



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

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January 29, 2020

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

From: Rebecca Esau, Director RE

Subject: Five-Year Financial Plan for the Bureau of Development Services
FY 2020-21 through FY 2024-25

Following the peak, record-setting construction activity and permitting in the 2017 and 2018 calendar years, BDS experienced a period of decline, resulting in reduced revenue to many of the bureau's programs. The revenue decline was primarily due to a decrease in large, high value project submittals. At the same time, the bureau sustained high workload on smaller, lower-valuation, and resource consuming projects. Compared to historical standards, BDS remained very busy despite operating below cost recovery. Revenues have stabilized over the past year and workload remains elevated. While BDS was able to build healthy financial reserves during the construction boom in 2017-18, the bureau is currently drawing on reserves in most programs. Overall, the bureau is projecting to maintain healthy reserves for the duration of the five-year forecast period, and remains dedicated to:

- Strengthening the bureau's customer service culture
- Climate action and reducing carbon emissions
- Equity and inclusion, both internally and externally
- Fiscal sustainability
- Enhancing service delivery through our technology initiatives
- Process improvements and coordination with our interagency partners

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 unlikely 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 increase throughout the Financial Plan, due in part to anticipated revenue from large project activity. The Plan projects BDS will fill approximately half of its current vacancies to address remaining service gaps and respond to changes in workload. As always, BDS will strategically add or decrease staffing only as workload and revenues are realized in order to maintain fiscal stability.

Fees

The bureau increased fees in most programs in FY 2019-20. For FY 2020-21, expenditures are increasing due primarily to the rental increases from the new “blended rental rate” system being implemented across all City occupied buildings in the Portland downtown core, which raises the rent for BDS by \$3.2 million annually. To offset the increasing costs, fee increases will be proposed in many programs, including Building/Mechanical, Electrical, Plumbing, Facility Permit Program, Field Issuance Remodel, Site Development, Environmental Soils, Signs, Neighborhood Inspections, and Land Use Services.

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, Parks and PHB) 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 is making progress towards improved collaboration and coordination with partner bureaus. Examples include the update of our written interagency agreements regarding service delivery and our collective work on the AMANDA software upgrade, among others. New initiatives include our Business Process Improvement Initiative and Governance Structure Initiative. 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 work 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 29, 2020

Portland City Council
1221 SW Fourth Avenue
Portland, OR 97204

Re: Bureau of Development Services FY 2020-21 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) 2020-21 Requested Budget and 5-Year Financial Plan (FY 2020-21 thru FY 2024-25).

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:

- Tyler Bump, ECONorthwest
- Paul Delsman, Development Review Advisory Committee
- Sean Green, Development Review Advisory Committee
- Josh Harwood, City of Portland Economist
- Peter Hulseman, Northwest Economic Research Center
- Mike Paruszkiewicz, Northwest Natural
- Jeff Renfro, Multnomah County

We met with BDS senior managers and finance staff in December 2019 and January 2020. 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.

Development permitting activity in the Portland Metropolitan area moderated compared to the high levels experienced earlier in the economic expansion. As a result, BDS revenue has experienced 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 2020-21 through FY 2024-25. 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 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Building/Mechanical (Combined)	3.7%	-5.1%	-2.2%	6.2%	3.7%
Building	3.3%	-7.9%	-1.4%	8.9%	4.0%
Mechanical	4.9%	5.2%	-5.0%	-3.7%	2.7%
Electrical	3.5%	-1.8%	-2.6%	-1.3%	3.7%
Plumbing	2.4%	0.9%	-4.8%	3.2%	6.3%
Facilities Permits	3.4%	-4.8%	-2.3%	5.2%	4.1%
Field Issuance Remodel	3.4%	-4.8%	-2.3%	5.2%	4.1%
Site Development	3.3%	-7.9%	-1.4%	8.9%	4.0%
Environmental Soils	1.8%	1.5%	1.4%	1.7%	2.1%
Signs	1.6%	1.3%	1.1%	1.1%	1.0%
Zoning Enforcement	3.3%	-7.9%	-1.4%	8.9%	4.0%
Neighborhood Inspections	1.6%	1.4%	1.1%	1.1%	1.1%
Land Use Services Case Review	-1.9%	-4.8%	6.9%	4.8%	4.2%
Land Use Services Planning and Zoning	3.3%	-7.9%	-1.4%	8.9%	4.0%

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, 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. Under both the Base Case (most likely) and the Worst Case (less likely) scenarios, we are confident that BDS will be able to meet minimum reserve goals for the five years of the Financial Plan.

Beginning in FY 2017-18, the City Council directed this Committee to review expenditures in addition to revenues. BDS provided information regarding expenditures for review and discussion. The Committee generally supports BDS’ expenditure projection process and methodology.

