Bureau of Development Services
FROM CONCEPT TO CONSTRUCTION

FIVE-YEAR FINANCIAL PLAN

FISCAL YEARS 2019-20 THROUGH FY 2023-24

Submitted February 4, 2019

City of
Portland, Oregon
Bureau of Development Services
FROM CONCEPT TO CONSTRUCTION

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February 4, 2019

To: Mayor Ted Wheeler
Commissioner Chloe Eudaly
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Jo Ann Hardesty

From: Rebecca Esau, Director RE

Subject: Five-Year Financial Plan for the Bureau of Development Services FY 2019-20 through FY 2023-24

After multiple years of strong growth, the construction industry and the Bureau of Development Services (BDS) have been experiencing declines in the past year. While BDS was able to build healthy reserves during the construction boom, the bureau is currently drawing on reserves in most programs. The bureau has put in place cost savings measures to proactively manage the downturn. Despite the cooling market, BDS remains committed to:

- The six projects that make up the POPS Program, including
  - upgrading our current permit tracking system;
  - continuing our phased transition from paper to digital plan review;
  - expanding the functionality of our online customer portal, so customers can access more information and pay fees online;
- Redesigning the permitting process to make the system more efficient, smoother and faster for our customers;
- Operationalizing our 5-Year Racial Equity Plan across all aspects of our work, including our workforce, our systems and processes, our programs and services, and our interactions with the community;
- Building collaborative partnerships and a customer service culture.

11.0 fee-supported staff positions in Land Use Services will be eliminated in the FY 2019-20 Requested Budget in order to respond to current declines in workload. Managing a decline in revenue without disrupting service delivery is a major focus and element of the BDS Five-Year Financial Plan (FY 2019-20 through FY 2023-24). The Plan provides detailed information regarding the bureau's current financial status and five-year projections.

Financial Forecasting Model

BDS is fortunate to have the talents of the BDS Financial Advisory Committee, comprised of local economists and members of the Portland development community. Their input has been essential in validating and providing direction on the econometric models the bureau used for forecasting revenues in the Plan. As in previous years, these advisors found that BDS's model development and selection processes were comprehensive and valid and the resulting forecasts were reasonable and defensible.

In addition, BDS conducted sensitivity analysis and developed an alternative scenario which assumes that growth in real estate activity will be more subdued than anticipated over the next five years. Financial Advisory Committee members indicated that this scenario is less likely to occur and that the bureau can instead rely on the base scenario, which anticipates further decline in the immediate future followed by increases in the later years of the Financial Plan.

Financial Projection

Program revenues are expected to decrease substantially in the first year of the Financial Plan before returning to positive growth. The Plan decreases some positions to respond to projected decline in workloads and to maintain fiscal stability in the bureau's programs. BDS will strategically add or decrease staffing only as workload and revenues are realized.

Fees

The bureau did not change building permit fees in the last 5 years. For FY 2019-20, fee increases are considered in many programs, including Building/Mechanical, Facility Permit Program, Field Issuance Remodel, Site Development, Signs, Neighborhood Inspections, and Land Use Services. Flat rate fees and hourly charges will also be evaluated. Land Use Services fee changes are being considered effective April 1, 2019.

Funding for Portland Online Permitting System (POPS)

The Financial Plan accounts for the costs of the Portland Online Permitting System (POPS), with an upgrade of the permitting system software, a transition to electronic plan review software, and the addition of functionality to improve the way BDS and its customers interact and do business. BDS funds POPS solely with operating funds under both the base model (Appendices B and C) and the alternative model (Appendices D and E).

Summary

The decisions highlighted in the Financial Plan will ensure BDS's ability to achieve its foundational goals of offering and providing the best programs and services possible over the next five years. It is important to note that having a sound Financial Plan is only one of the components necessary to provide effective, timely development review services to the community. Development review and permitting work is not the bureau's alone, but relies on partner bureaus (PBOT, BES, Water, Fire and Parks) to make development review and permitting a priority. This includes dedicating sufficient resources to this work at a level necessary to provide the timely, quality service the community expects. It is critical that their respective Financial Plans, decisions on staffing levels and funding for these City-wide services are coordinated, to avoid impacts to service delivery.

BDS has increased its coordination with partner bureaus to address the issues and challenges holistically, rather than in isolation. The bureau is keenly aware of the impact and benefits that the decisions on each of these bureaus' Financial Plans will have on BDS customers, and BDS will be working proactively and creatively to advocate that sufficient staffing levels are in place at each of these bureaus; that programs and services are efficient, relevant, and timely; and that employees' skills and talents are utilized in a way that continues to benefit the community.

City of

PORTLAND, OREGON

Financial Advisory Committee

Bureau of Development Services

January 20, 2019

Portland City Council
1221 SW Fourth Avenue
Portland, OR 97204

Re: Bureau of Development Services FY 2018-19 5-Year Financial Plan

Dear Mayor Wheeler and City Commissioners,

As members of the BDS Financial Advisory Committee, we are writing to express our support for the methodology used by the Bureau of Development Services (BDS) to develop financial projections for its fiscal year (FY) 2019-20 Requested Budget and 5-Year Financial Plan (FY 2019-20 thru FY 2023-24).

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the City Budget Office.

In June 2010, the City Council directed the Office of Management and Finance to convene a committee of economic and commercial experts to review BDS's financial projections and 5-Year Financial Plan, in order to determine the financial feasibility of replacing the automated permit tracking system currently used by BDS and other City development bureaus. Since that time, the Committee has continued to meet each year to review and discuss BDS's financial projections and financial modeling methodology as part of BDS's budget planning process.

This year's Committee includes members with economic, real estate, and/or development background and expertise:

- Josh Harwood, City of Portland Economist
- Peter Hulseman, Northwest Economic Research Center
- Holly Huntley, Development Review Advisory Committee
- Jerry Johnson, Johnson Economics
- Mike Paruszkiewicz, Northwest Natural
- Jeff Renfro, Multnomah County
- Mike Wilkerson, ECONorthwest

We met with BDS senior managers and finance staff in December 2018 and January 2019. At those meetings, we discussed and provided input on the current regional and national economic situation and weighed various options for BDS's financial modeling process.

After multiple years of exceptional growth, development permitting activity in the Portland Metropolitan area has been experiencing a slowdown in the past year. As a result, BDS revenue is also experiencing declines. The bureau has been proactive in addressing the decline through cost savings measures. BDS was fortunately able to build healthy reserves during the construction boom, allowing the bureau time to recognize and respond to economic downturns. Coupled with cost savings measures, reserves should be adequate to sustain a relatively sharp but short downturn or provide the time for orderly BDS restructuring in the event of a more prolonged recession.

BDS has implemented a rigorous and intensive financial model development and selection process, testing hundreds of models, and selected five sets of models that were deemed the most appropriate. Final models for these programs, as well as forecasts produced by those models, were presented to us for review and discussion.

After thorough review, we found that BDS's projections for development activity in the Portland Metropolitan area are reasonable and defensible. These projections constitute BDS's "Base Case" scenario for FY 2019-20 through FY 2023-24. At the same time, it should be noted that BDS's revenue streams are extremely sensitive to changes in the economy, even in good times. For instance, a small rise in interest rates can negatively impact the viability of a number of construction projects. In addition, the accuracy of the 5-year forecast is quite susceptible to changes in local policies. The forecast cannot account for unforeseen changes to the zoning code, legislative actions, or changes in local political priorities. BDS always faces a level of uncertainty due to the inability of any forecast to accurately predict all future events. Additionally, there is general agreement that Portland, and the nation, are now well advanced in the growth portion of the current economic cycle, reflected in the potential for negative growth rates. The "Base Case" scenario programmatic growth rates are provided in the following table.

Programmatic Revenue Growth Rates

Program	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Building/Mechanical (Combined)	-13.5%	-0.7%	11.0%	4.2%	6.2%
Building	-14.1%	-0.7%	12.2%	5.3%	7.7%
Mechanical	-11.2%	-0.7%	6.6%	0.0%	0.3%
Electrical	-12.1%	-2.1%	8.8%	3.1%	2.7%
Plumbing	-9.5%	-0.7%	6.1%	0.4%	1.5%
Facilities Permits	-13.0%	-1.0%	10.4%	3.9%	5.5%
Field Issuance Remodel	-13.0%	-1.0%	10.4%	3.9%	5.5%
Site Development	-14.1%	-0.7%	12.2%	5.3%	7.7%
Environmental Soils	2.4%	2.4%	2.3%	2.2%	2.1%
Signs	1.5%	1.2%	1.1%	1.0%	1.0%
Zoning Enforcement	-14.1%	-0.7%	12.2%	5.3%	7.7%
Neighborhood Inspections	1.5%	1.2%	1.1%	1.1%	1.0%
Land Use Services Case Review	-7.2%	9.0%	9.9%	-0.8%	1.2%
Land Use Services Planning and Zoning	-14.1%	-0.7%	12.2%	5.3%	7.7%

As in prior years, BDS also prepared a "Worst Case" scenario, reducing the baseline scenario growth rates across all programs. The percentage reduction varies by year, beginning with more pronounced decreases, based on our estimates of economic trends over the forecast period. This approach has been used by the bureau in previous years and covers the unlikely event of sustained decreases in development activity during the forecast period when compared to the baseline scenario.

Beginning in FY 2017-18, the City Council directed this Committee to review expenditures in addition to revenues. BDS provided information regarding expenditures and possible cost savings measures for review and discussion. The Committee generally supports BDS' expenditure projections, and stresses the importance of responding quickly to changes in economic and development conditions as they occur.

BDS Financial Advisory Committee Members

Josh Harwood, City of Portland Economist
Peter Hulseman, Northwest Economic Research Center
Holly Huntley, Development Review Advisory Committee
Jerry Johnson, Johnson Economics
Mike Paruszkiewicz, Northwest Natural
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FISCAL YEARS 2019-20 THROUGH FY 2023-24

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CONTENTS

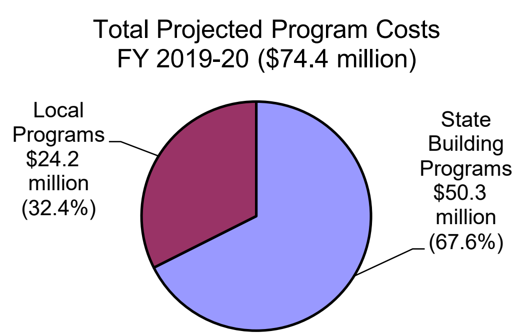
EXECUTIVE SUMMARY

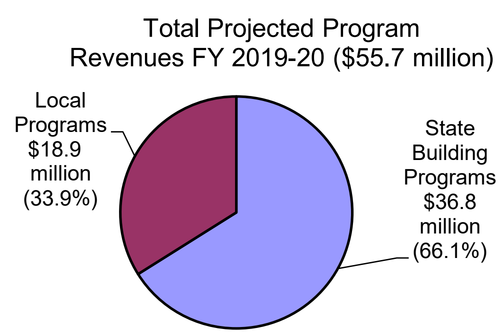
Financial Forecast

- The US economy is not expected to grow as fast as in previous years, with the possibility of a correction early in the 5-Year Forecast period.
- Construction remains one of the most volatile sectors of the economy, making it difficult to project revenues. However, the bureau continually improves its econometric models to better track construction industry activity.
- The bureau is almost entirely funded by fee revenue. This is a volatile funding source due to cyclical fluctuations in construction activity.
- Construction activity in the Portland Metropolitan Area has reached and exceeded historical peaks experienced during the previous business cycle, although the bureau is currently experiencing a slowdown that is expected to continue for 12-24 months.
- The bureau projects decreases in FTE due to anticipated declines in demand for services and fee revenue, but will manage these declines through natural attrition to the extent possible.

Financial Issues

- Program revenues are expected to decrease at the onset of the Financial Plan before increasing in the later years.
- The bureau's Business Continuity Plan provides direction to the bureau in order to respond in a prudent and timely way to significant, persistent financial downturns (Appendix A).
- Fee increases are projected in specific programs in FY 2019-20 to ensure fiscal stability. Flat fees and hourly charges are being evaluated and increases will be proposed where revenue generated is not sufficient to cover the costs of providing services.
- A top priority for the bureau is our technology project, the Portland Online Permitting System (POPS), which includes necessary upgrades to the software used to track all development review and permitting for the City of Portland, transitioning our plan review system from paper to digital using ProjectDox software, and other improved functionality, such as mobile access to these systems for inspectors in the field.
- BDS continues to focus on operating at or above cost recovery and maintaining healthy bureauwide and individual program reserves. On a bureauwide basis, the cumulative reserve is projected to fall below the 50% minimum reserve goal during the 5-Year Forecast period. Several programs are not achieving cost recovery and are utilizing reserves to cover expenditures.





OVERVIEW

During FY 2017-18, the Bureau of Development Services' (BDS) financial situation held steady compared to prior years. Growth in bureau fee revenues flattened to 0.6%. This corresponded with an overall flattening in construction activity evidenced by stagnant growth in building permit issuance and application. Permit project valuations, which are the basis for calculating many of BDS's fees, reached historical highs but have since seen declines. For FY 2017-18, revenues exceeded costs and the bureau was able to continue rebuilding its reserves. BDS ended the fiscal year on June 30, 2018 with a cumulative cost recovery rate of 107% and nearly $92 million in reserves. The total is less important due to state and local laws wherein each program has its own reserves, which cannot be used to fund other programs. For more detailed information about the bureau's reserve policy and programmatic reserves, please refer to Appendix A.

After years of exceptional growth in both revenue and workload, BDS is currently experiencing declines in demand for services, specifically at the front end of the pipeline, which includes Land Use Services and Permitting. However, there is still a lot of work in the pipeline, keeping the Inspections Programs busy. The bureau has responded by implementing a hiring freeze through December 31, 2019 as well as a broader range of cost savings measures. The bureau will be eliminating 11 vacant positions in Land Use Services the FY 2019-20 Requested Budget and is cutting another 11 positions from the Land Use Services program in early 2019. The bureau's FY 2019-20 Requested Budget includes 445.7 FTE with an operating budget of $75.6 million.

This Financial Plan reflects BDS's ongoing financial challenge to find balance between three often-competing goals:

- Pursue cost recovery for services wherever appropriate
- Maintain prudent financial reserves
- Provide excellent customer service and be responsive to customer and community needs

The 5-Year Forecast accounts for further deterioration of development activity in Portland. Overall, BDS projects revenues to decrease throughout the current fiscal year and year 1 of the 5-Year Forecast period, before seeing increases in the later years of the forecast. The current high level of reserves will allow BDS to absorb the decrease while addressing remaining service gaps.

BDS projects to have staffing decreases during the 5-Year Forecast period in order to maintain fiscal stability. The bureau will accomplish reductions through natural attrition where possible to minimize effects on the provision of services. In some programs staff may be added to meet workload demands. As always, staff will be added and vacancies filled only as sufficient funds are available. Current projections show bureau reserves dipping below the bureau's 50% minimum reserve goal over the next five years. In light of the most recent recession, BDS raised the reserve goals for selected programs to ensure maintenance of adequate reserves in all programs, particularly during difficult financial times. BDS is increasing the Land Use Services goal from 50% to 75% in FY 2019-20.

If there are changes in the local economy, these projections may change. BDS will continue to closely monitor economic indicators, revenues, expenditures, workload, and service levels and will make adjustments to this Financial Plan as necessary.

BACKGROUND

Mission

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

To meet the needs of our customers, employees, and the community, BDS pursues the following goals:

- Promote community vitality and protect life, property, and natural resources by ensuring compliance with applicable codes and regulations.
- Provide cooperative and responsive internal and external customer service.
- Process all bureau functions efficiently.
- Create a collaborative workplace that promotes mutual respect through trust, fairness, and open communication.
- Support continual professional growth of the workforce and organization through education, technology, and diversity.
- Ensure the pursuit of equity across all aspects of our work, including our workforce, our systems and processes, our programs and services, and our interactions with the community.

Our values include:

- Dedication to public service
- Pride in our work
- Equity – organizationally and in service provision
- Care for the long-term viability of our community
- Recognition of the worth, quality, and importance of each employee and member of the community
- Support for continual learning, education, and innovation

BDS's work supports the City Council's goal to "protect and enhance the natural and built environment".

The Bureau's Work and Sources of Funding

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are currently funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs from being used for other local code enforcement programs. Fees support the Site Development, Code Compliance, Signs, Zoning Enforcement, and Environmental Soils programs. Land Use Services is also housed in BDS and is supported by land use review fees and the Development Services Fee. The Neighborhood Inspections Program is supported by fees, assessments, and some General Fund dollars.

History of the Operating Fund

In FY 1988-89, the City Council established an operating fund for the Bureau of Buildings. At that time, the bureau was charged with fully supporting its construction functions through fees and charges by the end of a three-year period. In addition, the bureau was to set up a reserve account that would capture collections from pre-paid work and serve as a counter-cyclical reserve when the economy experiences a downturn. Due to a booming construction industry and some long overdue fee increases in FY 1988-89, the bureau succeeded in meeting the 100% cost recovery goal in just two years.

In 1992, a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05 the bureau was directed to work with the Office of Management and Finance (OMF) to review the reserve goals for all programs. As a result of the review, the bureau lowered its reserve goals for several programs. However, with the impact of the 2007-09 recession in mind, the bureau has since raised several of its reserve goals in order to better weather future unexpected downturns. The bureau's reserve policy is outlined in Appendix A.

In FY 1999-2000, the Land Use Review Division of the Bureau of Planning was merged with the Bureau of Buildings to create the Office of Planning and Development Review. In 2002, the name was changed to the present Bureau of Development Services.

In late FY 2002-03, the Neighborhood Inspections and Noise Control programs were moved from BDS to the Office of Neighborhood Involvement, currently titled the Office of Community & Civic Life. The Noise Control Program returned to BDS in FY 2005-06, and Neighborhood Inspections returned to BDS in FY 2006-07. In FY 2013-14, the Noise Program was again moved from BDS to the Office of Community & Civic Life.

In May 2005, the City Council enacted a Development Services Fee to assist in funding the Land Use Services Program. The Land Use Services Program is responsible for administering the City's Zoning Code, and portions of the City's Tree Code and Sign Code. The fee is charged when building, site development, or zoning permits are issued, and is based upon permit project valuation. This fee was intended to collect revenue to help fund the many services staff provide that don't have an associated fee, such as staffing the permit center, staffing the zoning hotline, and doing outreach and trainings for our customers about Zoning Code requirements.

Due to the recession and its impact on the development industry, bureau reserves were spent down to maintain operations from almost $13.9 million in July 2007 to $500,000 in July 2010. Reserves began to recover in 2011 and reached $91.7 million in FY 2017-18. Since that peak, reserves have declined steadily and stood at $84.8 million on January 1, 2019. This Financial Plan outlines the bureau's goal of maintaining an appropriate and fiscally sound reserve fund balance.

Financial Planning Process

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the City Budget Office. In the aftermath of the 2007-09 recession and its unprecedented impact on construction activity in the Portland Metropolitan Area and on the bureau's fee revenues, BDS made significant changes to its revenue forecasting model. The bureau continues to reevaluate its model each year and makes improvements when necessary. The model is described in detail in the Financial Forecasts and Comparisons section of this Financial Plan, under Revenue Forecast.

The bureau shares the intricate details of the financial forecasting model with its Financial Advisory Committee. This committee includes local economists with expertise in commercial and residential real estate, as well as members of the City's Development Review Advisory Committee (DRAC). Once the Financial Advisory Committee approves the model, the bureau prepares its five-year revenue forecast.

These projected revenues are then compared with projected expenditures to determine annual cost recovery rates and to decide whether BDS's reserve will be drawn down or grow. Reserve goals are set for each program and vary from program to program. These goals are optimal reserve levels that the bureau focuses on reaching. BDS has also set an overall minimum reserve level of 50%, below which total bureau reserves should not drop.

In proposing the annual budget, BDS management first reviews service levels to ensure that they meet customer and community needs. The bureau then compares service levels to the revenue estimates and makes recommendations on whether fees should be changed and by how much. Fee rates are reviewed each year to maintain BDS's financial integrity and operational stability.

SIGNIFICANT AND CRITICAL ISSUES

BDS is established as an Operating Fund with the goal of being 100% supported by permit fees and charges in most of its programs. This requirement to be self-supporting, combined with the difficulty of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

BDS experienced a sharp decline in permit revenues beginning in the fall of 2008 with the onset of the recession. As permit revenues continued to fall precipitously in 2009, the bureau responded by implementing widespread cost saving measures, spending down bureau reserves, and laying off approximately 50% of its employees. Reserves fell from $13.9 million at the beginning of FY 2007-08 to $500,000 in FY 2009-10. This left the bureau with insufficient staffing levels to manage the workload.

When fee revenue declines, it is not always directly related to a corresponding drop in workload. As was the case in FY 2008-09, and is the case currently, the number of larger commercial projects declined substantially. Due to valuation being the basis for major fee calculation methodology, the loss of those large, high value projects dramatically impacted the bureau's fee revenue. The bureau was left with many smaller residential projects, which are often still time consuming for staff due to the customer assistance required; however, these smaller projects do not generate the same level of revenue as larger commercial projects. Although the mix of types of projects changed, the decrease in workload was minor in comparison to the decline in fee revenue.

In FY 2010-11, reserves rose slightly to $2.2 million. The bureau rebuilt its reserves in FY 2011-12 to $10.2 million, $24 million in FY 2012-13, $35 million in FY 2013-14, $51 million in FY 2014-15, $71 million in FY 2015-16, $86.9 million in FY 2016-17, and $91.7 million in FY 2017-18. In the first half of FY 2018-19, reserves decreased and stood at about $84.8 million as of January 1, 2019. A portion of the reserve will be used to pay for the Portland Online Permitting System (POPS). POPS implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan. Even with this expenditure, the bureau is projected to maintain healthy reserves over the next five years.

While maintaining bureau reserves at prudent levels is a high priority, it must be balanced with the need to meet state and local requirements for bureau programs and services and with the needs of customers and community members who do not have other options for development-related services. During the recession, permit revenues fell further than the workload, compelling the bureau to cut staff to levels lower than what the workload required. Service in many bureau programs dropped below minimally acceptable levels.

This Financial Plan seeks to balance bureau objectives by maintaining healthy reserves while maintain optimal staffing levels. (NOTE: The bureau has also been working with the other bureaus involved in the development review and permitting process regarding their staffing levels, so that permit review timelines can be improved. The slowest review group determines the timeliness of service delivery.) Considering BDS's experiences in the previous recession, the bureau raised reserve goals in FY 2010-11 for the Building/Mechanical, Facility Permit, and Neighborhood Inspections programs. In FY 2012-13 the bureau increased its total minimum reserve level from 10% to 15% and its Building/Mechanical Program reserve goal from 35%-45% to 45%. In FY 2013-14, the bureau restored reserve goals for the Electrical and Site Development programs to 45%. In FY 2014-15, the bureau set all reserve goals at 50%, except Land Use Services and Neighborhood Inspections, which were set at 30%. In FY 2015-16, the bureau increased the Building/Mechanical reserve goal to 75%, and the minimum bureauwide reserve level was set at 35%.

In FY 2016-17 the bureau increased the reserve goal of Land Use Services and Neighborhood Inspections to 50%. All other programs remained at 50%, except the Building/Mechanical program, which remained at 75%. The minimum bureauwide reserve goal increased to 50%. The Land Use Services reserve requirement will increase to 75% in beginning FY 2019-20. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan, if necessary.

