Now, as workload is increasing, BDS is fulfilling its obligation to improve its services and facilitate Citywide development by increasing staffing levels and investing in crucial technology and process enhancements. I urge my fellow Commissioners follow through on the FY 2021-22 budget note by allocating the \$8.3 million during the FY 2022-23 budget approval process. These funds will allow the City to continue its work improving Citywide development review, grow its staffing levels and continue facilitating a shared economic recovery across diverse base of Portland communities and customers. Without this investment, BDS will be unable to hire the additional staff resources required to effectively support the economic recovery in Portland and maintain current service levels while demand for services is increasing. This will result in a slowdown in Citywide permitting timelines as well as the delaying of crucial technology and process improvements.

As the bureau responsible for administering the State Building Code and implementing the City's Zoning (Title 33) and Property Maintenance (Title 29) Codes, BDS plays an essential role in Council's priority of addressing houselessness. BDS is involved in the permitting of traditional shelters, alternative outdoor shelters, group living facilities, and more. BDS also works closely with the Portland Housing Bureau and developers to permit affordable housing, including the supportive housing projects that provide wraparound services to households exiting houselessness.

The Neighborhood Inspections Program at BDS is an essential component in addressing Council's priorities of community safety and livability. This program serves to protect some of the most vulnerable members of our community through enhanced rental enforcement and housing inspections, along with fire safety inspections for pre-1970 apartment buildings. The Neighborhood Inspections program also responds to nuisance conditions, sanitation violations, and dangerous building conditions which pose direct threats to public health and safety. General Funds are critical for the abatement of these conditions to ensure the public's safety, neighborhood stability, and the preservation of housing stock. BDS's budget submission requests

additional General Fund monies for the Neighborhood Inspections Program to further this community safety work, rooted in a trauma-informed community solution, while ensuring fiscal stability.

I am encouraged by the collaborative way in which BDS seeks input on their Requested Budget. BDS engages employees through remote budget drop-in sessions, solicits feedback from the BDS Labor Management Committee and Development Review Advisory Committee (DRAC), and collaborates heavily with the BDS Budget Advisory Committee on how the bureau can achieve its goals through the budget development process. In addition, BDS's Financial Advisory Committee reviewed the bureau's financial modeling and revenue and expenditure projections and concurred that they are reasonable and sound.

The City of Portland needs a strong, resilient, and agile Bureau of Development Services. Thank you for prioritizing BDS's community-facing services with our revenue generating partners while our economy recovers.



**City of  
PORTLAND, OREGON  
Bureau of Development Services  
Budget Advisory Committee**



## **FY 2022-23 Budget Advisory Committee Report**

**Bureau of Development Services  
January 2022**

The Budget Advisory Committee (BAC) of the Bureau of Development Services (BDS) thanks Commissioner Dan Ryan and the City Council for the opportunity to work on the development of the BDS FY 2022-23 Requested Budget. The BDS BAC is composed of representatives from the development industry, the Portland community, the Development Review Advisory Committee, and BDS employees.

The BAC met with BDS managers and staff monthly from November 2021 – January 2022 to discuss BDS's finances, equity impacts, staffing, workload, programs and services, and budget needs. The BAC also reviewed budget guidance from the Mayor and projections for City and bureau revenues in the coming year.

The BAC supports the following policy and budget recommendations for FY 2022-23:

**1. The BAC recommends that City Council support BDS's General Fund and Recreational Cannabis Fund requests**

BDS presented its requests for additional one-time funding through the City's General Fund and Recreational Cannabis fund. The Committee believes these requests are needed to further the City's priority areas of community safety, houselessness, livability, and shared economic recovery, and recommends Council support the requests. These requests include:

**Recreational Cannabis Fund (1.0 FTE)**

- **Expand BIPOC Small Business Support** through funding the addition of 1.0 FTE on the BDS Small Business Empowerment Program dedicated to helping BIPOC and/or disabled people who own or want to start a business with the permitting process.

**General Fund (20.0 FTE)**

- **Expand Permitting Support for BIPOC Portlanders** through the addition of 2.0 FTE on the Empowered Communities Program who will work on expanding assistance to help low-income BIPOC property owners resolve health & safety issues and provide proactive, early information and assistance to BIPOC homeowners.
- **Permit support for shelters and "Pre-School for All" projects** through the addition of 1.0 FTE dedicated to being the single point of contact for shelter and "Pre-School for All" projects, assisting them through the City's permitting process.



- **Office Support for Neighborhood Inspections Program addressing tenant health & safety issues with rental housing** by adding 2.0 FTE to this program, increasing resources for responding to a wide variety of housing and building condition issues affecting public health and safety citywide.
- **Climate Action - Expedited Solar Permitting** by funding 2.0 FTE who will develop and implement a program to assist customers seeking solar permits, improving the efficiency of solar permitting.
- **Community engagement about careers at BDS and development of succession planning & mentorship program with an equity focus** through the addition of 1.0 FTE to lead the Bureau's community engagement, succession planning and professional development work, with a focus on creating career paths for internal and external BIPOC employees, and to develop a mentorship program to improve professional development opportunities and retention outcomes for Black, Indigenous, and employees of color.
- **Improving the City's multi-bureau permitting system** by funding 6.0 FTE responsible for supporting a single portal for customer assistance, developing a customer service training program for permitting staff throughout the City to support and develop the City's customer service culture, expanding data collection and analysis of citywide permitting performance data, providing project management for citywide development review process improvement, and providing business systems analysis in support of process improvement work.
- **Improving technology support for citywide permitting** through the addition of 6.0 FTE, providing additional supervision, creation of consistent technology support processes, developing and delivering training to City development review staff and customers, and to build capacity in the technology team for more effective and efficient resolution of technology support needs.

## **2. The BAC supports efforts to promote equity in the bureau's Property Compliance Program services**

The recent audit focusing on the BDS code compliance efforts brought forward issues related to the equity and service impacts of the current complaint driven system. The committee recommends the bureau work with a public engagement consultant to identify community priorities and support for changes to promote equity within Property Compliance Division operations and relevant regulatory code. The consultant would be tasked with building upon the findings of the 2021 audit and deliver detailed options/recommendations for changes with substantial community support. They would work closely with bureau staff and management to assess initiatives and efforts already completed, in progress, proposed, and look at models and approaches from other communities to determine program best practices. The bureau is planning to ask for additional one-time General Fund to support this effort.

### **3. The BAC supports expansion of services for small business and residential customers**

The Committee recognizes the importance of providing adequate services specifically for small business and residential customers who may not be familiar with BDS services prior to applying for a permit. The BAC recommends that BDS expand in-house process management services to be inclusive of small business and residential customers, including BIPOC, disabled, and other underserved communities, and to provide a single point of contact for smaller-sized business and residential customers, including BIPOC, disabled, and other underserved communities.

### **4. The BAC recommends that BDS explore the feasibility of satellite offices**

The BAC discussed the importance of making services provided by BDS more accessible, especially to BIPOC communities and people with disabilities, and recommends the bureau take steps to plan for satellite offices to improve access to BDS' services. Satellite offices can provide opportunities to incorporate complimentary programmatic services with the Empowered Communities Program and Property Compliance. The committee recommends funding for the bureau to determine staffing needs required for pilot satellite location(s). Funding will also support a survey of BDS staff and interagency partners to determine their interest in working at satellite locations. Funding will allow outreach to local government and community organizations to identify opportunities to co-locate offices within existing community hubs. Finally, funds will allow for a study to identify neighborhoods with high levels of unpermitted work and prioritize placing offices in these areas.

### **5. The BAC requests the Mayor and City Council to lead an effort to transition Portland to a city manager form of government.**

The BAC requests the Mayor and City Council lead an effort to transition Portland to a city manager form of government. The current commissioner form of government encourages siloing of culture and processes between bureaus and decreases collaboration. This dynamic negatively impacts programs and services that cross multiple City bureaus, such as the development review process. BDS is one of many bureaus involved in the development review process at the City of Portland. BDS is making progress towards improved collaboration with the other development bureaus (Transportation, Parks, Environmental Services, Water, Fire, and the Portland Housing Bureau); however, this effort is hindered by the lack of a single position or office to oversee the development review process. The BAC supports a form of government in which the city's day-to-day bureaucratic administrative functions would be handled by a professional city manager whose function is to effectively implement the policies and budgets approved by City Council.

Thank you for the opportunity to provide recommendations regarding the BDS FY 2022-23 Requested Budget.

**BDS Budget Advisory Committee Members**

Community / Development Industry Members

Adriel Person, Community  
Barbara Alexander, Hacienda CDC  
Cleo Davis, Property Owner  
Kevin Foster, Property Owner  
Lauren Golden Jones, Development Review Advisory Committee  
Sean Green, Development Review Advisory Committee  
Steve Lee, Development Review Advisory Committee  
Susan Steward, Building Owners & Managers Association

BDS Employees

Chris Woo, BDS Equity Committee  
Hannah Bryant, Represented Staff (PROTEC) / Land Use Services  
Oretha Storey, Non-Represented Staff / Plan Review  
Tara Carlson, Represented Staff (DCTU) / Commercial Inspections  
Timothy Novak, BDS Equity Committee





City of  
**PORTLAND, OREGON**  
Development Review Advisory Committee



January 26, 2022

Portland City Council  
1221 SW Fourth Avenue  
Portland, OR 97204

Re: The Bureau of Development Services' FY 2022-23 Requested Budget

Dear Mayor Wheeler and City Commissioners,

As the members of the City's **Development Review Advisory Committee (DRAC)**, we are writing to express our support for the Bureau of Development Services' (BDS's) Requested Budget for fiscal year (FY) 2022-23 and for the decision packages the bureau is putting forward requesting additional funding. DRAC members represent significant design, construction, and neighborhood stakeholders and associations with interest in the outcome of policies, budgets, regulations, and procedures that affect development review processes in the City of Portland.

The DRAC regularly reviews BDS's strategic direction, financial status, and priorities, and advises the bureau regarding annual budget decisions. We have also consistently communicated with BDS managers and staff regarding our priorities for the bureau and the development review process:

- Provide timely, quality services to all customers
- Work with partner bureaus to streamline and improve development review processes
- Keep fees as low as possible while maintaining service levels and supporting program goals
- Secure sufficient ongoing General Fund support, particularly for programs that provide community-wide benefit

BDS engaged the DRAC in this year's budget and financial planning process through participation on the BDS Budget Advisory Committee and Financial Advisory Committee, and through regular updates at our monthly DRAC meetings. After reviewing and discussing BDS's financial status, programs and services, and priorities, we want to express our support for the bureau's Requested Budget and especially the requests for additional funding through the General Fund, Recreational Cannabis Fund and American Rescue Plan Act.

**We urge City Council to support BDS's additional funding packages**

The current economic environment highlights the important connection between BDS and the overall economy. The ability for BDS to provide timely, predictable services is essential in keeping the construction industry working, supporting business development, and attracting investment in Portland.

Compared to pre-pandemic levels, BDS revenues have declined substantially. Meanwhile, the bureau has identified several critical areas of need to improve service delivery. Additional funding for BDS is necessary to supplement the bureau's revenues, making it possible to fulfill its obligation to improve its services and facilitate Citywide development by increasing staffing levels and investing in crucial technology and process enhancements.

BDS is putting forward several additional funding requests, listed below:

**1.) \$8.3 million in American Rescue Plan Act funding**, following through with the FY 2021-22 budget note allocating these funds to BDS. The bureau is fulfilling its obligation to improve its services and facilitate Citywide development by increasing staffing levels and investing in crucial technology and process enhancements. While BDS is prioritizing this work, revenues below pre-pandemic levels and it is critical the bureau receive the \$8.3 million in ARPA funding to ensure success in improving Citywide development review, grow its staffing levels and continue facilitating a shared economic recovery across diverse base of Portland communities and customers

**2.) Expand BIPOC Small Business Support** through the Recreational Cannabis Fund supporting the addition of 1.0 FTE on the BDS Small Business Empowerment Program, dedicated to helping BIPOC and/or disabled people who own or want to start a business with the permitting process.

**3.) Expand Permitting Support for BIPOC Portlanders** through the General Fund for the addition of 2.0 FTE on the Empowered Communities Program. These FTE will work on expanding assistance to help low-income BIPOC property owners resolve health and safety issues and provide proactive, early information and assistance to BIPOC homeowners.

**4.) Permitting Support for shelters and "Pre-School for All" projects** through the General Fund for the addition of 1.0 FTE, providing a single point of contact for shelter and "Pre-School for All" projects and assisting them through the City's permitting process.

**5.) Office Support and Consulting for the Neighborhood Inspections Program, addressing tenant health and safety issues in rental housing** through the General Fund by adding 2.0 FTE to this program. This will increase resources for responding to a wide variety of housing and building condition issues affecting public health and safety citywide, as well as provide funding to engage a consultant to identify community priorities and support for changes to promote equity within program operations.

**6.) Climate Action - Expedited Solar Permitting** through the General Fund to support 2.0 FTE to develop and implement a program to assist customers seeking solar permits, improving the efficiency of solar permitting.

**7.) Community engagement about careers at BDS, and development of a succession planning and mentorship program with an equity focus** through the General Fund for the addition of 1.0 FTE to lead the bureau's community engagement, succession planning and professional development work, with a focus on creating career paths for internal and external

BIPOC employees, and to develop a mentorship program to improve professional development opportunities and retention outcomes for Black, Indigenous, and employees of color.

**8.) Improving the City's multi-bureau permitting system** with General Fund support for 6.0 FTE responsible for supporting a single portal for customer assistance, developing a customer service training program for permitting staff throughout the City to support and develop the City's customer service culture, expanding data collection and analysis of citywide permitting performance data, providing project management for citywide development review process improvement, and providing business systems analysis in support of process improvement work.

**9.) Improving technology support for citywide permitting** through General Fund support for 6.0 FTE, providing additional supervision, creation of consistent technology support processes, developing and delivering training to City development review staff and customers, and to build capacity in the technology team for more effective and efficient resolution of technology support needs.

**10.) \$1.2 million in additional General Fund support for the Neighborhood Inspections Program.** This program serves some of the most vulnerable members of our community with the goal of seeing property owners voluntarily reach compliance with City Codes. When successful, BDS earns less revenue from fines and penalties and is unable to achieve cost recovery. Additional funding is necessary to eliminate the draw on reserves in FY 2022-23.

Over the last several years, the DRAC has consistently advocated for sufficient General Fund monies to support BDS programs and services. Now, more than ever, there is a need for additional resources, without which the ability for BDS to enhance its service delivery and the overall economic recovery will be hindered, as development in Portland will be slowed.

The DRAC therefore respectfully requests that you approve BDS's FY 2022-23 Requested Budget, and provide the additional funding discussed previously.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Delsman", written over a horizontal line.