BDS Financial Advisory Committee Members

Tyler Bump, ECONorthwest
Paul Delsman, Development Review Advisory Committee
Sean Green, Development Review Advisory Committee
Josh Harwood, City of Portland Economist
Peter Hulseman, Northwest Economic Research Center
Mike Paruszkiewicz, Northwest Natural
Jeff Renfro, Multnomah County

FIVE-YEAR FINANCIAL PLAN

FISCAL YEARS 2020-21 THROUGH FY 2024-25

Submitted January 29, 2020



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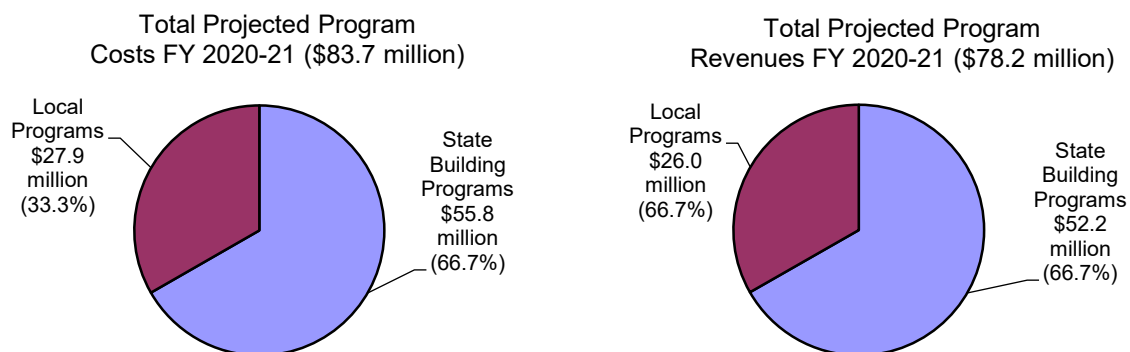
EXECUTIVE SUMMARY

Financial Forecast

- The US economy is not expected to grow as fast as in previous years, with the possibility of a correction during 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 declined from previous peaks, but demand for services remains high.
- The bureau projects to fill vacancies in critical areas to respond to current and projected workload and improve service levels.

Financial Issues

- Program revenues are expected to increase modestly during the 5-Year Forecast period due to expected revenue from a handful of very large projects rather than a large increase in the number of projects across all project types.
- 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 will be proposed in most programs in FY 2020-21 to ensure fiscal stability and where revenue generation is not sufficient to cover increases in the cost of providing services, including a \$3.2 million increase in annual rent expenditures.
- A top priority for the bureau is our bundle of technology projects, referred to as the Portland Online Permitting System (POPS), with the largest of those projects, the AMANDA software upgrade, launching in February 2020. The technology projects will continue during the 5-year Forecast period with a phased transition from paper to digital plan review and other strategic enhancements, allowing development review and inspections services to be provided in a more efficient, transparent, and accessible manner.
- 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 remain above the 50% minimum reserve goal during the 5-Year Forecast period, although several programs are not achieving cost recovery and are utilizing reserves to cover expenditures.



OVERVIEW

Due to the cyclical nature of the construction industry, during FY 2018-19, the Bureau of Development Services' (BDS) financial situation experienced some decline when compared to the unprecedented peak years leading up to 2017-18. Bureau fee revenues declined 9.1%. This corresponded with a decline in construction activity evidenced by lower building permit issuance and applications. Permit project valuations, which are the basis for calculating many of BDS's fees, declined substantially. For FY 2018-19, costs exceeded revenues and the bureau drew down on its reserves. BDS ended the fiscal year on June 30, 2019 with a cumulative cost recovery rate of 92% and \$86.2 million in reserves. The bureauwide total reserve amount is somewhat less significant 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, particularly in 2017-18, BDS experienced declines in the number of permit applications followed by stabilization at what remains an elevated workload level. The decrease in the number of large projects impacted the bureau financially because large projects generate a disproportional share of the bureau's revenue. Currently, and in the coming five years there are a handful of extremely large projects that will generate a substantial amount of fee revenue. In terms of scale, these projects represent revenue collections greater than that of large project activity the bureau receives in typical years. The bureau expects revenue from large project activity to continue in the coming years, keeping workload elevated in most programs. The bureau's FY 2020-21 Requested Budget does not include any personnel additions, with 453.03 FTE with an operating budget of \$84.2 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 a gradual expansion of development activity in Portland with the possibility of an economic correction. Overall, BDS projects revenues to increase throughout the 5-Year Forecast period due in part to the handful of extremely large projects. The current high level of reserves will allow BDS to react and respond to an economic downturn, should it occur, ensuring a stable and adequate level of service delivery during times when revenues fall below expectations.

BDS projects to increase staffing levels moderately by filling approximately half of its vacancies during the 5-Year Forecast period. Even with staff additions, BDS will still have several vacancies and may not quite meet performance goals in some programs. As always, staff will be added and vacancies filled only as sufficient funds are available. Current projections show bureau reserves remaining above

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 Environmental Soils and Signs goals from 50% to 75% in FY 2020-21.

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 for service. 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. Land Use Services also received a very limited one-time General Fund provision in FY 2019-20, but no appropriation is expected in FY 2020-21 through FY 2024-25. 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 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 do not 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 and stood at \$83.2 million on January 1, 2020. 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 as a percentage of the annual expenditures for each program and vary from program to program. These reserve 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 for service 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, the number of larger commercial projects declined substantially. Due to project 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. Following this peak, BDS experienced a period of decline, resulting in reduced revenue to many of the bureau's programs. The revenue decline was primarily due to a decrease in large, high value project submittals. At the same time, the bureau sustained high workload on smaller, lower-valuation, and resource consuming projects. In FY 2018-19 BDS drew on reserves, to ending the fiscal year at \$86.2 million. Reserves stood at about \$83.2 million as of January 1, 2020. 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 last 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. 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 increased to 75% in beginning FY 2019-20. Beginning FY 2020-21, the Signs and Environmental Soils reserve goals will be raised to 75%. 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, the program's 75% reserve goal 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.