The Building/Mechanical program performs structural and mechanical inspections that are usually the last stage in the bureau's work on development projects. The 75% reserve goal is needed to ensure that the bureau has sufficient resources to provide inspections services that were prepaid by developers and homeowners.

The services provided by Land Use Services take place at the leading edge of the development cycle, and program revenues and workload are highly susceptible to any fluctuations in the construction development cycle; therefore, raising the program reserve goal to 75% is prudent and provides BDS with the necessary time to react should reserve drop below this goal. The current programmatic reserve goals and bureau total minimum reserve level will allow the bureau to better manage unpredictable fluctuations in economic conditions.

The reserve goals are intended to allow the bureau to keep a significant portion of the staff through the cyclical downturns in the construction industry. It is incredibly inefficient to go through cycles of massive layoffs, followed by equally massive efforts to recruit, hire, and train new staff with each building cycle. The bureau is seeking to balance competing interests of relatively low fees, but having fees set high enough to cover rising costs and to meet reserve goals necessary to keep a significant portion of the workforce stable through anticipated downturns. Downturns can be used to prepare for the next building cycle by working on process improvements, testing and training new technology, and developing website content and training materials to assist customers through the development review process.

Funding, Cost Recovery, and Adequate General Fund Support

BDS operates two distinct types of programs. State-mandated construction programs (Building, Mechanical, Electrical, Plumbing, etc.) are funded almost exclusively through permit fee revenues. Local code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, and Site Development) implement local regulations or state and federal mandates. Local programs are funded through a combination of fees, fines and charges, and/or General Fund monies.

State-Mandated Construction Programs

BDS works to maintain full cost recovery for many of its fee-supported construction programs and services. In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery will not be achievable. For other services, full cost recovery is a desirable long-term goal. The bureau has achieved full cost recovery for its state-mandated programs every year since FY 2011-12, and decreased building and site development permit fees by 3% in FY 2016-17.

During and immediately following the 2008-2009 recession, the bulk of the building permits issued were for smaller, lower revenue-generating projects. Other Building Departments in the region experienced the same phenomenon. To ensure that permit fees for smaller projects covered the costs of the services that BDS provided for those permits, the bureau increased the minimum permit fee and lower-end fees on the building permit fee schedule in FY 2010-11.

When appropriate, the bureau implements gradual fee increases (to minimize the impact on customers and community members). Fee increases are projected in this 5-Year Forecast period for the Building, Mechanical, Electrical, Facility Permit and Field Issuance Remodel programs.

Local Programs & General Fund Support

City Council adopted all the ordinances which serve as the foundation for the local code programs. As with most of the State-mandated construction programs, full cost recovery is an appropriate long-term goal; Zoning Enforcement and Environmental Soils are both currently operating above cost recovery, while Signs and Site Development operate below cost recovery. Site Development and Zoning Enforcement both maintain reserves above their goal for the duration of the 5-Year Forecast period. Signs remains below cost recovery for FY 2019-20 through FY 2022-23 before achieving cost recovery in FY 2023-24. Fee increases are projected in this program for each year of the 5-Year Forecast period in order to achieve financial stability. Environmental Soils eliminates its reserve deficit in FY 2018-19 and achieves full cost recovery for the duration of the Financial Plan.

In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery dependent only on fees and charges will not be achievable. This is the case for the Neighborhood Inspections and Land Use Services programs, which have received some portion of General Fund support over the years since they benefit the entire community and the city's livability. In FY 2017-18 General Fund support for Land Use Services was eliminated. No General Fund support is projected for this program in the 5-Year Forecast period and the program is currently operating below cost recovery. Land Use Services fee increases of 5% are assumed in each year of the Financial Plan to ensure financial and operational stability.

Neighborhood Inspections Program

There is a direct public benefit from the Neighborhood Inspections Program, which implements P.C.C. Title 29, Property Maintenance. Title 29 covers the maintenance of residential dwellings, accessory structures, and exterior property areas. This program enhances the livability of Portland's neighborhoods and maintains the city's housing stock. In addition, this program is instrumental in helping to eliminate blight and serious public safety threats to neighborhoods and to provide safe and livable housing options to lower income residents who are likely to be renters. Therefore, the General Fund is an appropriate source of funding for this program.

In addition, full cost recovery from fines is not achievable because most of the program's activities do not result in fines and penalties being assessed. The program strives to bring violators into compliance with City Code during the very early stages of complaints and investigations by notifying and clearly communicating infractions. The bureau's enforcement policies and practices are extremely effective at achieving compliance with an average of 90% of cited violations being corrected prior to the assessment of enforcement fees and penalties. Property owners who voluntarily comply and correct violations do not incur enforcement fees and penalties. If voluntary compliance cannot be attained, the bureau administers enforcement fees and penalties as approved by City Council. Due to the 90% compliance rate, it is not possible to achieve adequate ongoing cost recovery for the program through enforcement fees and penalties alone. The nature of all enforcement activities performed by City agencies involves a high degree of education and relationship building, and ultimately protects and maintains community welfare. Despite receiving some General Fund support, the program is projected to operate below cost recovery through FY 2023-24. Fee increases of 5% are projected in each year of the Financial Plan to help achieve financial and operational stability.

Portland Online Permitting System (POPS)

On November 3, 2010, the City Council authorized BDS to move forward with plans to procure an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and the community. The new system will provide the following capabilities:

- Electronic access to historic permit and land use records for customers and staff
- Online land use and permit application and plan submittal
- Electronic plan review
- Online fee payment and permit issuance
- Electronic entry of inspection results and real-time access for field staff and customers

The City issued a Request for Proposals in February 2012, and the City Council authorized the bureau to begin contract negotiations with the selected vendor (Sierra Cedar, Inc.) in December 2012. All major contracts were signed in the late spring and summer of 2013, and work began as a project called ITAP (Information Technology Advancement Project) in summer 2013.

Since that time, the program has undergone significant change. In June 2016, the bureau officially parted ways with Sierra Cedar, Inc., changed program managers, and chose to re-evaluate the program and determine its direction prior to going forward. From January through June 2017, the bureau engaged in a program “discovery phase”.

The findings from the discovery phase determined a new implementation phase beginning in January 2018. The ITAP project was permanently closed and re-organized as a program, now called POPS (Portland Online Permitting System), with a new team to develop and implement the plan. New vendors, Avolve Software Corporation and CSDC Systems Inc, were chosen and approved by City Council.

BDS remains committed to moving forward with POPS. POPS will be implemented in phases, with each phase adding functionality that will be well-tested and supported. The plan’s first phase includes simultaneous implementation of six distinct projects:

- PDX ePlans – Electronic submittal and review of plans. ePlans will reduce customer trips to the Development Services Center, eliminate the customer’s expense of printing four sets of plans for review, allow concurrent review of plans by all reviewers, and eliminate storage needs and scanning of physical plans prior to archiving.
- Development Hub PDX – Improved online customer portal to apply for simple permits with additional payment functionality and improved search capabilities.
- AMANDA Migration – Update to the latest AMANDA software version, which includes all existing functionality plus improved searching capabilities, embedded GIS, and a modern online browsing experience. The current TRACS software will be retired and its data will be migrated to AMANDA.
- Inspections Scheduling – Automates inspection assignments, reducing manual assignment and scheduling time in the office, enabling more inspection time in the field and more balanced workloads.
- Inspector App – Used by BDS inspectors on mobile devices, allowing access to information in real time out in the field, and enabling onsite resulting and scheduling.
- Contractor App – Used by BDS customers, allowing access to inspection information and results on mobile devices.

Together, these projects represent significant changes in the way BDS currently does business, both with internal processes and how the bureau engages its customers. BDS has a dedicated organizational change management team that, with management’s adoption, will ensure successful implementation of the new software and processes.

In conjunction with POPS, BDS is actively pursuing the digitization of historic records currently held in microfiche and paper forms. These records are then linked to addresses and made available online. Currently, members of the public who are interested in reviewing many property records must visit the Development Services Center (DSC) to obtain these documents. When the digitization project is complete, they will be able to access these historic building records online.

POPS will deliver iterative and incremental technology developments. The program will continuously improve and update systems and technologies based on customer needs and expectations, delivering functionality that can be enabled by technology. This work, and the digitization effort will save customers and community members time and money by giving them online access to information and services and by decreasing the need to visit the DSC or BDS offices. These efforts also contribute to bureau equity goals of making information and services more accessible to the community. BDS will experience significant efficiency gains in plan review, permitting, and inspection processes by reducing its reliance on paper plans and records. In addition, POPS will move the City closer to meeting the goals outlined in the Portland Plan and the 2009 Climate Action Plan by eliminating an estimated 33,000 customer vehicle trips to downtown annually.

POPS is financed by BDS operating funds, which are generated through permit fees associated with commercial, residential, and trade permits, and land use review fees and enforcement penalties. POPS implementation costs, and the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan.

Staffing & Service Levels

From 2009-2010, BDS lost over half of its staff due to deep declines in permit revenues. However, revenues declined much more steeply than workload, resulting in a bureau that was insufficiently staffed. Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law and cannot be eliminated. BDS therefore ceased non-mandatory, lower-priority services throughout the bureau and significantly reduced most remaining services.

With revenues improving significantly in 2012, BDS began to rebuild its reserves and hired 19 staff in the first half of FY 2012-13 to help address some of the most critical customer and stakeholder service needs. Revenues and workload remained strong and the bureau added 24.1 FTE in FY 2012-13 and 29.5 FTE in FY 2013-14. In FY 2014-15 the bureau added 18 FTE through special ordinance and another 22 FTE through the Fall 2014 Budget Monitoring Process (BMP). 19.5 FTE originally slated for the FY 2015-16 budget were advanced to the FY 2014-15 Spring BMP to expedite the hiring process, along with an additional 13.5 FTE. In FY 2015-16 another 6.0 FTE were added though the Fall BMP, and 18.5 FTE through the Spring BMP. In FY 2016-17 the bureau continued to expand, adding 1.0 new FTE in the budget, 12.0 FTE through the Fall BMP, and 24.0 FTE through the Spring BMP. In FY 2017-18 BDS added 26.0 new FTE through the Fall BMP and 15.0 through the Spring BMP. In the FY 2018-19 Fall BMP, 1.0 FTE was added.

One of the major challenges facing the bureau during periods of increasing development activity is hiring and retaining qualified candidates. Development activity and demand for services can increase very rapidly. The demand for services (and higher staffing levels) are felt before the fee revenue materializes, which can make it challenging for the bureau to recruit, hire and train new employees in time to meet increasing demand. It is essential to maintain a significant portion of the bureau's workforce during downturns to be prepared for the building cycle and prevent becoming a bottleneck in the development process. Additionally, in a booming market, it has been particularly difficult to find experienced commercial plans examiners and building inspectors with the appropriate certifications, as the City is competing with other local jurisdictions as well as the private sector. The construction industry was impacted severely by the 2007-09 recession, resulting in industry-wide layoffs and the shift of labor to other occupations. There was a dramatic reduction in the number of construction trade programs offered by educational institutions, both locally and nationwide. This directly affects the bureau's timing and ability to hire and retain employees. Internally, the bureau also faces many employees reaching retirement, particularly in the inspections programs, and others achieving internal promotion, both of which create additional vacancies. Once hired, it typically takes new employees six to nine months, and for some positions up to two years, to achieve a desired level of productivity due to the technical, complex nature of the bureau's work. Contributing to these delays are the State's extremely limited trainings for inspectors to earn certifications in the various trades (plumbing, electrical, mechanical).

To address projected declines in demand for services, BDS's FY 2019-20 Financial Plan decreases 44.5 FTE over the five year period. 13.0 FTE are specifically related to staff reductions to Land Use Services in FY 2018-19, while the remaining reductions in FTE are attributed to natural attrition and retirements. BDS's financial projections, which were reviewed by the BDS Financial Advisory Committee, show that the bureau will have sufficient revenues to support staffing and ongoing operations.

Financial Plan – Alternative Case Scenario

For the seventh consecutive year, BDS is submitting two versions of the Financial Plan. The base version of the Plan is found in **Appendices B & C**. The bureau conducted sensitivity analysis and developed a second version of the Plan that represents the Alternative Case scenario found in **Appendices D & E**.

The Alternative Case scenario reduces the base scenario growth rates by 7.5% across all programs in FY 2019-20, 5% in FY 2020-21, FY 2021-22, and FY 2022-23, and 2.5% in FY 2023-24. This approach postulates negative growth during the forecast period, encompassing a period with a more severe decline. The Financial Advisory Committee supported this methodology for developing the Alternative Case scenario. While there is some risk of the Alternative Case scenario being realized, with the concurrence of the Financial Advisory Committee the bureau has concluded that this risk is relatively low.

Lower programmatic growth rates ultimately translate into a lower workload. Therefore, in the Alternative Case scenario no new positions will be added in the subsequent years of the forecast. The Alternative Case scenario also includes a decrease of 88.0 FTE to the bureau workforce over the duration of the 5-Year Financial Plan, achieved through attrition and potential restructuring, acknowledging lower workload would generally require a smaller workforce.

In the Alternative Case scenario, financial outcomes are acceptable, though not always desirable. The workforce reductions anticipated in this scenario provide ample cost reduction for the bureau to maintain an adequate financial position. All programs draw on reserves at some point during the 5-Year Forecast period; however, most programs end the forecast period with positive reserves. Due to the severity of revenue declines, many programs drop below reserve goals. These programs include Building/Mechanical, Electrical, Field Issuance Remodel, Site Development, Environmental Soils, Signs, Land Use Services, and Neighborhood Inspections. Field Issuance Remodel, Signs, and Neighborhood Inspections end the forecast period carrying a reserve deficit. If the Alternative Case scenario is realized, the bureau will drop below its 50% minimum reserve goal in FY 2021-22 through FY 2023-24, ending with $11.4 million in FY 2023-24. The financial outcomes of the Alternative Case scenario are presented in Appendix E.

FINANCIAL FORECASTS AND COMPARISONS

Comparison of FY 2017-18 Actual to Previous Financial Plan

The Bureau of Development Services (BDS) Financial Plan projected an overall cost recovery rate of 102% for the bureau in FY 2017-18, with revenues of $70.4 million and expenditures of $69.2 million. Year-end reserves were projected to be $88.1 million. The Financial Plan anticipated slight growth in construction activity; revenues were expected to be higher than in the previous year. However, actual FY 2017-18 year-end revenues were 3% higher than the Plan's projections. Actual expenditures were 2% lower than projected in the Plan. The actual cost recovery rate was 107%, as opposed to the projected 102%, with expenditures of $68.0 million and revenues of $72.8 million. Year-end bureau reserves increased from $86.9 million in FY 2016-17 to $91.7 million in FY 2017-18.

Current Revenues

Both commercial and residential building activity were hit extremely hard by the recession of 2008-2009; however, after several lean years during and after the recession, construction activity in the Portland Metropolitan Area experienced a robust, unprecedented expansion. Housing markets have worked through the extreme excess in inventory, and credit conditions have loosened significantly in both residential and commercial markets. Along with the construction industry, bureau revenues recovered, reaching peak fee revenue in FY17-18 at $71.9M. Revenues including General Fund were $72.8M. Growth has declined since its peak. Total bureau revenues from July through December 2018 were 15.5% lower than revenues of the same period in the previous year. By the end of FY 2018-19, total bureau revenues are projected to reach $60.4 million, which is significantly lower than in FY 2017-18 due to the decline in development activity.

The total number of building, site development, and zoning permit applications received from July through December 2018 decreased by 11% over the same period in 2017. The total valuation of these permit applications decreased by 32%. The total number of building, site development, and zoning permits issued for the same period was 7% lower than in 2017, and the valuation decreased by 28%. A significant portion of the decline in valuation in both applications received and issued permits is attributable to large project activity.

The situation is similarly negative for land use applications. The number of land use case applications received from July through December 2018 decreased by 13% over the same period in 2017, the second consecutive year of decline. The number of final plat applications did not change over the same period. There is a strong relationship between land use activity and building permit and other bureau revenues. The current trends in land use suggest that construction activity will continue to decline from current levels.

Current BDS revenues, particularly in Land Use Services which is at the front end of the development pipeline, are being impacted by the City's Inclusionary Housing regulations, which took effect on February 1, 2017. These regulations require specific amounts of affordable housing to be provided in projects over a certain size. The development community has been concerned that the calibration of those requirements was too costly and burdensome. Land Use Services experienced an influx of multifamily applications by developers just prior to Inclusionary Housing regulations taking effect in order to 'grandfather' their projects with the Zoning Code, and thereby avoiding having to comply with these new regulations. Some of the current decline in applications can be attributed to projects submitted prior to Inclusionary Housing, which otherwise would have been submitted at a later date. This is just one of many factors affecting the decline in Land Use Services application submittals and it is difficult to determine the precise effects of Inclusionary Housing on bureau revenues.

Economic Outlook

National Economy

The United States economy expansion has picked up steam over the past year. At over 9 years in length, the current expansion has the potential to become the longest on record. In December 2018, the unemployment rate measured in at 3.9%, down from 4.1% during the same month of the previous year. Broader measures of unemployment, including workers employed part-time for economic reasons, have also continued their steady post-recession decline and are now at levels indicative of a full employment environment. Inflation measures have risen gradually over the past year and now sit near the Federal Reserve's 2% target.

Gross Domestic Product growth rates have increased recently amid competing economic forces. Demographic changes to the economy over the past decade influence growth rates downward, as baby boomers move into retirement while the millennial generation has yet to enter its prime wage-earning years. Fiscal policy in 2018 has been accommodative due to significant federal tax cuts; however, the Federal Reserve Open Market Committee (FOMC) has embarked on the path of interest rate normalization, increasing the target federal funds rate from 0%-0.25% to 2.25-2.50% over roughly a two-year period. Further rate hikes may be implemented in 2019, though this will be dependent on favorable economic data and policy decisions at the national level.

Oregon and Portland Economy

The Oregon economy has followed similar trends to the national economy, with declining unemployment and an extended period of growth. In December 2018, the Oregon unemployment rate was at 4.1%, identical to the rate in December 2017 and up slightly from the low of 3.8% in October 2018. The Portland Metropolitan Statistical Area (MSA) unemployment rate has moved in tandem with the Oregon rate, resting at 4.0% in November 2018 and November 2017, but up from 3.6% in August 2018. The overall labor market remains very strong. The Oregon and Portland economies are typically more volatile in comparison to the national economy and can see increases in unemployment rates despite decreases nationwide. Looking forward, one constraint facing the Oregon economy is the lack of available labor. An economy at full employment cannot grow simply by increased hiring. Workers are also able to negotiate higher wages, squeezing margins and dragging economic growth.

While the housing market has recovered from the last recession, the industry remains an area of concern as affordability is an issue for many Portland residents. Annual housing price increases are currently in the 5-6% range, down from the double-digit growth experienced a couple years ago. This is in part due to the completion of new single and multifamily units over the past few years, which has alleviated some of the supply side price pressure. Affordability is an issue as the current high prices present a significant barrier to entry for many households interested in purchasing a home.

After multiple years of exceptional growth in the multifamily sector, the rate of development is slowing considerably. In recent years, a large number of new rental units has been built, accommodating high demand for housing in Portland, particularly close to the city center. In some areas, this increase in supply coupled with slowing net absorption has even led to declining rental rates. BDS is currently experiencing a decline in multifamily permit applications when compared to the previous year. A key financial concern for the bureau in the coming years will be monitoring revenue from the multifamily sector. Fortunately, population growth estimates for the Portland MSA suggest the city will continue to gain from inward migration, increasing housing demand and decreasing the risk of long term overbuilding. On the policy side, the cumulative effects of the Inclusionary Housing program along with other regulations presents a risk to multifamily development. Future policy and zoning changes may have substantial effects on BDS revenues.

Historically, the bureau has obtained significant revenues from large projects, and this will continue in the future. The bureau technically classifies large projects as those with at least $3 million in valuation, while also tracking projects valued over $10 million and $20 million. Large multifamily developments have constituted the vast majority of large project activity at the bureau during the economic recovery. The multifamily market has slowed in recent months. BDS will continue to monitor the industry going forward when gauging anticipated large project activity and will make necessary adjustments in the Financial Plan.

The consensus among economists is that the US economy will continue growing for at least the first half of the 2019 calendar year. However, there are significant risks to the economy that provide uncertainty to economic projections. A monetary or fiscal policy mistake could potentially cause a premature end to the current expansion. Furthermore, it is possible that BDS will experience revenue volatility amid an aggregate economic expansion. Large project activity contributes to this volatility, as the timing and size of such projects are difficult to predict. In addition, the construction industry does not necessarily expand and contract in conjunction with the aggregate economy. BDS will diligently scrutinize economic activity and its own revenue sources to ensure it maintains financial stability.

Revenue Forecast

BDS's revenues are directly related to commercial and residential construction activity in the larger Portland Metropolitan Area, and these revenues are very susceptible to changes in the economic conditions of both the state and the nation. The list of macroeconomic parameters influencing the bureau's revenues includes, but is not limited to: employment; construction employment; unemployment; average wages; multifamily housing starts; mortgage originations; population; households; short, medium and long-term interest rates; housing prices; mortgage loans past due; housing affordability; and inflation. The high susceptibility of the bureau's revenue to so many volatile macroeconomic parameters makes it difficult to project exact revenues, which provides incentive for the bureau to have a healthy reserve fund.

At City Council's direction, in spring 2010 the City retained Johnson Reid – Land Use Economics, an independent consulting firm, to conduct a review of BDS's Financial Plan and underlying forecasting model. The review found that "the resulting revenue forecasts appear reasonable and defensible" but also recommended that "BDS pursue ongoing improvement of its forecasting model".

In 2010, City Council also directed the bureau to convene a committee to review BDS financial models and forecasts. The resulting Financial Advisory Committee included local economists with expertise in commercial and residential real estate, as well as members of Portland's Small Business Advisory Council (SBAC) and the City's Development Review Advisory Committee (DRAC). In fall 2010, the bureau received significant input from the Committee regarding the forecasting model. Committee members suggested that the forecasting model could be improved by including more variables from the real estate market.

The bureau researched options and resources for data closely related to real estate activity in the Portland Metropolitan Area and implemented several improvements to the forecasting model. Several criteria were employed in the model development and selection process, including:

- Utilization of local variables that describe real estate activity in the Portland Metropolitan Area;
- Overall valid model diagnostics/characteristics (parameters such as Adjusted R-squared, Durbin Watson statistic, F and T statistics);
- A high degree of accurate historical performance of the model;
- The reasonableness of the forecast produced by the model.

The bureau went through a rigorous and intensive development and selection process, testing hundreds of models, and developed models for its major programs: Building, Mechanical, Plumbing, and Electrical. Final and alternative models for these programs, as well as the forecasts produced by those models, were presented to the Financial Advisory Committee and members of the BDS Budget Advisory Committee (BAC) and DRAC. BDS engages in this model development process and review every year, making adjustments where appropriate to ensure the use of highly credible and quality forecasting methods.

BDS went through the same rigorous process this year and presented models for each of the four main permit programs and the Land Use Program to the Financial Advisory Committee in January 2019. The models are ultimately used to forecast revenue by program. The Building Program was modeled in terms of total valuation. The bureau presented models for each program to the Financial Advisory Committee, and the Committee provided recommendations which were incorporated into the forecast. The Committee found that the model development and selection processes were comprehensive and sound, and concurred with the bureau's recommendations. The Committee also found the bureau's projections for development activity in the Portland Metropolitan Area to be reasonable and defensible.