Paul Delsman, DRAC Chair

**Development Review Advisory Committee Members**

<b>Member</b>	<b>Representing</b>	<b>Affiliation</b>
Jeff Bachrach	Planning & Sustainability Commission	Bachrach Law, P.C.
Bobby Daniels	Design Professionals	Wenaha Group
Libby Deal	Neighborhood Coalition Land Use Committees	King Neighborhood Association
Paul Delsman	Large Construction Contractors	Howard S. Wright
Steffeni Gray	Environmental Conservation & Green Building	All Hands Raised
Sean Green	Citywide Neighborhood Interests	NE Coalition of Neighborhoods
Michael Harrison	Major Facilities Landowners	OHSU
Holloway Huntley	Frequent Development Review Customers	Environs LLC
Lauren Jones	Large Developers	Capstone Partners
Steve Lee	Land Use Planning Professionals	Public Sector Urban Planner
Samuel Miller	Small Businesses	N/NE Business Association
Eric Paine	Low-Income Housing Developers	Community Development Partners
Maurice Rahming	Minority Construction Contractors & Development Professionals	O'Neill Construction Group
Martha Williamson	Public Works Permit Customers	Vega Civil Engineering, LLC



# REQUESTED BUDGET

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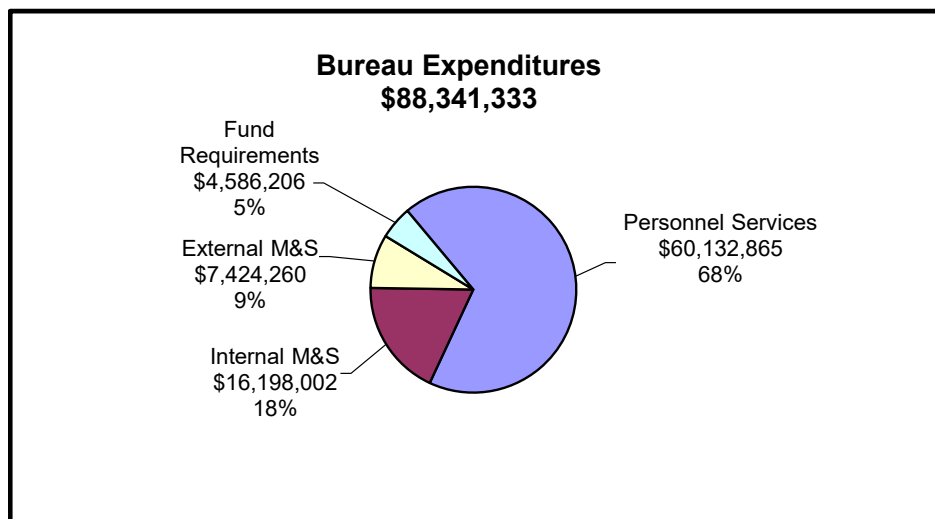
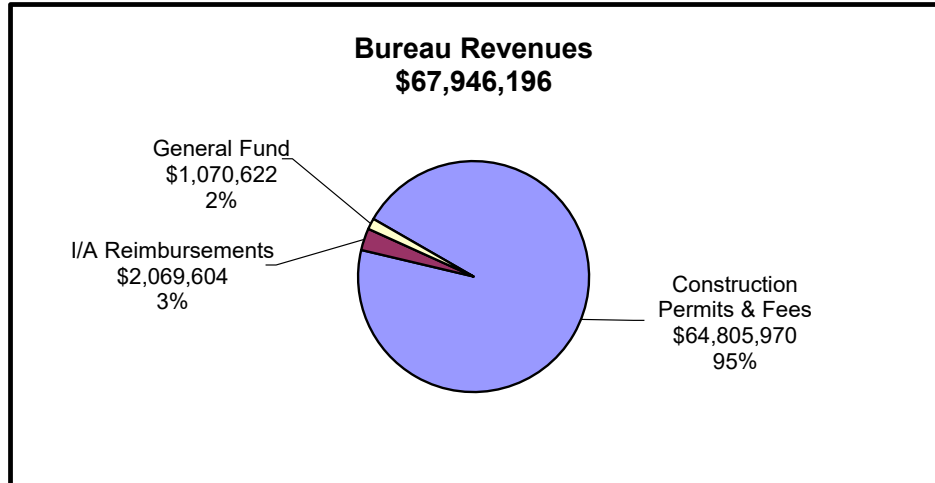
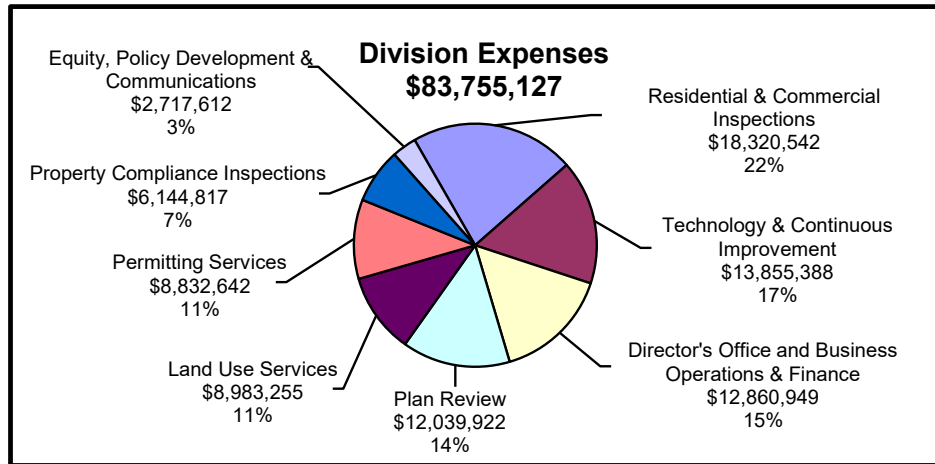
## FISCAL YEAR 2022-23

Submitted January 26, 2022



# Bureau of Development Services

## FY 2022-23 Budget



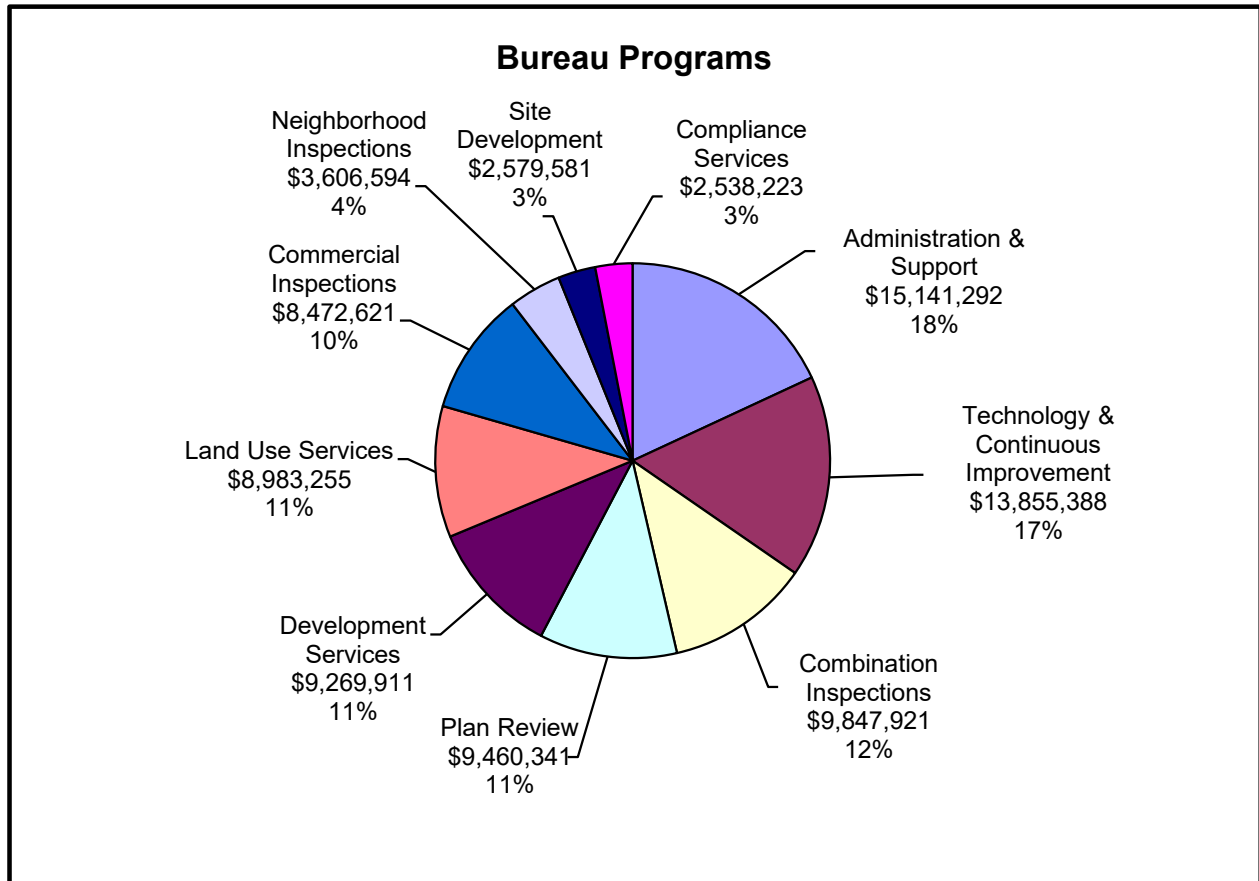


# Bureau of Development Services FY 2022-23 Budget

Community Development Service Area

Dan Ryan, Commissioner-in-Charge

Rebecca Esau, Director



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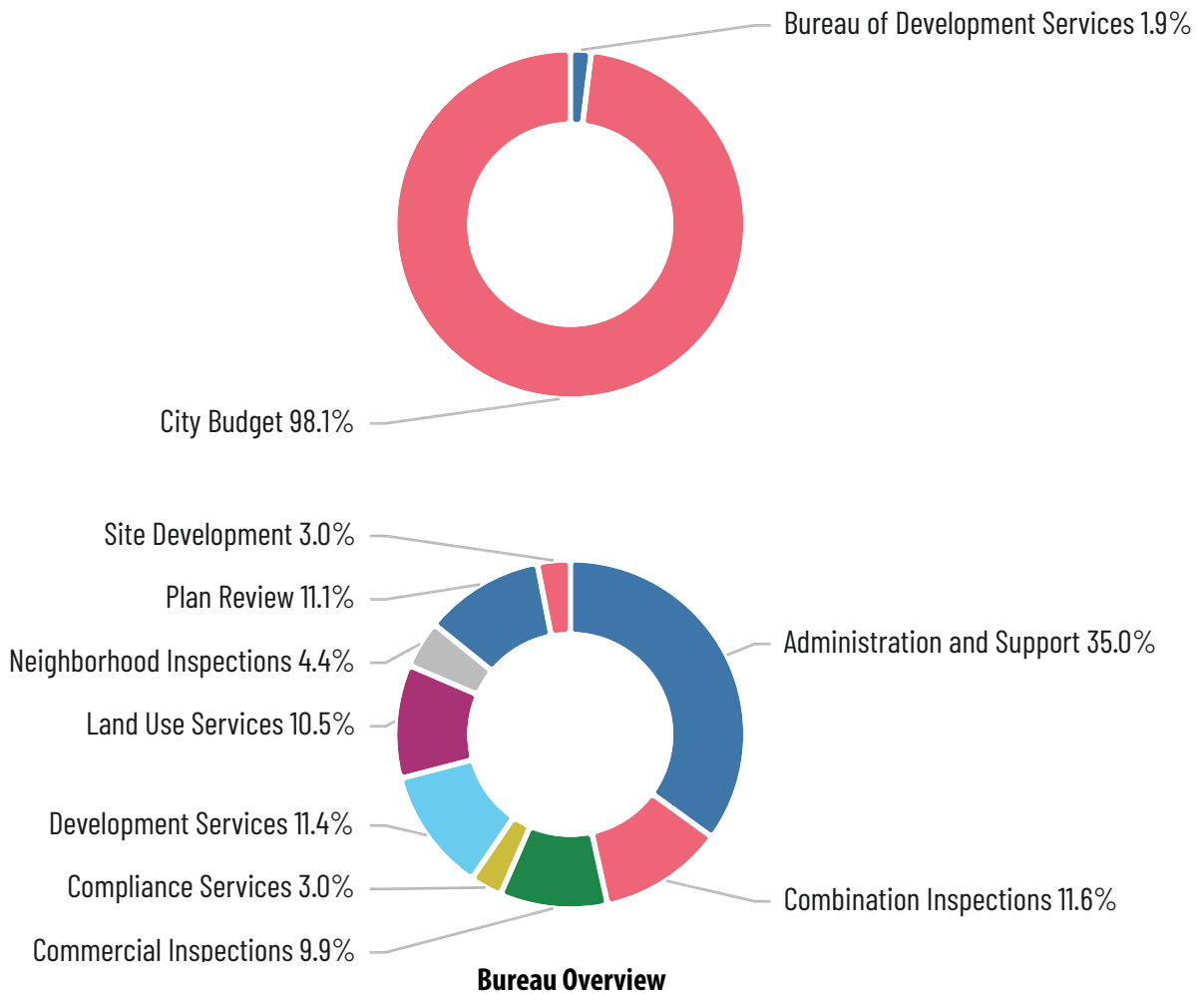
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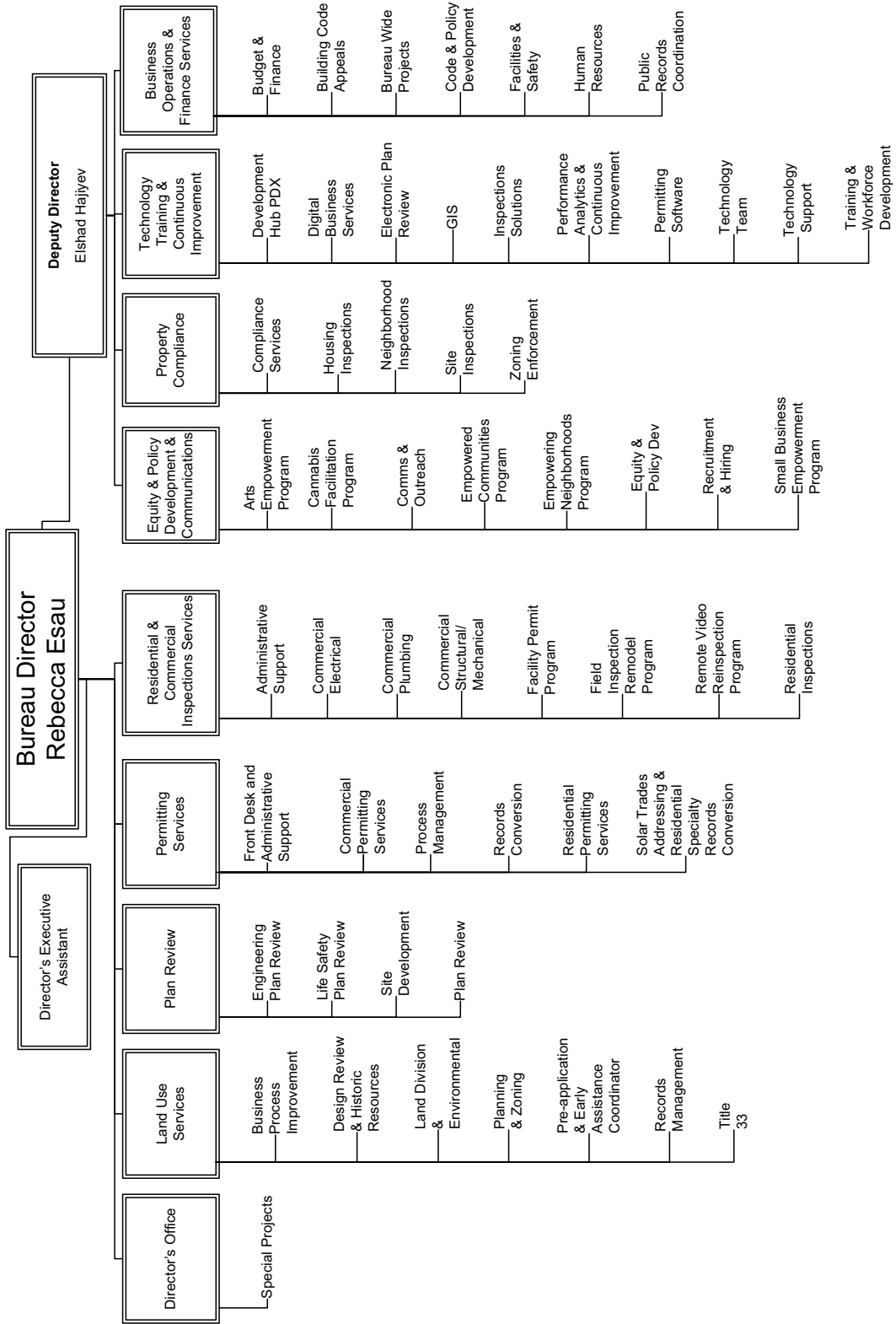
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## Bureau of Development Services



Requirements	Revised FY 2021-22	Requested Total FY 2022-23	Change from Prior Year	Percent Change
Operating	\$112,656,334	\$128,420,100	\$15,763,766	14%
Capital				
<b>Total</b>	<b>\$112,656,334</b>	<b>\$128,420,100</b>	<b>\$15,763,766</b>	<b>14%</b>
Authorized Positions	396.80	407.80	11.00	2.77%

# Bureau of Development Services



## Bureau Summary

### Bureau Mission

The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through the efficient and collaborative application of building and development codes.

### Bureau Overview

**General Description** BDS is an integral part of development in the City of Portland through administering and enforcing State building codes and local development codes. Bureau staff works collaboratively with developers, builders, homeowners, neighborhood associations, and the community to guide and facilitate the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. BDS manages programs that ensure construction and land use codes are consistently followed and is instrumental in enhancing the safety of buildings along with the livability and vitality of Portland's neighborhoods. To this end, staff reviews land use applications and construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance.

In addition to administering electrical, plumbing, mechanical, structural, and building codes, BDS is also responsible for implementing many of the City's locally adopted policies and regulations, including:

- ◆ Zoning and land use;
- ◆ Tree preservation and planting in development situations;
- ◆ Site-related regulations, such as erosion control and grading;
- ◆ Sign and mural regulations; and
- ◆ Property Maintenance Codes.

The bureau is also responsible for responding to code violations and working with customers to bring development into compliance with the codes.

This base Requested Budget prior to decision packages includes 396.8 FTE and an operating budget of \$83.8 million. Approximately 98% of the bureau's revenues comes from permit fees and assessments. The remaining 2% comes from the City's General Fund and supports a portion of BDS's local City Code enforcement programs, Neighborhood Inspections.