Due to the relatively small size of the Signs and Environmental Soils programs, fluctuations in demand and costs of providing services can have a large impact on reserve levels. The 75% reserve goal allows these programs to have greater financial stability and to better maintain healthy reserves during a downturn.

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 achieved full cost recovery for its state-mandated programs from FY 2011-12 through FY 2017-18 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, Plumbing, 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 is currently operating above cost recovery, while Environmental Soils, Signs and Site Development are operating 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 2020-21 and FY 2021-22 before achieving cost recovery in FY 2022-23 through FY 2024-25. Environmental Soils operates below cost recovery in FY 2020-21 and FY 2021-22, and above cost recovery for the final three years of the forecast period. The program eliminates its reserve deficit in FY 2024-25. Fee increases are projected for both Signs and Environmental Soils in each year of the 5-Year Forecast period in order to achieve financial stability.

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 ongoing 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. The program is projected to continue to operate below cost recovery and draw on reserves in FY 2020-21 before achieving full cost recovery in three of the final four years of the forecast period. Land Use Services fee increases of 5% are assumed the first three 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 for the duration of the 5-year forecast period. Fee increases of 5% are projected in each year of the Financial Plan; however, in order to achieve financial and operational stability the program will require supplementary funding through higher fees or additional ongoing General Fund support.

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., and chose to reevaluate 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.

In 2019, CSDC Systems Inc. completed a rebranding effort and is now known as Calytera. The company ownership and market strategy did not change.

BDS continues to move forward with POPS. The program's initial launch includes implementation of five distinct projects:

- PDX ePlans – Electronic submittal and review of digital plans. PDX ePlans reduces customer trips to the Development Services Center, eliminates the customer's expense of printing four sets of plans for review, allows concurrent review of plans by all reviewers, and eliminates storage needs and scanning of physical plans prior to digital archiving. This project will roll out in phases by permit type and development project type, allowing time for customer groups to be trained on how to use the Avolve software.
- Development Hub PDX – Improved online customer portal to apply for simple permits with additional payment functionality and improved search capabilities. The portal went live on July 1, 2019. In the coming years, the portal's functionality will be expanded to allow customers to access more services through the portal, such as accessing inspection information and results on mobile devices.

- 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 that happen daily every morning, 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 online entry of inspections results and scheduling.

Together, these technology 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 will ensure successful implementation of the new software and processes.

During the past year, the POPS program successfully launched the initial phases of Electronic Plan Review (PDX ePlans) and Development Hub PDX, and continued implementation work for AMANDA migration, Inspection Scheduling and Inspector App. The AMANDA migration is scheduled to be completed in February 2020.

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 through 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 remaining service gaps, BDS's FY 2020-21 Financial Plan assumes about half of the bureau's current vacancies are filled, leaving 40.5 FTE vacancies remaining at the end of the forecast

period. 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 eighth 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 5% across all programs in FY 2020-21, 7.5% in FY 2021-22 and FY 2022-23, 5% in FY 2023-24, and 2.5% in FY 2024-25. 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 reflect an environment with lower workload when compared to the base case scenario. Therefore, in the Alternative Case scenario none of the current vacancies are filled.

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, every program drops below reserve goals by FY 2024-25. Field Issuance Remodel, Environmental Soils, 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 2023-34 and FY 2024-25, ending with \$25.2 million in FY 2024-25. The financial outcomes of the Alternative Case scenario are presented in **Appendix E**.

FINANCIAL FORECASTS AND COMPARISONS

Comparison of FY 2018-19 Actual to Previous Financial Plan

The Bureau of Development Services (BDS) Financial Plan projected an overall cost recovery rate of 85% for the bureau in FY 2018-19, with revenues of \$60.4 million and expenditures of \$71.4 million. Year-end reserves were projected to be \$80.6 million. The Financial Plan anticipated a decline in construction activity; revenues were expected to be lower than in the previous year. However, actual FY 2018-19 year-end revenues were 10% higher than the Plan's projections. Actual expenditures were 0.5% higher than projected in the Plan. The actual cost recovery rate was 92%, as opposed to the projected 85%, with expenditures of \$71.8 million and revenues of \$66.3 million. Year-end bureau reserves decreased from \$91.7 million in FY 2017-18 to \$86.2 million in FY 2018-19.

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. Along with the construction industry, bureau revenues recovered, reaching peak fee revenue in FY 2017-18 before declining in FY 2018-19. Revenues have since stabilized. Total bureau revenues from July through December 2019 were 16.9% higher than revenues of the same period in the previous year. By the end of FY 2019-20, total bureau revenues are projected to reach \$70.1 million, which is higher than in FY 2018-19 due in part to revenues associated a handful of extremely large projects.

The total number of building, site development, and zoning permit applications received from July through December 2019 decreased by 10% over the same period in 2018, while the total valuation of these permit applications increased by 64%. The total number of building, site development, and zoning permits issued for the same period was 12% lower than in 2018, and the valuation increased by 1%. A significant portion of the increase in valuation in both applications received is attributable to large project activity.