Revenues for most of the bureau's programs are projected to decline substantially in the first year of the Financial Plan followed by increases in the later years of the forecast period. The revenue growth rates are applied to bureau revenues generated from projects with a valuation of under $3 million. Revenue projections are then adjusted to account for the bureau's expectations regarding large projects with a valuation above $3 million. These adjustments are typically made only in the first two years of the forecast. The bureau discussed the process for making these adjustments with the Financial Advisory Committee.

BDS also developed an Alternative Case scenario based on the discussion and recommendations of members of the Financial Advisory Committee. The Alternative Case scenario reduces the base scenario growth rates by 7.5% across all programs in FY 2019-20, 5% in FY 2020-21, FY 2021-22, and FY 2022-23, and 2.5% in FY 2023-24. This follows the approach recommended and supported by the Financial Advisory Committee. The approach covers the unlikely case of sustained decreases in development activity growth during the entire forecast period when compared to the baseline scenario.

While there is some risk of the Alternative Case scenario being realized, the bureau has concluded that this risk is relatively low. The financial outcomes of the Alternative Case scenario are presented in Appendix E.

The models used to develop the bureau's five-year revenue forecast are presented on the following pages.

Building/Mechanical Program

The Building/Mechanical Program is funded through a set of fees. The largest in terms of the revenue collected are: Commercial and Residential Building Permits, Building Plan Review, and the Fire and Life Safety Review Fee. The fee amounts and revenues collected for the above-mentioned fees are directly related to the total value of construction work to be performed. Therefore, the bureau forecasts the total valuation of construction projects to determine the program growth rates. The trends and growth rates exhibited in revenue collections for one of the fee items are very likely to be present in revenue collections for other fee items as well. Several models were developed that relate building valuation to various measures of economic activity in the Portland Metropolitan Area and the State, such as housing prices, past due loans, employment, household income, and population. The following model was selected based on its superior diagnostics and past performance.

Forecast Item	Variables used	Explanatory Power
Building Permit Application Valuation	• Portland Metropolitan Statistical Area multifamily housing starts • Portland Metropolitan Statistical Area average wages • Portland Metropolitan Statistical Area employed workers • Risk factor	87.4%

After determining base growth rates from the econometric modeling, the rates were examined and applied to current levels of building permit activity to analyze how changes in forecasted revenues would compare to previous business cycles. Adjustments were made based on long term trends to ensure the growth rates forecast appropriate reactions to both decline and improvements to building permit revenue.

To estimate growth rates for the Mechanical portion of the Building/Mechanical Program, several models were developed that draw connections between mechanical permit revenue, the number of mechanical permits, and macroeconomic variables. The final models are presented in the following table.

Forecast Item	**Variables used**	**Explanatory Power**
Issued (#) Mechanical Permits	• 3-month interest rates • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area unemployed workers • Portland Metropolitan Statistical Area mortgage purchases	91.2%
Average Mechanical Permit Revenue	• 30-year interest rates • Portland Metropolitan Statistical Area multifamily housing starts	93.6%

As with the Building Program, after determining base growth rates from the econometric modeling, the rates were examined and applied to current levels of mechanical permit activity to analyze how changes in forecasted revenues would compare to previous business cycles. Adjustments were made based on long term trends to ensure the growth rates forecast appropriate reactions to both decline and improvements to mechanical permit revenue.

For both the Building and Mechanical Programs, the growth rates derived from the forecast models were analyzed as a group. The program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total program revenue. The growth rate for the Building/Mechanical Program is a weighted average of the growth rates for the Building and Mechanical sections of the program, weighted by the respective shares of revenues collected for each program.

Electrical Program

The Electrical Program is funded through a set of dedicated permit and plan review fees. Based on the data for the last five fiscal years, the revenue generated by electrical commercial and residential permit fees constitutes over 90% of total program revenue. The bureau modeled revenue generated from electrical permits. Several competing econometric models were developed; the following models were selected as the final models based on their superior characteristics and past performance.

Forecast Item	Variables used	Explanatory Power
Electrical Permit Revenue	• Total valuation of building permit applications • 10-year interest rates • Portland Metropolitan Statistical Area housing price index • Portland Metropolitan Statistical Area population	96.9%
Electrical Permit Revenue	• Total valuation of building permit applications • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area multifamily housing starts • Portland Metropolitan Statistical Area employed workers	98.1%

The growth rates derived from the forecast models were analyzed as a group. Therefore, program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total Electrical Program revenue.

After determining base growth rates from the econometric modeling, the rates were examined and applied to current levels of electrical permit activity to analyze how changes in forecasted revenues would compare to previous business cycles. Adjustments were made based on long term trends to ensure the growth rates forecast appropriate reactions to both decline and improvements to electrical permit revenue.

Plumbing Program

Similar to the Electrical Program, the revenue generated by commercial and residential plumbing permits represents over 90% of total Plumbing Program revenues in the last five fiscal years. Several econometric models were developed to forecast revenue generated from plumbing permits; the following models were selected as the final models based on their superior characteristics and past performance.

Revenue Item	Variables used	Explanatory Power
Plumbing Permit Revenue	• Total valuation of building permit applications • 10-year interest rates • Portland Metropolitan Statistical Area households • Portland Metropolitan Statistical Area construction employment • Portland Metropolitan Statistical Area housing price index	95.0%
Plumbing Permit Revenue	• 3-month interest rates • Oregon loans 30 days past due • Portland Metropolitan Statistical Area multifamily housing starts • Portland Metropolitan Statistical Area population	98.0%

The growth rates derived from the forecast models were analyzed as a group. Therefore, program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total Plumbing Program revenue.

After determining base growth rates from the econometric modeling, the rates were examined and applied to current levels of plumbing permit activity to analyze how changes in forecasted revenues would compare to previous business cycles. Adjustments were made based on long term trends to ensure the growth rates forecast appropriate reactions to both decline and improvements to plumbing permit revenue.

Land Use Program

Several competing econometric models were developed to forecast Land Use Program revenue growth. Land Use revenue is divided into two main groups: Case Review, and Planning and Zoning. Planning and Zoning fees are paid in conjunction with Building Program fees and based on project valuation; therefore, Building Program growth rates are used for Planning and Zoning. However, Land Use Case Review fees are modeled separately; the following models were selected as the final models based on their superior characteristics and past performance.

Revenue Item	Variables used	Explanatory Power
Land Use Cases (#)	• 3-month interest rates • Oregon rental vacancy rates • Portland Metropolitan Statistical Area housing price index • Portland Metropolitan Statistical Area construction employment	88.7%
Land Use Cases (#)	• Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area construction employment • Risk factor	90.1%

The growth rates derived from the forecast models were analyzed as a group. Therefore, Land Use Case Review growth rates are determined by looking at the entire case review program, rather than each model individually. The resulting growth rates are assumed to be valid for the entire Land Use Case Review fee supported revenue. As previously mentioned, the Land Use Planning and Zoning revenue forecast is based on the Building Program growth rates.

After determining base growth rates from the econometric modeling, the rates were examined and applied to current levels land use case review activity to analyze how changes in forecasted revenues would compare to previous business cycles. Adjustments were made based on long term trends to ensure the growth rates forecast appropriate reactions to both decline and improvements to land use case review revenue.

Facility Permit Program

The growth rates for the Facility Permit Program were estimated as averages of the growth rates for the Building/Mechanical, Electrical, and Plumbing Programs, weighted by the respective shares of revenues collected for each program since FY 2005-06.

Field Issuance Remodel Program

The growth rates for the Field Issuance Remodel Program are identical to the Facility Permit Program, which were estimated as averages of the growth rates for the Building/Mechanical, Electrical, and Plumbing Programs, weighted by their respective shares of revenues collected for each program since FY 2005-06.

Site Development Program

The Site Development Program uses the growth rates derived for the Building Program, due to the similar relationships that the revenues of these two programs have with the macroeconomic parameters.

Environmental Soils Program

The programmatic revenue growth assumptions developed for the Environmental Soils Program are based on the weighted average growth rates for the following variables:

- Portland Metropolitan Statistical Area House Price Index – 25%
- Portland Metropolitan Statistical Area Population – 75%

Signs Program

The programmatic revenue growth assumptions developed for the Signs Program are based on the weighted average growth rates for the following variables:

- Portland Metropolitan Statistical Area Population – 50%
- Portland Metropolitan Statistical Area Total Nonfarm Employment – 50%

Zoning Enforcement Program

The Zoning Enforcement Program uses the growth rates derived for the Building Program, due to the similar relationships that the revenues of these two programs have with the macroeconomic parameters.

Neighborhood Inspections Program

The programmatic revenue growth assumptions developed for the Neighborhood Inspections Program are based on the weighted average growth rates for the following variables:

- Portland Metropolitan Statistical Area Population – 60%
- Portland Metropolitan Statistical Area Total Nonfarm Employment –40%

Summary of All Programs

BDS projects that revenues will decrease significantly in FY 2019-20, extending the decline the bureau is currently experiencing, followed by overall revenue increases in the final four years of the 5-year Forecast period. The bureau is not expected to achieve 100% cost recovery and will draw down on reserves from FY 2018-19 through FY 2022-23, before operating above cost recovery in FY 2023-24. Combined bureau reserves are projected to decline and drop below the 50% minimum reserve goal by the end of the forecast period. For estimates of BDS revenue growth rates for major programs, please refer to **Appendix B**.

Changes in Fees

For FY 2019-20, due to the decline in construction activity in the Portland Metropolitan Area and the subsequent effect on BDS's financial situation, fee increases are projected for several bureau programs. Fee increases are typically included in the Financial Plan in later years for programs which are below cost recovery, need to build reserves, and/or have anticipated inflationary cost increases. Generally, these increases are held to 5% or less. This year's 5-Year Forecast anticipates fee increases in specific programs, which may be necessary in order to maintain financial stability during the forecast period. These programs include the Building/Mechanical Program, Electrical Program, Field Issuance Remodel, Facility Permit Program, Site Development, Land Use Services, Neighborhood Inspections, and Signs. Flat fees and hourly charges are also being evaluated in specific circumstances to ensure charges cover the costs of providing services. If changes to programs' financial situations occur, the bureau will reassess and adjust the need for specific fee increases. If these fee increases are necessary but not adopted, program services would need to be reduced through budget/expenditure reductions. For estimates of proposed fee increases, please refer to Appendix B.

Expenditure Projections

Expenditures for FY 2018-19 are projected based on actual spending from July 1 through December 31, 2018, anticipated spending through the end of the fiscal year, and historical spending patterns. The bureau's total expenditures are projected to increase 5.0% in FY 2018-19, primarily due to cost of living adjustments and technology infrastructure spending.

Beginning FY 2020-21, the City will be changing the way in which it allocates facilities rental rates to bureaus in the downtown area. Currently BDS is directly allocated rent for the 1900 Building. Starting in FY 2020-21, rates will be pooled and blended across multiple downtown buildings. The projected impact of this change to BDS is over $2.6 million in additional ongoing annual rental expenditures.

Bureau expenditures are also affected by the Portland Online Permitting System (POPS). POPS is currently in a development phase and is fully funded by permit fee revenues.

At this point, construction activity in the Portland Metropolitan Area is expected to decline in the next year compared to current levels. BDS does anticipate workload levels to decrease somewhat along with the changes in construction activity, though not to the same extent as revenues. A reduction in positions is anticipated due to a decline in demand for services. Overall, 44.5 fewer FTE are anticipated over the five-year period of the Financial Plan. 19.25 fewer FTE in FY 2019-20, 13.0 of which are related to personnel reductions in Land Use Services in FY 2018-19. 12.25 FTE reduction is projected in FY 2020-21, a decrease of 5.0 FTE in FY 2021-22, followed by decreases of 7.0 FTE and 1.0 FTE in FY 2022-23 and 2023-24, respectively. Other than the Land Use Services reduction in FY 2018-19, projected FTE changes are attributed to natural attrition and retirements. The changes in FTE are primarily based on staffing levels necessary to accommodate workload demands, and the bureau's focus on providing excellent service delivery and performance, while also ensuring fiscal stability. BDS has internal and external performance goals addressing efficiency and customer experience. In order to meet these goals, the bureau adds staff strategically, while making staff decreases to specific programs where necessary for financial stability and to accommodate expected changes in workload. These changes are reflected in the Financial Plan. New positions are not added unless the bureau can support them through the 5-Year Forecast period. Revenues, expenditures, and workload are closely monitored and adjustments to the Plan are made as updated information is received.

Threats to the Forecast

The revenue and expenditure forecast presented in the Financial Plan is realistic (neither optimistic nor pessimistic). However, bureau revenues and expenditures are very susceptible to changes in the political and economic climate of the state, the nation, and the world. Having a prudent reserve helps the bureau weather some of these fluctuations. Being financially conservative also supports this goal.

Although construction activity in the state and in the Portland Metropolitan Statistical Area has experienced a resurgence following the recession, it remains exposed to internal and external shocks.

The accuracy of the 5-Year Forecast is extremely sensitive to changes in local policies. Specifically, the Inclusionary Housing policy injects considerable uncertainty into future development in Portland, and consequently into bureau revenues. In addition, the bureau cannot account for unforeseen changes to the Zoning Code, legislative actions, and changes to local political priorities.

Local policies aside, the economic and revenue outlook is never certain. The risks now facing the Oregon economy and this forecast include, but are not limited to: the possibility of weakness in global economies; fluctuation in Federal fiscal and trade policy; inflation or deflation and reactions of the Federal Reserve Bank; a sharp depreciation or appreciation of the dollar; sharp and major stock market corrections; geopolitical risks; and a slowdown in critical industries.

BDS will continue to monitor its finances and recognize the potential impacts of risk factors on Portland and the construction industry. The bureau has included an “Alternative Case Scenario” that accounts for some of the risks listed above. In January 2019, the bureau’s Financial Advisory Committee reviewed and approved the Alternative Case scenario.

FINANCIAL ANALYSIS OF PROGRAMS AND FEE STUDY

Fee Study

BDS collects more than 200 fees and charges under various fee schedules, including Building, Mechanical, Electrical, Plumbing, Facility Permit, Field Issuance Remodel, Site Development, Environmental Soils, Signs, Zoning Enforcement, Land Use, and Neighborhood Inspections. These fees and charges are used by BDS to fund inspections, plan review, permit issuance, land use review, customer assistance, and other functions. Most bureau programs have the goal to be self-supporting, while one program (Neighborhood Inspections) receives General Fund support.

Fees charged for services delegated from the State Building Codes Division (BCD) must comply with the fee calculation methodologies determined by the BCD and described in Oregon Administrative Rule (OAR) 918-050-0000 through 918-050-0170. In 1988-89, the Development Services Operating Fund was established with a policy that construction-related programs in the fund would be self-supporting. Since that time, BDS has kept these programs self-supporting by providing efficient, effective services and by periodic, moderate fee changes that allow the bureau to respond to increasing costs and to be innovative and proactive in meeting changing customer needs. The same principle is applied to all bureau programs.

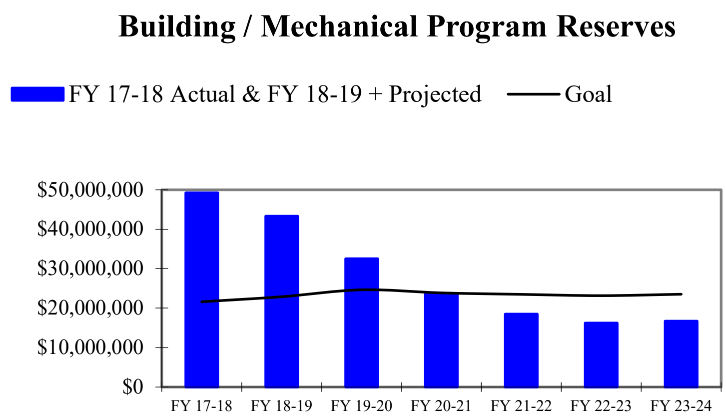
Any fees charged by BDS, including fees for services delegated by the BCD, should cover the costs of providing services. Every year, as part its Five-Year Financial Plan development, BDS evaluates its programs to ensure that costs are fully recovered and healthy reserves over the following five years.

State Mandated Construction Inspection Programs

State law allows the bureau to interchange all the funding of the state construction programs (Building, Electrical, Mechanical, and Plumbing), with the exception that electrical revenues cannot be used to fund the other programs. When viewed together, the State construction programs' reserve is projected to be $63.4 million at the end of FY 2018-19, which is higher than the reserve goal. Overall cost recovery for these programs is projected to be 88% in FY 2018-19. At the end of the five-year plan, reserves for the state-mandated programs are expected to be below the reserve goal of $33.0 million, and the cost recovery rate is projected at 99%.

Building/Mechanical Program

The Building and Mechanical programs are combined into one Building/ Mechanical Program, because the employees who make these inspections are all cross-certified and make both building and mechanical inspections.



Historically, funding has been strong and stable for this program. Fees for building permits and commercial mechanical permits are calculated based on the valuation of the projects, so as valuation grows, revenues also grow. As a result, this program has been the bureau's financial foundation over the years.

The program was severely affected by the 2008-2009 recession, but has recovered from the downturn. The program's cost recovery was 111% in FY 2017-18. The projected decline in construction activity will affect bureau revenues and the program is expected to operate below cost recovery for the entirety of the 5-Year Forecast period.

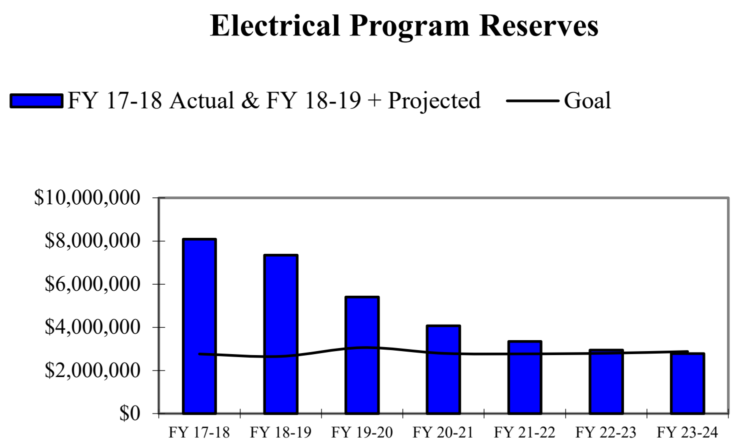
In FY 2004-05 a promise was made to the construction industry that Building/Mechanical fees would not be raised for the subsequent five years, through FY 2009-10. This pledge was part of the implementation of the Development Services fee to fund the Land Use Services program. Building permit fees were decreased by 10% at the end of FY 2004-05 to offset the impact of the new fee to customers.

Beginning in FY 2010-11, the Building/Mechanical Program began receiving back $1,272,845 from the Facility Permit Program in three equal annual installments. This amount had been transferred from the Building program to the Facility Permit Program in FY 2005-06 to eliminate that program's deficit. The Building/Mechanical Program received the entire loan back from the Facility Permit Program by the end of FY 2012-13. Finally, the ongoing transfer of $579,848 from the Building/Mechanical Program to the Land Use Services Program for services ceased in FY 2011-12.

The reserve goal for the Building/Mechanical Program was raised back to 45% of expenditures (from 25%) in FY 2012-13, and was raised again to 75% beginning in FY 2015-16. This program has always been one of the most volatile in terms of revenues. Based on the recent experience of the recession, 75% is a more prudent reserve should the economy face similar circumstances again. The program's reserves are expected to decrease below goals by the end of FY 2020-21. Fee increases are assumed in FY 2019-20 through FY 2023-24.

Electrical Program

FY 2003-04 was the first year since FY 1994-95 that the Electrical Program's revenues fully funded program costs. Between FY 1994-95 and FY 2002-03, electrical permit applicants were not fully paying for the services that they were receiving.

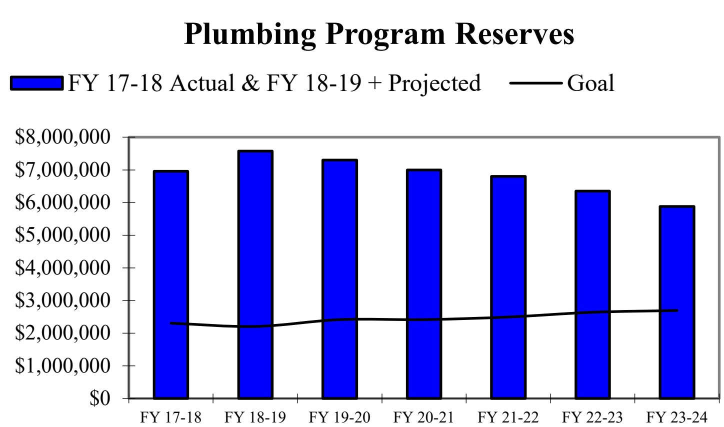


FY 2006-07 was the first year since FY 1998-99 in which the program had a positive reserve. However, in FY 2008-09 the program's cost recovery rate dropped to 76% due to a sharp drop in construction activity. The program's cumulative deficit reached $1.4 million by the end of FY 2009-10. The bureau took actions to decrease the deficit and bring the program back to cost recovery. By the end of FY 2012-13 the deficit was eliminated, and in FY 2017-18 the program operated at 116% cost recovery.

The program is projected to operate below cost recovery and draw down on its reserves each year of the 5-Year Forecast. The reserve goal for the Electrical Program was raised to 50% of expenditures in FY 2015-16. The program is projected to maintain reserves above its goal through FY 2022-23 before dropping below its goal for final year of the 5-Year Forecast period. Fee increases are proposed for FY 2019-20 through FY 2023-24.

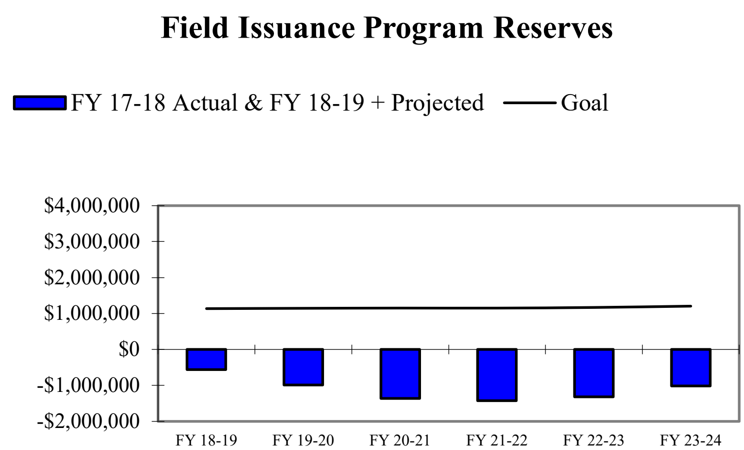
Plumbing Program

The Plumbing Program drew on its reserves every year between FY 1995-96 and FY 2001-02, causing its reserve balance to be negative $1.7 million in FY 2001-02. During these years, plumbing permit applicants did not fully pay for the services they received. In FY 2002-03 revenues began to cover costs, and continued to exceed costs for five years. Much like the Electrical Program, the cost recovery rate for the Plumbing Program dropped to 63% in FY 2008-09 due to the decrease in construction activity.