### Balancing Service Provision and Fiscal Responsibility

BDS's vision is to be the best development services agency in the country by:

- ◆ Partnering with the other City bureaus that provide these services (PBOT, BES, Water, Fire, Parks, and PHB) to staff and deploy programs, technology, and systems that meet the time-sensitive needs of the development industry; and
- ◆ Addressing neighborhood and community members' concerns about the quality of development and access to development-related information and services.

## Bureau of Development Services

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This commitment to work with BDS's partner bureaus to provide excellent and equitable programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- ◆ Establish and achieve equitable and workable service level goals to ensure programs and services are effective, efficient, and equitable;
- ◆ Provide excellent programs and services and utilize technology to respond effectively to bureau customers' and the community's changing needs;
- ◆ Staff adequately to meet the needs of customers, stakeholders and community members;
- ◆ Pursue cost recovery for services whenever appropriate;
- ◆ Maintain prudent financial reserves to cushion the bureau against economic downturns;
- ◆ Set reasonable fees and keep fee increases as low as possible.

In addition to maintaining service delivery (reviewing permit applications, performing inspections, etc.) it is critical that the bureau dedicate ongoing funding for making improvements, including:

- ◆ Utilizing technology to make services and processes efficient, convenient, user-friendly, and accessible;
- ◆ Anticipating and adapting programs, services, and processes to meet changing needs; and
- ◆ Identifying and implementing process improvements to gain efficiency.

### **Bureau Revenues, Funding Sources, and Reserves**

In FY 1988-89, the City Council established an operating fund for BDS and charged the bureau with fully supporting its State-mandated construction programs through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit their revenues from being used for City Code enforcement programs. BDS works to maintain full cost recovery for many of its construction programs and services. To this end, the bureau implements gradual fee increases as needed (to minimize the impact on customers and community members). The bureau achieved full cost recovery for its state-mandated programs from FY 2011-12 through FY 2017-18. Until FY 2019-20, BDS had not raised most of its fees since FY 2012-13 and reduced some fees in FY 2013-14 and FY 2016-17 in response to discussions with the development community, the bureau's sustained high cost-recovery rate, and its healthy reserve balance.

However, in FY 2017-18 land use applications began to slow and the bureau responded by cutting several positions from the Land Use Services program in early 2019, implementing a hiring freeze, and reducing non-priority expenditures. The slow down spread to building permit applications in FY 2018-19. After a period of stabilization, the COVID-19 pandemic led to a significant decrease in bureau revenues beginning in FY 2019-20 and persisting into FY 2020-21. BDS revenue sources have stabilized in FY 2021-22 and are increasing in many programs.



The requirement to be self-supporting, combined with the challenge of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain sufficient reserves to ensure bureau services remain stable when revenues fall below expectations. After the 2007-09 recession, BDS strengthened its reserve goals and focused on rebuilding its reserves from FY 2010-11 through FY 2017-18. With the decrease in workload and revenues, reserve levels have dropped for most programs, and overall reserve levels have declined since FY 2017-18, with more precipitous declines since the onset of COVID-19 and closure of City buildings in March 2020. The draw on reserves has slowed somewhat in FY 2021-22. BDS will continue to closely monitor reserve levels in FY 2022-23.

BDS's local City Code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, and Site Development) are funded through a combination of program fees and fines, and do not receive support from State-mandated permit fee revenues. The Neighborhood Inspections Program is supplemented with crucial support from the City's General Fund. BDS's Budget Advisory Committee and the Development Review Advisory Committee have consistently supported the ongoing use of General Fund monies to support the Neighborhood Inspections Program, in recognition of the benefits it delivers to the entire community.

**State Statutes and Administrative Rules**

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Zoning Code under Title 33, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), and Property Maintenance (Title 29).

**Strategic Direction****Fiscal Stability**

Due to BDS's heavy reliance on fee revenues to fund bureau programs, the bureau tracks workload, revenue, and expenditure data closely. The COVID-19 pandemic initially caused a substantial decline in new permitting activity in Portland, and BDS is experiencing lower revenues across most programs when compared to pre-pandemic levels; however, bureau revenues and demand for services have stabilized and are poised for increases in FY 2022-23. To manage the expected increase in workload, BDS will be hiring using existing vacant positions. All hires are input into the bureau's financial planning models to ensure sufficient resources to support the positions.

BDS met with local economists on the BDS Financial Advisory Committee in November 2021 and January 2022. This committee reviewed BDS's growth rate projections and advised the bureau may begin experiencing revenue increases in FY 2022-23; however, demand for new office space and hotels is expected to be extremely low for the foreseeable future. The committee advised BDS on its econometric models used to project revenue over the five-year forecast period and the programmatic growth rates produced by those models. After review, the Financial Advisory Committee supported BDS's financial projections.

## Bureau of Development Services

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Beginning FY 2020-21, the City changed the way in which it allocates facilities rental rates to bureaus in the downtown area. Rates are now pooled and blended across multiple downtown buildings, including the leased spaces in the Jacobs Center. This resulted in over \$3 million in additional ongoing annual rental expenditures for BDS. In FY 2022-23, BDS will be reducing its office footprint by allowing lease agreements for the 6 th and 10 th floors of the Jacobs Center to expire.

BDS will be reviewing its fee schedules in Spring 2022. It is anticipated that BDS will propose fee increases to cover the increasing cost of providing services and ensure continuity of key service provisions. Until FY 2019-20, BDS had not raised most of its fees since FY 2012-13 and reduced some fees in FY 2013-14 and FY 2016-17. In FY 2021-22, City Council approved fee changes with an effective date of July 1, 2021.

### **BDS Racial Equity Plan**

To ensure equitable access and opportunities for all, BDS is committed to pursuing equity in its staffing, programs and services, and interactions with customers and the community. To this end, the bureau launched a 5-Year Racial Equity Plan in December 2016. The Plan applies an equity lens to bureau programs and services, focuses on recruitment to produce a more diverse applicant pool, and employs increased outreach to diverse communities regarding the bureau's services. As the previous 5-Year Racial Equity Plan has expired, BDS will be working on updating its plan in the coming year. These efforts directly contribute to the City's Comprehensive Plan goal to include under-served and under-represented populations in decisions that affect them, as well as equity goals in the Portland Plan.

For FY 2022-23, BDS will focus on expanding its capacity to serve and assist BIPOC and disabled communities through the Empowered Communities Program. The specific programs in this group include the Small Business Empowerment Program, the Empowering Neighborhoods Program, and the Arts Empowerment Program. This Requested Budget includes decision packages to invest further in the work of the Empowered Communities Program through additional resources to fund two new positions to expand capacity in the Empowered Neighborhoods Program and Small Business Empowerment Program, and to expand services to provide proactive early information and assistance to BIPOC homeowners with permitting their projects. Additionally, BDS is moving forward with its plans to hire an analyst responsible for developing a system to monitor and analyze qualitative and quantitative evidence to track program access and service outcomes to different populations.

### **Technology and Continuous Improvement**

A critical component of BDS' strategic direction is the maintenance and refinement of the bureau's technology infrastructure, which is critical to supporting the City's development review, permitting, inspections and enforcement work across multiple bureaus, including BDS, PBOT, BES, the Portland Water Bureau, Portland Parks & Recreation, Portland Fire & Rescue, and the Portland Housing Bureau.

The BDS Technology, Training & Continuous Improvement Division is responsible for the training, improvement and maintenance of this infrastructure which includes multiple technology programs that ensure BDS and partner Bureaus can perform their core functions in an increasingly online business environment:

- ◆ Permitting, inspections, and enforcement management and tracking software: AMANDA;
- ◆ Software for the scheduling, assignment, and recording of findings for hundreds of inspections each day: Automated Inspections Assignment, Inspector App, Residential Inspection Schedule Editor (RISE), Remote Video Reinspection (RVR);
- ◆ Online and phone customer portals for information, permits applications, requesting inspections, payment and metrics: 15 Minute Question Appointments, Development Hub (DevHub), PortlandMaps, and IVR;
- ◆ Digital plan submittal and review software: PDX ePlans.

This Requested Budget includes multiple decision packages focused on furthering the bureau's technological, process, and continuous improvement efforts. These decision packages provide the resources required to increase staffing levels and make much needed improvements to the Citywide permitting processes and systems.

## **Summary of Budget Decisions**

### **Base Budget Adjustments**

BDS has made some adjustments impacting the FTE assigned to the Development Services Program. The Front Desk team and Empowered Communities Program were reallocated from Administration & Support to Development Services. This change was made to better reflect the nature of the services provided by these groups as they are focused on provided external services to the public by helping with questions and permitting rather than the internal services provided by Administration & Support.

## Bureau of Development Services

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested No DP FY 2022-23	Requested Total FY 2022-23
<b>External Revenues</b>					
Licenses & Permits	41,473,467	34,946,272	29,598,301	44,213,296	44,213,296
Charges for Services	17,003,434	13,529,875	13,437,191	18,316,363	18,316,363
Intergovernmental	0	25,309	1,451,523	0	8,300,000
Miscellaneous	5,131,645	3,142,975	2,956,727	2,276,311	2,276,311
<b>External Revenues Total</b>	<b>63,608,546</b>	<b>51,644,431</b>	<b>47,443,742</b>	<b>64,805,970</b>	<b>73,105,970</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,100,775	975,775	2,219,910	1,070,622	3,716,718
Interagency Revenue	1,101,347	1,766,985	1,987,492	2,069,604	2,069,604
<b>Internal Revenues Total</b>	<b>2,202,122</b>	<b>2,742,760</b>	<b>4,207,402</b>	<b>3,140,226</b>	<b>5,786,322</b>
Beginning Fund Balance	86,232,571	77,903,483	61,005,190	49,527,808	49,527,808
<b>Resources Total</b>	<b>152,043,239</b>	<b>132,290,674</b>	<b>112,656,334</b>	<b>117,474,004</b>	<b>128,420,100</b>
<b>Bureau Expenditures</b>					
Personnel Services	51,543,687	49,410,179	55,300,668	60,132,865	61,478,961
External Materials and Services	5,048,671	4,462,980	6,648,872	7,424,260	7,524,260
Internal Materials and Services	11,510,405	14,892,567	16,672,813	16,198,002	16,198,002
Capital Outlay	2,074,517	98,054	0	0	0
<b>Bureau Expenditures Total</b>	<b>70,177,281</b>	<b>68,863,779</b>	<b>78,622,353</b>	<b>83,755,127</b>	<b>85,201,223</b>
<b>Fund Expenditures</b>					
Debt Service	1,443,126	1,500,820	1,561,006	1,623,446	1,623,446
Contingency	0	0	29,657,159	29,132,671	38,632,671
Fund Transfers - Expense	2,536,838	2,753,546	2,815,816	2,962,760	2,962,760
<b>Fund Expenditures Total</b>	<b>3,979,964</b>	<b>4,254,366</b>	<b>34,033,981</b>	<b>33,718,877</b>	<b>43,218,877</b>
Ending Fund Balance	77,885,994	59,155,656	0	0	0
<b>Requirements Total</b>	<b>152,043,239</b>	<b>132,273,801</b>	<b>112,656,334</b>	<b>117,474,004</b>	<b>128,420,100</b>
<b>Programs</b>					
Administration & Support	24,789,249	25,735,571	28,805,996	28,996,680	29,829,760
Combination Inspections	8,172,210	8,275,942	9,224,933	9,847,921	9,847,921
Commercial Inspections	7,737,794	7,028,607	8,013,244	8,472,621	8,472,621
Compliance Services	2,141,667	2,045,211	2,357,552	2,538,223	2,538,223
Development Services	5,969,752	5,629,476	7,296,638	9,269,911	9,748,178
Infrastructure Asset Management	—	66	—	—	—
Land Use Services	7,629,677	7,189,988	8,396,956	8,983,255	8,983,255
Neighborhood Inspections	3,206,074	2,866,139	3,465,756	3,606,594	3,741,343
Plan Review	8,133,710	7,869,404	8,701,611	9,460,341	9,460,341
Site Development	2,397,146	2,223,375	2,359,667	2,579,581	2,579,581
<b>Total Programs</b>	<b>70,177,281</b>	<b>68,863,779</b>	<b>78,622,353</b>	<b>83,755,127</b>	<b>85,201,223</b>

# Bureau of Development Services

Class	Title	Salary Range		Revised FY 2021-22		Requested No DP FY 2022-23		Requested Total FY 2022-23	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	84,875	3.00	238,582	3.00	238,582	3.00	238,582
30000064	Accountant III	60,466	93,351	1.00	87,505	1.00	87,505	1.00	87,505
30003003	Administrative Specialist II	48,277	101,226	8.00	610,852	8.00	610,853	8.00	610,853
30003004	Administrative Specialist III	53,290	111,696	2.00	149,854	2.00	149,854	2.00	149,854
30003006	Analyst I	53,290	111,696	1.00	78,458	1.00	78,458	1.00	78,458
30003007	Analyst II	63,336	119,136	8.00	786,561	8.00	786,562	10.00	964,672
30003008	Analyst III	69,805	142,817	5.00	607,609	5.00	607,609	5.00	607,609
30003009	Analyst IV	80,205	158,655	1.00	131,498	1.00	131,498	1.00	131,498
30000173	Building Inspector II	76,773	101,273	11.00	1,011,856	11.00	1,011,857	11.00	1,011,857
30000174	Building Inspector, Sr	86,154	113,743	22.00	2,295,282	22.00	2,295,281	22.00	2,295,281
30003010	Business Systems Analyst I	53,290	111,696	3.00	218,203	3.00	218,203	4.00	298,481
30003011	Business Systems Analyst II	63,336	119,136	6.00	520,863	6.00	520,863	6.00	520,863
30003012	Business Systems Analyst III	69,805	142,817	9.00	954,616	9.00	954,617	10.00	1,058,139
30000184	Code Specialist II	50,939	76,931	4.00	288,456	4.00	288,456	4.00	288,456
30000186	Code Specialist III	50,357	82,123	2.00	153,962	2.00	153,962	2.00	153,962
30000170	Combination Inspector	73,632	108,174	23.00	2,297,286	23.00	2,297,286	23.00	2,297,286
30003028	Coordinator II	53,290	111,696	8.00	693,680	8.00	693,680	10.00	854,236
30003029	Coordinator III	63,336	119,136	3.00	267,165	3.00	267,165	3.00	267,165
30000335	Development Services Project Coord	67,974	104,832	5.00	473,105	5.00	473,105	6.00	553,258
30000332	Development Services Technician I	41,766	67,595	9.00	521,712	9.00	521,712	9.00	521,712
30000333	Development Services Technician II	55,973	86,246	29.00	2,216,868	29.00	2,216,868	31.00	2,348,720
30000334	Development Services Technician III	67,974	104,832	8.00	723,944	8.00	723,944	8.00	723,944
30003038	Director II	130,478	236,023	1.00	208,104	1.00	208,104	1.00	208,104
30000168	Electrical Inspector	76,773	101,273	8.00	727,063	8.00	727,063	8.00	727,063
30000169	Electrical Inspector, Sr	86,154	113,743	10.00	1,066,210	10.00	1,066,210	10.00	1,066,210
30003046	Engineer II	108,368	144,603	1.00	113,298	1.00	113,298	1.00	113,298
30000367	Engineer-Geotechnical	89,357	131,171	5.00	591,147	5.00	591,147	5.00	591,147
30000368	Engineer-Mechanical	89,357	131,171	3.00	355,192	3.00	355,192	3.00	355,192
30000369	Engineer-Structural	89,357	131,171	13.00	1,549,158	13.00	1,549,158	13.00	1,549,158
30003050	Engineering Manager	92,851	183,717	1.00	160,057	1.00	160,057	1.00	160,057
30003051	Engineering Supervisor	91,728	172,177	2.00	302,703	2.00	302,703	2.00	302,703
30003055	Financial Analyst II	63,336	119,136	2.00	193,357	2.00	193,357	2.00	193,357
30000342	GIS Technician II	55,973	86,246	2.00	160,531	2.00	160,531	2.00	160,531
30000372	Graphics Designer II	55,973	86,246	1.00	82,139	1.00	82,139	1.00	82,139
30000028	Hearings Clerk	48,173	77,774	1.00	72,904	1.00	72,904	1.00	72,904