After two consecutive years of decline, the situation has stabilized for land use applications. The number of land use case applications received from July through December 2019 increased by 4% over the same period in 2018. The number of final plat applications increased by 27% 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 be stable going forward.

Economic Outlook

National Economy

At over 10 years in length, the current United States economic expansion is the longest on record; however, the rate of growth has slowed over the past year. In December 2019, the unemployment rate measured in at 3.5%, down from 3.9% during the same month of the previous year. Broader measures of unemployment, including workers employed part-time for economic reasons, have also declined and are now at levels indicative of a full employment environment. Inflation measures have risen gradually over the past year and near the Federal Reserve's 2% target.

Real Gross Domestic Product growth rates have declined from this time last year, and are now about 2%, indicative of a modestly expanding economy. 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 2019 has been challenging for many market participants due to ongoing uncertainty surrounding international trade policy; however, the Federal Reserve Open Market Committee (FOMC) has begun implementing a more accommodative monetary policy, decreasing the target federal funds rate from 2.25-2.50% to 1.50-1.75% with three 0.25% cuts in the last year. Future rate changes are unknown at this time and will be dependent on 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 an extended period of growth. In November 2019, the Oregon unemployment rate was at 3.9%, down slightly from 4.3% in November 2018. The Portland Metropolitan Statistical Area (MSA) unemployment rate has moved in tandem with the Oregon rate, resting at 3.8% in November 2019 and 4.0% in November 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 potentially experience increases in unemployment rates despite decreases nationwide.

While the Oregon economic outlook remains positive, recent months have shown the rate of growth is slowing down. The Oregon economy is facing uncertainty similar to the national outlook with regard to international trade policy. The lack of available labor is also a constraint affecting economic growth, as an economy at full employment cannot increase production easily by hiring more workers. Employed workers are also able to negotiate higher wages, squeezing business margins.

Housing affordability remains a significant area of concern for many Portland residents and has the potential to dampen the long-term economic outlook. Home price growth has slowed considerably from the double-digit growth earlier in the expansion. The most recent Case-Shiller Home Price Index data shows Portland home prices growing at 2-3% annually. This is in part due to the completion of new multifamily units over the past few years, which has alleviated some of the supply side price

pressure. If home and rental prices increase faster than income growth, Portland would become a less desirable location, lowering net in-migration and slowing growth.

After several year of exceptional growth, the multifamily sector is experiencing a decline in new permit activity. On the supply side, the construction boom brought a high number of new rental units to market, particularly in the luxury apartment space close to the city center. Rental price increases have slowed, but remain historically high, and new units are difficult to afford for many households. Development activity in the multifamily sector will be influenced by fluctuations in developer financing costs, costs of raw materials and labor, as well as local, state, and national policy decisions. The cumulative effects of Inclusionary Housing, rent control, and other upcoming policy initiatives present risks to multifamily development. Future policy and zoning changes may have substantial effects on BDS revenues. A key financial concern for the bureau in coming years will be monitoring multifamily sector revenue and the effects of policy initiatives.

Historically, the bureau has obtained significant revenues from large projects, and this will continue going forward. BDS technically classifies large projects as those with at least \$3 million in valuation, while also tracking projects valued over \$10 million and \$20 million. Multifamily developments constituted a substantial portion of the overall large project activity at the bureau during the economic recovery. As previously mentioned, the multifamily market has declined from its peak levels experienced during the construction boom. BDS will continue to monitor the industry to gauge prospective large project activity and will make necessary adjustments in the Financial Plan.

Economic projections have the US economy continuing to grow during 2020, but at a more subdued pace. However, there are significant risks to the economy that introduce considerable uncertainty to 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 2020. 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. 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.

Base programmatic revenues for most of the bureau's programs are projected to increase modestly in the first year of the 5-Year Forecast period, followed by a period of slight decline before returning to a growth trend in the final years of the Financial Plan. 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, but can be made in subsequent years when revenue large project activity is reasonably certain. 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 5% across all programs in FY 2020-21, 7.5% in FY 2021-22, and FY 2022-23, 5% in FY 2023-24, and 2.5% in FY 2024-25. 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	<ul style="list-style-type: none">• 3-month interest rates• Oregon loans 60 days past due• Portland Metropolitan Statistical Area households• Portland Metropolitan Statistical Area employed workers	93.8%

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
Mechanical Permit Revenue	<ul style="list-style-type: none"> • Total valuation of building permit applications • 30-year interest rates 	91.8%
Mechanical Permit Revenue	<ul style="list-style-type: none"> • Total valuation of building permit applications • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area population • Portland Metropolitan Statistical Area mortgage purchases 	95.6%

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 and plan review 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	<ul style="list-style-type: none">• Total valuation of building permit applications• 10-year interest rates• Portland Metropolitan Statistical Area personal income• Portland Metropolitan Statistical Area households	92.4%
Electrical Permit Revenue	<ul style="list-style-type: none">• Total valuation of building permit applications• Oregon rental vacancy rates• Portland Metropolitan Statistical Area housing affordability index• Portland Metropolitan Statistical Area unemployed workers	94.0%

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 Electrical Program revenue.