The bureau implemented fee increases and cost saving measures to bring the program back to cost recovery. The cost recovery rate was 137% in FY 2017-18 with cumulative reserves of $7.0 million. The program is projected to remain above cost recovery in FY 2018-19 before operating below cost recovery through FY 2023-24. The reserve goal was raised to 50% beginning in FY 2015-16; reserves are expected to remain above this goal through the 5-Year Forecast period. No fee increases are proposed in 5-Year Forecast period.

Field Issuance Remodel Program

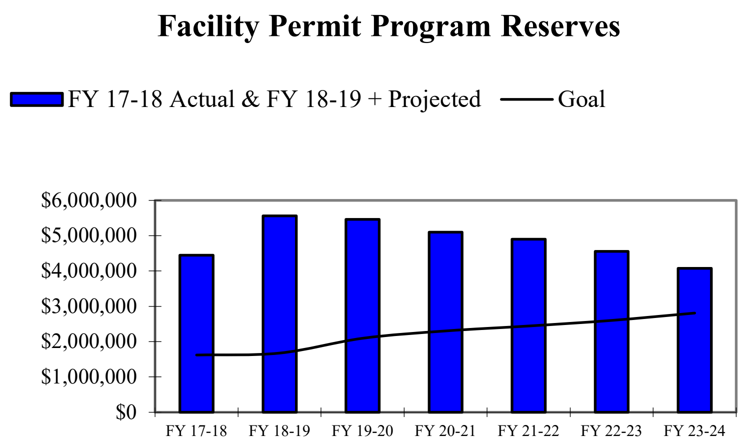


The Field Issuance Remodel (FIR) program is an innovative program designed to serve specific types of residential remodel projects. Contractors must apply for enrollment in order to receive services provided by the program. Instead of paying standard permit fees, enrolled contractors pay an hourly rate for plan review and inspection services. The program has grown slowly over time, but had previously been incorporated under the Building/Mechanical, Electrical, and Plumbing programs. In FY 2018-19 FIR was separated out as a standalone program and assigned its own reserves.

FIR is currently operating below cost recovery. The program projects to operate at 74% cost recovery in FY 2018-19 and end the fiscal year with a reserve deficit above $550,000.

In order to achieve fiscal stability, the program is undergoing the process of fee adjustments as current hourly charges are set below the costs of providing services. In FY 2018-19 fees were increased by 7.3%. A fee increase of 11% is assumed in FY 2019-20 to bring hourly charges in line with the Facility Permit Program. Fee increases of 5% are assumed in each of the final four years of the 5-Year Forecast period. The program is projected to operate below cost recovery through FY 2021-22 before achieving cost recovery in FY 2022-23 and FY 2023-24. The program projects to carry a deficit for the duration of the Financial Plan.

Facility Permit Program



The Facility Permit Program (FPP) began in FY 1998-99 as a new, innovative way for BDS to provide services. The program is designed to serve customers with ongoing interior tenant improvements where facility maintenance, upgrade, and renovations are frequent. Instead of paying standard permit fees, businesses and institutions enrolled in the program pay an hourly rate for plan review and inspection services. The program started slowly with a limited number of inspectors, and then was expanded in FY 2000-01 and FY 2004-05. The program recovered costs in FY 2001-02 and again in FY 2005-06.

However, because FPP had a cumulative deficit of nearly $1.3 million at the end of FY 2004-05, funds were transferred to the FPP reserve from the Building/Mechanical Program reserve to remove this deficit. This loan was repaid to the Building/Mechanical fund beginning in FY 2010-11 in three equal annual installments. The program repaid the loan by the end of FY 2012-13.

FPP achieved above 100% cost recovery in both FY 2007-08 and FY 2008-09 due to the shift in the construction economy from new construction to the renovation and remodel of existing commercial buildings. FPP did not experience the effects of the recent recession to the extent that other State mandated construction programs did.

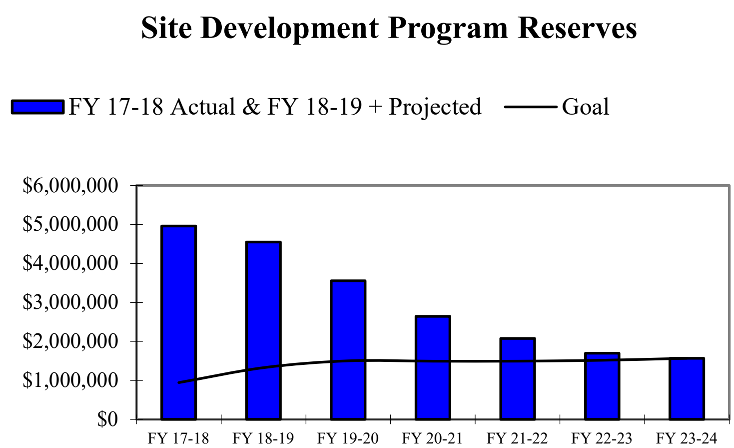
The reserve goal for FPP was raised to 20% (up from 15%) of expenditures in FY 2011-12. Beginning in FY 2015-16 the reserve goal was raised to 50% to help shield the program better from revenue fluctuations similar to those experienced in the recent recession. The program is projected to maintain cost recovery through FY 2018-19, then draw down on its reserves through FY 2023-24, though ending the 5-Year Forecast period above goal. This program is primarily funded through hourly charges, which are being evaluated for changes in FY 2019-20 to ensure they are sufficient to cover the costs of providing services. A 5% fee increase is assumed in FY 2019-20 and FY 2020-21.

Local Programs

The bureau's local programs implement local regulations or state and federal mandates. Funding for these programs is predominantly from fees and charges. General Fund monies also currently support the Neighborhood Inspections program.

Site Development Program

The Site Development Program was created as a separate program in FY 2000-01 in order to recognize the impact of new responsibilities for plan review and inspections related to storm water control, erosion control, and tree preservation.



In November 2002, BDS restructured the fee schedule for this program. For residential projects, several old fees were consolidated into a Residential Site Development Fee, but overall these fees were not increased. Fees for commercial projects were increased by 5.1%, mirroring inflation over a two-year period. BDS also reviewed the work done by this section and as a result, work that is more appropriately funded by building inspection and plan review fees is now supported by building permit fees.

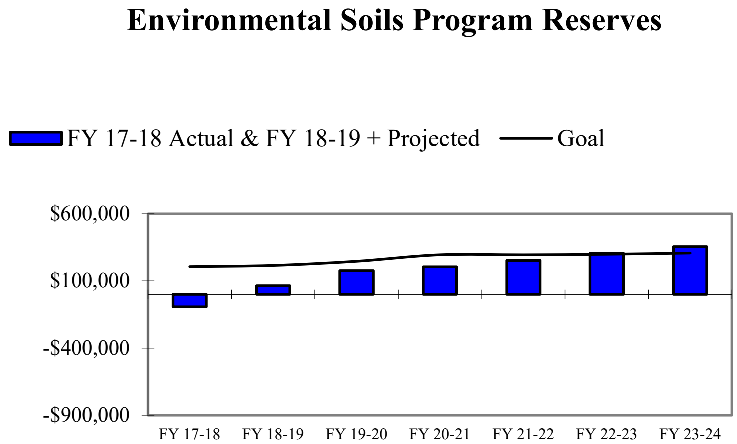
The cost recovery rate for the program dropped to 50% in FY 2008-09 and 81% in FY 2009-10. However, after position reductions and a series of fee increases, the program was able to return to cost recovery and eliminate its deficit by the end of FY 2011-12. In FY 2017-18 the program achieved a 111% cost recovery rate.

In spring 2010 the bureau transferred the Stormwater Control Program to the Bureau of Environmental Services. The transfer included both the workload and fees supporting the program. In addition, a new Commercial Site Review Fee was created to better align revenue sources with the services provided.

The reserve goal was raised from 45% to 50% in FY 2015-16. The program is projected to maintain reserves above or near this goal through FY 2023-24 despite operating below cost recovery. A 5% fee reduction was implemented in FY 2013-14 and an additional 3% reduction in FY 2016-17; fee increases of 5% are assumed in each year of the 5-Year Forecast period while the program is drawing on reserves.

Environmental Soils Program

Multnomah County and the City have an intergovernmental agreement that gives BDS responsibility for the County's subsurface sewage program. BDS performs this work and is compensated with revenues that the bureau collects from permit fees for this program. The Board of County Commissioners sets the fees, and no additional compensation is given to the City for this work.



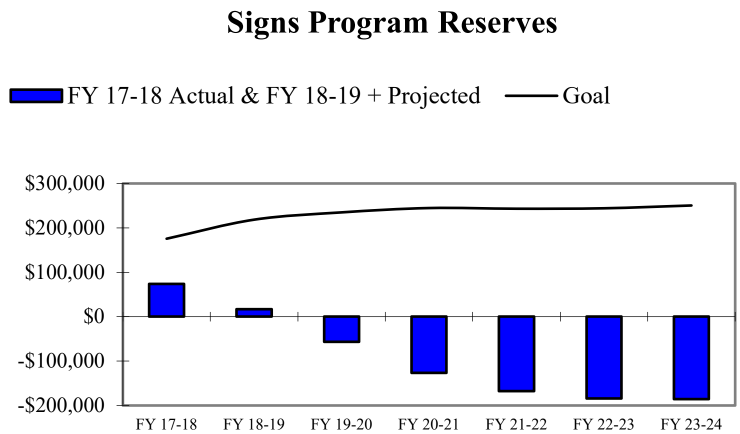
Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases were implemented in FY 1999-2000 to bring the fees up to the State of Oregon fee schedule. In FY 2001-02, staffing was reduced to match the workload. Fees were increased by 57% in FY 2004-05 and more modestly the subsequent six years. However, the program still had a significant reserve deficit.

In 2005, BDS consulted with Multnomah County and the City's Office of Management and Finance for ideas to resolve the problem of this program's ongoing deficit. At the time, most jurisdictions used their General Fund to help support their subsurface sewage program. Ideas to resolve the funding situation included a one-time fund transfer from Multnomah County, a one-time General Fund transfer, and "writing off" the debt. However, none of these ideas were deemed feasible. Instead, City Council agreed to inflationary fee increases until the reserve deficit is paid off.

By the end of FY 2010-11, the program had a cumulative deficit of approximately $1.4 million. In mid-2011, the bureau worked extensively with Multnomah County staff to address the ongoing deficit. Neither the County nor the City was willing to contribute funding to eliminate this deficit. In order to begin to eliminate the deficit and improve the program's cost recovery, the County agreed to raise the fees by 70% in FY 2011-12 and to explore alternatives, including ending the intergovernmental agreement with the City and returning the program to the State of Oregon. The County extensively reviewed the service level provided by the State of Oregon and compared it to BDS's services. The County's review concluded with commending BDS on its level of service and continuing the intergovernmental agreement with the City.

The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 was the final year of that agreement. No fee increase is proposed for FY 2019-20. The program is projected to maintain cost recovery through the entire 5-Year Forecast period, eliminating the deficit during FY 2018-19. FY 2022-23 should see reserves rise above goal for the first time since FY 1996-97, with sustained reserves over goal through FY 2023-24.

Signs Program



The Signs Program had a deficit from FY 1995-96 to FY 2014-15. Sign revenues dropped substantially in FY 1998-99 when litigation prohibited BDS from charging for any "copy changes" on signs. New fees were implemented as of March 2001. However, the revenues from these new fees did not fully fund the program.

In 2002, City Council approved a licensing program for A-board and non-illuminated signs. Some operational changes in the sign enforcement program were made in order to carry out this program. Prior to this change, all sign enforcement was carried out by the City's electrical sign inspectors. Enforcement of the non-illuminated sign requirements, as well as the associated program licensing is now being carried out by a non-technical field code specialist assigned to the Compliance Services Section. Responsibility for enforcement of the City's electrical sign requirements remains with the State-certified electrical inspectors in the Commercial Inspections Section.

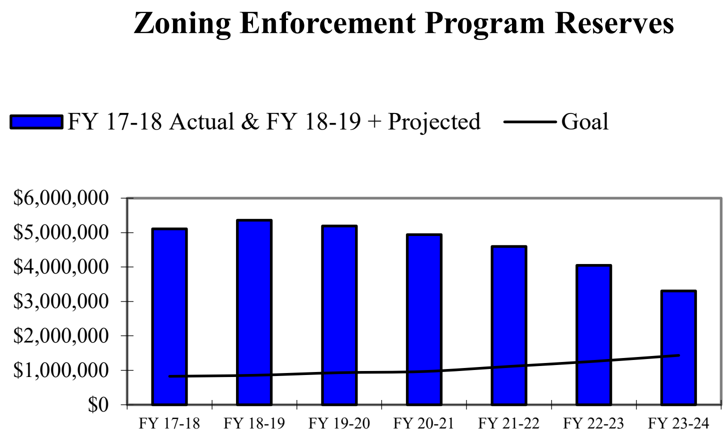
The sign permit fees are set at a flat rate; they do not increase based on the cost of living. Only an increase in the number of sign permits would increase revenues. Unfortunately, the program had drawn down its reserve for eight consecutive years through FY 2001-02 and had a negative reserve of over $400,000. Fees were increased in FY 2002-03 to fully fund the program, and the program contributed slightly to its reserve for three years, but by FY 2006-07 the deficit had grown to $500,000.

OMF included a budget note in BDS's FY 2006-07 budget that the bureau was to resolve the funding issue for the Signs Program. The bureau met with the sign industry, which agreed to increase fees by 7.5% annually until the program meets its reserve goals. These increases continued until FY 2014-15.

Cost saving measures and fee increases brought the program to financial health, with FY 2015-16 seeing the reserve deficit eliminated. However, the program is expected to operate below cost recovery through FY 2022-23, and projections show a reserve deficit beginning FY 2019-20 through FY 2023-24. The program reserve goal was raised to 50% beginning in FY 2015-16, but the program is not expected to meet this goal by FY 2023-24. Fee increases are assumed in each year of the 5-Year Forecast period to ensure financial stability.

Zoning Enforcement Program

Zoning Enforcement Program responsibilities include the zoning enforcement functions in the Enforcement, Building/ Mechanical, and Site Development Programs. Zoning inspection fees comprise the bulk of program revenues.

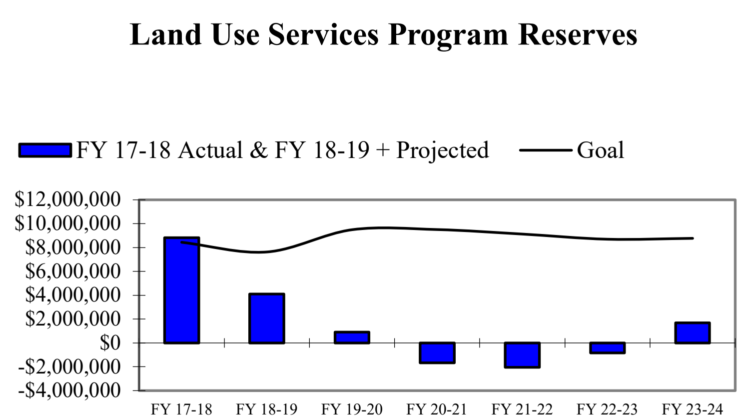


It was a long-time practice to transfer Zoning Enforcement Program revenues exceeding program costs in any given fiscal year to the Building/Mechanical and Site Development Programs, to support zoning inspection functions that are integrated into building and site development inspections. Therefore, the Zoning Program achieved 100% cost recovery in all years. However, since FY 2009-10 the costs of conducting zoning inspections have been directly charged to the Zoning Enforcement Program, thus eliminating the need to transfer any revenues to the Building/Mechanical or Site Development Programs. This housekeeping change brings this program into conformity with the bureau's standard practice of accounting for revenues and expenditures.

The program last increased fees in FY 2012-13 by 5% and a 3% reduction was implemented FY 2016-17. The reserve goal increased from 20% to 50% in FY 2015-16. Reserves are projected to remain above this goal throughout the 5-Year Forecast horizon, despite the program operating below cost recovery. No fee increases are assumed for the duration of the 5-Year Forecast period.

Land Use Services Program

The Land Use Services (LUS) Program is funded by program revenues. Until FY 2017-18, it also received support from the General Fund. In 1995, this program was part of the Bureau of Planning, and it was recommended that program revenues cover 64% of the program's costs. However, the City Council set the fees to collect only 50% of costs.



In FY 1999-2000, the LUS Program was consolidated with the Bureau of Buildings to form the Office of Planning and Development Review, since renamed the Bureau of Development Services. That fiscal year, even though no BDS overhead was charged to the LUS Program, LUS fees recovered only 60% of program costs.

LUS fees were increased in FY 2000-01 and a new cost recovery target was set at 65%. That same year, $234,929 in one-time General Fund money was reallocated from the Housing Program to LUS to assist in funding their reserve. Cost recovery was only 63%, but was at least closer to the 65% goal. In FY 2001-02 and FY 2002-03, the cost recovery rate dropped to 57%, and the LUS Program drew more than $1 million from its reserves over this two-year period.

In FY 2003-04, $579,848 in ongoing General Fund monies was replaced with building permit revenues. In most situations, building permit fees are used to fund building permit functions. However, where implementation of local ordinances is interdependent and intertwined with the State construction codes, building permit revenues are allowed to be used. According to the State Building Codes Division, a portion of planning and zoning review incidental or accessory to the issuance of a building permit falls into this category. However, beginning in FY 2011-12 building permit revenues ceased supporting LUS, because the Building/Mechanical program no longer had the resources for this transfer.

In FY 2003-04, $587,614 in one-time General Fund monies were reallocated to the LUS Program from the Neighborhood Inspections Program reserve, when the Neighborhood Inspections Program was moved to the Office of Neighborhood Involvement.

In May 2005, a new Development Services fee was created to assist in solving the critical funding issue in LUS. BDS worked with stakeholders to craft the fee. Since the new fee dramatically increased LUS' fee recovery rate, City Council directed BDS to revise the fee schedule for LUS by lowering some of the LUS fees in certain categories, lowering building permit fees by 10% to mitigate the impact of the new fee to customers, and eliminating the Council policy of 65% cost recovery. The Development Services fee is charged at the time of issuance of building, site development, and zoning permits.

Revenues from the Development Services fee made a significant positive impact on the financial stability of this program. As a result, the program achieved 100% cost recovery in FY 2005-06, the first time it had done so in five years.

However, LUS's cost recovery dropped to 69% in FY 2008-09 due to a sharp reduction in construction activity. The program depleted its reserves in FY 2008-09; the programmatic deficit reached $1.7 million in FY 2009-10. However, the program recovered from the effects of the downturn, achieving cost recovery in FY 2009-10 and eliminating the deficit by the end of FY 2011-12.

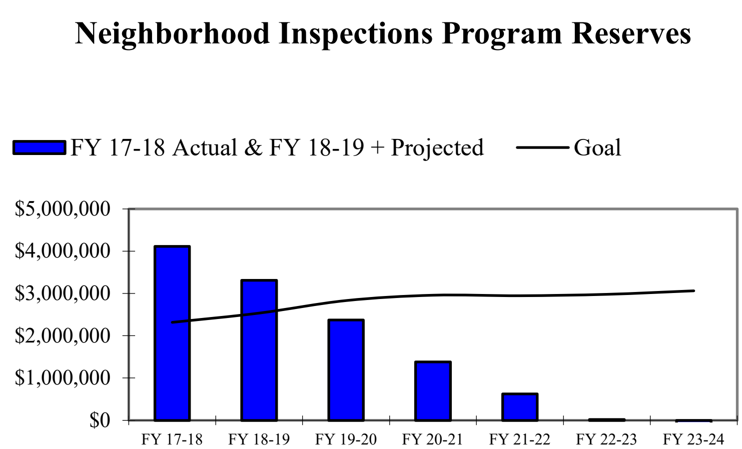
The reserve goal was raised to 50% in FY 2016-17, and FY 2017-18 saw an end to General Fund support of LUS. The reserve goal is increased to 75% beginning in FY 2019-20. The services provided by Land Use Services take place at the leading edge of the development cycle, and program revenues and workload are highly susceptible to any fluctuations in the construction development cycle;

therefore, raising the program reserve goal to 75% is prudent and provides BDS with the necessary time to react should reserve drop below this goal.

Historically, a portion of LUS revenue has been used to support the Bureau of Planning and Sustainability (BPS) for work related to the Zoning Code. Financial support for this work ends beginning in FY 2019-20. The program is also reducing staffing levels in FY 2018-19 through layoffs of 3.0 FTE in December 2018 and another 11.0 reduction in early 2019. The program is projected to draw on reserves for the first 3 years, of the forecast before finishing with two years over cost recovery. From FY 2020-21 through FY 2022-23 LUS is projected to operate with a cumulative reserve deficit before turning positive in FY 2023-24, though remaining significantly below its goal.

As previously mentioned, General Fund support for Land Use Services was eliminated in FY 2017-18. Without General Fund support, the program may not be able to achieve cost recovery unless fee changes are implemented. In FY 2017-18 the program achieved a 78% cost recovery rate. A 5% fee increase is proposed in FY 2019-20 and each subsequent year of the forecast period in order to achieve financial stability. The program is projected to achieve cost recovery in FY 2022-23 and FT 2023-24.

Neighborhood Inspections Program



In FY 2003-04, the Neighborhood Inspections Program was transferred from BDS to the City's Office of Neighborhood Involvement (currently the Office of Community and Civic Life), and then was transferred back to BDS in FY 2006-07. That year, the program received about 70% less General Fund support than it had when it was previously in BDS. In addition, funding to cover the program's administrative overhead was not included in its revenue base, so no overhead was charged to this program in FY 2006-07. In FY 2007-08, the bureau began to fully charge the program for its share of the bureau's administrative overhead.

Neighborhood Inspections was also experiencing lower revenue collections associated with decreased activity in the real estate market. As a result, the program fully depleted its reserves in FY 2008-09 and the programmatic deficit reached $1.3 million. The Lien Amnesty Program, a special one-time program implemented in June-July of 2009 that offered significant concessions to property owners on payments of liens, led to a substantial cash inflow to the program. Subsequently, in FY 2009-10 the bureau established a new proactive lien collection program that resulted in ongoing additional cash inflow to the program. The program achieved full cost recovery in FY 2009-10. The bureau has continued this proactive method of lien collection and the program achieved 94% cost recovery in FY 2017-18.

As General Fund support for Neighborhood Inspections has decreased over the years, there has been much greater reliance on fines, penalties, and liens. Collections of these revenues are very unstable and are dependent upon the economy and collection efforts. In addition, most program activities do not result in fines and penalties being assessed; on the contrary, the program strives to bring violators into compliance with City codes during the very early stages of complaints and investigations. Most violation cases (80-90%) gain compliance prior to the assessment of penalty charges.