## Bureau of Development Services

Class	Title	Salary Range		Revised FY 2021-22		Requested No DP FY 2022-23		Requested Total FY 2022-23	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000171	Housing Inspector	52,562	84,386	11.00	852,879	11.00	852,879	11.00	852,879
30000172	Housing Inspector, Sr	69,368	101,783	6.00	561,569	6.00	561,568	6.00	561,568
30003081	Manager I	80,205	158,655	1.00	130,562	1.00	130,562	1.00	130,562
30003082	Manager II	92,851	183,717	5.00	689,968	5.00	689,969	5.00	689,969
30003083	Manager III	111,696	214,637	1.00	170,685	1.00	170,685	1.00	170,685
30003085	Multimedia Specialist	53,290	111,696	2.00	157,592	2.00	157,592	2.00	157,592
30000012	Office Support Specialist II	34,798	61,354	21.00	1,126,455	21.00	1,126,456	22.00	1,169,398
30000013	Office Support Specialist III	44,512	72,404	6.00	400,552	6.00	400,552	6.00	400,552
30000377	Planner I, City-Land Use	59,488	91,291	5.00	426,733	5.00	426,733	5.00	426,733
30000381	Planner I, City-Urban Design	59,488	91,291	1.00	86,944	1.00	86,944	1.00	86,944
30000384	Planner II. City-Environmental	65,395	104,985	1.00	99,986	1.00	99,986	1.00	99,986
30000385	Planner II. City-Land Use	65,395	104,985	15.90	1,551,371	15.90	1,551,371	15.90	1,551,371
30000389	Planner II. City-Urban Design	65,395	104,985	5.00	490,726	5.00	490,726	5.00	490,726
30000375	Planner, Associate	53,976	82,970	2.00	158,038	2.00	158,038	2.00	158,038
30003089	Planner, Principal	91,728	172,177	1.00	149,968	1.00	149,968	1.00	149,968
30000392	Planner, Sr City-Environmental	82,514	112,804	1.00	97,614	1.00	97,614	1.00	97,614
30000393	Planner, Sr City-Land Use	82,514	112,804	9.90	1,014,934	9.90	1,014,934	9.90	1,014,934
30000397	Planner, Sr City-Urban Design	82,514	112,804	4.00	429,728	4.00	429,728	4.00	429,728
30003090	Planner, Supervising	80,205	158,655	5.00	640,931	5.00	640,931	5.00	640,931
30000231	Plans Examiner, Commercial	72,259	107,175	19.00	1,858,866	19.00	1,858,866	19.00	1,858,866
30000230	Plans Examiner, Residential	59,446	88,114	6.00	485,379	6.00	485,379	6.00	485,379
30000232	Plans Examiner, Sr	78,520	116,450	5.00	545,791	5.00	545,791	5.00	545,791
30000164	Plumbing Inspector	76,773	101,273	3.00	284,793	3.00	284,793	3.00	284,793
30000165	Plumbing Inspector, Sr	86,154	113,743	5.00	508,747	5.00	508,747	5.00	508,747
30003096	Public Information Manager	80,205	158,655	1.00	107,786	1.00	107,786	1.00	107,786
30003097	Public Information Officer	63,336	119,136	1.00	109,658	1.00	109,658	1.00	109,658
30003100	Risk Specialist II	63,336	119,136	1.00	101,317	1.00	101,317	1.00	101,317
30000177	Site Development Inspector I	67,142	88,336	4.00	331,220	4.00	331,220	4.00	331,220
30000179	Site Development Inspector II	76,773	101,273	1.00	94,931	1.00	94,931	1.00	94,931
30000178	Site Development Inspector, Sr	86,154	113,743	2.00	213,242	2.00	213,242	2.00	213,242
30003103	Supervisor I - E	63,336	119,136	2.00	189,083	2.00	189,083	3.00	278,138
30003104	Supervisor II	69,805	142,817	19.00	2,168,773	19.00	2,168,774	19.00	2,168,774
	Total Full-Time Positions			393.80	37,146,601	393.80	37,146,606	404.80	38,013,074
30003010	Business Systems Analyst I	53,290	111,696	1.00	80,278	1.00	80,278	1.00	80,278



## Bureau of Development Services

Class	Title	Salary Range		Revised FY 2021-22		Requested No DP FY 2022-23		Requested Total FY 2022-23	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000333	Development Services Technician II	55,973	86,246	1.00	82,139	1.00	82,139	1.00	82,139
30003108	Technology Capital Project Manager	91,728	172,177	1.00	69,753	1.00	69,753	1.00	69,753
	Total Limited Term Positions			3.00	232,170	3.00	232,170	3.00	232,170
	<b>Grand Total</b>			<b>396.80</b>	<b>37,378,771</b>	<b>396.80</b>	<b>37,378,776</b>	<b>407.80</b>	<b>38,245,244</b>

## Development Services Fund

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Licenses & Permits	41,473,467	34,946,272	29,598,301	44,213,296	44,213,296
Charges for Services	17,003,434	13,529,875	13,437,191	18,316,363	18,316,363
Miscellaneous	5,131,645	3,142,975	2,956,727	2,276,311	2,276,311
<b>External Revenues Total</b>	<b>63,608,546</b>	<b>51,619,121</b>	<b>45,992,219</b>	<b>64,805,970</b>	<b>64,805,970</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,100,775	975,775	2,219,910	1,070,622	3,592,340
Interagency Revenue	1,101,347	1,766,985	1,987,492	2,069,604	2,069,604
<b>Internal Revenues Total</b>	<b>2,202,122</b>	<b>2,742,760</b>	<b>4,207,402</b>	<b>3,140,226</b>	<b>5,661,944</b>
Beginning Fund Balance	86,232,571	77,903,483	61,005,190	49,527,808	49,527,808
<b>Resources Total</b>	<b>152,043,239</b>	<b>132,265,365</b>	<b>111,204,811</b>	<b>117,474,004</b>	<b>119,995,722</b>
<b>Bureau Expenditures</b>					
Personnel Services	51,526,199	49,401,743	53,849,145	60,132,865	53,054,583
External Materials and Services	5,048,671	4,462,980	6,648,872	7,424,260	7,524,260
Internal Materials and Services	11,510,405	14,892,567	16,672,813	16,198,002	16,198,002
Capital Outlay	2,074,517	98,054	0	0	0
<b>Bureau Expenditures Total</b>	<b>70,159,792</b>	<b>68,855,344</b>	<b>77,170,830</b>	<b>83,755,127</b>	<b>76,776,845</b>
<b>Fund Expenditures</b>					
Debt Service	1,443,126	1,500,820	1,561,006	1,623,446	1,623,446
Contingency	0	0	29,657,159	29,132,671	38,632,671
Fund Transfers - Expense	2,536,838	2,753,546	2,815,816	2,962,760	2,962,760
<b>Fund Expenditures Total</b>	<b>3,979,964</b>	<b>4,254,366</b>	<b>34,033,981</b>	<b>33,718,877</b>	<b>43,218,877</b>
Ending Fund Balance	77,903,483	59,155,656	0	0	0
<b>Requirements Total</b>	<b>152,043,239</b>	<b>132,265,366</b>	<b>111,204,811</b>	<b>117,474,004</b>	<b>119,995,722</b>

## Fund Overview

The Development Services Fund accounts for all revenues and expenditures related to activities and services provided by the Bureau of Development Services (BDS).

**Managing Agency** Bureau of Development Services

## Significant Changes from Prior Year

### Impact of COVID-19 Pandemic

After a period of stabilization, the COVID-19 pandemic led to a significant decrease in bureau revenues beginning in FY 2019-20 and persisting into FY 2020-21. BDS revenue sources have stabilized in FY 2021-22 and are increasing in many programs. Due to the economic impacts of the pandemic response BDS is experienced lower demand for services, particularly with respect to large project applications. As a result, the bureau is drawing heavily on reserves, though the draw has slowed in FY 2021-22. BDS met with local economists on the BDS Financial Advisory Committee in November 2021 and January 2022. This committee reviewed BDS's growth rate projections and advised the bureau may begin experiencing demand for service and revenue increases in FY 2022-23; however, demand for new office space and hotels is expected to be extremely low for the foreseeable future.

The COVID-19 pandemic initially caused a substantial decline in new permitting activity in Portland, and BDS is experiencing lower revenues across most programs when compared to pre-pandemic levels; however, bureau revenues and demand for services have stabilized and are poised for increases in FY 2022-23. To manage the expected increase in workload, BDS will be hiring using existing vacant positions. All hires are input into the bureau's financial planning models to ensure sufficient resources are available to support the positions.

**Permitting, Plan Review, and Inspections Technology Systems**

The BDS Technology, Training and Continuous Improvement division is focused on expanding functionality of the City's permitting processes, systems and ongoing maintenance and upgrades of these systems. This Requested Budget includes multiple decision packages focused on furthering the bureau's technological, process, and continuous improvement efforts. These decision packages provide the resources required to increase staffing levels and make much needed improvements to the Citywide permitting processes and systems. Some examples of recent improvements to BDS processes and systems include:

- ◆ Expanding the types of permits customers can apply for and pay for on DevHub;
- ◆ Enhancements to the permit application process on DevHub to allow customers to submit full plans and applications for smaller projects;
- ◆ Adding daily residential inspection window information to PortlandMaps so customers know when to expect their inspector;
- ◆ Rolling out the 15 Minute Question Appointment feature to allow customers to schedule time slots to discuss their projects;
- ◆ Updating BDS and interagency bureau fee tables for the 2021-2022 fiscal year;
- ◆ Increasing transparency into the permitting process by publishing permit processing time metrics to PortlandMaps.com, posting our permit intake queue so customers can see where we are in relation to their ask, and updates to the publicly viewable pre-issuance list so customers know when their permit is in the final stages of approval.

**Fee Changes**

BDS will be reviewing its fee schedules in Spring 2022. It is anticipated that BDS will propose fee increases to cover the increasing cost of providing services and ensure continuity of key service provisions. If approved by City Council, changes to program fees would go into effect July 1, 2022.

**Financial Forecast Overview**

BDS's Five-Year Financial Plan calls for overall BDS program revenue to increase in FY 2022-2023 as demand for service reductions due to COVID-19 have likely already reached their peak. BDS is projected growth throughout the Financial Plan. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Financial Plan, contributed their advice, and were satisfied with the outcome of the projections.

# Administration & Support

## Program Description & Goals

The Administration & Support Program provides overall direction to the bureau in order to meet program objectives. The program supports the Citywide goal to protect and enhance the natural and built environment by delivering services that support the work of other bureau programs.

Included within this program's budget are:

- ◆ The Office of the Director, including Equity and Policy Development, Communications, Recruitment and Hiring, and Special Projects;
- ◆ The Business Operations and Finance Services Division, which includes Budget and Finance, Personnel, Safety and Emergency Management, Code and Policy Development, Bureauwide Projects, and Facilities.
- ◆ The Technology, Training, and Continuous Improvement Division, which includes the Permitting, Plan Review, and Inspections Technology Systems, the Technology Team, and Training and Workforce Development.

## Explanation of Services

The Office of the Director helps BDS achieve its overall mission and goals by setting the bureau's strategic direction, driving implementation of BDS's Racial Equity Plan, and providing effective communication tools and strategies.

Business Operations and Finance Services provides administrative and infrastructure services to the rest of the bureau, supporting BDS's operational programs as they administer State building codes and local City Code, providing direct services to customers and the community.

The BDS Technology, Training & Continuous Improvement Division is responsible for the training, improvement, maintenance and refinement of bureau's technology infrastructure which includes multiple technology programs that ensure BDS and partner Bureaus can perform their core functions in an increasingly online business environment.

## Equity Impacts

Through the Equity and Policy Development section, the Administration & Support Program bears responsibility for leading the implementation of BDS's five-year Racial Equity Plan (launched in December 2016) and making progress toward racial equity in bureau programs and services. Equity and Policy Development staff works with staff from other bureau programs to identify strategies and apply an equity lens to all bureau services.

BDS is tasked with administering State building codes and City regulations related to development, and primarily responds to requests for service and information from customers and community members. The bureau has taken specific steps to promote equity in its recruitment and hiring decisions, contracting, and community outreach and education. BDS is also working to put metrics in place to better track progress and determine the success of these efforts.

Through equity training of BDS administration and support staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the BDS administration and support culture is becoming more equipped to address the needs of customers who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

## Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

BDS has made some adjustments impacting the FTE assigned to Administration & Support. The Front Desk team and Empowered Communities Program were reallocated to the Development Services Program. This change was made to better reflect the nature of the services provided by these groups as they are focused on provided external services to the public by helping with questions and permitting rather than the internal services provided by Administration & Support.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	10,362,883	9,540,009	10,992,173	10,854,029	11,647,109
External Materials and Services	3,113,692	3,036,918	3,948,125	4,583,210	4,623,210
Internal Materials and Services	9,238,157	13,060,590	13,865,698	13,559,441	13,559,441
Capital Outlay	2,074,517	98,054	0	0	0
<b>Bureau Expenditures Total</b>	<b>24,789,249</b>	<b>25,735,571</b>	<b>28,805,996</b>	<b>28,996,680</b>	<b>29,829,760</b>



## Bureau of Development Services

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Fund Expenditures</b>					
Debt Service	1,443,126	1,500,820	1,561,006	1,623,446	1,623,446
Contingency	0	0	28,657,159	29,132,671	38,632,671
Fund Transfers - Expense	2,536,838	2,753,546	2,815,816	2,962,760	2,962,760
<b>Fund Expenditures Total</b>	<b>3,979,964</b>	<b>4,254,366</b>	<b>33,033,981</b>	<b>33,718,877</b>	<b>43,218,877</b>
<b>Requirements Total</b>	<b>28,769,213</b>	<b>29,989,937</b>	<b>61,839,977</b>	<b>62,715,557</b>	<b>73,048,637</b>

<b>FTE</b>	87.30	84.05	80.05	69.30	75.30
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### Budget Narrative

<b>Resources</b>	Administration & Support is supported by revenue generated by fees and charges for services. As the program provides services to the entire bureau, it is supported by revenue from all revenue generating programs
<b>Expenses</b>	Primary expenditures in Administration & Support are personnel related. The program also acts as a center for pooling rent and facilities related costs, bureau technology infrastructure development and support, customer service and communications, equity and policy development, and Fund level expenditures. Costs in Administration and Support are allocated to revenue generating programs.
<b>Staffing</b>	Administration & Support includes 69.30 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

<b>Program Contact:</b>	Elshad Hajiyevev
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<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>

## Combination Inspections

### Program Description & Goals

The Combination Inspections Program (referred to as “Residential Inspections” on the BDS organizational chart) ensures that new and remodeled one- and two-family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland’s training program and are using it as a model.

The Combination Inspections Program includes the Field Issuance Remodel subprogram. This subprogram is administered by Senior Structural Combination Inspectors that perform permit intake, plan review, as well as inspection services for participating general contractors and architects. Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment and to protect the life and safety of Portland residents.

Combination Inspections’ Key Performance Measure is the number of inspections completed per day per inspector. The FY 2021-22 target is 16.90 and 19.50 FY 2022-23. The bureau’s strategic target is 20.00 inspections per day per inspector. Meeting this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

BDS also tracks the number of inspection trips reduced using inspectors who are certified in multiple disciplines; a single inspector may be able to inspect in up to four disciplines. This FY 2021-22 target for this measure is 10,900 with an increase to 13,500 in FY 2022-23. Finally, the bureau tracks the overall number of residential inspections performed. There were 84,661 inspections performed in FY 2020-21; this number is projected to increase to 95,200 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of inspection trips reduced due to multi-certified inspectors	14,877	11,887	10,900	13,500	13,500
Number of residential inspections per day, per inspector	21.48	17.82	16.90	19.50	20.00
Number of Residential Inspections	101,076	84,661	81,650	95,200	96,000

### Explanation of Services

The Combination Inspections Program is one of several BDS programs that helps fulfill the bureau’s obligation to administer the State building code program. The services provided under Combination Inspections ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City Code titles. This program promotes community health and safety by helping to ensure that residential structures and other installations meet all applicable code standards.

### Equity Impacts

Combination Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. BDS has been providing equity training and customer service training to the staff in the Combination Inspections Program, as well as recruiting, promoting, and hiring a more diverse workforce to better reflect the demographics of the community. Through equity training of BDS inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the BDS inspections culture is becoming more equipped to address the needs of Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Combination Inspections is also partnering with Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Program.

### Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

Responding to COVID-19 restrictions, that went into effect in March 2020, the Combination Inspections program began utilizing livestreaming tools such as Facetime to perform inspections and avoid entering occupied homes and began holding preconstruction meetings virtually. Additionally, construction sites were cleared before performing on-site inspections. These changes stayed in place during FY 2021-22 and are expected to extend into FY 2022-23 to keep customers, construction workers, and staff safe and healthy. Additionally, efforts continue in improving technology systems and business process to optimize customer service delivery in the event current restrictions ease.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	7,435,135	7,633,262	8,275,887	8,879,704	8,879,704
External Materials and Services	327,077	267,656	410,970	426,610	426,610
Internal Materials and Services	409,998	375,025	538,076	541,607	541,607

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures Total</b>	8,172,210	8,275,942	9,224,933	9,847,921	9,847,921
<b>Requirements Total</b>	<b>8,172,210</b>	<b>8,275,942</b>	<b>9,224,933</b>	<b>9,847,921</b>	<b>9,847,921</b>
<b>FTE</b>	60.65	55.80	56.40	56.22	56.22

## Budget Narrative

<b>Resources</b>	Combination Inspections is supported by revenue generated by fees and charges for services. These fees include building, mechanical, electrical, electrical, and plumbing permit revenue collected from residential development projects.
<b>Expenses</b>	Primary expenditures in Combination Inspections are personnel related. The program also has expenditures related to the maintenance and parking of the bureau's fleet. Costs in Combination Inspections are disbursed to the bureau's Building/Mechanical, Electrical, Plumbing, and Field Issuance Remodel Programs.
<b>Staffing</b>	Combination Inspections includes 56.22 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems it uses and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

## Program Information

<b>Program Contact:</b>	Dave Tebeau
<b>Contact Phone:</b>	(503) 823-6802
<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>

## Commercial Inspections

### Program Description & Goals

The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).

Commercial Inspections supports the Citywide goal to protect and enhance the natural and built environment. The Program also works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents.

Commercial Inspections' Key Performance Measure is the number of inspections completed per inspector per day. The FY 2021-22 target for this measure is 9.75 and 12.00 in FY 2022-23. The bureau's strategic target is 14.0 inspections completed per inspector per day. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Another important performance measure is the percentage of inspections made within 24 hours of request. The target for this number is 90% in FY 2021-22 and 96% in FY 2022-23. Finally, the number of commercial inspections is projected to be 41,800 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of commercial inspections per day, per inspector	11.80	9.90	9.75	12.00	14.00
Percentage of commercial inspections made within 24 hours of request	94%	97%	90%	96%	96%
Number of Commercial Inspections	61,233	41,584	40,600	41,800	41,800

### Explanation of Services

The Commercial Inspections Program is one of several BDS programs that helps fulfill the bureau's obligation to administer the State building code program. The services provided under Commercial Inspections ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Zoning, and Site Development codes. This program promotes community health and safety by helping to ensure that commercial buildings, multi-family residential structures, and other commercial installations meet all applicable code standards.

## Equity Impacts

Commercial Inspections is tasked with administering State building codes and City regulations related to commercial development. These services are generally provided citywide as requested by customers. Through equity training of BDS inspections staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the BDS inspections culture is becoming more equipped to address the needs of Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Commercial Inspections is also partnering with Empowered Communities Program with a focus on reaching equitable outcomes for the previously mentioned communities. More information on the Empowered Communities Program is included in the Development Program.

## Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

Responding to COVID-19 restrictions, that went into effect in March 2020, the Commercial Inspections program began utilizing livestreaming tools such as Facetime to perform inspections and avoid entering occupied homes and began holding preconstruction meetings virtually. Additionally, construction sites were cleared before performing on-site inspections. These changes stayed in place during FY 2021-22 and are expected to extend into FY 2022-23 to keep customers, construction workers, and staff safe and healthy. Additionally, efforts continue in improving technology systems and business process to optimize customer service delivery in the event current restrictions ease.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	7,059,899	6,384,149	7,177,855	7,640,243	7,640,243
External Materials and Services	328,443	331,980	535,640	556,040	556,040
Internal Materials and Services	349,453	312,479	299,749	276,338	276,338
<b>Bureau Expenditures Total</b>	<b>7,737,794</b>	<b>7,028,607</b>	<b>8,013,244</b>	<b>8,472,621</b>	<b>8,472,621</b>
<b>Requirements Total</b>	<b>7,737,794</b>	<b>7,028,607</b>	<b>8,013,244</b>	<b>8,472,621</b>	<b>8,472,621</b>
<b>FTE</b>	<b>59.95</b>	<b>50.60</b>	<b>49.90</b>	<b>48.96</b>	<b>48.96</b>

### Budget Narrative

<b>Resources</b>	Commercial Inspections is supported by revenue generated by fees and charges for services. These fees include building, mechanical, electrical, electrical, and plumbing permit revenue collected from commercial development projects.
<b>Expenses</b>	Primary expenditures in Commercial Inspections are personnel related. The program also has expenditures related to the maintenance and parking of the bureau's fleet. Costs in Commercial Inspections are disbursed to the bureau's Building/Mechanical, Electrical, Plumbing, and Facility Permit Programs.
<b>Staffing</b>	Commercial Inspections includes 48.96 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems it uses and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

<b>Program Contact:</b>	Dave Tebeau
<b>Contact Phone:</b>	(503) 823-6802
<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>

## Compliance Services

### Program Description & Goals

The Property Compliance Division comprises both the bureau's Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Landlord Education, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (Chapter 13 buildings are apartment buildings that were built prior to the 1972 building code, and thus don't comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Compliance Services is shown as a separate program.

The Compliance Services Program is composed of the Zoning and Construction Code compliance workgroups whose work supports the Citywide goal to protect and enhance the natural and built environment. These workgroups respond to complaints, investigate potential violations and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

BDS tracks several workload measures for Compliance Services. The number of properties assessed code enforcement fees fluctuates from year-to-year and is projected to be 243 in FY 2022-23. The total number of zoning code activities (violation cases, inspections, and letters) is projected to be 3,256 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of construction code violation cases	264	81	85	85	85
Number of enforcement cases prepared and presented to Code Hearings Officer (All case types: Zoning, EDPEP, Housing, Nuisance)	6	2	4	6	6
Number of home occupation permits issued	120	107	60	108	108
Number of properties assessed code enforcement fees	167	232	270	243	243
Number of zoning code violation statistics (cases, inspections, and letters)	3,166	3,447	3,400	3,256	3,256

### Explanation of Services

Each year, Compliance Services responds to approximately 8,000 inquiries regarding zoning, construction, and other code violations. Compliance Services' work is vital in ensuring safe, healthy structures and places for Portlanders to live, work, and play.



## Bureau of Development Services

### Equity Impacts

Compliance Services is tasked with administering City regulations regarding zoning, nuisance and code violations and responding to requests for information. These services are provided as requested by community members. Compliance services staff are on the front lines in dealing with issues related to inequity and how underserved communities and communities of color are impacted by longstanding institutionalized racism, oppression, and inequity.

The Compliance Services program is reliant on fees and charges for service to cover operating cost. This can often have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. However, Compliance Services staff have been reviewing all older cases to mitigate negative impacts and remove barriers.

Additionally, Compliance Services partners with Empowering Neighborhoods Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowering Neighborhoods Program is included in the Development Services Program.

### Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS.

BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	2,067,644	1,955,210	2,284,724	2,465,785	2,465,785
External Materials and Services	21,096	22,144	27,818	29,630	29,630
Internal Materials and Services	52,927	67,856	45,010	42,808	42,808
<b>Bureau Expenditures Total</b>	<b>2,141,667</b>	<b>2,045,211</b>	<b>2,357,552</b>	<b>2,538,223</b>	<b>2,538,223</b>
<b>Requirements Total</b>	<b>2,141,667</b>	<b>2,045,211</b>	<b>2,357,552</b>	<b>2,538,223</b>	<b>2,538,223</b>
<b>FTE</b>	<b>11.08</b>	<b>17.55</b>	<b>17.85</b>	<b>17.44</b>	<b>17.44</b>

## **Budget Narrative**

<b>Resources</b>	Compliance Services is supported from fees and charges for services and lien revenue.
<b>Expenses</b>	Primary expenditures in Compliance Services are personnel related. Code compliance costs are allocated to the Building/Mechanical, Electrical, Plumbing, Site Development and Environmental Soils Programs.
<b>Staffing</b>	Compliance Services includes 17.44 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems it uses and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

## **Program Information**

<b>Program Contact:</b>	Beth Benton
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## Development Services

### Program Description & Goals

The Development Services Program (referred to as “Permitting Services” on the BDS organizational chart) manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Front Desk staff answer the main BDS phone line, answer customer questions, and route calls throughout the bureau. Trade Permit staff review and issue plumbing, electrical, mechanical, and sign permits. Permitting Services staff perform intakes of building permit applications, and assign reviewers, track reviews, and issue permits. Process Managers guide customers with large, complex, and/or politically sensitive projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

Development Services’ Key Performance Measure is the percentage of pre-issuance checks completed within two working days of the last review approval. This number is projected to increase to 50% in FY 2021-22 and FY 2022-23 and has a strategic target of 75%

The bureau also tracks the total number of building permits issued (commercial and residential). The target for this measure is projected to increase from 5,659 in FY 2021-22 to 8,070 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of building permits issued over the counter the same day as intake	45%	21%	35%	30%	45%
Percentage of pre-issuance checks completed within two working days of last review approval	45%	37%	50%	50%	75%
Number of electrical permits	14,007	13,726	12,370	16,430	16,430
Number of issued commercial building permits	2,498	1,939	1,650	2,460	2,460
Number of issued residential building permits	4,346	4,199	4,009	5,610	5,610
Number of mechanical permits	9,469	10,029	9,250	12,770	12,770
Number of plumbing permits	9,313	8,952	8,220	9,590	9,590
Number of sign permits	502	357	236	560	560
Total number of issued commercial and residential building permits	6,844	6,138	5,659	8,070	8,070

### Explanation of Services

The Development Services Program is one of several BDS programs that helps fulfill the bureau’s obligation to administer the Oregon State Building Code programs. The services provided under Development Services ensure compliance with the State’s structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

## **Equity Impacts**

Development Services is tasked with administering State building codes and City regulations related to development. In addition, Development Services staff manages the flow of projects through the system, from permit intake and set up, to addressing, to charging the appropriate fees for service and issuing permits after all reviews have been approved. These services are provided citywide as requested by customers. Through the bureau's equity focused initiatives including customer service training, Development Services staff are gaining increased awareness of the challenges faced by those in underserved communities.

Additionally, Development Services is partnering with Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

Additionally, the Empowered Communities Program focuses on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. This program includes:

- ◆ The Small Business Empowerment Program assists historically marginalized business owners including Black, Indigenous, people of color, and those with disabilities recognized by the ADA who have experienced disproportionate barriers in the development review process.
- ◆ The Empowering Neighborhoods Program supports clients of color and those with ADA disabilities who have received an enforcement letter from the City about work that needs to be completed on their residential or commercial property to bring their property into compliance with building and zoning codes. The Arts Empowerment Program helps artists and arts organization access information they need to ensure all required permits related to development are obtained to construct a new building, open a new arts space, or hold temporary arts events in existing buildings. This program prioritizes assistance to black, indigenous, people of color, and persons with disabilities recognized by the ADA who have face disproportionate barriers to permitting.

This Requested Budget includes decision packages to invest further in the work of the Empowered Communities Program through additional resources to fund two new positions to expand capacity in the Empowered Neighborhoods Program and Small Business Empowerment Program, and to expand services to provide proactive early information and assistance to BIPOC homeowners with permitting their projects.

## **Changes to Program**

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

## Bureau of Development Services

The Front Desk team and Empowered Communities Program were reallocated from the Administrative Services Program to the Development Services Program. This change was made to better reflect the nature of the services provided by these groups as they are focused on provided external services to the public by helping with questions and permitting rather than the internal services provided by Administration & Support.

Development Services staff have played an integral part in BDS' efforts to provide all services electronically. This has included working with the bureau's TPCI Division to enhance our digital permit submission portal, Development Hub PDX, allowing customers to apply for building permits and upload digital applications and construction drawings. Additionally, Development Services staff now offer free 15-minute virtual appointments, giving customers the ability to ask questions without leaving their home/office.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	4,739,681	4,992,625	5,494,275	7,440,515	7,918,782
External Materials and Services	291,796	66,082	550,190	604,220	604,220
Internal Materials and Services	938,275	570,769	1,252,173	1,225,176	1,225,176
<b>Bureau Expenditures Total</b>	<b>5,969,752</b>	<b>5,629,476</b>	<b>7,296,638</b>	<b>9,269,911</b>	<b>9,748,178</b>
<b>Requirements Total</b>	<b>5,969,752</b>	<b>5,629,476</b>	<b>7,296,638</b>	<b>9,269,911</b>	<b>9,748,178</b>
<b>FTE</b>	<b>59.85</b>	<b>46.95</b>	<b>47.45</b>	<b>59.45</b>	<b>63.45</b>

### Budget Narrative

<b>Resources</b>	Development Services is supported by revenue generated by fees and charges for services. As the program provides services to the bureau functions through activities in the Development Services Center, it is supported by revenue from the programs using these services.
<b>Expenses</b>	Primary expenditures in Development Services are personnel related. Costs in Development Services are disbursed to the programs using its services.
<b>Staffing</b>	Development Services includes 59.45 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.

**Assets and Liabilities** The bureau's key assets used by the Development Services program are the Permitting, Plan Review, and Inspection's technology systems it uses. BDS's 5-Year Financial Plan incorporates current and future costs for maintenance and replacement of these assets. Costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

**Program Contact:** David Kuhnhausen

**Contact Phone:** (503) 823-7940

**Website:** <https://www.portlandoregon.gov/bds/>

## Land Use Services

### Program Description & Goals

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules. LUS also reviews development proposals for compliance with the Zoning Code (as part of the building permit process) and other codes and rules; provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices. LUS supports the Citywide goal to protect and enhance the natural and built environment.

LUS has two Key Performance Measures. First, the percentage of commercial new construction reviews completed within 20 days of application intake target is projected to increase from 70% in FY 2021-22 to 90% in FY 2022-23. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews had a target of 60% in FY 2021-22 and 35% in FY 2022-23.

BDS also tracks the number of land use review and final plat applications, which is projected to increase from a target of 410 in FY 2021-22 to 525 in FY 2022-23. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	68%	50%	70%	90%	95%
Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	73%	42%	60%	35%	80%
Number of Land Use Review and Final Plat Applications	571	461	410	525	525

### Explanation of Services

LUS's primary responsibility is to administer the requirements of the Portland Zoning Code (Title 33), which guides and limits development in Portland in order to meet the goals of the City's Comprehensive Plan. Additionally, LUS administers Title 4 Original Art Murals, Title 11 Trees, and several Administrative Rules.

LUS staff guides applicants, citizens, and other governmental agencies through all phases of the development review process as they relate to zoning regulations. Zoning regulations are land use regulations and policies that implement community goals and protect community resources while guiding development. Zoning regulations affect all new construction, most alterations, commercial occupancy changes, property line changes and most site development activity, including some tree cutting and landscaping.

## Equity Impacts

LUS is tasked with administering City regulations related to zoning. These services are generally provided citywide as requested by customers. However, the neighbors of proposed development also feel the impacts of the development changes in their neighborhood and often participate in the land use review process by responding to notices mailed to their homes and businesses.

Additionally, LUS is partnering with Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

## Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

LUS has continued to make customer improvements while providing services online. A new service started in 2021, is the 15-minute online question appointments to meet with a planner to ask questions about the zoning and tree code. LUS also made several changes to our Zoning Hotline service to allow emailed zoning and tree code questions and provide direct contact information of planners returning their calls.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	7,151,126	6,734,172	7,815,336	8,456,929	8,456,929
External Materials and Services	210,190	200,675	267,000	277,160	277,160
Internal Materials and Services	268,362	255,141	314,620	249,166	249,166



## Bureau of Development Services

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures Total</b>	7,629,677	7,189,988	8,396,956	8,983,255	8,983,255
<b>Requirements Total</b>	7,629,677	7,189,988	8,396,956	8,983,255	8,983,255

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<b>FTE</b>	65.53	54.80	54.80	55.80	55.80
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### Budget Narrative

<b>Resources</b>	Land Use Services is supported by revenue generated by fees and charges for services. This revenue can be divided into two categories, case review, and planning and zoning. Case review revenue is generated from services provided prior to permit application while planning and zoning reviews take place after permit application. A portion of the services provided by Land Use Services are not revenue generating as the program reviews and supports the implementation of code amendment projects of the Bureau of Planning and Sustainability.
<b>Expenses</b>	Primary expenditures in Land Use Services are personnel related. A portion of the time spent is related to the review and implementation of code amendment projects brought forth by the Bureau of Planning and Sustainability.
<b>Staffing</b>	Land Use Services includes 55.80 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets used by the Land Use Services program are the Permitting, Plan Review, and Inspection's technology systems it uses. BDS's 5-Year Financial Plan incorporates current and future costs for maintenance and replacement of these assets. Costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

<b>Program Contact:</b>	Kim Tallant
<b>Contact Phone:</b>	(503) 823-0977
<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>

## Neighborhood Inspections

### Program Description & Goals

The Property Compliance Division comprises both the bureau's Compliance Services and Neighborhood Inspections programs. The combined division includes Zoning Compliance, Landlord Education, Work without Permit Violations, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13-Systematic Inspections (Chapter 13 buildings are apartment buildings that were built prior to the 1972 building code, and thus don't comply with modern safety requirements, necessitating recurring inspections to ensure measures are in place to ensure tenant safety). However, for budgeting purposes, Neighborhood Inspections is shown as a separate program.