Plumbing Program

Similar to the Electrical Program, the revenue generated by commercial and residential plumbing permits and plan review fees 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	<ul style="list-style-type: none">• 10-year interest rates• Oregon consumer credit• Portland Metropolitan Statistical Area multifamily housing starts• Portland Metropolitan Statistical Area housing price index	96.5%
Plumbing Permit Revenue	<ul style="list-style-type: none">• Total valuation of building permit applications• 30-year interest rates• Portland Metropolitan Statistical Area housing affordability index• Portland Metropolitan Statistical Area nonfarm employment	91.9%

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.

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 (#)	<ul style="list-style-type: none">• Portland Metropolitan Statistical Area housing affordability index• Portland Metropolitan Statistical Area construction employment• Portland Metropolitan Statistical Area households• Risk factor	94.0%
Land Use Cases (#)	<ul style="list-style-type: none">• Portland Metropolitan Statistical Area housing affordability index• Portland Metropolitan Statistical Area nonfarm employment• Portland Metropolitan Statistical Area construction employment• Portland Metropolitan Statistical Area population• Portland Metropolitan Statistical Area mortgage purchases	94.8%

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.

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 increase in FY 2020-21 and the remaining four years of 5-year Forecast period, due in part to expected revenue from large project activity. The bureau is not expected to achieve 100% cost recovery and will draw down on reserves for duration of the Financial Plan. Combined bureau reserves are projected to decline but remain above the 50% minimum reserve goal for the entire 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 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%, but in some cases may be higher when the cost of providing services is substantially higher than projected revenues. 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, Plumbing Program, Field Issuance Remodel, Facility Permit Program, Site Development, Environmental Soils, Land Use Services, Neighborhood Inspections, and Signs. 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 2019-20 are projected based on actual spending from July 1 through December 31, 2019, anticipated spending through the end of the fiscal year, and historical spending patterns. The bureau's total expenditures are projected to increase 5.8% in FY 2019-20.

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, rent on the 1900 Building is directly allocated to BDS and is not shared with other bureaus. BDS also leases and pays directly for space in the Jacobs Center. Starting in FY 2020-21, rates will be pooled and blended across multiple downtown buildings, including the leased space in the Jacobs Center. The projected impact of this change to BDS is over \$3.2 million in additional ongoing annual rental expenditures.

At this point, construction activity in the Portland Metropolitan Area is expected to increase moderately in the next year compared to current levels. BDS does anticipate workload levels to increase somewhat along with the changes in construction activity. The Financial Plan assumes approximately half all current vacant positions are filled over the course of the forecast period. Overall, 40.5 FTE vacant positions are anticipated to remain by the end of the 5-Year Forecast period. 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. 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 2020, 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 ongoing 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 \$62.4 million at the end of FY 2019-20, which is higher than the reserve goal. Overall cost recovery for these programs is projected to be 91% in FY 2019-20. At the end of the five-year plan, reserves for the state-mandated programs are expected to be above the reserve goal of \$39.9 million, and the cost recovery rate is projected at 98%.

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

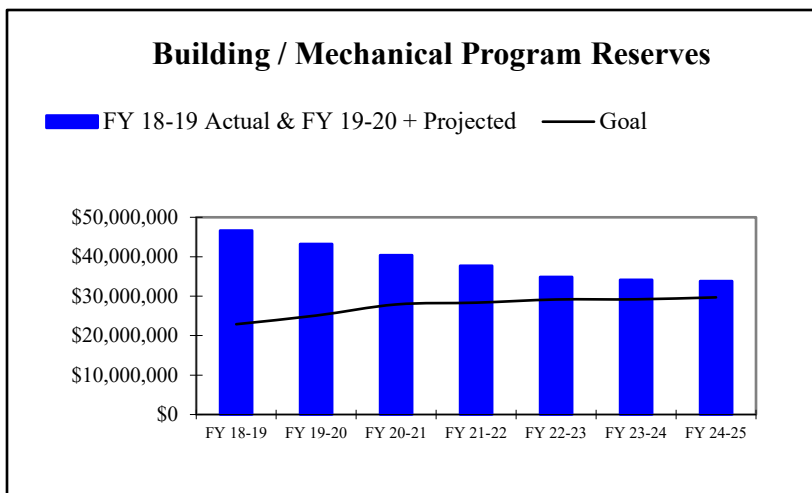
based on the valuation of the projects, so as valuation grows, revenues also grow. As a result, this program has been the bureau's financial foundation over the years.

The program was severely affected by the 2008-2009 recession, but has recovered from the downturn. The program's cost recovery was 92% in FY 2018-19. 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. 75% is an appropriate reserve to ensure continuity of service provisions through an economic downturn. The program's reserves are expected to remain above goals through FY 2024-25. Fee increases are assumed in FY 2020-21 through FY 2023-24.