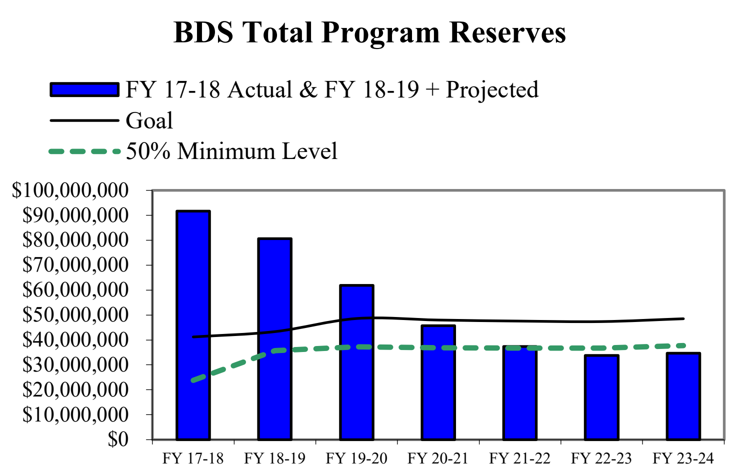
Ongoing General Fund money is an appropriate source of funding for Neighborhood Inspections. There is a direct public benefit from this program; it enhances the livability of Portland's neighborhoods, maintains the City's housing stock, and helps to eliminate serious public safety threats to neighborhoods. There is also a direct tie to equity as the Neighborhood Inspections Program helps ensure safe and livable housing options for lower income renters. It is critical that appropriate policy decisions be made regarding this program's funding and level of service.

Even with ongoing General Fund support, the program may not always be able to maintain cost recovery, but is projected to achieve its reserve goal. In addition, the reserve goal for Neighborhood Inspections was raised to 50% in FY 2016-17 (up from 30% previously). The 50% goal is intended to ensure the program's financial stability.

The program is projected to draw down on reserves for the entire 5-Year Forecast period, dropping below its 50% goal in FY 2019-20. Fee increases of 5% are assumed in FY 2019-20 and the following four years of the forecast period.

Bureau Overview

The bureau's goal is to always maintain a minimum bureauwide reserve above 50% of total bureau expenditures. Keeping the reserve level above 50% is critical, as it allows the bureau to have enough funds to adequately react to short-term economic fluctuations.



Bureauwide, there will be an overall drawdown on the cumulative reserves during the 5-Year Forecast period. Reserves are projected to drop below the 50% goal and end the forecast period at 46% in FY 2023-24.

Appendix A

SUMMARY OF FINANCIAL POLICIES

Reserve Policy

In FY 1988-89, the City Council established the Bureau of Buildings as an Operating Fund with the goal that the fund would eventually be 100% supported by permit fees and charges. The need to be self-supporting, combined with the difficulty in accurately predicting construction activity and fee revenues, makes it important for the Bureau of Development Services (BDS) to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

During periods of strong construction activity, the reserve is built up to provide a funding source for times when revenues drop. In this way, the bureau can weather the ups and downs of construction activity, remain stable and efficient, and maintain the staff necessary to provide services for projects that have been paid for but not completed, and position the bureau with sufficient staff to be able to respond and deliver service with the next building cycle following a downturn. The reserve is not intended to maintain existing budget levels despite reduced construction activity and BDS workloads, but rather to allow BDS time to recognize and respond to such downturns.

Reserve goals are based on a percentage of each individual program's annual operating budget. In most cases, the Financial Plan brings each program to its reserve goal by the end of the fifth year of the Plan. Fee increases are recommended when workload remains high, costs increase, and the reserve is projected to dip below recommended levels. Rather than increase fees dramatically in one year to bring a program back up to its recommended reserves, BDS phases in the fee increases gradually so that by the fifth year the program reaches its recommended reserve level. In addition, fees are increased as minimally and gradually as possible to mitigate the negative impact that fee increases can have on the construction industry.

In 1992, a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05, the bureau was directed to work with the Office of Management and Finance to review the reserve goals for all programs. The bureau completed a survey that gathered information from many comparable jurisdictions regarding their development services programs, reserves, and reserve policies. In many of these cities, the development services function was part of the General Fund and therefore had no separate reserves. For those cities that did have reserves, the policies and practices varied greatly, and there was no consistent approach to determining how large the reserve should be. Some reserve funds were designed to cover a certain number of months of operating expenses, while others were based on capital spending needs, economic downturns, the ability to maintain core staffing, or the need to cover work in process.

As a result of the review, the bureau lowered its reserve goals for several programs; most notably, the reserve goal for the Building/Mechanical Program was lowered to 25% of annual expenditures. The changes also included a new bureauwide minimum reserve level of 10%, providing a baseline below which total bureau reserves should not drop. The other program reserve goals were designed to be reached by no later than the fifth year of the Financial Plan. For the larger programs which are more affected by the construction economy (Electrical, Plumbing, and Site Development), the reserve goal was set at 20% of their annual budget.

The table below illustrates the adjustments made to reserve goals:

Program	**Reserve Goal**						
	Goal Prior to FY 2004-05	**Goal in FY 2004-05**	**Goal as of FY 2014-15**	**Goal as of FY 2015-16**	**Goal as of FY 2016-17**	**Current Goal as of FY 2019-20**	**Current Goal as of FY 2019-20 (months)**
Building/Mechanical	35-45%	25%	45%	75%	75%	75%	9
Electrical	35-45%	20%	45%	50%	50%	50%	6
Plumbing	35-45%	20%	20%	50%	50%	50%	6
Facility Permits	15%	15%	20%	50%	50%	50%	6
Site Development	35-45%	20%	45%	50%	50%	50%	6
Environmental Soils	20%	20%	20%	50%	50%	50%	6
Signs	20%	20%	20%	50%	50%	50%	6
Zoning Enforcement	20%	20%	20%	50%	50%	50%	6
Land Use Services	20%	20%	20%	30%	50%	75%	9
Neighborhood Inspections	20%	20%	25%	30%	50%	50%	6
Bureau Total	No goal	10% Minimum Reserve Level	15% Minimum Reserve Level	35% Minimum Reserve Level	50% Minimum Reserve Level	50% Minimum Reserve Level	6 months Minimum Reserve level

In FY 2010-11, with the impact of the recession still fresh, the bureau revisited its reserve goals. The reserve goal for the Building/Mechanical Program was returned to the original 35-45%. Since fees for building and mechanical permits are based on the valuation of the construction project and are the most volatile, a 35% reserve goal for the Building/Mechanical Program was deemed more prudent. Smaller programs (Environmental Soils, Signs, and Zoning) had reserve goals of 20% of their annual budgets. Likewise, the Land Use Services Program had a 20% reserve goal because it received General Fund support. The Facility Permit Program reserve goal was increased from 15% to 20% to be consistent with the reserve goals established for similar programs. The Neighborhood Inspections

Program reserve goal was increased from 20% to 25% due to a greater volatility in lien collections, the largest revenue source for the program.

In FY 2012-13, the bureau revisited its total minimum reserve level and Building/Mechanical Program reserve goal, which were raised to 15% and 45% respectively. In FY 2013-14 the bureau revisited Electrical and Site Development Program reserve goals, which were restored to 45%.

In FY 2014-15, BDS conducted further analysis of programmatic and bureauwide minimum reserve goals. The bureau raised reserve goals for all its programs, except for Land Use Services and Neighborhood Inspections, to 50% of annual expenditures. The bureau raised its total minimum reserve level and reserve goals for Land Use Services and Neighborhood Inspections to 30% of annual expenditures. In FY 2015-16, the bureau increased the Building/Mechanical goal to 75%, and the minimum bureauwide reserve level was set at 35%.

In FY 2016-17, the bureau increased the reserve goal of Land Use Services and Neighborhood Inspections to 50%. All other programs remained at 50%, except the Building/Mechanical program, which remained at 75%. The bureauwide minimum reserve level increased to 50%.

In FY 2019-20 the Land Use Services goal will be raised to 75%. All other programs will remain at previous goals. BDS will continue to closely monitor revenues and expenditures and make adjustments to the Financial Plan if necessary.

The Building/Mechanical Program and Land Use Services reserve goals are higher than the rest of the programs. The Building/Mechanical program performs structural and mechanical inspections that are usually the last stage in the bureau's work on development projects. The higher reserve is needed to ensure that the bureau has sufficient resources to provide inspections services that were prepaid by developers and homeowners.

The services provided by Land Use Services take place at the leading edge of the development cycle, and program revenues and workload are highly susceptible to any fluctuations in the construction development cycle; therefore, raising the program reserve goal to 75% is prudent and provides BDS with the necessary time to react should reserve drop below this goal. The current programmatic reserve goals and bureau total minimum reserve level will allow the bureau to better manage unpredictable fluctuations in economic conditions.

It is important to remember that the goal of the reserve is to allow BDS time to recognize and respond to unanticipated declines in revenues and to maintain the staffing needed to carry out its obligation to provide services on permits for which BDS has already been paid. The reserve also helps position BDS for the next building cycle by providing funds to retain a sufficiently trained, experienced workforce, and avoid the inefficiencies caused by sequences of layoffs followed by recruitments, hiring, and training. The size of the reserve determines how much time BDS will have to adjust to change and still provide necessary services. The reserve goals will not insulate the programs from making significant budget adjustments in response to lower revenues and reduced workloads over the long term, but will allow BDS to remain stable and to meet its prepaid obligations, will provide time to respond, and will reduce the severity of budget cuts in the short term.

Fee Increase Policy

BDS's fee increase policy was adopted by the Bureau of Buildings and the Bureau Advisory Committee in 1992. The policy is to review fees on an annual basis and increase them gradually as needed to cover increases in personnel and interagency costs. This policy of increasing fees slowly, steadily, and gradually assists permit applicants. It can be very difficult for customers to absorb large fee increases, because their operations are based on a stable cost of doing business. They have a much easier time absorbing smaller and more predictable increases.

Although the general policy is to increase fees on an annual basis, fee increases may not be necessary every year if a program's revenues are strong and its reserves are at an acceptable level. Fee increases should be avoided only when the bureau has enough excess reserves to operate through two fiscal years without depleting the program's reserves below the target set in BDS's reserve policy.

Fee increases should be set at a rate which covers BDS's increased operating costs. BDS's costs of doing business are assumed to increase each year in part because the City’s labor agreements currently contain provisions for cost of living increases based on the Consumer Price Index for Urban Wage Earners and Clerical Workers for the City of Portland, with a floor of 1% and a ceiling of 5%. BDS estimates that overall costs will increase between 3 – 5% each year. Fee increases above this figure are necessary when reserves are below acceptable levels, a large capital project is on the horizon (such as improvement to information systems or a major site relocation), or BDS is confronted with other major unforeseen events.

In February 2016, members of the Development Review Advisory Committee formed a subcommittee (Fees & Regulations Subcommittee) to work with bureau staff on possible fee changes. This subcommittee provided fee change recommendations which were evaluated by the bureau leadership team. This process resulted in a 3% reduction in building and site development permit fees in FY 2016-17.

In the fee evaluation process for FY 2018-19, BDS engaged other bureaus with staff involved in the development review and permitting process to ensure changes were discussed and brought to Council in a holistic manner. This process resulted in an exhibit attached to BDS’s fee change ordinance showing the effect of proposed changes on specific development projects. This consolidated effort to work collaboratively across bureaus increased transparency, made the cumulative effect of fee changes on development activity more easily visible, and allowed the Council to evaluate the impact of individual change requests in concert with all other changes, rather than reviewing them in isolation as had been done in years past. BDS will continue to collaborate with partner bureaus when considering FY 2019-20 fee changes.

Fee changes are assumed in the Building/Mechanical, Electrical, Facility Permit, Field Issuance Remodel, Site Development, Signs, Neighborhood Inspections, and Land Use Services programs in FY 2019-20 to ensure financial and operational stability. A summary of assumed fee increases can be found in Appendix B.

Limitations on Use of Revenues from Construction Permit Fees

Since the adoption of the Operating Fund in FY 1988-89, BDS has analyzed expenses and revenues by program. These programs are Building/Mechanical, Electrical, Plumbing, Facility Permits, Site Development, Environmental Soils, Signs, Zoning, Neighborhood Inspections, and Land Use Services. Revenues collected for each program stay within that program.

State law requires that "fees collected by a municipality…shall be used for the administration and enforcement of a building inspection program for which the municipality has assumed responsibility…" ORS 455.210(3)(c). This statute applies to the permit and plan review fees for the Building/Mechanical and Plumbing programs. Under State statute, revenues from building, plumbing, and mechanical permits/plan review can be used interchangeably. Building departments are specifically prohibited from using these fees to fund inspection, review, implementation, or administration of local ordinances relating to development, or any other programs that are not related to the construction permit/plan review revenues. However, building permit revenues can be used to fund programs where implementation of local ordinances is interdependent and intertwined with the State construction codes. According to the State Building Codes Division, a portion of planning and zoning review incidental to the issuance of a building permit falls into this category.

There is a special provision for electrical permits and plan review. ORS 479.845 states that "fees collected by a city or county for the enforcement or administration of the electrical specialty code and rules under ORS 479.730 (1) shall be used only for the enforcement and administration of those laws."

Land Use Services is also subject to state laws governing how fees can be applied. ORS 227.175(1) states that the fees for processing an application for a permit or zone change charge may be charged "at an amount no more than the actual or average cost of providing that service."

Business Continuity Plan

Purpose

This Bureau of Development Services (BDS) Business Continuity Plan provides direction and guidelines to the bureau to respond in a prudent and timely way to significant, persistent financial downturns.

Definitions

Economic recession is defined as a period of temporary economic decline during which trade and industrial activity are reduced, generally identified by a fall in GDP in two successive quarters. Economic depression is defined as a long and severe recession in an economy or market.

Authority

BDS's Commissioner-in-Charge and the Bureau Director have the authority to activate the Business Continuity Plan.

Leading Indicators

BDS monitors its workload parameters and revenue collections on a regular basis. The leading indicators below are intended to help bureau management identify early signs of changes in workload and revenue trends. If any of the leading indicators are activated, BDS will thoroughly analyze the data for anomalies that may have caused the activation. If no anomalies are found, BDS will notify its Commissioner-in-Charge:

1. Bureauwide Non-Cumulative Monthly Cost Recovery Rate is below 100%.
2. The number of land use applications received for the most recent 3 months is 7.5% or more below the number of land use applications received for the same period in the previous year.
3. The number of final plat applications received for the most recent 3 months is 7.5% or more below the number of final plat applications received for the same period in the previous year.
4. The total valuation of all building permit applications received for the most recent 3 months is 7.5% or more below the total valuation of all building permit applications received for the same period in the previous year.
5. The total number of building permit applications received for the most recent 3 months is 7.5% or more below the total number of building permit applications received for the same period in the previous year.
6. The number of pre-application conferences held for the most recent 3 months is 7.5% or more below the number of pre-application conferences held for the same period in the previous year.
7. The number of early assistance appointments for the most recent 3 months is 7.5% or more below the number of early assistance appointments held for the same period in the previous year.
8. The number of customers visiting the Development Services Center for the most recent 3 months is 7.5% or more below the number of customers for the same period in the previous year.

Business Continuity Plan Triggers

The reduction measures outlined below will be triggered by any circumstance in which **any four out of the five** following conditions occur at the same time:

1. The bureau's cumulative cost recovery rate is below 100%;
2. Bureau reserves are below the minimum reserve goal of 50% or approximately 6 months of total expenditures (reserves are below 50% of the total annual budget);
3. Bureau revenues have been declining consistently for the previous 6 consecutive months;
4. The total value of all building permit applications received by the bureau has been declining consistently for the previous 6 consecutive months;
5. The total number of all building permit applications received by the bureau has been declining consistently for the previous 6 consecutive months.

Measures

If the Plan is triggered, operational expenditures will be adjusted as soon as practicable by reducing expenses as needed.

In general, BDS's expenditure reduction measures will be as follows:

- Assess workload needs and staffing levels;
- Prioritize programs and services, and reduce or eliminate lowest priority programs and services as needed;
- Stop all hiring processes; keep positions vacant; realign and consolidate the workforce.
- Reduce Material and Services spending, including but not limited to: office supplies, professional services, operating supplies, subscriptions, training, travel, equipment, and tools;
- Eliminate temporary and seasonal positions;
- Eliminate limited term positions;
- Provide retirement incentive options to employees who are eligible to retire, and subsequently eliminate or restructure positions that become vacant.

Measures outlined above can be implemented in any order or combination depending on the severity and duration of the economic downturn.

The measures outlined above are monitored and adjusted as necessary to maintain the bureau's financial stability and its ability to provide necessary services to the public.

In addition to the bureauwide leading indicators and triggers outlined in this policy, the bureau is closely monitoring programmatic financial and workload measures. The bureau produces programmatic cost recovery and workload measure reports on a monthly basis. Programmatic revenue collections, expenditures, cost recovery, and reserve levels are also monitored and analyzed on a monthly basis.

Reporting and Distribution

The bureau prepares a monthly dashboard report that summarizes both leading indicators and Business Continuity Plan triggers. The dashboard is shared with the Commissioner in Charge, Bureau Director, and BDS management team monthly. In addition, the dashboard is shared on a quarterly or as needed basis with BDS's major stakeholders, including but not limited to: the Development Review Advisory Committee, BDS Budget Advisory Committee, BDS Finance Committee, and BDS Labor Management Committee.

Plan Evaluation and Analysis

The bureau will monitor and evaluate the performance of leading indicators and plan triggers on an ongoing basis to test the reliability and dependability of these parameters. The Business Continuity Plan is part of BDS's annual budget and 5-year Financial Plan development process. Any changes and adjustments to the Plan indicators and triggers, as well as any changes to Plan measures, are made on an annual basis and included in bureau's 5-year Financial Plan.

Council Review and Acceptance

On December 16, 2015, BDS presented the Business Continuity Plan to the City of Portland Council. The plan was introduced and co-sponsored by Commissioner Amanda Fritz and Commissioner Dan Saltzman. The City Council accepted the Business Continuity Plan as complete.

Appendix B

Bureau of Development Services
2019 Financial Plan

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions[1]

Program	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Building	-14.1%	-0.7%	12.2%	5.3%	7.7%
Mechanical	-11.2%	-0.7%	6.6%	0.0%	0.3%
Electrical	-12.1%	-2.1%	8.8%	3.1%	2.7%
Plumbing	-9.5%	-0.7%	6.1%	0.4%	1.5%
Facility Permits	-13.0%	-1.0%	10.4%	3.9%	5.5%
Field Issuance Remodel	-13.0%	-1.0%	10.4%	3.9%	5.5%
Site Development	-14.1%	-0.7%	12.2%	5.3%	7.7%
Environmental Soils	2.4%	2.4%	2.3%	2.2%	2.1%
Signs	1.5%	1.2%	1.1%	1.0%	1.0%
Zoning Enforcement	-14.1%	-0.7%	12.2%	5.3%	7.7%
Neighborhood Inspections	1.5%	1.2%	1.1%	1.1%	1.0%
Land Use Services Case Review	-7.2%	9.0%	9.9%	-0.8%	1.2%
Land Use Services Planning & Zoning	-14.1%	-0.7%	12.2%	5.3%	7.7%

Projected Fee Changes

Program	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Building	5.0%	5.0%	5.0%	5.0%	5.0%
Mechanical	5.0%	5.0%	5.0%	5.0%	5.0%
Electrical	5.0%	5.0%	5.0%	5.0%	5.0%
Plumbing	0.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	5.0%	5.0%	0.0%	0.0%	0.0%
Field Issuance Remodel	11.0%	5.0%	5.0%	5.0%	5.0%
Site Development	5.0%	5.0%	5.0%	5.0%	5.0%
Environmental Soils	0.0%	0.0%	0.0%	0.0%	0.0%
Signs	5.0%	5.0%	5.0%	5.0%	5.0%
Zoning Enforcement	0.0%	0.0%	0.0%	0.0%	0.0%
Neighborhood Inspections	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services Case Review	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services Planning & Zoning	5.0%	5.0%	5.0%	5.0%	5.0%