The Neighborhood Inspections program supports the Citywide goal to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. By enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, including outdoor areas for nuisance conditions and adjacent rights-of-way, the Neighborhood Inspections Program prevents the deterioration of existing housing, and supports neighborhood livability and protects the health, safety, and welfare of Portland residents.

Neighborhood Inspections' Key Performance Measure, the number of housing units brought up to code (including Enhanced Rental inspection pilot program) fluctuates from year-to-year. This number was 743 in FY 2020-21. The number is projected to be 536 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of code enforcement fee waivers granted	247	170	320	250	250
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	1,460	743	900	536	536
Number of properties cleaned up	1,799	1,166	1,180	1,612	1,612
Number of code enforcement fee waiver requests	296	219	380	300	300
Number of housing and derelict buildings inspections	3,270	2,074	1,429	3,432	2,077
Number of housing intakes	1,413	1,205	1,000	1,108	1,108
Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	2,513	1,434	1,200	1,956	1,882
Number of nuisance inspections	5,651	3,428	3,570	4,780	4,370
Number of nuisance intakes	2,755	2,006	2,800	2,456	2,456

### Explanation of Services

The Neighborhood Inspections program enforces the City's Property Maintenance Regulations, which covers the maintenance of residential dwellings, accessory structures, and the land they occupy. More than just formal enforcement, program staff provides education and referrals to assist property owners toward the goal of better housing, and ensures tenants have access to safe and healthy housing. It is important to note that while primary efforts are toward public health and safety, the protection and repair of properties contributes to neighborhood livability.

### Equity Impacts

Neighborhood Inspections is tasked with administering the City's Property Maintenance Regulations and responding to requests for information. These services are provided as requested for the benefit of all Portland residents. Neighborhood Inspections implements two programs which often benefit lower-income and/or underrepresented populations:

- ◆ The Extremely Distressed Properties Enforcement Program (EDPEP) targets properties with chronic nuisance and extreme housing conditions. These properties often pose public health and safety hazards and encourage criminal activity such as trespass, vandalism, graffiti, drug activity, and prostitution. EDPEP uses the abatement, vacation, and demolition of properties as an effective tool for compliance, and proactively monitors these properties and pursues additional abatements to resolve any recurring conditions. The EDPEP program helps to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.
- ◆ The Enhanced Rental Inspection Program (ERIP) identifies additional rental units to be inspected when an initial rental unit inspection finds substantial violations of the City's Property Maintenance Regulations. The ability to inspect additional units in the same complex, motivates landlords to provide and maintain safe and healthy rental housing. ERIP also provides protection for vulnerable tenants who might fear retaliation or even eviction for reporting substandard housing conditions. This program helps ensure and preserve safe and healthy housing options for moderate and low-income renters throughout this community.

While the Neighborhood Inspections program receives a small amount of General Fund support, it is still reliant on fees and charges for service to cover cost. This can often have negative impacts for owner-occupied property owners, especially the elderly, disabled, and people of color who most often have code violations and are experiencing barriers to achieve compliance due to poverty and other limitations. However, Neighborhood Inspections staff has been reviewing all older cases to mitigate negative impacts and remove barriers.

Additionally, Neighborhood Inspections partners with Empowering Neighborhoods Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowering Neighborhoods Program is included in the Development Services Program.

## Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS.

BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

The Neighborhood Inspections program will continue to realign their resources by prioritizing the needs of owner-occupied housing with critical violations, as well as expanding enforcement efforts toward rental housing violations. This will allow the program to better respond to the needs of tenants and landlords, ensuring tenants have access to healthy and safe housing, and that affordable housing units are not lost through neglect. The FY 2022-23 Requested Budget includes a decision package requesting \$1.2 million in one-time General Fund resources necessary to maintain service delivery and continuity of operations in the Neighborhood Inspections Program. Funding this request mitigates the projected FY 2022-23 reserve draw, brings the program to cost recovery, and allows the bureau to maintain staffing levels needed to serve the community through the multiple emergencies disproportionately impacting our most vulnerable community members.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	2,667,047	2,521,656	2,789,032	2,974,274	3,049,023
External Materials and Services	384,322	196,363	440,058	456,780	516,780
Internal Materials and Services	154,705	148,121	236,666	175,540	175,540
<b>Bureau Expenditures Total</b>	<b>3,206,074</b>	<b>2,866,139</b>	<b>3,465,756</b>	<b>3,606,594</b>	<b>3,741,343</b>
<b>Requirements Total</b>	<b>3,206,074</b>	<b>2,866,139</b>	<b>3,465,756</b>	<b>3,606,594</b>	<b>3,741,343</b>
<b>FTE</b>	<b>29.77</b>	<b>21.95</b>	<b>22.25</b>	<b>21.98</b>	<b>22.98</b>

## Budget Narrative

<b>Resources</b>	Neighborhood Inspections is supported from fees and charges for services, lien revenue, as well as limited General Fund monies.
<b>Expenses</b>	Primary expenditures in Neighborhood Inspections are personnel related as well as costs associated with nuisance abatement.

## Bureau of Development Services

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**Staffing** Neighborhood Inspections includes 21.98 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.

**Assets and Liabilities** The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems it uses and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

**Program Contact:** Beth Benton

**Contact Phone:** (503) 823-3349

**Website:** <https://www.portlandoregon.gov/bds/>

## Plan Review

### Program Description & Goals

The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.

Organizationally, BDS's Plan Review Services Division is composed of two Plan Review sections, Site Development, and Engineering Plan Review. The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment.

Plan Review has two Key Performance Measures related to building plan review, which is performed by staff from BDS and as many as six other City bureaus. The bureau's target for these measures is 60% for residential and 50% for commercial plans in FY 2021-22. In FY 2022-23, BDS anticipates 60% for residential plans and an increase to 55% for commercial plans. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	50%	34%	50%	55%	75%
Percentage of residential plans reviewed by all bureaus within scheduled end dates	72%	39%	60%	60%	85%

### Explanation of Services

The Plan Review Program is one of several BDS programs that helps fulfill the bureau's obligation to administer the State building code program. The services provided under Plan Review ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as various City codes. This program promotes community health and safety by helping to ensure that structures and other installations meet all applicable code standards.

### Equity Impacts

Plan Review is tasked with administering State building codes and City regulations related to development. These services are generally provided citywide as requested by customers. The work of the division helps ensure permits approved for construction satisfy important health, safety, and community livability standards.

## Bureau of Development Services

Plan Review is partnering with Empowered Communities Program with a focus on reaching equitable outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. More information on the Empowered Communities Program is included in the Development Services Program.

### Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS.

BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

Most of the Plan Review Services personnel are working remotely in response to the pandemic and the closure of City offices. Implementation of the technology and continuous improvement initiatives have a great impact on operations. Many plan reviews are now conducted electronically through PDX ePlans. The Small Permit Program has been implemented to expedite the intake and plan review of permit applications for work of limited scope and complexity. Additional processes are being phased-in which allow plan reviewers to make electronic markups to plans to expedite reviews. Training activities have been focused on these process and implementation of new versions of the Oregon Residential and Energy Efficiency Codes adopted by the State of Oregon.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	7,739,189	7,512,550	8,227,615	8,989,710	8,989,710
External Materials and Services	325,140	283,319	385,650	404,010	404,010
Internal Materials and Services	69,382	73,534	88,346	66,621	66,621
<b>Bureau Expenditures Total</b>	<b>8,133,710</b>	<b>7,869,404</b>	<b>8,701,611</b>	<b>9,460,341</b>	<b>9,460,341</b>
<b>Requirements Total</b>	<b>8,133,710</b>	<b>7,869,404</b>	<b>8,701,611</b>	<b>9,460,341</b>	<b>9,460,341</b>
<b>FTE</b>	<b>59.20</b>	<b>53.00</b>	<b>53.25</b>	<b>53.00</b>	<b>53.00</b>

### Budget Narrative

#### Resources

Plan Review is supported primarily by fees charged for life safety and engineering plan review. These fees are charged based on customer demand for services.

<b>Expenses</b>	Primary expenditures in Plan Review are personnel. Costs in Plan Review are allocated to the Building/Mechanical program.
<b>Staffing</b>	Plan Review includes 53 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets used by the Plan Review program are the Permitting, Plan Review, and Inspections technology systems it uses. BDS's 5-Year Financial Plan incorporates current and future costs for maintenance and replacement of these assets. Costs for the technology systems are assigned proportionally to all bureau programs.

## **Program Information**

<b>Program Contact:</b>	Doug Morgan
<b>Contact Phone:</b>	(503) 823-5824
<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>



## Site Development

### Program Description & Goals

The Site Development Program includes plan review for geotechnical, flood plain, grading, private street, and site preparation issues, as well as erosion control and demolition requirements on private property to reduce environmental hazards. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements in Titles 10, 24.55, and 33 of the City of Portland Code and all required erosion control measures. Organizationally, Site Development is part of BDS's Plan Review Services Division, including two Plan Review sections and Engineering Plan Review, along with 6 Site Inspections staff in the Property Compliance Division.

The Environmental Soils subprogram works with property owners who need on-site wastewater (septic) systems. The program performs plan review and inspection of new septic systems, repair or replacement of existing septic systems, and decommissioning of existing septic systems as the City provides access to public sanitary sewer systems. Site Development supports the Citywide goal to protect and enhance the natural and built environment.

A primary performance measure for Site Development is the number of working days from site development plan submittal to the first review. This measure's target is 10.00 days in FY 2021-22 and 11.35 days in FY 2022-23. The strategic target for this measure is 11.50 days.

A handful of workload measures are also tracked. The number of site development plan reviews increased from 3,715 in FY 2019-20 to 4,316 in FY 2020-21 and is estimated to be 5,800 in FY 2022-23. The number of Site Development permit inspections performed is projected to increase from 347 in FY 2020-21 to 390 in FY 2022-23.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Average number of working days to first review	11.28	15.51	10.00	11.35	11.50
Number of sanitation permits and evaluations issued	393	342	285	340	340
Number of site development land use case reviews	721	480	330	570	570
Number of site development permit inspections	304	347	320	390	390
Number of site development plan reviews	3,715	4,316	3,850	5,800	5,800

### Explanation of Services

The Site Development Program helps fulfill BDS's obligation to administer various City Code titles related to development sites and on-site wastewater (septic) systems. The services provided under Residential and Commercial Inspections ensure compliance with these codes to protect community health and safety.

## Equity Impacts

The Site Development Program is tasked with administering City regulations regarding site-related issues. These services are provided citywide as required by code and requested by customer. Through equity training of BDS Site Development staff, increased awareness of the challenges faced by those in underserved communities, and customer service training, the BDS Site Development culture is becoming more equipped to address the needs of customers who are black, indigenous, people of color, and persons with disabilities.

## Changes to Program

All BDS programs have been impacted by the slowdown in development work and decreased fee revenues caused by the COVID-19 pandemic and its impact on the economy. After a sharp decline over the first year of the pandemic, bureau workload and revenues have stabilized. Increases are expected in FY 2022-23 as development in Portland begins to rebound, resulting in higher demand for services and revenue at BDS. BDS plans on hiring using existing vacancies within the bureau to meet demand and help ensure predictable and timely service provisions.

Many Site Development personnel are working remotely in response to the pandemic and the closure of City offices. Implementation of the technology and continuous improvement initiatives continue to have a great impact on operations. Most plan reviews are now conducted electronically through PDX ePlans and some inspections are being performed remotely using video. The Small Permit Program has been implemented to expedite the intake and plan review of permit applications for work of limited scope and complexity. Additional processes are being phased-in which allow plan reviewers to make electronic markups to plans to expedite reviews. Training activities have been focused on these process and implementation of new versions of the Oregon Residential and Energy Efficiency Codes adopted by the State of Oregon.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	2,321,084	2,136,547	2,243,771	2,431,676	2,431,676
External Materials and Services	46,916	57,776	83,421	86,600	86,600
Internal Materials and Services	29,147	29,052	32,475	61,305	61,305
<b>Bureau Expenditures Total</b>	<b>2,397,146</b>	<b>2,223,375</b>	<b>2,359,667</b>	<b>2,579,581</b>	<b>2,579,581</b>
<b>Requirements Total</b>	<b>2,397,146</b>	<b>2,223,375</b>	<b>2,359,667</b>	<b>2,579,581</b>	<b>2,579,581</b>
<b>FTE</b>	<b>20.70</b>	<b>15.10</b>	<b>14.85</b>	<b>14.80</b>	<b>14.80</b>

## Budget Narrative

### Resources

Site Development is supported by revenue generated by fees and charges for services.

## Bureau of Development Services

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<b>Expenses</b>	Primary expenditures in Site Development are personnel related.
<b>Staffing</b>	Site Development includes 14.80 FTE for FY 2022-23. BDS is expecting an increase in demand for services during FY 2022-23 resulting in higher workload. The bureau will be hiring from existing vacancies to meet demand and bureau workload.
<b>Assets and Liabilities</b>	The bureau's key assets are the Permitting, Plan Review, and Inspection's technology systems it uses and the BDS vehicle fleet. BDS's 5-Year Financial Plan incorporates current and future costs for repair, renewal, and replacement of these assets. Costs for the vehicle fleet are assigned proportionally to the bureau programs that use fleet vehicles; costs for the technology systems are assigned proportionally to all bureau programs.

### Program Information

<b>Program Contact:</b>	Doug Morgan
<b>Contact Phone:</b>	(503) 823-5824
<b>Website:</b>	<a href="https://www.portlandoregon.gov/bds/">https://www.portlandoregon.gov/bds/</a>

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**OUTCOME MEASURES**

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Estimate	FY 2022-23 Target	Strategic Target
DS_0043	Number of code enforcement fee waivers granted		247	170	410	250	250

**EFFICIENCY MEASURES**

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Estimate	FY 2022-23 Target	Strategic Target
DS_0002	Number of commercial inspections per day, per inspector	X	11.80	9.90	11.80	12.00	14.00
DS_0009	Number of residential inspections per day, per inspector	X	21.48	17.82	19.00	19.50	20.00
DS_0028	Percentage of pre-issuance checks completed within two working days of last review approval	X	45%	37%	44%	50%	75%
DS_0034	Percentage of residential plans reviewed by all bureaus within scheduled end dates	X	72%	39%	45%	60%	85%
DS_0035	Percentage of commercial plans reviewed by all bureaus within scheduled end dates	X	50%	34%	45%	55%	75%
DS_0050	Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	X	68%	50%	87%	90%	95%
DS_0051	Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	X	73%	42%	25%	35%	80%
DS_0003	Percentage of commercial inspections made within 24 hours of request		94%	97%	96%	96%	96%

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DS_0011	Number of inspection trips reduced due to multi-certified inspectors	14,877	11,887	11,950	13,500	13,500
DS_0027	Percentage of building permits issued over the counter the same day as intake	45%	21%	25%	30%	45%
DS_0032	Average number of working days to first review	11.28	15.51	11.26	11.35	11.50

#### OUTPUT MEASURES

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Estimate	FY 2022-23 Target	Strategic Target
DS_0018	Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	X	1,460	743	556	536	536
DS_0019	Number of properties cleaned up		1,799	1,166	1,456	1,612	1,612

#### WORKLOAD MEASURES

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 Estimate	FY 2022-23 Target	Strategic Target
DS_0001	Number of Commercial Inspections		61,233	41,584	36,500	41,800	41,800
DS_0004	Number of enforcement cases prepared and presented to Code Hearings Officer (All case types: Zoning, EDPEP, Housing, Nuisance)		6	2	3	6	6
DS_0005	Number of zoning code violation statistics (cases, inspections, and letters)		3,166	3,447	2,883	3,256	3,256

City of Portland  
**Bureau of Development Services**  
 PM1. Report for FY 2022-23 Requested Budget

DS_0006	Number of home occupation permits issued	120	107	75	108	108
DS_0007	Number of properties assessed code enforcement fees	167	232	270	243	243
DS_0008	Number of Residential Inspections	101,076	84,661	83,420	95,200	96,000
DS_0012	Number of Land Use Review and Final Plat Applications	571	461	470	525	525
DS_0016	Number of nuisance inspections	5,651	3,428	3,960	4,780	4,370
DS_0017	Number of housing and derelict buildings inspections	3,270	2,074	1,806	3,432	2,077
DS_0020	Number of issued commercial building permits	2,498	1,939	2,150	2,460	2,460
DS_0021	Number of issued residential building permits	4,346	4,199	4,920	5,610	5,610
DS_0022	Total number of issued commercial and residential building permits	6,844	6,138	7,070	8,070	8,070
DS_0023	Number of electrical permits	14,007	13,726	14,500	16,430	16,430
DS_0024	Number of mechanical permits	9,469	10,029	11,270	12,770	12,770
DS_0025	Number of plumbing permits	9,313	8,952	8,460	9,590	9,590
DS_0026	Number of sign permits	502	357	550	560	560
DS_0031	Number of site development plan reviews	3,715	4,316	5,030	5,800	5,800

City of Portland  
**Bureau of Development Services**  
 PM1. Report for FY 2022-23 Requested Budget

DS_0040	Number of housing intakes	1,413	1,205	1,022	1,108	1,108
DS_0041	Number of nuisance intakes	2,755	2,006	2,346	2,456	2,456
DS_0042	Number of code enforcement fee waiver requests	296	219	480	300	300
DS_0044	Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	2,513	1,434	1,808	1,956	1,882
DS_0045	Number of site development permit inspections	304	347	380	390	390
DS_0046	Number of site development land use case reviews	721	480	550	570	570
DS_0047	Number of sanitation permits and evaluations issued	393	342	325	340	340
DS_0048	Number of construction code violation cases	264	81	85	85	85

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**DP: 13000 - Expand BIPOC Small Business Support****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$124,378 in one-time Recreational Cannabis Fund monies to support and expand the BDS Small Business Empowerment Program by 1.0 FTE Coordinator II. The Small Business Empowerment Program is specifically designed to provide critical services and support for Black people, Indigenous people, people of color, and/ or people with disabilities who own or want to start a small business and need help understanding how to select a tenant space with zoning and development requirements in mind, and/or need help with the permitting process. This package aligns with Council's key priority area of a 'shared economic recovery' by its focus on providing services and support for Black people, Indigenous people, people of color, and/ or people with disabilities and fosters compliance with the City's equity goals.