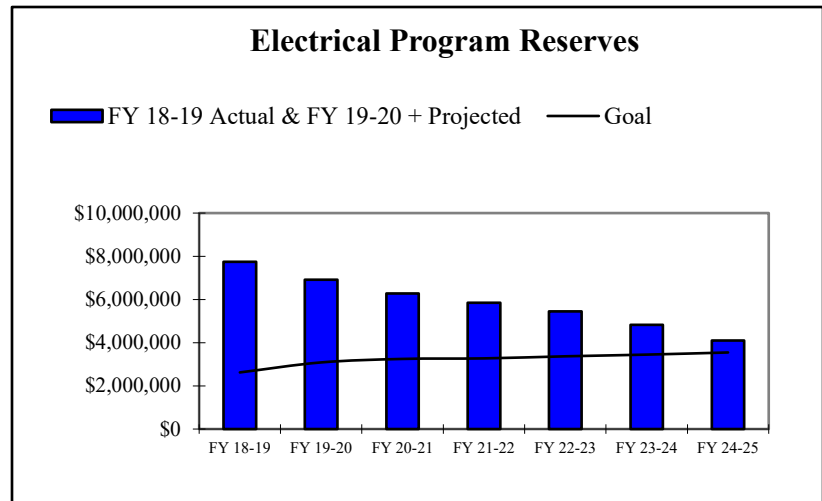
Electrical Program

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 2018-19 the program operated at 94% cost recovery.

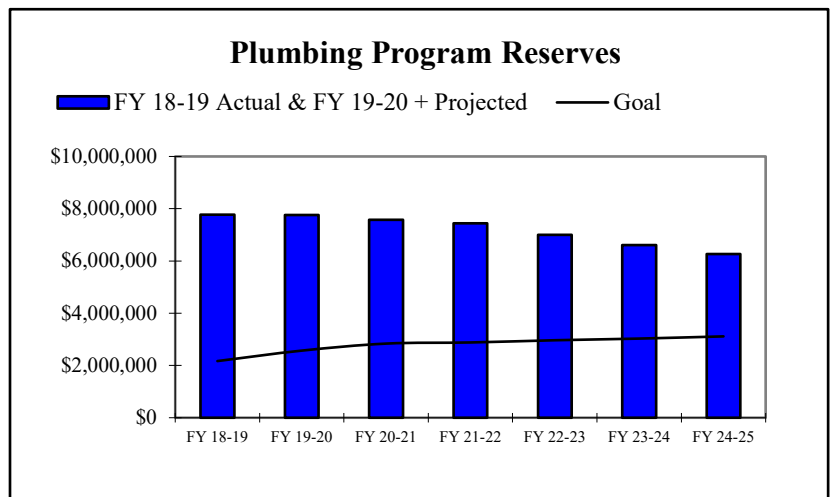
The program is projected to operate below cost recovery and draw down on its reserves each year of the 5-Year Forecast. The reserve goal for the Electrical Program was raised to 50% of expenditures in FY 2015-16. The program is projected to maintain reserves above its goal through FY 2024-25, the final year of the 5-Year Forecast period. Fee increases are proposed for FY 2020-21 through FY 2022-23.



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

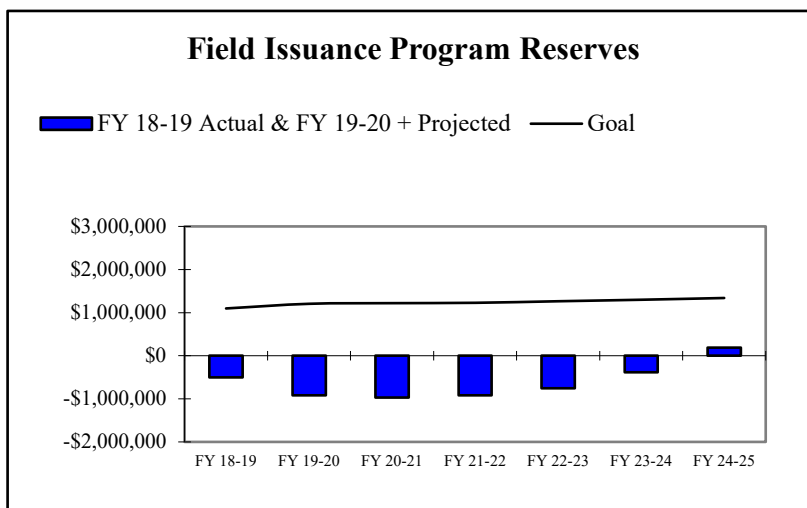
Program dropped to 63% in FY 2008-09 due to the decrease in construction activity.



The bureau implemented fee increases and cost saving measures to bring the program back to cost recovery. The cost recovery rate was 119% in FY 2018-19 with cumulative reserves of \$7.7 million. The program is projected to operate right at cost recovery in FY 2019-20 and below cost recovery from FY 2020-21 through FY 2024-25. 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. A 5% fee increase is proposed in FY 2020-21.

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 is projected to operate at 83% cost recovery in FY 2019-20 and estimated to end the fiscal year with a reserve deficit above \$920,000.

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% and 15.8% in FY 2019-20 bringing fees in line with the Facility Permit Program. A fee increase of 15% is assumed in FY 2020-21, 10% in FY 2021-22 and FY 2022-23, followed by 5% in the final two years of the 5-Year Forecast period. The program is projected to operate above cost recovery beginning in FY 2021-22 and projects to eliminate its reserve deficit in FY 2024-25.