Note
1. The Programmatic Revenue Growth Rates presented in this table represent growth rates for the bureau's base revenue source, projects with a valuation under $3 million, prior to fee changes The Programmatic Revenue Growth Rates presented in this table may not necessarily match the revenue growth rates presented in Appendix C Program Detail.
Growth Rates in Appendix C Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,186,517)
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,725,036)
	FY 10-11	25,462,507	-12.0%	25,272,181	2.6%	1,889,155	0	27,161,336	1,698,829	99%	107%	2,211,638		9%	25%	6,407,556	(4,195,918)
	FY 11-12	28,459,247	11.8%	33,434,898	32.3%	3,031,800	0	36,466,698	8,007,451	117%	128%	10,219,089		36%	26%	7,361,398	2,857,691
	FY 12-13	30,540,311	7.3%	42,100,237	25.9%	2,248,147	0	44,348,384	13,808,073	138%	145%	24,027,162		79%	30%	9,159,057	14,868,105
	FY 13-14	37,923,006	24.2%	47,121,862	11.9%	1,994,874	0	49,116,736	11,193,730	124%	130%	35,220,891		93%	30%	11,396,911	23,823,980
	FY 14-15	42,075,301	10.9%	55,888,536	18.6%	2,194,814	0	58,083,350	16,008,049	133%	138%	51,228,940		122%	33%	13,990,482	37,238,458
	FY 15-16	48,694,264	15.7%	66,454,244	18.9%	2,177,273	0	68,631,517	19,937,253	136%	141%	71,166,193		146%	54%	26,385,761	44,780,432
	FY 16-17	57,890,945	18.9%	71,460,468	7.5%	2,117,744	0	73,578,212	15,687,267	123%	127%	86,853,460		150%	60%	34,852,274	52,001,186
	FY 17-18	68,009,553	17.5%	71,871,195	0.6%	952,985	0	72,824,180	4,814,626	106%	107%	91,668,086		135%	61%	41,210,328	50,457,758
	FY 18-19 estimate	71,419,227	5.0%	59,384,048	-17.4%	982,528	0	60,366,576	(11,052,651)	83%	85%	80,615,435		113%	61%	43,339,940	37,275,495
	FY 19-20 estimate	74,438,589	4.2%	54,660,880	-8.0%	1,005,775	0	55,666,655	(18,771,934)	73%	75%	61,843,501		83%	65%	48,599,503	13,243,998
	FY 20-21 estimate	73,728,488	-1.0%	56,584,063	3.5%	1,005,775	0	57,589,838	(16,138,650)	77%	78%	45,704,851		62%	65%	47,987,392	(2,282,541)
	FY 21-22 estimate	73,386,248	-0.5%	64,106,978	13.3%	1,005,775	0	65,112,753	(8,273,495)	87%	89%	37,431,356		51%	65%	47,566,401	(10,135,045)
	FY 22-23 estimate	73,492,070	0.1%	68,872,834	7.4%	1,005,775	0	69,878,609	(3,613,461)	94%	95%	33,817,895		46%	64%	47,366,259	(13,548,365)
	FY 23-24 estimate	75,480,323	2.7%	75,326,647	9.4%	1,005,775	0	76,332,422	852,099	100%	101%	34,669,994		46%	64%	48,506,136	(13,836,142)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	19%	45%			
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%			
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
Building / Mechanical	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,496,582	-16.0%	9,228,371	-7.9%	0	(155,566)	9,072,805	(423,777)	97%	96%	6,553,359	8.0%	69%	35%	3,323,804	3,229,556
	FY 11-12	10,346,857	9.0%	13,689,544	48.3%	0	424,282	14,113,826	3,766,969	132%	136%	10,320,328	8.0%	100%	35%	3,621,400	6,698,928
	FY 12-13	11,704,650	13.1%	17,579,753	28.4%	0	424,282	18,004,035	6,299,385	150%	154%	16,619,713	5.0%	142%	45%	5,267,093	11,352,621
	FY 13-14	14,679,601	25.4%	19,519,035	11.0%	0	0	19,519,035	4,839,434	133%	133%	21,459,147	0.0%	146%	45%	6,605,820	14,853,327
	FY 14-15	17,073,826	16.3%	23,482,533	20.3%	0	0	23,482,533	6,408,707	138%	138%	27,867,854	0.0%	163%	45%	7,683,222	20,184,633
	FY 15-16	20,215,215	18.4%	29,459,669	25.5%	0	0	29,459,669	9,244,454	146%	146%	37,112,308	0.0%	184%	75%	15,161,411	21,950,897
	FY 16-17	23,627,207	16.9%	32,452,318	10.2%	0	0	32,452,318	8,825,111	137%	137%	45,937,419	-3.0%	194%	75%	17,720,405	28,217,014
	FY 17-18	28,822,207	22.0%	32,081,559	-1.1%	0	0	32,081,559	3,259,352	111%	111%	49,196,771	0.0%	171%	75%	21,616,655	27,580,116
	FY 18-19 estimate	30,521,307	5.9%	24,601,181	-23.3%	0	0	24,601,181	(5,920,126)	81%	81%	43,276,645	0.0%	142%	75%	22,890,980	20,385,665
	FY 19-20 estimate	32,863,821	7.7%	22,108,819	-10.1%	0	0	22,108,819	(10,755,002)	67%	67%	32,521,643	5.0%	99%	75%	24,647,866	7,873,778
	FY 20-21 estimate	31,818,671	-3.2%	22,815,139	3.2%	0	0	22,815,139	(9,003,532)	72%	72%	23,518,112	5.0%	74%	75%	23,864,003	(345,892)
	FY 21-22 estimate	31,323,415	-1.6%	26,272,173	15.2%	0	0	26,272,173	(5,051,242)	84%	84%	18,466,870	5.0%	59%	75%	23,492,561	(5,025,692)
	FY 22-23 estimate	30,886,523	-1.4%	28,636,023	9.0%	0	0	28,636,023	(2,250,500)	93%	93%	16,216,369	5.0%	53%	75%	23,164,892	(6,948,523)
	FY 23-24 estimate	31,369,922	1.6%	31,899,405	11.4%	0	0	31,899,405	529,483	102%	102%	16,745,853	5.0%	53%	75%	23,527,441	(6,781,589)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0%	14%			
	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%			
	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
Electrical	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
	FY 96-97	2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
	FY 10-11	2,753,551	-0.3%	2,918,005	11.2%	0	0	2,918,005	164,454	106%	106%	(1,227,903)	8.0%	-45%	20%	550,710	(1,778,614)
	FY 11-12	2,672,616	-2.9%	3,402,906	16.6%	0	0	3,402,906	730,290	127%	127%	(497,613)	8.0%	-19%	20%	534,523	(1,032,137)
	FY 12-13	2,595,329	-2.9%	4,317,127	26.9%	0	0	4,317,127	1,721,798	166%	166%	1,224,185	5.0%	47%	20%	519,066	705,119
	FY 13-14	3,444,669	32.7%	4,688,674	8.6%	0	0	4,688,674	1,244,005	136%	136%	2,468,190	0.0%	72%	20%	688,934	1,779,256
	FY 14-15	3,559,764	3.3%	5,555,739	18.5%	0	0	5,555,739	1,995,975	156%	156%	4,464,165	0.0%	125%	45%	1,601,894	2,862,271
	FY 15-16	3,911,336	9.9%	5,253,294	-5.4%	0	0	5,253,294	1,341,958	134%	134%	5,806,123	0.0%	148%	50%	1,955,668	3,850,455
	FY 16-17	4,637,286	18.6%	6,038,612	14.9%	0	0	6,038,612	1,401,326	130%	130%	7,207,449	0.0%	155%	50%	2,318,643	4,888,806
	FY 17-18	5,523,546	19.1%	6,398,492	6.0%	0	0	6,398,492	874,946	116%	116%	8,082,395	0.0%	146%	50%	2,761,773	5,320,622
	FY 18-19 estimate	5,304,234	-4.0%	4,567,745	-28.6%	0	0	4,567,745	(736,490)	86%	86%	7,345,905	0.0%	138%	50%	2,652,117	4,693,788
	FY 19-20 estimate	6,115,656	15.3%	4,169,871	-8.7%	0	0	4,169,871	(1,945,785)	68%	68%	5,400,120	5.0%	88%	50%	3,057,828	2,342,292
	FY 20-21 estimate	5,583,197	-8.7%	4,250,524	1.9%	0	0	4,250,524	(1,332,673)	76%	76%	4,067,447	5.0%	73%	50%	2,791,599	1,275,849
	FY 21-22 estimate	5,535,872	-0.8%	4,815,927	13.3%	0	0	4,815,927	(719,945)	87%	87%	3,347,502	5.0%	60%	50%	2,767,936	579,566
	FY 22-23 estimate	5,593,037	1.0%	5,192,996	7.8%	0	0	5,192,996	(400,041)	93%	93%	2,947,461	5.0%	53%	50%	2,796,518	150,942
	FY 23-24 estimate	5,754,234	2.9%	5,592,411	7.7%	0	0	5,592,411	(161,824)	97%	97%	2,785,637	5.0%	48%	50%	2,877,117	(91,480)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%			
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%			
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%			
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%			
Plumbing	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,987,513)
	FY 10-11	2,172,277	-2.4%	2,150,160	19.9%	0	0	2,150,160	(22,117)	99%	99%	(1,564,581)	8.0%	-72%	20%	434,455	(1,999,036)
	FY 11-12	2,323,172	6.9%	2,422,941	12.7%	0	0	2,422,941	99,769	104%	104%	(1,464,812)	8.0%	-63%	20%	464,634	(1,929,446)
	FY 12-13	2,396,853	3.2%	3,421,353	41.2%	0	0	3,421,353	1,024,500	143%	143%	(440,312)	5.0%	-18%	20%	479,371	(919,683)
	FY 13-14	3,018,956	26.0%	4,114,387	20.3%	0	0	4,114,387	1,095,431	136%	136%	655,119	5.0%	22%	20%	603,791	51,328
	FY 14-15	3,104,910	2.8%	4,847,546	17.8%	0	0	4,847,546	1,742,636	156%	156%	2,397,755	0.0%	77%	20%	620,982	1,776,773
	FY 15-16	3,571,801	15.0%	4,840,490	-0.1%	0	0	4,840,490	1,268,689	136%	136%	3,666,444	0.0%	103%	50%	1,785,901	1,880,544
	FY 16-17	3,748,731	5.0%	5,324,616	10.0%	0	0	5,324,616	1,575,885	142%	142%	5,242,329	0.0%	140%	50%	1,874,366	3,367,964
	FY 17-18	4,607,653	22.9%	6,319,607	18.7%	0	0	6,319,607	1,711,955	137%	137%	6,954,284	0.0%	151%	50%	2,303,826	4,650,458
	FY 18-19 estimate	4,408,679	-4.3%	5,023,957	-20.5%	0	0	5,023,957	615,278	114%	114%	7,569,562	0.0%	172%	50%	2,204,339	5,365,223
	FY 19-20 estimate	4,827,020	9.5%	4,555,385	-9.3%	0	0	4,555,385	(271,635)	94%	94%	7,297,927	0.0%	151%	50%	2,413,510	4,884,417
	FY 20-21 estimate	4,827,270	0.0%	4,522,650	-0.7%	0	0	4,522,650	(304,620)	94%	94%	6,993,307	0.0%	145%	50%	2,413,635	4,579,672
	FY 21-22 estimate	4,986,697	3.3%	4,792,228	6.0%	0	0	4,792,228	(194,469)	96%	96%	6,798,838	0.0%	136%	50%	2,493,349	4,305,489
	FY 22-23 estimate	5,278,101	5.8%	4,824,539	0.7%	0	0	4,824,539	(453,561)	91%	91%	6,345,277	0.0%	120%	50%	2,639,050	3,706,226
	FY 23-24 estimate	5,386,148	2.0%	4,915,737	1.9%	0	0	4,915,737	(470,411)	91%	91%	5,874,866	0.0%	109%	50%	2,693,074	3,181,792

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01																
Field Issuance	FY 01-02																
	FY 02-03																
Program separated	FY 03-04																
out and assigned its	FY 04-05																
own reserve beginning	FY 05-06																
FY 2018-19	FY 06-07																
	FY 07-08																
	FY 08-09																
	FY 09-10																
	FY 10-11																
	FY 11-12																
	FY 12-13																
	FY 13-14																
	FY 14-15																
	FY 15-16																
	FY 16-17																
	FY 17-18																
	FY 18-19 estimate	2,272,313		1,715,991		0	0	1,715,991	(556,322)	76%	76%	(556,322)	7.3%	-24%	50%	1,136,157	(1,692,479)
	FY 19-20 estimate	2,290,551	0.8%	1,858,528	8.3%	0	0	1,858,528	(432,024)	81%	81%	(988,346)	11.0%	-43%	50%	1,145,276	(2,133,621)
	FY 20-21 estimate	2,302,898	0.5%	1,932,102	4.0%	0	0	1,932,102	(370,796)	84%	84%	(1,359,142)	5.0%	-59%	50%	1,151,449	(2,510,591)
	FY 21-22 estimate	2,302,023	0.0%	2,240,041	15.9%	0	0	2,240,041	(61,982)	97%	97%	(1,421,124)	5.0%	-62%	50%	1,151,012	(2,572,135)
	FY 22-23 estimate	2,337,331	1.5%	2,444,802	9.1%	0	0	2,444,802	107,471	105%	105%	(1,313,653)	5.0%	-56%	50%	1,168,666	(2,482,318)
	FY 23-24 estimate	2,410,489	3.1%	2,707,281	10.7%	0	0	2,707,281	296,792	112%	112%	(1,016,860)	5.0%	-42%	50%	1,205,244	(2,222,105)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
Facilities Permits	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918	801,655
	FY 10-11	2,188,656	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(250,802)	108%	89%	888,771	8.0%	41%	15%	328,298	560,473
	FY 11-12	2,251,270	2.9%	2,875,436	21.7%	0	(424,282)	2,451,154	199,884	128%	109%	1,088,655	8.0%	48%	20%	450,254	638,401
	FY 12-13	2,289,731	1.7%	2,638,334	-8.2%	0	(424,282)	2,214,052	(75,679)	115%	97%	1,012,976	0.0%	44%	20%	457,946	555,030
	FY 13-14	2,580,851	12.7%	2,954,835	12.0%	0	0	2,954,835	373,984	114%	114%	1,386,960	0.0%	54%	20%	516,170	870,790
	FY 14-15	2,784,870	7.9%	3,543,509	19.9%	0	0	3,543,509	758,639	127%	127%	2,145,599	0.0%	77%	20%	556,974	1,588,625
	FY 15-16	2,827,799	1.5%	3,851,871	8.7%	0	0	3,851,871	1,024,072	136%	136%	3,169,671	0.0%	112%	50%	1,413,900	1,755,772
	FY 16-17	3,345,543	18.3%	3,122,741	-18.9%	0	0	3,122,741	(222,802)	93%	93%	2,946,869	0.0%	88%	50%	1,672,772	1,274,098
	FY 17-18	3,242,056	-3.1%	4,742,488	51.9%	0	0	4,742,488	1,500,432	146%	146%	4,447,301	0.0%	137%	50%	1,621,028	2,826,274
	FY 18-19 estimate	3,351,848	3.4%	4,465,007	-5.9%	0	0	4,465,007	1,113,159	133%	133%	5,560,461	0.0%	166%	50%	1,675,924	3,884,537
	FY 19-20 estimate	4,190,819	25.0%	4,092,856	-8.3%	0	0	4,092,856	(97,962)	98%	98%	5,462,498	5.0%	130%	50%	2,095,409	3,367,089
	FY 20-21 estimate	4,606,594	9.9%	4,246,415	3.8%	0	0	4,246,415	(360,179)	92%	92%	5,102,320	5.0%	111%	50%	2,303,297	2,799,023
	FY 21-22 estimate	4,885,749	6.1%	4,679,804	10.2%	0	0	4,679,804	(205,945)	96%	96%	4,896,375	0.0%	100%	50%	2,442,875	2,453,500
	FY 22-23 estimate	5,202,564	6.5%	4,864,508	3.9%	0	0	4,864,508	(338,055)	94%	94%	4,558,320	0.0%	88%	50%	2,601,282	1,957,038
	FY 23-24 estimate	5,618,153	8.0%	5,133,293	5.5%	0	0	5,133,293	(484,860)	91%	91%	4,073,460	0.0%	73%	50%	2,809,077	1,264,383

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
State Programs Subtotal	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,026,119
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140,735
	FY 10-11	16,611,066	-10.5%	16,658,672	0.5%	0	(579,848)	16,078,824	(532,242)	100%	97%	4,771,528		29%	28%	4,637,268	134,260
	FY 11-12	17,593,915	5.9%	22,390,827	34.4%	0	0	22,390,827	4,796,912	127%	127%	9,568,440		54%	29%	5,070,812	4,497,628
	FY 12-13	18,986,563	7.9%	27,956,567	24.9%	0	0	27,956,567	8,970,004	147%	147%	18,538,444		98%	35%	6,723,475	11,814,969
	FY 13-14	23,724,077	25.0%	31,276,931	11.9%	0	0	31,276,931	7,552,854	132%	132%	26,091,298		110%	35%	8,414,716	17,676,582
	FY 14-15	26,523,370	11.8%	37,429,327	19.7%	0	0	37,429,327	10,905,957	141%	141%	36,997,255		139%	39%	10,463,072	26,534,184
	FY 15-16	30,526,151	15.1%	43,405,324	16.0%	0	0	43,405,324	12,879,173	142%	142%	49,876,428		163%	67%	20,316,879	29,559,549
	FY 16-17	35,358,767	15.8%	46,938,287	8.1%	0	0	46,938,287	11,579,520	133%	133%	61,455,948		174%	67%	23,586,185	37,869,763
	FY 17-18	42,195,461	19.3%	49,542,146	5.5%	0	0	49,542,146	7,346,685	117%	117%	68,802,633		163%	67%	28,303,282	40,499,351
	FY 18-19 estimate	45,858,381	8.7%	40,373,880	-18.5%	0	0	40,373,880	(5,484,501)	88%	88%	63,318,133		138%	67%	30,559,518	32,758,615
	FY 19-20 estimate	50,287,867	9.7%	36,785,460	-8.9%	0	0	36,785,460	(13,502,407)	73%	73%	49,815,726		99%	66%	33,359,889	16,455,837
	FY 20-21 estimate	49,138,630	-2.3%	37,766,830	2.7%	0	0	37,766,830	(11,371,800)	77%	77%	38,443,926		78%	66%	32,523,983	5,919,943
	FY 21-22 estimate	49,033,757	-0.2%	42,800,174	13.3%	0	0	42,800,174	(6,233,583)	87%	87%	32,210,343		66%	66%	32,347,732	(137,389)
	FY 22-23 estimate	49,297,555	0.5%	45,962,868	7.4%	0	0	45,962,868	(3,334,687)	93%	93%	28,875,656		59%	66%	32,370,408	(3,494,753)
	FY 23-24 estimate	50,538,946	2.5%	50,248,127	9.3%	0	0	50,248,127	(290,819)	99%	99%	28,584,837		57%	66%	33,111,954	(4,527,117)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
Site Development	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
	FY 08-09	1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
	FY 09-10	1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
	FY 10-11	736,770	-31.6%	1,025,885	18.0%	0	0	1,025,885	289,115	139%	139%	(181,478)	8.0%	-25%	20%	147,354	(328,832)
	FY 11-12	760,307	3.2%	1,372,666	33.8%	0	0	1,372,666	612,359	181%	181%	430,881	8.0%	57%	20%	152,061	278,820
	FY 12-13	826,543	8.7%	1,656,626	20.7%	0	0	1,656,626	830,083	200%	200%	1,260,964	0.0%	153%	20%	165,309	1,095,655
	FY 13-14	1,096,559	32.7%	1,975,640	19.3%	0	0	1,975,640	879,081	180%	180%	2,140,045	-5.0%	195%	20%	219,312	1,920,733
	FY 14-15	1,153,528	5.2%	2,235,048	13.1%	0	0	2,235,048	1,081,520	194%	194%	3,221,565	0.0%	279%	45%	519,088	2,702,477
	FY 15-16	1,306,243	13.2%	2,298,002	2.8%	0	0	2,298,002	991,759	176%	176%	4,213,324	0.0%	323%	50%	653,122	3,560,203
	FY 16-17	1,840,528	40.9%	2,384,996	3.8%	0	0	2,384,996	544,468	130%	130%	4,757,792	-3.0%	259%	50%	920,264	3,837,528
	FY 17-18	1,886,392	2.5%	2,087,242	-12.5%	0	0	2,087,242	200,850	111%	111%	4,958,642	0.0%	263%	50%	943,196	4,015,446
	FY 18-19 estimate	2,652,577	40.6%	2,246,630	7.6%	0	0	2,246,630	(405,947)	85%	85%	4,552,695	0.0%	172%	50%	1,326,289	3,226,406
	FY 19-20 estimate	3,002,969	13.2%	2,007,183	-10.7%	0	0	2,007,183	(995,786)	67%	67%	3,556,908	5.0%	118%	50%	1,501,485	2,055,424
	FY 20-21 estimate	2,985,472	-0.6%	2,073,528	3.3%	0	0	2,073,528	(911,944)	69%	69%	2,644,964	5.0%	89%	50%	1,492,736	1,152,228
	FY 21-22 estimate	2,986,842	0.0%	2,417,125	16.6%	0	0	2,417,125	(569,717)	81%	81%	2,075,247	5.0%	69%	50%	1,493,421	581,827
	FY 22-23 estimate	3,033,154	1.6%	2,659,843	10.0%	0	0	2,659,843	(373,312)	88%	88%	1,701,936	5.0%	56%	50%	1,516,577	185,359
	FY 23-24 estimate	3,135,930	3.4%	2,998,590	12.7%	0	0	2,998,590	(137,340)	96%	96%	1,564,596	5.0%	50%	50%	1,567,965	(3,369)

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Environmental Soils	FY 88-89																
	FY 89-90																
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	293,927	-7.7%	210,527	21.8%	0	0	210,527	(83,400)	72%	72%	(1,353,549)	12.0%	-461%	20%	58,785	(1,412,334)
	FY 11-12	289,836	-1.4%	291,553	38.5%	0	0	291,553	1,717	101%	101%	(1,351,832)	70.0%	-466%	20%	57,967	(1,409,799)
	FY 12-13	286,620	-1.1%	407,786	39.9%	0	0	407,786	121,166	142%	142%	(1,230,666)	10.0%	-429%	20%	57,324	(1,287,990)
	FY 13-14	276,664	-3.5%	470,363	15.3%	0	0	470,363	193,699	170%	170%	(1,036,967)	10.0%	-375%	20%	55,333	(1,092,300)
	FY 14-15	293,599	6.1%	531,732	13.0%	0	0	531,732	238,133	181%	181%	(798,834)	10.0%	-272%	20%	58,720	(857,554)
	FY 15-16	355,265	21.0%	577,168	8.5%	0	0	577,168	221,903	162%	162%	(576,931)	10.0%	-162%	50%	177,633	(754,564)
	FY 16-17	462,408	30.2%	672,723	16.6%	0	0	672,723	210,315	145%	145%	(366,616)	10.0%	-79%	50%	231,204	(597,820)
	FY 17-18	412,881	-10.7%	687,460	2.2%	0	0	687,460	274,578	167%	167%	(92,038)	0.0%	-22%	50%	206,441	(298,478)
	FY 18-19 estimate	431,114	4.4%	588,844	-14.3%	0	0	588,844	157,731	137%	137%	65,693	0.0%	15%	50%	215,557	(149,864)
	FY 19-20 estimate	492,968	14.3%	603,487	2.5%	0	0	603,487	110,519	122%	122%	176,212	0.0%	36%	50%	246,484	(70,272)
	FY 20-21 estimate	589,708	19.6%	619,738	2.7%	0	0	619,738	30,030	105%	105%	206,242	0.0%	35%	50%	294,854	(88,612)
	FY 21-22 estimate	589,256	-0.1%	635,177	2.5%	0	0	635,177	45,921	108%	108%	252,163	0.0%	43%	50%	294,628	(42,464)
	FY 22-23 estimate	597,581	1.4%	650,166	2.4%	0	0	650,166	52,585	109%	109%	304,748	0.0%	51%	50%	298,791	5,958
	FY 23-24 estimate	615,783	3.0%	665,657	2.4%	0	0	665,657	49,873	108%	108%	354,622	0.0%	58%	50%	307,892	46,730

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	67,780		72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
Signs	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%			
	FY 93-94	179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%			
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
	FY 96-97	225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
	FY 97-98	203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
	FY 07-08	377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
	FY 08-09	364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
	FY 09-10	302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
	FY 10-11	256,644	-15.3%	360,513	10.1%	0	0	360,513	103,869	140%	140%	(463,783)	8.0%	-181%	20%	51,329	(515,112)
	FY 11-12	276,211	7.6%	371,819	3.1%	0	0	371,819	95,608	135%	135%	(368,175)	8.0%	-133%	20%	55,242	(423,417)
	FY 12-13	261,102	-5.5%	395,936	6.5%	0	0	395,936	134,834	152%	152%	(233,341)	5.0%	-89%	20%	52,220	(285,561)
	FY 13-14	298,440	14.3%	404,825	2.2%	0	0	404,825	106,385	136%	136%	(126,956)	2.5%	-43%	20%	59,688	(186,644)
	FY 14-15	327,617	9.8%	418,288	3.3%	0	0	418,288	90,671	128%	128%	(36,285)	0.0%	-11%	20%	65,523	(101,808)
	FY 15-16	352,607	7.6%	419,934	0.4%	0	0	419,934	67,327	119%	119%	31,042	0.0%	9%	50%	176,304	(145,262)
	FY 16-17	378,864	7.4%	378,852	-9.8%	0	0	378,852	(12)	100%	100%	31,030	0.0%	8%	50%	189,432	(158,402)
	FY 17-18	351,200	-7.3%	394,211	4.1%	0	0	394,211	43,011	112%	112%	74,041	0.0%	21%	50%	175,600	(101,559)
	FY 18-19 estimate	436,988	24.4%	379,532	-3.7%	0	0	379,532	(57,455)	87%	87%	16,586	0.0%	4%	50%	218,494	(201,908)
	FY 19-20 estimate	469,822	7.5%	396,382	4.4%	0	0	396,382	(73,441)	84%	84%	(56,855)	5.0%	-12%	50%	234,911	(291,766)
	FY 20-21 estimate	489,344	4.2%	419,548	5.8%	0	0	419,548	(69,796)	86%	86%	(126,651)	5.0%	-26%	50%	244,672	(371,324)
	FY 21-22 estimate	486,325	-0.6%	445,199	6.1%	0	0	445,199	(41,126)	92%	92%	(167,777)	5.0%	-34%	50%	243,162	(410,939)
	FY 22-23 estimate	488,278	0.4%	471,632	5.9%	0	0	471,632	(16,646)	97%	97%	(184,423)	5.0%	-38%	50%	244,139	(428,562)
	FY 23-24 estimate	500,893	2.6%	499,730	6.0%	0	0	499,730	(1,163)	100%	100%	(185,586)	5.0%	-37%	50%	250,446	(436,032)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%			
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%			
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%			
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%			
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(52,634)
	FY 10-11	615,905	-14.0%	704,404	1.0%	0	0	704,404	88,499	114%	114%	179,115	8.0%	29%	20%	123,181	55,934
	FY 11-12	776,818	26.1%	922,330	30.9%	0	0	922,330	145,512	119%	119%	324,627	5.0%	42%	20%	155,364	169,263
	FY 12-13	801,063	3.1%	1,392,882	51.0%	0	0	1,392,882	591,819	174%	174%	916,446	5.0%	114%	20%	160,213	756,233
	FY 13-14	1,136,658	41.9%	1,505,767	8.1%	0	0	1,505,767	369,109	132%	132%	1,285,555	0.0%	113%	20%	227,332	1,058,223
	FY 14-15	943,699	-17.0%	1,669,499	10.9%	0	0	1,669,499	725,800	177%	177%	2,011,355	0.0%	213%	20%	188,740	1,822,615
	FY 15-16	1,078,125	14.2%	1,968,525	17.9%	0	0	1,968,525	890,400	183%	183%	2,901,755	0.0%	269%	50%	539,063	2,362,693
	FY 16-17	1,190,669	10.4%	2,467,489	25.3%	0	0	2,467,489	1,276,820	207%	207%	4,178,575	-3.0%	351%	50%	595,335	3,583,241
	FY 17-18	1,651,772	38.7%	2,581,689	4.6%	0	0	2,581,689	929,917	156%	156%	5,108,492	0.0%	309%	50%	825,886	4,282,606
	FY 18-19 estimate	1,713,321	3.7%	1,964,645	-23.9%	0	0	1,964,645	251,325	115%	115%	5,359,817	0.0%	313%	50%	856,660	4,503,156
	FY 19-20 estimate	1,862,338	8.7%	1,696,683	-13.6%	0	0	1,696,683	(165,655)	91%	91%	5,194,162	0.0%	279%	50%	931,169	4,262,993
	FY 20-21 estimate	1,932,412	3.8%	1,681,615	-0.9%	0	0	1,681,615	(250,797)	87%	87%	4,943,365	0.0%	256%	50%	966,206	3,977,159
	FY 21-22 estimate	2,225,671	15.2%	1,877,852	11.7%	0	0	1,877,852	(347,819)	84%	84%	4,595,546	0.0%	206%	50%	1,112,836	3,482,711
	FY 22-23 estimate	2,520,145	13.2%	1,975,144	5.2%	0	0	1,975,144	(545,002)	78%	78%	4,050,545	0.0%	161%	50%	1,260,073	2,790,472
	FY 23-24 estimate	2,868,016	13.8%	2,124,956	7.6%	0	0	2,124,956	(743,059)	74%	74%	3,307,485	0.0%	115%	50%	1,434,008	1,873,478