**Service Impacts**

The Small Business Empowerment Program seeks to empower historically underserved communities, including Black people, Indigenous people, people of color, and/or people with disabilities. These communities will benefit from continued and sustained culturally specific design, co-creation and implementation of BDS services, while addressing the critical and urgent needs of vulnerable Portlanders now. The program assists historically marginalized people who want to start a business, or existing business owners who have experienced disproportionate barriers in the development review process, creating opportunities to successfully obtain permits for their properties. Additionally, during the COVID-19 pandemic, assistance is provided to help small business owners survive through modifying their business operations and permitting changes to their physical spaces, for example, by restaurants creating dining areas in their parking lots.

The work of the program extends to collaborating with the services BDS provides, including zoning code administration, permitting services, plan review, inspections, and compliance. Program coordinators are providing specialized ongoing and direct assistance, education, research and solutions for clients within an equity framework.

Measuring proposal's effectiveness:

- Increased number of clients served by the Small Business Empowerment Program.
- More proactive and effective early information and assistance to BIPOC small business owners who are in need of assistance in permitting their projects.

Plan Sunset: The one-time Recreational Cannabis Fund monies will provide the seed funds needed to begin to hire and train staff for this work. BDS would continue this work using revenue generated from fees and charges for services after the one-time funds expire.

**Equity Impacts**

The Small Business Empowerment Program was created to directly improve outcomes for historically underserved communities, including Black people, Indigenous people, people of color, and/ or people with disabilities. Over time, the program will reduce the number of code violations and work without permit by building relationships in culturally specific communities making BDS more trusted and accessible, equipping BIPOC property owners and business owners with information to help them make informed choices that will ultimately save them money, time, and frustration through BDS's proactive outreach, education, and technical assistance approaches.

**Budget Detail**

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
Major Object Name		Expense				
227000	Personnel	124,378	0	0	0	0
	<b>Sum:</b>	<b>124,378</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Major Object Name		Revenue				
203000	Fund Transfers - Revenue	0	0	0	0	0
227000	Fund Transfers - Revenue	124,378	0	0	0	0
	<b>Sum:</b>	<b>124,378</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Position Detail**

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
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Position Detail					
Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003028 - Coordinator II	1.00	80,278	0	37,959	124,378
<b>Total</b>	<b>1.00</b>	<b>80,278</b>	<b>0</b>	<b>37,959</b>	<b>124,378</b>

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**DP: 13001 - Permitting Support for BIPOC Portlanders****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$124,378 in one-time General Fund monies to support and expand capacity in the BDS Empowered Communities Program with the addition of a 1.0 FTE Coordinator II position.

The Empowered Communities Program is designed to provide critical services and support for Black people, Indigenous people, people of color, and/or people with disabilities. This package provides the resources necessary to expand support for homeowners who are working with BDS to get their property into compliance with current requirements, and lack the language skills, knowledge, and/or resources to navigate the permitting system.

By specifically designing services to improve permitting and compliance outcomes for these communities, this package and the Empowered Communities Program aligns with Council's key priority area a 'shared economic recovery'. The package also fosters compliance with the City's equity goals.

**Service Impacts**

The Empowered Communities Program seeks to empower historically underserved communities, including Black people, Indigenous people, people of color, and/or people with disabilities. These communities will benefit from continued and sustained culturally specific design, co-creation and implementation of BDS services, while addressing the critical and urgent needs of vulnerable Portlanders now.

The work of the programs within the Empowered Communities Program extends to collaborating with the services BDS provides, including zoning code administration, permitting services, plan review, inspections, and compliance. Program coordinators are providing specialized ongoing and direct assistance, education, research, and solutions for clients within an equity framework.

Measuring proposal's effectiveness:

- Increased number of clients served by the Empowered Neighborhoods Program, doubling capacity.
- Reduced amount of work done without a permit.

Plan Sunset: The one-time General Fund monies will provide the seed funds needed to begin to hire and train staff for this work. BDS would continue this work using revenue generated from fees and charges for services after the one-time funds expire.

**Equity Impacts**

The Empowered Communities Program was created to directly improve outcomes for historically underserved communities, including Black people, Indigenous people, people of color, and/or people with disabilities. Over time, these programs will reduce the number of code violations and work without permit by building relationships in culturally specific communities making BDS more trusted and accessible, equipping BIPOC property owners and business owners with information to help them make informed choices that will ultimately save them money, time, and frustration through BDS's proactive outreach, education, and technical assistance approaches.

Equitable Access - Historically underserved communities will experience increased access to services and programs through culturally relevant and responsive practices and policy.

Stabilization - In order to combat the negative impacts related to the affordability of housing, including increased displacement and instability, increasing houseless populations, maintaining ownership against predatory practices, business recovery and economic resiliency, historically underserved communities will experience improved economic opportunities, livability and safety through collaboration of historical and emerging partnerships, so that they can remain housed and in place, and their businesses can adapt, survive and ultimately recover. The Empowered Communities Program supports BIPOC in getting their projects permitted. In the area of support for the arts community, Portland is suffering as it has become a far less desirable place for investors and in-migration. The Portland arts community is a big part of what makes the city vibrant and attractive, so support to this community, particularly BIPOC artists to help them survive and then recover is critical to the overall economic recovery for Portland.

Empowerment - Historically underserved communities will gain power and autonomy concerning their property, small business and tenancy, arts venues, and savings realized through clean energy/energy retrofitting as well as increased property values from those investments in their property. Through education, engagement, and intentional proactive the bureau is working to avoid causing any further harm in working with people who have been discriminated against, traumatized, shamed, or humiliated previously, in working with government. Building trust and relationships takes time, authenticity, and sustained investment in this effort. The bureau is working to create opportunities for participation and ownership of future community and individual growth, empowerment, and wealth generation.

**Budget Detail**

Fund	Major Object Name	2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
		Expense				
203000	Personnel	124,378	0	0	0	0

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## Budget Detail

Fund	2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
<b>Major Object Name</b>	<b>Expense</b>				
<b>Sum:</b>	124,378	0	0	0	0

	<b>Major Object Name</b>	<b>Revenue</b>			
203000	Fund Transfers - Revenue	124,378	0	0	0
<b>Sum:</b>		124,378	0	0	0

## Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003028 - Coordinator II	1.00	80,278	0	37,959	124,378
<b>Total</b>	<b>1.00</b>	<b>80,278</b>	<b>0</b>	<b>37,959</b>	<b>124,378</b>

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## DP: 13002 - Shelter &amp; Pre-School Permitting Support

DP Type

Priority

New

ADD

0

Yes

## Package Description

This decision package requests \$124,210 in one-time General Fund monies to fund 1.0 FTE Development Services Project Coordinator to assist shelter and Pre-School for All projects through the permitting process. The City is in a housing crisis and it is critical that shelters are up and running quickly. The non-profit providers of shelters need a single point of contact at BDS with capacity to assist and manage the permitting process at BDS. Additionally, this same employee will be the point of contact to assist customers seeking permits for new pre-schools as part of the Pre-School for All Multnomah County initiative. This initiative approved by Multnomah County voters in November 2020, has the goal of enrolling up to 1,000 kids in the fall of 2022, focused on 3- and 4-year olds, increasing demand for these types of projects in FY 2022-23. This decision package aligns with Council's key priority area of 'houselessness' and a 'shared economic recovery' through additional support for shelter projects and pre-school projects.

## Service Impacts

Addressing houselessness is one of Council's priority areas and support for Pre-School for All projects is needed to move these projects efficiently through the permitting system. Funding this position will provide shelter and Pre-School for All projects a single point of contact. The position will provide the permitting information necessary to all interested parties, intake and set up projects in the permitting systems, coordinate reviewers to provide additional code details for these projects and their permits. They will also update and create informational resources and web content specifically related to these project types and represent BDS at City meetings related to shelters.

Measuring proposal's effectiveness:

- Shelter and Pre-School for All projects experience greater customer service and support, enabling a more efficient permitting process.

Plan Sunset: The one-time General Fund monies will provide the seed funds needed to begin hire and train staff for this position. BDS would continue this work with revenue from fees and charges for services after the one-time funds expire.

## Equity Impacts

This request will improve services provided on projects that impact some of the City's most vulnerable populations and allow these projects to move through the permitting process more efficiently and quickly.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
Major Object Name		Expense				
203000	Personnel	124,210	0	0	0	0
Sum:		124,210	0	0	0	0

Major Object Name		Revenue				
203000	Fund Transfers - Revenue	124,210	0	0	0	0
Sum:		124,210	0	0	0	0

## Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000335 - Development Services Project Coord	1.00	80,153	0	37,926	124,210
<b>Total</b>	<b>1.00</b>	<b>80,153</b>	<b>0</b>	<b>37,926</b>	<b>124,210</b>

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**DP: 13003 - Tenant Health & Rental Housing Safety****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$134,749 in one-time General Fund monies to support the addition of a 1.0 FTE Office Support Specialist II position within the BDS Neighborhood Inspections Program as well as engage a consultant to identify community priorities and support for changes to promote equity within program operations and relevant regulatory code. The Neighborhood Inspections program provides critical property compliance inspections, responding to a wide variety of housing and building conditions. The program has focuses on public health and safety issues Citywide. The backbone and support for this work lies with the administrative team managing the legal notices, billing, case and permit set-ups, and most importantly customer service for all the residents and property owners across Portland. This package aligns with Council's shared priority area of 'livability' by providing additional support for teams focused on improving living conditions Citywide.

**Service Impacts**

The quantity of short-term rental applications, as well as online and over the phone code violation complaints have been increasing over the years. This has resulted in a backlog in processing short term rental applications, which is expected to be exacerbated once COVID restrictions are lifted. This position is needed to help keep up with workload and provide customer service for all residents and property owners Citywide.

In addition to helping address workload demand processing short term rental applications, this position provides critical support for the Neighborhood Inspections Program which works to resolve serious health and sanitation concerns throughout the City, impacting livability and businesses in neighborhoods.

The recent audit focusing on the BDS code compliance efforts brought forward issues related to the equity and service impacts of the current complaint driven system. The consultant would be tasked with building upon the findings of the 2021 audit and deliver detailed options/recommendations for changes with substantial community support. They would work closely with bureau staff and management to assess initiatives and efforts already completed, in progress, proposed, and look at models and approaches from other communities to determine program best practices.

Measuring proposal's effectiveness:

- Elimination of the backlog of Accessory Short Term Rental applications, which are currently backed up to April 2021.
- Timely customer service in responding to nuisance issues Citywide and better ability to achieve resolution of serious health and sanitation issues.

Plan Sunset: The one-time General Fund monies will provide the seed funds needed to begin to hire and train staff for this work. BDS would continue this work using revenue generated from fees and charges for services after the one-time funds expire.

**Equity Impacts**

A large portion of the case work in Neighborhood Inspections is focused on directly serving the community, with administrative staff often the initial point of contact. A majority of the work and complaints handled directly support low-income, elderly, and handicapped property owners and other marginalized residents in rental housing, houseless residents camping on private property with urgent housing issues, and protecting the public and those without a voice from nuisance issues affecting health and safety. Hiring a consultant focusing on BDS code compliance efforts related to equity impacts of the current complaint driven system will help the bureau move forward its efforts in making this program's work more equitable.

**Budget Detail**

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	<b>Major Object Name</b>	<b>Expense</b>				
203000	External Materials and Servi	60,000	0	0	0	0
203000	Personnel	74,749	0	0	0	0
	<b>Sum:</b>	<b>134,749</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
203000	Fund Transfers - Revenue	134,749	0	0	0	0
	<b>Sum:</b>	<b>134,749</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Position Detail					
Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000012 - Office Support Specialist II	1.00	42,942	0	28,522	74,749
<b>Total</b>	<b>1.00</b>	<b>42,942</b>	<b>0</b>	<b>28,522</b>	<b>74,749</b>

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## DP: 13004 - Climate Action - Expedited Solar Permitt

DP Type

Priority

New

ADD

0

Yes

## Package Description

This decision package requests \$105,301 in one-time General Fund monies to fund a 1.0 FTE Development Services Technician II. The request will enable the bureau to develop and implement a program to assist customers seeking solar permits, and to expedite Solar Permitting. The City of Portland understands the crisis associated with climate change, and the critical need to add capacity to support Portlanders as they seek to install solar panels, particularly with Portland Clean Energy Fund (PCEF) allocations for these projects. It is important that the permitting of these projects run quickly and smoothly so word will spread that the permitting piece of these projects is easy. This decision package aligns with Council's priority area of 'livability' through improved climate action outcomes making the City more livable for residents and fosters compliance with the City's climate policy goals.

## Service Impacts

Funding a dedicated FTE for permit applications will ensure permit intake and pre-issuance turnaround time goals of same or one day turnaround are met. Increased solar permit activity resulting from PCEF grants and outreach will advance the City's adopted climate policy goals. A dedicated FTE will also position the bureau for better response to the applicant needs, including more technical support and training in the solar submittal process. This staff will also ensure timely and consistent communication between the applicant and the City.

Measuring proposal's effectiveness:

- Timely and efficient turnaround on permitting solar projects
- Applicants will better understand and meet the minimum submittal requirements for solar permit applications
- Improved customer experience for solar permit applicants
- Solar permit submittals, reviews, and issuance will be more consistent and predictable
- Increased communication and outreach to contractors and applicants of color on solar permit projects

Plan sunset: The one-time General Fund monies will provide the seed funds needed to begin hire and train staff for these critical positions. BDS would continue this work with revenue from fees and charges for services after the one-time funds expire.

## Equity Impacts

The dedication of one-time General Fund monies to solar permitting would help ensure the bureau has more resources available for all bureau programs, including work directed towards provision of more equitable services. In coordination with PCEF, the bureau will engage with applicants and contractors of color to communicate solar permit requirements and processes, and help meet their permitting needs (how to apply, minimum submittal requirements, technology support, etc.) for these projects.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	Major Object Name	Expense				
203000	Personnel	105,301	0	0	0	0
	Sum:	105,301	0	0	0	0

	Major Object Name	Revenue				
203000	Fund Transfers - Revenue	105,301	0	0	0	0
	Sum:	105,301	0	0	0	0

## Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000333 - Development Services Technician II	1.00	65,926	0	34,332	105,301
Total	1.00	65,926	0	34,332	105,301

**DP: 13006 - Improve Multi-Bureau Permitting System****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$436,614 in one-time General Fund monies to fund 3.0 FTE and a training consultant focused on Citywide development review continuous improvement efforts, customer support, and customer service training, which are critical to improving service delivery quality, timeliness, and efficiency.

- 1.0 FTE DS Tech II on the Customer Success Team to advance the bureau's goal of providing a single portal for customer complaints, general feedback, suggestions for improvement, and support to facilitate customer service solutions.
- 1.0 FTE Analyst II focused on project management for Citywide development review process improvement efforts.
- 1.0 FTE Business Systems Analyst III focused on business systems analysis in support of continuous improvement efforts.
- \$40,000 to fund a consultant to work on developing continuous improvement methodology training for bureau and interagency partner staff involved in the development review process.