Facility Permit Program

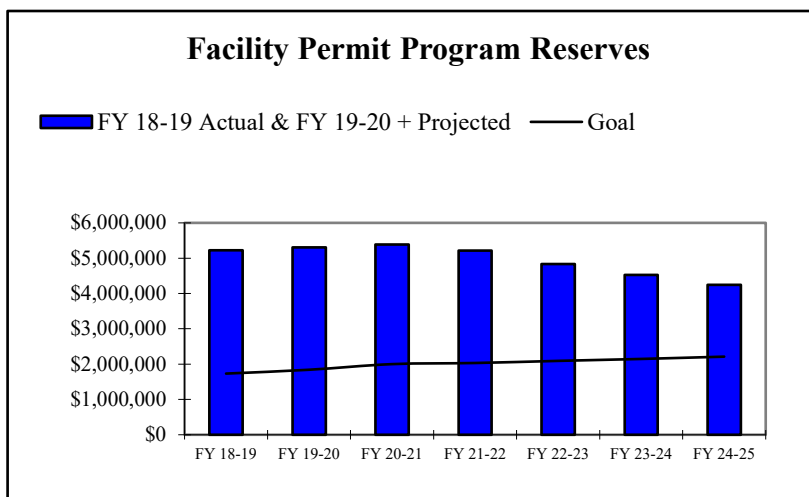
The Facility Permit Program (FPP) began in FY 1998-99 as a new, innovative way for BDS to provide services. The program is designed to serve customers with ongoing interior tenant improvements where facility maintenance, upgrade, and renovations are frequent. Instead of paying standard permit fees, businesses 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 recession. The program is projected to maintain cost recovery through FY 2020-21, then draw down on its reserves from FY 2021-22 through FY 2024-25, though ending the 5-Year Forecast period above goal. A 5% fee increase is assumed in 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.

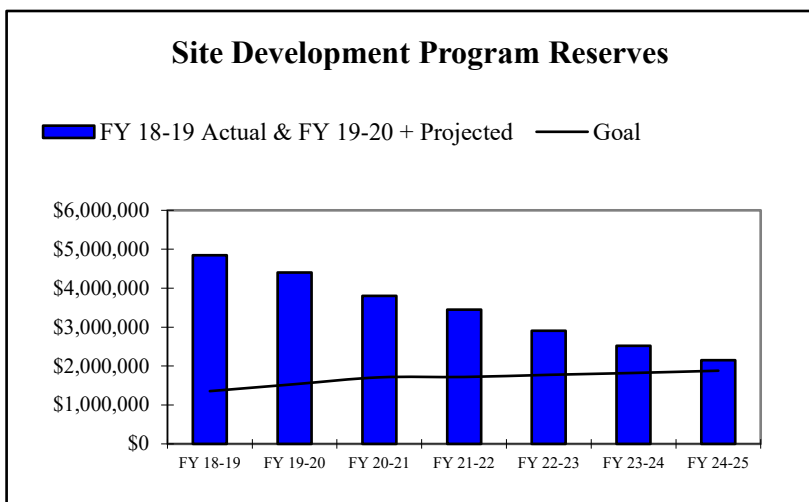
In November 2002, BDS restructured the fee schedule for this program. For residential projects, several old fees were consolidated into a Residential

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 2018-19 the program achieved a 96% cost recovery rate.

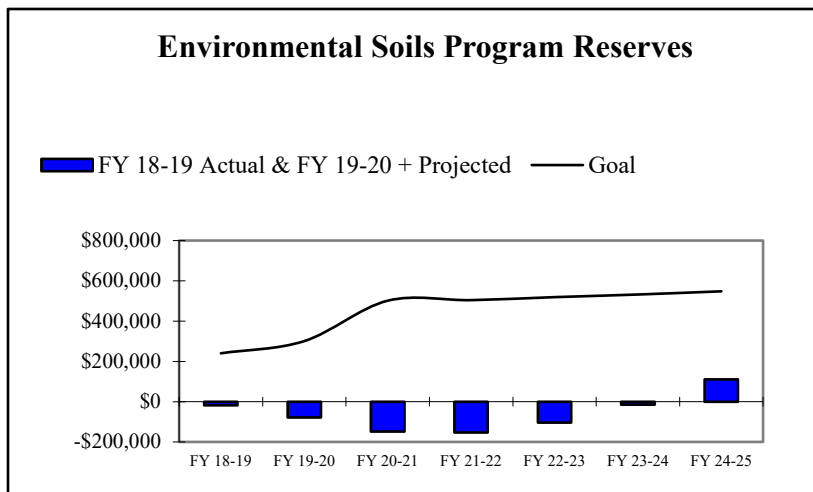
In spring 2010 the bureau transferred the Stormwater Control Program to the Bureau of Environmental Services. The transfer included both the workload and fees supporting the program. In addition, a new Commercial Site Review Fee was created to better align revenue sources with the services provided.

The reserve goal was raised from 45% to 50% in FY 2015-16. The program is projected to maintain reserves above this goal through FY 2024-25 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 FY 2020-21 through FY 2022-23.



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.