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
Land Use Services	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891,286)
	FY 10-11	4,991,450	-15.7%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,123,598	86%	123%	(583,596)	8.0%	-12%	20%	998,290	(1,581,886)
	FY 11-12	6,022,456	20.7%	6,058,809	41.1%	1,455,748	0	7,514,557	1,492,101	101%	125%	908,505	8.0%	15%	20%	1,204,491	(295,986)
	FY 12-13	6,506,472	8.0%	8,271,890	36.5%	1,067,688	0	9,339,578	2,833,106	127%	144%	3,741,611	5.0%	58%	20%	1,301,294	2,440,317
	FY 13-14	8,462,426	30.1%	9,693,609	17.2%	1,138,038	0	10,831,647	2,369,221	115%	128%	6,110,832	5.0%	72%	20%	1,692,485	4,418,347
	FY 14-15	10,260,641	21.2%	11,219,870	15.7%	1,258,937	0	12,478,807	2,218,166	109%	122%	8,328,998	0.0%	81%	20%	2,052,128	6,276,870
	FY 15-16	11,766,779	14.7%	14,129,261	25.9%	1,089,442	0	15,218,703	3,451,924	120%	129%	11,780,922	0.0%	100%	30%	3,530,034	8,250,888
	FY 16-17	14,358,390	22.0%	14,698,880	4.0%	394,946	0	15,093,826	735,436	102%	105%	12,516,358	0.0%	87%	50%	7,179,195	5,337,163
	FY 17-18	16,876,757	17.5%	13,187,586	-10.3%	0	0	13,187,586	(3,689,171)	78%	78%	8,827,187	0.0%	52%	50%	8,438,378	388,809
	FY 18-19 estimate	15,253,900	-9.6%	10,538,951	-20.1%	0	0	10,538,951	(4,714,950)	69%	69%	4,112,237	0.0%	27%	50%	7,626,950	(3,514,713)
	FY 19-20 estimate	12,657,013	-17.0%	9,448,645	-10.3%	0	0	9,448,645	(3,208,368)	75%	75%	903,870	5.0%	7%	75%	9,492,759	(8,588,890)
	FY 20-21 estimate	12,673,921	0.1%	10,102,957	6.9%	0	0	10,102,957	(2,570,964)	80%	80%	(1,667,095)	5.0%	-13%	75%	9,505,441	(11,172,535)
	FY 21-22 estimate	12,169,692	-4.0%	11,802,182	16.8%	0	0	11,802,182	(367,510)	97%	97%	(2,034,604)	5.0%	-17%	75%	9,127,269	(11,161,874)
	FY 22-23 estimate	11,594,375	-4.7%	12,800,563	8.5%	0	0	12,800,563	1,206,188	110%	110%	(828,417)	5.0%	-7%	75%	8,695,781	(9,524,198)
	FY 23-24 estimate	11,693,977	0.9%	14,201,012	10.9%	0	0	14,201,012	2,507,035	121%	121%	1,678,618	5.0%	14%	75%	8,770,483	(7,091,865)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%			
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
Neighborhood	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%			
Inspections	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
Neighborhood	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
Inspections Program	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188
transferred to ONI	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953
in FY 2003-04	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690
The program came	FY 03-04																
back to BDS	FY 04-05																
in FY 2006-07	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064,553)
	FY 10-11	1,575,262	-5.1%	1,907,091	3.7%	384,391		2,291,482	716,220	121%	145%	(16,326)	8.0%	-1%	20%	315,052	(331,378)
	FY 11-12	2,350,403	49.2%	1,888,728	-1.0%	1,290,770		3,179,498	829,095	80%	135%	812,769	8.0%	35%	25%	587,601	225,168
	FY 12-13	2,496,638	6.2%	1,897,575	0.5%	888,039		2,785,614	288,976	76%	112%	1,101,745	5.0%	44%	25%	624,160	477,586
	FY 13-14	2,848,191	14.1%	1,768,576	-6.8%	856,836		2,625,412	(222,779)	62%	92%	878,966	5.0%	31%	25%	712,048	166,918
	FY 14-15	2,572,847	-9.7%	2,384,772	34.8%	935,877		3,320,649	747,802	93%	129%	1,626,768	0.0%	63%	25%	643,212	983,556
	FY 15-16	3,309,094	28.6%	3,656,030	53.3%	1,087,831		4,743,861	1,434,767	110%	143%	3,061,535	0.0%	93%	30%	992,728	2,068,807
	FY 16-17	4,301,319	30.0%	3,919,241	7.2%	1,722,798		5,642,039	1,340,720	91%	131%	4,402,255	0.0%	102%	50%	2,150,660	2,251,596
	FY 17-18	4,635,090	7.8%	3,390,861	-13.5%	952,985		4,343,846	(291,244)	73%	94%	4,111,011	0.0%	89%	50%	2,317,545	1,793,466
	FY 18-19 estimate	5,072,946	9.4%	3,291,564	-2.9%	982,528		4,274,092	(798,854)	65%	84%	3,312,157	0.0%	65%	50%	2,536,473	775,684
	FY 19-20 estimate	5,665,613	11.7%	3,723,041	13.1%	1,005,775		4,728,816	(936,797)	66%	83%	2,375,360	5.0%	42%	50%	2,832,806	(457,446)
	FY 20-21 estimate	5,919,000	4.5%	3,919,846	5.3%	1,005,775		4,925,621	(993,378)	66%	83%	1,381,982	5.0%	23%	50%	2,959,500	(1,577,518)
	FY 21-22 estimate	5,894,706	-0.4%	4,129,268	5.3%	1,005,775		5,135,043	(759,662)	70%	87%	622,319	5.0%	11%	50%	2,947,353	(2,325,034)
	FY 22-23 estimate	5,960,980	1.1%	4,352,618	5.4%	1,005,775		5,358,393	(602,587)	73%	90%	19,732	5.0%	0%	50%	2,980,490	(2,960,758)
	FY 23-24 estimate	6,126,778	2.8%	4,588,575	5.4%	1,005,775		5,594,350	(532,428)	75%	91%	(512,696)	5.0%	-8%	50%	3,063,389	(3,576,085)

Bureau of Development Services
2019 Financial Plan - Alternative Case Scenario

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions[1]

Program	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Building	-21.6%	-5.7%	7.2%	0.3%	5.2%
Mechanical	-18.7%	-5.7%	1.6%	-5.0%	-2.2%
Electrical	-19.6%	-7.1%	3.8%	-1.9%	0.2%
Plumbing	-17.0%	-5.7%	1.1%	-4.6%	-1.0%
Facility Permits	-20.5%	-6.0%	5.4%	-1.1%	3.0%
Field Issuance Remodel	-20.5%	-6.0%	5.4%	-1.1%	3.0%
Site Development	-21.6%	-5.7%	7.2%	0.3%	5.2%
Environmental Soils	-5.1%	-2.6%	-2.7%	-2.8%	-0.4%
Signs	-6.0%	-3.8%	-3.9%	-4.0%	-1.5%
Zoning Enforcement	-21.6%	-5.7%	7.2%	0.3%	5.2%
Neighborhood Inspections	-6.0%	-3.8%	-3.9%	-3.9%	-1.5%
Land Use Services Case Review	-14.7%	4.0%	4.9%	-5.8%	-1.3%
Land Use Services Planning & Zoning	-21.6%	-5.7%	7.2%	0.3%	5.2%

Projected Fee Changes

Program	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Building	5.0%	5.0%	5.0%	5.0%	5.0%
Mechanical	5.0%	5.0%	5.0%	5.0%	5.0%
Electrical	5.0%	5.0%	5.0%	5.0%	5.0%
Plumbing	0.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	5.0%	5.0%	0.0%	0.0%	0.0%
Field Issuance Remodel	11.0%	5.0%	5.0%	5.0%	5.0%
Site Development	5.0%	5.0%	5.0%	5.0%	5.0%
Environmental Soils	0.0%	0.0%	0.0%	0.0%	0.0%
Signs	5.0%	5.0%	5.0%	5.0%	5.0%
Zoning Enforcement	0.0%	0.0%	0.0%	0.0%	0.0%
Neighborhood Inspections	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services Case Review	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services Planning & Zoning	5.0%	5.0%	5.0%	5.0%	5.0%

Note
1. The Programmatic Revenue Growth Rates presented in this table represent growth rates for the bureau's base revenue source, projects with a valuation under $3 million, prior to fee changes. The Programmatic Revenue Growth Rates presented in this table may not necessarily match the revenue growth rates presented in Appendix E Program Detail. Growth Rates in Appendix E Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,186,517)
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,725,036)
	FY 10-11	25,462,507	-12.0%	25,272,181	2.6%	1,889,155	0	27,161,336	1,698,829	99%	107%	2,211,638		9%	25%	6,407,556	(4,195,918)
	FY 11-12	28,459,247	11.8%	33,434,898	32.3%	3,031,800	0	36,466,698	8,007,451	117%	128%	10,219,089		36%	26%	7,361,398	2,857,691
	FY 12-13	30,540,311	7.3%	42,100,237	25.9%	2,248,147	0	44,348,384	13,808,073	138%	145%	24,027,162		79%	30%	9,159,057	14,868,105
	FY 13-14	37,923,006	24.2%	47,121,862	11.9%	1,994,874	0	49,116,736	11,193,730	124%	130%	35,220,891		93%	30%	11,396,911	23,823,980
	FY 14-15	42,075,301	10.9%	55,888,536	18.6%	2,194,814	0	58,083,350	16,008,049	133%	138%	51,228,940		122%	33%	13,990,482	37,238,458
	FY 15-16	48,694,264	15.7%	66,454,244	18.9%	2,177,273	0	68,631,517	19,937,253	136%	141%	71,166,193		146%	54%	26,385,761	44,780,432
	FY 16-17	57,890,945	18.9%	71,460,468	7.5%	2,117,744	0	73,578,212	15,687,267	123%	127%	86,853,460		150%	60%	34,852,274	52,001,186
	FY 17-18	68,009,553	17.5%	71,871,195	0.6%	952,985	0	72,824,180	4,814,626	106%	107%	91,668,086		135%	61%	41,210,328	50,457,758
	FY 18-19 estimate	71,419,227	5.0%	59,384,048	-17.4%	982,528	0	60,366,576	(11,052,651)	83%	85%	80,615,435		113%	61%	43,339,940	37,275,495
	FY 19-20 estimate	72,384,259	1.4%	50,258,944	-15.4%	1,005,775	0	51,264,719	(21,119,540)	69%	71%	59,495,895		82%	65%	47,380,684	12,115,211
	FY 20-21 estimate	68,916,391	-4.8%	49,501,049	-1.5%	1,005,775	0	50,506,824	(18,409,567)	72%	73%	41,086,328		60%	65%	44,921,289	(3,834,961)
	FY 21-22 estimate	66,760,210	-3.1%	53,554,503	8.2%	1,005,775	0	54,560,278	(12,199,932)	80%	82%	28,886,396		43%	65%	43,389,939	(14,503,543)
	FY 22-23 estimate	65,759,472	-1.5%	54,814,233	2.4%	1,005,775	0	55,820,008	(9,939,464)	83%	85%	18,946,932		29%	65%	42,533,509	(23,586,577)
	FY 23-24 estimate	67,083,011	2.0%	58,539,361	6.8%	1,005,775	0	59,545,136	(7,537,875)	87%	89%	11,409,057		17%	65%	43,316,235	(31,907,178)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	19%	45%			
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%			
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,496,582	-16.0%	9,228,371	-7.9%	0	(155,566)	9,072,805	(423,777)	97%	96%	6,553,359	8.0%	69%	35%	3,323,804	3,229,556
	FY 11-12	10,346,857	9.0%	13,689,544	48.3%	0	424,282	14,113,826	3,766,969	132%	136%	10,320,328	8.0%	100%	35%	3,621,400	6,698,928
	FY 12-13	11,704,650	13.1%	17,579,753	28.4%	0	424,282	18,004,035	6,299,385	150%	154%	16,619,713	5.0%	142%	45%	5,267,093	11,352,621
	FY 13-14	14,679,601	25.4%	19,519,035	11.0%	0	0	19,519,035	4,839,434	133%	133%	21,459,147	0.0%	146%	45%	6,605,820	14,853,327
	FY 14-15	17,073,826	16.3%	23,482,533	20.3%	0	0	23,482,533	6,408,707	138%	138%	27,867,854	0.0%	163%	45%	7,683,222	20,184,633
	FY 15-16	20,215,215	18.4%	29,459,669	25.5%	0	0	29,459,669	9,244,454	146%	146%	37,112,308	0.0%	184%	75%	15,161,411	21,950,897
	FY 16-17	23,627,207	16.9%	32,452,318	10.2%	0	0	32,452,318	8,825,111	137%	137%	45,937,419	-3.0%	194%	75%	17,720,405	28,217,014
	FY 17-18	28,822,207	22.0%	32,081,559	-1.1%	0	0	32,081,559	3,259,352	111%	111%	49,196,771	0.0%	171%	75%	21,616,655	27,580,116
	FY 18-19 estimate	30,521,307	5.9%	24,601,181	-23.3%	0	0	24,601,181	(5,920,126)	81%	81%	43,276,645	0.0%	142%	75%	22,890,980	20,385,665
	FY 19-20 estimate	32,792,916	7.4%	20,315,511	-17.4%	0	0	20,315,511	(12,477,405)	62%	62%	30,799,240	5.0%	94%	75%	24,594,687	6,204,553
	FY 20-21 estimate	30,573,908	-6.8%	19,945,563	-1.8%	0	0	19,945,563	(10,628,345)	65%	65%	20,170,895	5.0%	66%	75%	22,930,431	(2,759,536)
	FY 21-22 estimate	29,594,780	-3.2%	21,936,016	10.0%	0	0	21,936,016	(7,658,764)	74%	74%	12,512,130	5.0%	42%	75%	22,196,085	(9,683,955)
	FY 22-23 estimate	29,262,937	-1.1%	22,765,239	3.8%	0	0	22,765,239	(6,497,698)	78%	78%	6,014,433	5.0%	21%	75%	21,947,203	(15,932,770)
	FY 23-24 estimate	29,714,719	1.5%	24,695,591	8.5%	0	0	24,695,591	(5,019,127)	83%	83%	995,305	5.0%	3%	75%	22,286,039	(21,290,734)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0%	14%			
	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%			
	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
Electrical	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
	FY 96-97	2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
	FY 10-11	2,753,551	-0.3%	2,918,005	11.2%	0	0	2,918,005	164,454	106%	106%	(1,227,903)	8.0%	-45%	20%	550,710	(1,778,614)
	FY 11-12	2,672,616	-2.9%	3,402,906	16.6%	0	0	3,402,906	730,290	127%	127%	(497,613)	8.0%	-19%	20%	534,523	(1,032,137)
	FY 12-13	2,595,329	-2.9%	4,317,127	26.9%	0	0	4,317,127	1,721,798	166%	166%	1,224,185	5.0%	47%	20%	519,066	705,119
	FY 13-14	3,444,669	32.7%	4,688,674	8.6%	0	0	4,688,674	1,244,005	136%	136%	2,468,190	0.0%	72%	20%	688,934	1,779,256
	FY 14-15	3,559,764	3.3%	5,555,739	18.5%	0	0	5,555,739	1,995,975	156%	156%	4,464,165	0.0%	125%	45%	1,601,894	2,862,271
	FY 15-16	3,911,336	9.9%	5,253,294	-5.4%	0	0	5,253,294	1,341,958	134%	134%	5,806,123	0.0%	148%	50%	1,955,668	3,850,455
	FY 16-17	4,637,286	18.6%	6,038,612	14.9%	0	0	6,038,612	1,401,326	130%	130%	7,207,449	0.0%	155%	50%	2,318,643	4,888,806
	FY 17-18	5,523,546	19.1%	6,398,492	6.0%	0	0	6,398,492	874,946	116%	116%	8,082,395	0.0%	146%	50%	2,761,773	5,320,622
	FY 18-19 estimate	5,304,234	-4.0%	4,567,745	-28.6%	0	0	4,567,745	(736,490)	86%	86%	7,345,905	0.0%	138%	50%	2,652,117	4,693,788
	FY 19-20 estimate	5,729,249	8.0%	3,828,877	-16.2%	0	0	3,828,877	(1,900,372)	67%	67%	5,445,533	5.0%	95%	50%	2,864,624	2,580,909
	FY 20-21 estimate	5,283,807	-7.8%	3,711,548	-3.1%	0	0	3,711,548	(1,572,259)	70%	70%	3,873,274	5.0%	73%	50%	2,641,903	1,231,371
	FY 21-22 estimate	5,122,022	-3.1%	4,012,701	8.1%	0	0	4,012,701	(1,109,321)	78%	78%	2,763,953	5.0%	54%	50%	2,561,011	202,942
	FY 22-23 estimate	5,192,495	1.4%	4,118,730	2.6%	0	0	4,118,730	(1,073,766)	79%	79%	1,690,188	5.0%	33%	50%	2,596,248	(906,060)
	FY 23-24 estimate	5,346,716	3.0%	4,323,558	5.0%	0	0	4,323,558	(1,023,158)	81%	81%	667,030	5.0%	12%	50%	2,673,358	(2,006,328)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN **APPENDIX E**

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%			
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%			
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%			
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%			
Plumbing	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,987,513)
	FY 10-11	2,172,277	-2.4%	2,150,160	19.9%	0	0	2,150,160	(22,117)	99%	99%	(1,564,581)	8.0%	-72%	20%	434,455	(1,999,036)
	FY 11-12	2,323,172	6.9%	2,422,941	12.7%	0	0	2,422,941	99,769	104%	104%	(1,464,812)	8.0%	-63%	20%	464,634	(1,929,446)
	FY 12-13	2,396,853	3.2%	3,421,353	41.2%	0	0	3,421,353	1,024,500	143%	143%	(440,312)	5.0%	-18%	20%	479,371	(919,683)
	FY 13-14	3,018,956	26.0%	4,114,387	20.3%	0	0	4,114,387	1,095,431	136%	136%	655,119	5.0%	22%	20%	603,791	51,328
	FY 14-15	3,104,910	2.8%	4,847,546	17.8%	0	0	4,847,546	1,742,636	156%	156%	2,397,755	0.0%	77%	20%	620,982	1,776,773
	FY 15-16	3,571,801	15.0%	4,840,490	-0.1%	0	0	4,840,490	1,268,689	136%	136%	3,666,444	0.0%	103%	50%	1,785,901	1,880,544
	FY 16-17	3,748,731	5.0%	5,324,616	10.0%	0	0	5,324,616	1,575,885	142%	142%	5,242,329	0.0%	140%	50%	1,874,366	3,367,964
	FY 17-18	4,607,653	22.9%	6,319,607	18.7%	0	0	6,319,607	1,711,955	137%	137%	6,954,284	0.0%	151%	50%	2,303,826	4,650,458
	FY 18-19 estimate	4,408,679	-4.3%	5,023,957	-20.5%	0	0	5,023,957	615,278	114%	114%	7,569,562	0.0%	172%	50%	2,204,339	5,365,223
	FY 19-20 estimate	4,834,824	9.7%	4,193,126	-16.5%	0	0	4,193,126	(641,698)	87%	87%	6,927,864	0.0%	143%	50%	2,417,412	4,510,452
	FY 20-21 estimate	4,690,623	-3.0%	3,960,594	-5.5%	0	0	3,960,594	(730,030)	84%	84%	6,197,835	0.0%	132%	50%	2,345,312	3,852,523
	FY 21-22 estimate	4,533,752	-3.3%	4,005,699	1.1%	0	0	4,005,699	(528,053)	88%	88%	5,669,782	0.0%	125%	50%	2,266,876	3,402,905
	FY 22-23 estimate	4,585,798	1.1%	3,849,055	-3.9%	0	0	3,849,055	(736,743)	84%	84%	4,933,038	0.0%	108%	50%	2,292,899	2,640,139
	FY 23-24 estimate	4,716,859	2.9%	3,858,760	0.3%	0	0	3,858,760	(858,099)	82%	82%	4,074,939	0.0%	86%	50%	2,358,430	1,716,510