Improving the development review and permitting systems aligns with Council's priority area of a 'shared economic recovery' by improving service outcomes Citywide and contributes to demonstrable improvement of BDS's customer service and performance.

**Service Impacts**

The March 2021 City Auditor's Report on the Building Permit Review process identified multiple areas needing improvement, including the need to effectively address inefficiencies in the development review process as well as poor and inequitable customer service Citywide in the development review process. BDS is invested in improving the Citywide development review process effectiveness and efficiency, and customer experience outcomes through adoption of a continuous improvement culture and improving its customer service outcomes.

The expansion of the Customer Success Team will both ensure customer success and give support to all permitting bureau staff by responding to the increased customer inquiries, feedback and permit project frustrations. The program tracks feedback to ensure that the development review process is timely, predictable, and accountable for equitable development outcomes through the collaboration of all permitting bureaus. A primary focus of the Customer Success Team is to coordinate with management, Council Offices, and interagency partners to achieve balanced outcomes for all development customers. The capacity of the team must expand to continue development of the program and effectively serve our customers and improve the permitting processes. The additional position allows the Customer Success Team the ability to continue their work on the Permit Task Force managed by Commissioner Ryan and Commissioner Mapps. The position would work with the appropriate development groups to advance and communicate customer service solutions and identify root causes of recurring issues impacting all development review bureaus.

Customers provided feedback that process inefficiency created barriers to success and the City Auditor identified risks associated with inefficient process, including that developers may choose to build elsewhere resulting in economic loss for the City, and that residents might proceed with unpermitted construction, posing a risk to health and safety for occupants. The Auditor's report also indicated that better management was necessary to address long-standing inability to meet customer needs in the Citywide development review process. These positions would help to address effective business process improvement needs, while also providing managers and supervisors with needed performance metrics to effectively manage performance and providing effective project management to facilitate effective Citywide collaboration on improving the development review process.

BDS has begun continuous improvement training and process improvement with a small group of staff. Hiring a consultant to help with development of this training will help move this work forward quickly to the benefit of all City bureaus and staff involved in development review. Expanding the knowledge of, and opportunities for application of, continuous improvement methodologies to additional City staff involved in the development review process will help with efforts to improve the permitting process related to timelines, quality of service, and process efficiency. The investment in continuous improvement training will align continuous improvement approach and improve the engagement and meaningful contributions of staff. Investment in these efforts will have short and long-term benefits and ensure continuous improvement becomes an ongoing cultural approach rather than a one-time process improvement project.

**Measuring proposal's effectiveness:**

- Better support and outcomes in resolving inter-bureau conflicts.
- More effective customer service when responding to customer complaints and inquiries.
- Employees will have the tools necessary to provide excellent customer service to all customers seeking to engage in the development review process.
- Customers will experience improved customer service delivery City-wide in the development review process, mitigating economic loss and risks of health and safety risks.
- Managers and supervisors in the development review process will have shared customer service values and performance expectations for staff and will be better positioned to effectively manage performance.
- City leadership in the development review process, including managers and supervisors, will have the necessary data to effectively manage performance.
- Customers will experience shorter development review timelines and improved quality of service, with a decrease in inefficient or duplicative efforts as business process improvements are implemented.
- Customers will be engaged for feedback on service to inform performance management strategies and future process improvement efforts.
- Development review bureaus will be effectively engaged in development and implementation of business process improvements, with improvement in transparent communication and alignment on project goals and objectives.

**Plan Sunset:** The one-time General Fund monies will provide the seed funds needed to begin hiring and training staff for this work. BDS would continue this work using revenue generated from fees and charges for services after the one-time funds expire.



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## Equity Impacts

As part of the bureau's continuous improvement efforts, the Customer Success Team will help identify efficiencies in the permitting process allowing permit review groups to focus their time and effort towards the unserved communities. Through the effective use of data, accountability will remain a focus and allow for inclusive and equitable services.

Language access, disability access, and culturally appropriate customer service will be addressed through the customer service training program to address service delivery equity impacts.

Continuous improvement efforts focused solely on gaining efficiency may pose additional equity impact risks, as underserved community needs requiring additional time to address may be sacrificed for quicker "wins". Funding the requested package will ensure that equity remains a focus in Citywide continuous improvement efforts, through effective data, process, and systems analysis efforts and through comprehensive project management, inclusive of equitable service planning and alternate service pathway options, when appropriate.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
Major Object Name		Expense				
203000	External Materials and Servi	40,000	0	0	0	0
203000	Personnel	396,614	0	0	0	0
	<b>Sum:</b>	<b>436,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Major Object Name		Revenue				
203000	Fund Transfers - Revenue	436,614	0	0	0	0
	<b>Sum:</b>	<b>436,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000333 - Development Services Technician II	1.00	65,926	0	34,332	105,301
30003007 - Analyst II	1.00	89,055	0	40,177	136,044
30003012 - Business Systems Analyst III	1.00	103,522	0	43,828	155,269
<b>Total</b>	<b>3.00</b>	<b>258,503</b>	<b>0</b>	<b>118,337</b>	<b>396,614</b>

**DP: 13007 - Citywide Permitting Technology Support****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$396,466 in one-time General Fund monies to fund 3.0 FTE in support of critical technology projects impacting the Citywide development review process. An increasing number of permitting software enhancement projects are necessary to improve efficiencies and service delivery. In addition to the main permitting software, AMANDA, an increasing number of software applications are being implemented and customized to meet City development review needs. The capacity of the Technology, Training, and Continuous Improvement Division needs to expand to effectively address the increasing demand for technology project development, implementation, support, and maintenance. Requested funding includes resources for:

- 1.0 FTE Supervisor I to provide effective supervision of Citywide stakeholder technology support, create consistent technology support processes, monitor team performance, and develop staff to aid in succession planning within the Division
- 1.0 FTE Analyst II to develop and deliver technology training to City development review staff and customers to support effective service delivery and customer success
- 1.0 FTE Business Systems Analyst I to build capacity in the Technology Team to effectively and efficiently address stakeholder technology support needs

Improving technology support for the City's permitting systems aligns with Council's priority area of a 'shared economic recovery' by improving service outcomes Citywide and contributes to demonstrable improvement of BDS's customer service and performance.

**Service Impacts**

The request will both ensure the City can meet the demands for predictable and timely permitting of construction projects, and will be positioned to respond to increased development activity during the economic recovery and contribute to long-term effectiveness of the City's development review services. Investor confidence in Portland has dropped significantly, and part of the issue is concern about the complexity of regulations, and the City's ability to deliver timely, predictable permitting services. The City must invest in: a) maintaining an experienced, knowledgeable workforce to avoid further impeding Portland's economic survival and recovery; and b) the technology projects, technology support, customer success efforts (including customer training) and process improvement work necessary to streamline the City's development review processes. The benefits of providing additional resources needed to streamline, support and accelerate the City's development review process will be felt Citywide. Additional support for BDS and interagency partner bureaus will help make the development review process more efficient and timely, which will reduce costs and financial burden on both the City and customers, supporting the economic recovery.

BDS is funded almost entirely by fee revenue which has been heavily impacted by the economic impacts of COVID-19. As the workload composition has shifted from permits for large, high valuation commercial projects to permits for small residential alterations, the bureau's ability to cover its costs with fee revenue has been significantly impacted, while demand for timely, predictable permitting and inspections work remains.

The public health concerns of COVID-19 drove an accelerated massive change in BDS operations, from in-person and paper-based systems to remote, online systems using digital plans. The foundations for these systems have been created, but much work remains to further automate steps and further program the AMANDA and ProjectDox software to make the system more efficient, and to be able to collect data and performance metrics from the system(s) that are needed to monitor the timeliness of service delivery, to be able to continue to identify bottlenecks and delays and address them. There is a large backlog of work necessary to make the software function as needed to both manage performance and provide efficient permitting services to the community. Technology support needs are also increasing as new software applications are adopted and technology enhancement projects are delivered.

The training development and support needs addressed by this package is currently being completed by contract workers, but the need is ongoing. This package funds this work on an ongoing basis through the addition of a permanent position.

Approving this package will provide resources to make critically needed system and process improvements in FY 2022-23, ensuring the City is able to meet current demands, and is poised to respond to increased development activity during the economic recovery.

**Measuring proposal's effectiveness:**

- Technology support processes will be more clearly defined and consistently applied, with an increase in timeliness and quality of performance.
- Technology project development and delivery will be more efficient, and the volume of technology projects will increase, helping to provide greater efficiencies in the development review process. Staff and customers will have the training, information, and support necessary to be successful.
- TTCI Division staff will have effective access to and support during professional development opportunities, helping to provide essential pathways to career advancement while retaining talent and preventing knowledge drain.

Plan Sunset: The one-time General Fund monies will provide the seed funds needed to begin to hire and train staff for these critical positions. BDS would continue this work with revenue from fees and charges for services after the one-time funds expire.

**Equity Impacts**

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As mentioned, the public health concerns of COVID-19 drove an accelerated massive change in BDS operations, from in-person and paper-based systems to remote, online systems using digital plans. This movement towards online services creates additional technology support needs, which this decision packages funds. When providing online services, BDS and interagency partners are expanding overall access to Citywide development review processes. Customers who would previously have found it difficult to drive downtown and access services in person during work hours, can now access these same services remotely and after hours. These online services represent a true expansion of access, as BDS is preserving in person services for those who prefer interacting in this way.

During times of economic expansion, the bureau has more resources available for all bureau programs, including work directed towards provision of more equitable services. However, during an economic downturn the bureau faces resource constraints which can make achievement of equity goals more challenging. The bureau strives to continue the prioritization of equity work even during a downturn, but the approval of this package will provide the bridge resources necessary to ensure adequate funding for the bureau's various equity initiatives.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	<b>Major Object Name</b>	<b>Expense</b>				
203000	Personnel	396,466	0	0	0	0
	<b>Sum:</b>	<b>396,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
203000	Fund Transfers - Revenue	396,466	0	0	0	0
	<b>Sum:</b>	<b>396,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30003007 - Analyst II	1.00	89,055	0	40,177	136,044
30003010 - Business Systems Analyst I	1.00	80,278	0	37,959	124,378
30003103 - Supervisor I - E	1.00	89,055	0	40,177	136,044
<b>Total</b>	<b>3.00</b>	<b>258,388</b>	<b>0</b>	<b>118,313</b>	<b>396,466</b>

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**DP: 13008 - ARPA LFRF: BDS Budget Note \$8.3 Million****DP Type****Priority****New**

ARPA

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No

**Package Description**

This packages formally requests the \$8.3 million ARPA funding allocated to BDS via budget note attached to its FY 2021-22 budget. The budget note reads as follows:

**Sustaining Development Services Capacity to Promote Economic Recovery**

The pandemic is significantly impacting development services revenue, forcing a reduction in critical services that are foundational to stimulating Portland's recovery from crisis. City Council directs the Office of Management and Finance, Bureau of Revenue and Financial Services (BRFS) to earmark \$8.3 million in second tranche federal stimulus ARPA resources to prevent immediate layoffs, delay potential layoffs, and sustain current service levels within the Bureau of Development Services. Upon receipt of second tranche resources in the Spring of 2022, BRFS shall review the Bureau of Development Services' updated five-year financial forecast. If the forecast remains the same or worse than the five-year forecast presented during FY 2021-22 budget development, \$8.3 million in ARPA resources shall be allocated to backfill bureau revenue loss as eligible under Treasury guidance. If the Development Services forecast has improved from its current 2021 state and the bureau is not proposing layoffs during FY 2022-23 budget development, Council may choose to allocate up to \$8.3 million in ARPA resources in consideration of other priority needs for the federal resources. If the actual revenue collections are significantly lower than the forecast presented during FY 2021-22 budget development or the updated forecast is significantly worse, the bureau may proceed with layoffs at any time prior to the receipt of the \$8.3 million.

**Service Impacts****Equity Impacts****Budget Detail**

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	Major Object Name	Expense				
203000	Contingency	8,300,000	0	0	0	0
203000	Personnel	-8,300,000	0	0	0	0
217023	Personnel	8,300,000	0	0	0	0
	<b>Sum:</b>	<b>8,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Major Object Name	Revenue				
203000	Fund Transfers - Revenue	0	0	0	0	0
217023	Fund Transfers - Revenue	0	0	0	0	0
217023	Intergovernmental	8,300,000	0	0	0	0
	<b>Sum:</b>	<b>8,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DP: 13044 - Neighborhood Inspections Program Support****DP Type****Priority****New**

ADD

0

Yes

**Package Description**

This decision package requests \$1.2 million in one-time General Fund monies necessary to maintain service delivery and continuity of operations of the Neighborhood Inspections Program. Funding this request mitigates the projected FY 2022-23 reserve draw, brings the program to cost recovery, and allows the bureau to maintain staffing levels to serve the community through the multiple emergencies disproportionately impacting our most vulnerable community members. This package aligns with Council's shared priorities of 'livability' and 'shared economic recovery' by providing funding necessary to maintain service delivery and continuity of operations for a program focused on improving living conditions Citywide.

**Service Impacts**

The Neighborhood Inspections Program has experienced multiple years of decreasing revenues and resource uncertainty. It has been drawing down program reserves for several years and at the current rate of draw reserves will be entirely depleted in mid-FY 2022-23. In FY 2021-22 BDS requested \$1.2 million in one-time funding to eliminate the reserve draw and was allocated this funding through ARPA. With that additional funding the program is projected to end the fiscal year near cost recovery. These successive one-time requests illuminate the need for ongoing General Fund monies for this program in order to maintain financial stability. Since ongoing funding is not available through the FY 2022-23 Requested Budget process, BDS is again requesting funding, \$1.2 million, to eliminate the draw on reserves during the fiscal year.

This program serves some of the most vulnerable members of our community, including doing inspections when tenants call in complaints about dangerous conditions in their apartments, inspections of Adult Care Homes, health and safety issues such as hoarding situations, dangerous buildings, and safety inspections of apartment buildings that pre-date the 1972 building code. The goal of this program is to gain compliance. If BDS is successful in gaining compliance, less revenue from fines and penalties is generated, and the program is unable to achieve cost recovery.

Services provided by the Neighborhood Inspections Program are vital to communities of color, immigrant, and refugee communities and/or people living with a disability. Nuisance abatement is often completed in non-affluent neighborhoods where responsible parties are unable or unwilling to maintain their properties in compliance with the City's minimum nuisance standards. If left unabated, these health/sanitation violations will remain, potentially resulting in a blighted, long vacant structure with a pending demolition order by the Hearings Officer, impacting other properties, neighborhood businesses and general neighborhood livability. These structures are often an attractive nuisance for criminal activity until abated.

This work benefits the community as a whole and should receive ongoing General Fund support. The bureau should not have to fund this program through fines and penalties as the property owners in these situations are often already experiencing extreme hardship, such as mental health issues, disabilities, extreme poverty, or combinations of these hardships. In the absence of ongoing General Fund support, the bureau is asking for one-time General Fund support to maintain service levels through FY 2022-23.

**Measuring proposal's effectiveness:**

- Operations and service levels are maintained in the Neighborhood Inspections Program.
- Program maintains positive reserves in FY 2022-23. Without funding this program will deplete its reserves.

**Plan Sunset:** The one-time General Fund monies will provide the funds needed to maintain operations and current service levels in FY 2022-23. This program requires additional ongoing General Fund monies to be financially stable. The bureau may need to request one-time or ongoing General Fund monies in future budget cycles.

**Equity Impacts**

The Neighborhood Inspections Program performs work which benefits underserved and marginalized communities. Property maintenance inspections protect the community from unsafe and unsanitary conditions in both residential and commercial buildings through a variety of enforcement inspection programs. Buildings and housing units in disrepair often disproportionately effect low-income communities and communities of color due to affordability issues and a historic lack of access to resources. Rental housing inspections also serve tenants in low-income housing that is being poorly maintained. Approving this package will ensure the program's ability to support and promote the City's work in creating equity throughout Portland communities, and supporting safe and healthy housing, especially for the most vulnerable.

**Budget Detail**

Fund	Major Object Name	Expense	2022-23 Request	2022-23 CBO	2022-23	2022-23	2022-23 Adopted
			- V52 with DP	Recommended-V53	Proposed-V54	Approved - V55	- V56
203000	Contingency		1,200,000	0	0	0	0
203000	Personnel		0	0	0	0	0
	<b>Sum:</b>		<b>1,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
Major Object Name		Revenue				
203000	Fund Transfers - Revenue	1,200,000	0	0	0	0
Sum:		1,200,000	0	0	0	0