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APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01																
Field Issuance	FY 01-02																
	FY 02-03																
Program separated	FY 03-04																
out and assigned its	FY 04-05																
own reserve beginning	FY 05-06																
FY 2018-19	FY 06-07																
	FY 07-08																
	FY 08-09																
	FY 09-10																
	FY 10-11																
	FY 11-12																
	FY 12-13																
	FY 13-14																
	FY 14-15																
	FY 15-16																
	FY 16-17																
	FY 17-18																
	FY 18-19 estimate	2,272,313		1,715,991		0	0	1,715,991	(556,322)	76%	76%	(556,322)	7.3%	-24%	50%	1,136,157	(1,692,479)
	FY 19-20 estimate	2,059,587	-9.4%	1,715,622	0.0%	0	0	1,715,622	(343,965)	83%	83%	(900,288)	11.0%	-44%	50%	1,029,794	(1,930,081)
	FY 20-21 estimate	1,918,737	-6.8%	1,693,469	-1.3%	0	0	1,693,469	(225,268)	88%	88%	(1,125,556)	5.0%	-59%	50%	959,369	(2,084,925)
	FY 21-22 estimate	1,908,176	-0.6%	1,874,467	10.7%	0	0	1,874,467	(33,708)	98%	98%	(1,159,264)	5.0%	-61%	50%	954,088	(2,113,352)
	FY 22-23 estimate	1,946,424	2.0%	1,947,402	3.9%	0	0	1,947,402	978	100%	100%	(1,158,286)	5.0%	-60%	50%	973,212	(2,131,498)
	FY 23-24 estimate	2,009,956	3.3%	2,105,360	8.1%	0	0	2,105,360	95,403	105%	105%	(1,062,883)	5.0%	-53%	50%	1,004,978	(2,067,861)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
Facilities Permits	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918	801,655
	FY 10-11	2,188,656	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(250,802)	108%	89%	888,771	8.0%	41%	15%	328,298	560,473
	FY 11-12	2,251,270	2.9%	2,875,436	21.7%	0	(424,282)	2,451,154	199,884	128%	109%	1,088,655	8.0%	48%	20%	450,254	638,401
	FY 12-13	2,289,731	1.7%	2,638,334	-8.2%	0	(424,282)	2,214,052	(75,679)	115%	97%	1,012,976	0.0%	44%	20%	457,946	555,030
	FY 13-14	2,580,851	12.7%	2,954,835	12.0%	0	0	2,954,835	373,984	114%	114%	1,386,960	0.0%	54%	20%	516,170	870,790
	FY 14-15	2,784,870	7.9%	3,543,509	19.9%	0	0	3,543,509	758,639	127%	127%	2,145,599	0.0%	77%	20%	556,974	1,588,625
	FY 15-16	2,827,799	1.5%	3,851,871	8.7%	0	0	3,851,871	1,024,072	136%	136%	3,169,671	0.0%	112%	50%	1,413,900	1,755,772
	FY 16-17	3,345,543	18.3%	3,122,741	-18.9%	0	0	3,122,741	(222,802)	93%	93%	2,946,869	0.0%	88%	50%	1,672,772	1,274,098
	FY 17-18	3,242,056	-3.1%	4,742,488	51.9%	0	0	4,742,488	1,500,432	146%	146%	4,447,301	0.0%	137%	50%	1,621,028	2,826,274
	FY 18-19 estimate	3,351,848	3.4%	4,465,007	-5.9%	0	0	4,465,007	1,113,159	133%	133%	5,560,461	0.0%	166%	50%	1,675,924	3,884,537
	FY 19-20 estimate	3,803,799	13.5%	3,747,727	-16.1%	0	0	3,747,727	(56,072)	99%	99%	5,504,389	5.0%	145%	50%	1,901,900	3,602,489
	FY 20-21 estimate	4,126,666	8.5%	3,699,129	-1.3%	0	0	3,699,129	(427,537)	90%	90%	5,076,852	5.0%	123%	50%	2,063,333	3,013,518
	FY 21-22 estimate	4,201,179	1.8%	3,898,589	5.4%	0	0	3,898,589	(302,590)	93%	93%	4,774,262	0.0%	114%	50%	2,100,590	2,673,672
	FY 22-23 estimate	4,275,380	1.8%	3,871,746	-0.7%	0	0	3,871,746	(403,634)	91%	91%	4,370,628	0.0%	102%	50%	2,137,690	2,232,937
	FY 23-24 estimate	4,411,023	3.2%	4,021,998	3.9%	0	0	4,021,998	(389,025)	91%	91%	3,981,603	0.0%	90%	50%	2,205,511	1,776,091

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
State Programs Subtotal	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,026,119
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140,735
	FY 10-11	16,611,066	-10.5%	16,658,672	0.5%	0	(579,848)	16,078,824	(532,242)	100%	97%	4,771,528		29%	28%	4,637,268	134,260
	FY 11-12	17,593,915	5.9%	22,390,827	34.4%	0	0	22,390,827	4,796,912	127%	127%	9,568,440		54%	29%	5,070,812	4,497,628
	FY 12-13	18,986,563	7.9%	27,956,567	24.9%	0	0	27,956,567	8,970,004	147%	147%	18,538,444		98%	35%	6,723,475	11,814,969
	FY 13-14	23,724,077	25.0%	31,276,931	11.9%	0	0	31,276,931	7,552,854	132%	132%	26,091,298		110%	35%	8,414,716	17,676,582
	FY 14-15	26,523,370	11.8%	37,429,327	19.7%	0	0	37,429,327	10,905,957	141%	141%	36,997,255		139%	39%	10,463,072	26,534,184
	FY 15-16	30,526,151	15.1%	43,405,324	16.0%	0	0	43,405,324	12,879,173	142%	142%	49,876,428		163%	67%	20,316,879	29,559,549
	FY 16-17	35,358,767	15.8%	46,938,287	8.1%	0	0	46,938,287	11,579,520	133%	133%	61,455,948		174%	67%	23,586,185	37,869,763
	FY 17-18	42,195,461	19.3%	49,542,146	5.5%	0	0	49,542,146	7,346,685	117%	117%	68,802,633		163%	67%	28,303,282	40,499,351
	FY 18-19 estimate	45,858,381	8.7%	40,373,880	-18.5%	0	0	40,373,880	(5,484,501)	88%	88%	63,318,133		138%	67%	30,559,518	32,758,615
	FY 19-20 estimate	49,220,375	7.3%	33,800,863	-16.3%	0	0	33,800,863	(15,419,512)	69%	69%	47,898,620		97%	67%	32,808,417	15,090,204
	FY 20-21 estimate	46,593,742	-5.3%	33,010,302	-2.3%	0	0	33,010,302	(13,583,439)	71%	71%	34,315,181		74%	66%	30,940,348	3,374,833
	FY 21-22 estimate	45,359,910	-2.6%	35,727,473	8.2%	0	0	35,727,473	(9,632,437)	79%	79%	24,682,744		54%	66%	30,078,650	(5,395,906)
	FY 22-23 estimate	45,263,035	-0.2%	36,552,172	2.3%	0	0	36,552,172	(8,710,863)	81%	81%	15,971,882		35%	66%	29,947,252	(13,975,370)
	FY 23-24 estimate	46,199,273	2.1%	39,005,267	6.7%	0	0	39,005,267	(7,194,005)	84%	84%	8,777,877		19%	66%	30,528,316	(21,750,439)

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APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Site Development	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
	FY 08-09	1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
	FY 09-10	1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
	FY 10-11	736,770	-31.6%	1,025,885	18.0%	0	0	1,025,885	289,115	139%	139%	(181,478)	8.0%	-25%	20%	147,354	(328,832)
	FY 11-12	760,307	3.2%	1,372,666	33.8%	0	0	1,372,666	612,359	181%	181%	430,881	8.0%	57%	20%	152,061	278,820
	FY 12-13	826,543	8.7%	1,656,626	20.7%	0	0	1,656,626	830,083	200%	200%	1,260,964	0.0%	153%	20%	165,309	1,095,655
	FY 13-14	1,096,559	32.7%	1,975,640	19.3%	0	0	1,975,640	879,081	180%	180%	2,140,045	-5.0%	195%	20%	219,312	1,920,733
	FY 14-15	1,153,528	5.2%	2,235,048	13.1%	0	0	2,235,048	1,081,520	194%	194%	3,221,565	0.0%	279%	45%	519,088	2,702,477
	FY 15-16	1,306,243	13.2%	2,298,002	2.8%	0	0	2,298,002	991,759	176%	176%	4,213,324	0.0%	323%	50%	653,122	3,560,203
	FY 16-17	1,840,528	40.9%	2,384,996	3.8%	0	0	2,384,996	544,468	130%	130%	4,757,792	-3.0%	259%	50%	920,264	3,837,528
	FY 17-18	1,886,392	2.5%	2,087,242	-12.5%	0	0	2,087,242	200,850	111%	111%	4,958,642	0.0%	263%	50%	943,196	4,015,446
	FY 18-19 estimate	2,652,577	40.6%	2,246,630	7.6%	0	0	2,246,630	(405,947)	85%	85%	4,552,695	0.0%	172%	50%	1,326,289	3,226,406
	FY 19-20 estimate	2,877,200	8.5%	1,839,551	-18.1%	0	0	1,839,551	(1,037,650)	64%	64%	3,515,045	5.0%	122%	50%	1,438,600	2,076,444
	FY 20-21 estimate	2,736,191	-4.9%	1,807,857	-1.7%	0	0	1,807,857	(928,333)	66%	66%	2,586,712	5.0%	95%	50%	1,368,095	1,218,616
	FY 21-22 estimate	2,720,350	-0.6%	2,014,916	11.5%	0	0	2,014,916	(705,433)	74%	74%	1,881,278	5.0%	69%	50%	1,360,175	521,103
	FY 22-23 estimate	2,772,625	1.9%	2,113,740	4.9%	0	0	2,113,740	(658,885)	76%	76%	1,222,393	5.0%	44%	50%	1,386,313	(163,920)
	FY 23-24 estimate	2,870,003	3.5%	2,327,712	10.1%	0	0	2,327,712	(542,291)	81%	81%	680,102	5.0%	24%	50%	1,435,001	(754,900)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Environmental Soils	FY 88-89																
	FY 89-90																
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	293,927	-7.7%	210,527	21.8%	0	0	210,527	(83,400)	72%	72%	(1,353,549)	12.0%	-461%	20%	58,785	(1,412,334)
	FY 11-12	289,836	-1.4%	291,553	38.5%	0	0	291,553	1,717	101%	101%	(1,351,832)	70.0%	-466%	20%	57,967	(1,409,799)
	FY 12-13	286,620	-1.1%	407,786	39.9%	0	0	407,786	121,166	142%	142%	(1,230,666)	10.0%	-429%	20%	57,324	(1,287,990)
	FY 13-14	276,664	-3.5%	470,363	15.3%	0	0	470,363	193,699	170%	170%	(1,036,967)	10.0%	-375%	20%	55,333	(1,092,300)
	FY 14-15	293,599	6.1%	531,732	13.0%	0	0	531,732	238,133	181%	181%	(798,834)	10.0%	-272%	20%	58,720	(857,554)
	FY 15-16	355,265	21.0%	577,168	8.5%	0	0	577,168	221,903	162%	162%	(576,931)	10.0%	-162%	50%	177,633	(754,564)
	FY 16-17	462,408	30.2%	672,723	16.6%	0	0	672,723	210,315	145%	145%	(366,616)	10.0%	-79%	50%	231,204	(597,820)
	FY 17-18	412,881	-10.7%	687,460	2.2%	0	0	687,460	274,578	167%	167%	(92,038)	0.0%	-22%	50%	206,441	(298,478)
	FY 18-19 estimate	431,114	4.4%	588,844	-14.3%	0	0	588,844	157,731	137%	137%	65,693	0.0%	15%	50%	215,557	(149,864)
	FY 19-20 estimate	500,954	16.2%	559,535	-5.0%	0	0	559,535	58,581	112%	112%	124,274	0.0%	25%	50%	250,477	(126,203)
	FY 20-21 estimate	540,334	7.9%	546,259	-2.4%	0	0	546,259	5,925	101%	101%	130,199	0.0%	24%	50%	270,167	(139,968)
	FY 21-22 estimate	537,182	-0.6%	532,578	-2.5%	0	0	532,578	(4,604)	99%	99%	125,595	0.0%	23%	50%	268,591	(142,996)
	FY 22-23 estimate	547,134	1.9%	518,322	-2.7%	0	0	518,322	(28,812)	95%	95%	96,783	0.0%	18%	50%	273,567	(176,784)
	FY 23-24 estimate	564,531	3.2%	516,955	-0.3%	0	0	516,955	(47,576)	92%	92%	49,207	0.0%	9%	50%	282,265	(233,058)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	67,780		72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
Signs	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%			
	FY 93-94	179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%			
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
	FY 96-97	225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
	FY 97-98	203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
	FY 07-08	377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
	FY 08-09	364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
	FY 09-10	302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
	FY 10-11	256,644	-15.3%	360,513	10.1%	0	0	360,513	103,869	140%	140%	(463,783)	8.0%	-181%	20%	51,329	(515,112)
	FY 11-12	276,211	7.6%	371,819	3.1%	0	0	371,819	95,608	135%	135%	(368,175)	8.0%	-133%	20%	55,242	(423,417)
	FY 12-13	261,102	-5.5%	395,936	6.5%	0	0	395,936	134,834	152%	152%	(233,341)	5.0%	-89%	20%	52,220	(285,561)
	FY 13-14	298,440	14.3%	404,825	2.2%	0	0	404,825	106,385	136%	136%	(126,956)	2.5%	-43%	20%	59,688	(186,644)
	FY 14-15	327,617	9.8%	418,288	3.3%	0	0	418,288	90,671	128%	128%	(36,285)	0.0%	-11%	20%	65,523	(101,808)
	FY 15-16	352,607	7.6%	419,934	0.4%	0	0	419,934	67,327	119%	119%	31,042	0.0%	9%	50%	176,304	(145,262)
	FY 16-17	378,864	7.4%	378,852	-9.8%	0	0	378,852	(12)	100%	100%	31,030	0.0%	8%	50%	189,432	(158,402)
	FY 17-18	351,200	-7.3%	394,211	4.1%	0	0	394,211	43,011	112%	112%	74,041	0.0%	21%	50%	175,600	(101,559)
	FY 18-19 estimate	436,988	24.4%	379,532	-3.7%	0	0	379,532	(57,455)	87%	87%	16,586	0.0%	4%	50%	218,494	(201,908)
	FY 19-20 estimate	409,726	-6.2%	367,754	-3.1%	0	0	367,754	(41,972)	90%	90%	(25,386)	5.0%	-6%	50%	204,863	(230,249)
	FY 20-21 estimate	441,542	7.8%	370,461	0.7%	0	0	370,461	(71,081)	84%	84%	(96,467)	5.0%	-22%	50%	220,771	(317,238)
	FY 21-22 estimate	435,540	-1.4%	374,140	1.0%	0	0	374,140	(61,400)	86%	86%	(157,867)	5.0%	-36%	50%	217,770	(375,637)
	FY 22-23 estimate	438,049	0.6%	377,175	0.8%	0	0	377,175	(60,874)	86%	86%	(218,741)	5.0%	-50%	50%	219,025	(437,766)
	FY 23-24 estimate	449,385	2.6%	389,898	3.4%	0	0	389,898	(59,487)	87%	87%	(278,229)	5.0%	-62%	50%	224,693	(502,921)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%			
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%			
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%			
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%			
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(52,634)
	FY 10-11	615,905	-14.0%	704,404	1.0%	0	0	704,404	88,499	114%	114%	179,115	8.0%	29%	20%	123,181	55,934
	FY 11-12	776,818	26.1%	922,330	30.9%	0	0	922,330	145,512	119%	119%	324,627	5.0%	42%	20%	155,364	169,263
	FY 12-13	801,063	3.1%	1,392,882	51.0%	0	0	1,392,882	591,819	174%	174%	916,446	5.0%	114%	20%	160,213	756,233
	FY 13-14	1,136,658	41.9%	1,505,767	8.1%	0	0	1,505,767	369,109	132%	132%	1,285,555	0.0%	113%	20%	227,332	1,058,223
	FY 14-15	943,699	-17.0%	1,669,499	10.9%	0	0	1,669,499	725,800	177%	177%	2,011,355	0.0%	213%	20%	188,740	1,822,615
	FY 15-16	1,078,125	14.2%	1,968,525	17.9%	0	0	1,968,525	890,400	183%	183%	2,901,755	0.0%	269%	50%	539,063	2,362,693
	FY 16-17	1,190,669	10.4%	2,467,489	25.3%	0	0	2,467,489	1,276,820	207%	207%	4,178,575	-3.0%	351%	50%	595,335	3,583,241
	FY 17-18	1,651,772	38.7%	2,581,689	4.6%	0	0	2,581,689	929,917	156%	156%	5,108,492	0.0%	309%	50%	825,886	4,282,606
	FY 18-19 estimate	1,713,321	3.7%	1,964,645	-23.9%	0	0	1,964,645	251,325	115%	115%	5,359,817	0.0%	313%	50%	856,660	4,503,156
	FY 19-20 estimate	1,898,564	10.8%	1,555,690	-20.8%	0	0	1,555,690	(342,873)	82%	82%	5,016,943	0.0%	264%	50%	949,282	4,067,662
	FY 20-21 estimate	1,985,314	4.6%	1,467,835	-5.6%	0	0	1,467,835	(517,479)	74%	74%	4,499,465	0.0%	227%	50%	992,657	3,506,808
	FY 21-22 estimate	1,981,481	-0.2%	1,568,603	6.9%	0	0	1,568,603	(412,878)	79%	79%	4,086,587	0.0%	206%	50%	990,741	3,095,846
	FY 22-23 estimate	2,031,173	2.5%	1,582,565	0.9%	0	0	1,582,565	(448,608)	78%	78%	3,637,979	0.0%	179%	50%	1,015,587	2,622,392
	FY 23-24 estimate	2,109,336	3.8%	1,690,749	6.8%	0	0	1,690,749	(418,587)	80%	80%	3,219,392	0.0%	153%	50%	1,054,668	2,164,724

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN — APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Land Use Services	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891,286)
	FY 10-11	4,991,450	-15.7%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,123,598	86%	123%	(583,596)	8.0%	-12%	20%	998,290	(1,581,886)
	FY 11-12	6,022,456	20.7%	6,058,809	41.1%	1,455,748	0	7,514,557	1,492,101	101%	125%	908,505	8.0%	15%	20%	1,204,491	(295,986)
	FY 12-13	6,506,472	8.0%	8,271,890	36.5%	1,067,688	0	9,339,578	2,833,106	127%	144%	3,741,611	5.0%	58%	20%	1,301,294	2,440,317
	FY 13-14	8,462,426	30.1%	9,693,609	17.2%	1,138,038	0	10,831,647	2,369,221	115%	128%	6,110,832	5.0%	72%	20%	1,692,485	4,418,347
	FY 14-15	10,260,641	21.2%	11,219,870	15.7%	1,258,937	0	12,478,807	2,218,166	109%	122%	8,328,998	0.0%	81%	20%	2,052,128	6,276,870
	FY 15-16	11,766,779	14.7%	14,129,261	25.9%	1,089,442	0	15,218,703	3,451,924	120%	129%	11,780,922	0.0%	100%	30%	3,530,034	8,250,888
	FY 16-17	14,358,390	22.0%	14,698,880	4.0%	394,946	0	15,093,826	735,436	102%	105%	12,516,358	0.0%	87%	50%	7,179,195	5,337,163
	FY 17-18	16,876,757	17.5%	13,187,586	-10.3%	0	0	13,187,586	(3,689,171)	78%	78%	8,827,187	0.0%	52%	50%	8,438,378	388,809
	FY 18-19 estimate	15,253,900	-9.6%	10,538,951	-20.1%	0	0	10,538,951	(4,714,950)	69%	69%	4,112,237	0.0%	27%	50%	7,626,950	(3,514,713)
	FY 19-20 estimate	11,961,303	-21.6%	8,650,897	-17.9%	0	0	8,650,897	(3,310,406)	72%	72%	801,832	5.0%	7%	75%	8,970,977	(8,169,146)
	FY 20-21 estimate	11,278,464	-5.7%	8,796,460	1.7%	0	0	8,796,460	(2,482,004)	78%	78%	(1,680,172)	5.0%	-15%	75%	8,458,848	(10,139,020)
	FY 21-22 estimate	10,444,556	-7.4%	9,814,419	11.6%	0	0	9,814,419	(630,137)	94%	94%	(2,310,309)	5.0%	-22%	75%	7,833,417	(10,143,726)
	FY 22-23 estimate	9,352,156	-10.5%	10,129,129	3.2%	0	0	10,129,129	776,973	108%	108%	(1,533,336)	5.0%	-16%	75%	7,014,117	(8,547,453)
	FY 23-24 estimate	9,384,197	0.3%	10,970,393	8.3%	0	0	10,970,393	1,586,196	117%	117%	52,860	5.0%	1%	75%	7,038,148	(6,985,288)

Bureau of Development Services - 2019 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%			
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
Neighborhood	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%			
Inspections	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
Neighborhood	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
Inspections Program	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188
transferred to ONI	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953
in FY 2003-04	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690
The program came	FY 03-04																
back to BDS	FY 04-05																
in FY 2006-07	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064,553)
	FY 10-11	1,575,262	-5.1%	1,907,091	3.7%	384,391		2,291,482	716,220	121%	145%	(16,326)	8.0%	-1%	20%	315,052	(331,378)
	FY 11-12	2,350,403	49.2%	1,888,728	-1.0%	1,290,770		3,179,498	829,095	80%	135%	812,769	8.0%	35%	25%	587,601	225,168
	FY 12-13	2,496,638	6.2%	1,897,575	0.5%	888,039		2,785,614	288,976	76%	112%	1,101,745	5.0%	44%	25%	624,160	477,586
	FY 13-14	2,848,191	14.1%	1,768,576	-6.8%	856,836		2,625,412	(222,779)	62%	92%	878,966	5.0%	31%	25%	712,048	166,918
	FY 14-15	2,572,847	-9.7%	2,384,772	34.8%	935,877		3,320,649	747,802	93%	129%	1,626,768	0.0%	63%	25%	643,212	983,556
	FY 15-16	3,309,094	28.6%	3,656,030	53.3%	1,087,831		4,743,861	1,434,767	110%	143%	3,061,535	0.0%	93%	30%	992,728	2,068,807
	FY 16-17	4,301,319	30.0%	3,919,241	7.2%	1,722,798		5,642,039	1,340,720	91%	131%	4,402,255	0.0%	102%	50%	2,150,660	2,251,596
	FY 17-18	4,635,090	7.8%	3,390,861	-13.5%	952,985		4,343,846	(291,244)	73%	94%	4,111,011	0.0%	89%	50%	2,317,545	1,793,466
	FY 18-19 estimate	5,072,946	9.4%	3,291,564	-2.9%	982,528		4,274,092	(798,854)	65%	84%	3,312,157	0.0%	65%	50%	2,536,473	775,684
	FY 19-20 estimate	5,516,136	8.7%	3,484,653	5.9%	1,005,775		4,490,428	(1,025,708)	63%	81%	2,286,449	5.0%	41%	50%	2,758,068	(471,619)
	FY 20-21 estimate	5,340,805	-3.2%	3,501,875	0.5%	1,005,775		4,507,650	(833,156)	66%	84%	1,453,293	5.0%	27%	50%	2,670,403	(1,217,110)
	FY 21-22 estimate	5,281,192	-1.1%	3,522,373	0.6%	1,005,775		4,528,148	(753,043)	67%	86%	700,250	5.0%	13%	50%	2,640,596	(1,940,346)
	FY 22-23 estimate	5,355,299	1.4%	3,541,130	0.5%	1,005,775		4,546,905	(808,394)	66%	85%	(108,145)	5.0%	-2%	50%	2,677,650	(2,785,795)
	FY 23-24 estimate	5,506,287	2.8%	3,638,387	2.7%	1,005,775		4,644,162	(862,125)	66%	84%	(970,270)	5.0%	-18%	50%	2,753,144	(3,723,413)