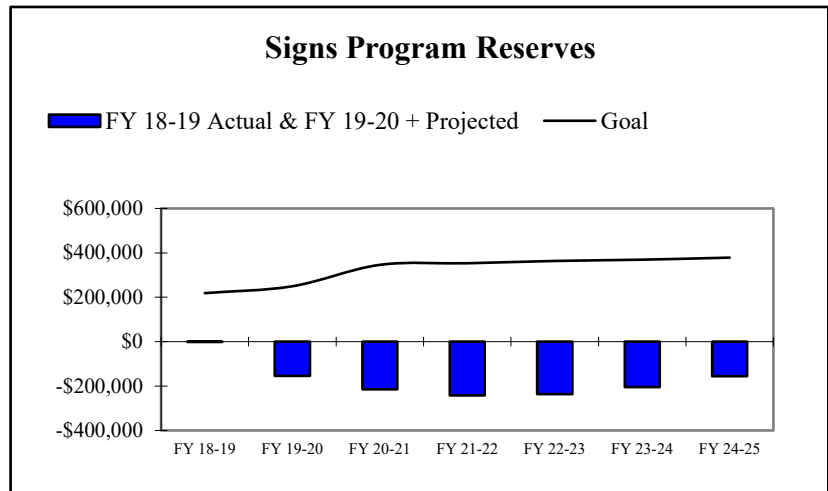
The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 was the final year of that agreement. The program is currently carrying a reserve deficit and is projected to operate at 90% cost recovery in FY 2019-20. A fee increase of 10% is proposed for FY 2020-21 through FY 2022-23, followed by 5% increases in the final two years of the forecast period. The program is projected to operate below cost recovery in FY 2020-21 and FY 2021-22 before achieving cost recovery in FY 2022-

23 through FY 2024-25, eliminating the deficit in FY 2024-25. Beginning FY 2020-21 the reserve goal will be raised to 75% from 50%. Reserves are projected to remain below the 75% goal for the duration of forecast period.

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 a period of financial health, with FY 2015-16 seeing the reserve deficit eliminated, before again ending FY 2018-19 with a deficit. In FY 2019-20 the program is expected to end the year at 69% cost recovery and is projected to continue operating below cost recovery in FY 2020-21 and FY 2021-22 before achieving cost recovery in FY 2022-23 through FY 2024-25. Projections show a reserve deficit for the duration of the forecast period. The program reserve goal was raised to 50% in FY 2015-16, and 75% beginning FY 2020-21.

The program is not expected to meet this goal by FY 2024-25. A fee increase of 15% is assumed in FY 2020-21, 10% in FY 2021-22 and FY 2022-23, followed by 5% in the final two years of the 5-Year Forecast period to ensure financial stability.

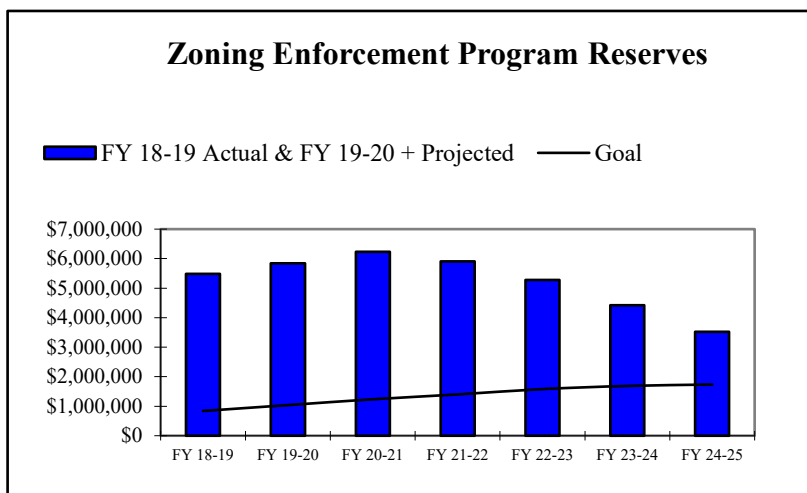
Zoning Enforcement Program

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. The program is expected to operate above cost recovery in FY 2020-21 and below cost recovery for the final four years of the Financial Plan. 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.

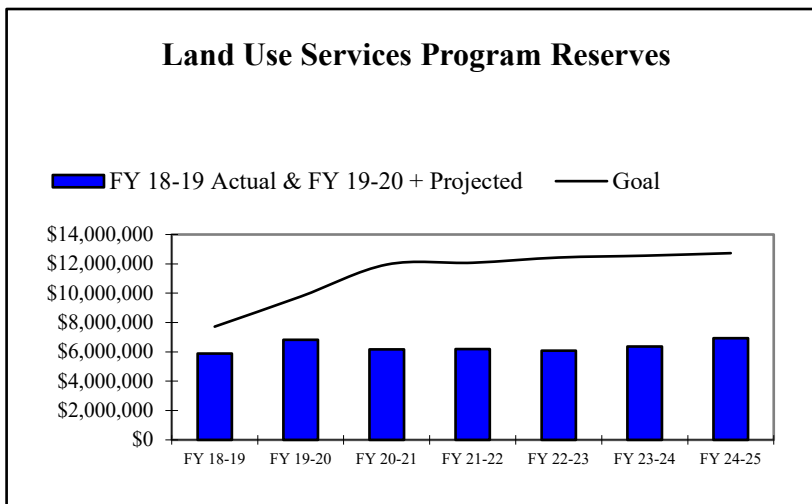
In FY 1999-2000, the LUS Program was consolidated with the Bureau of Buildings to form the Office of Planning and Development Review, since renamed the Bureau of Development Services. That fiscal year, even though no BDS overhead was charged to the LUS Program, LUS fees recovered only 60% of program 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 ongoing General Fund support of LUS. This coincided with a period of decline in demand for services and the program drew more than \$6.6 million from its reserves over FY 2017-18 and FY 2018-19. In FY 2018-19 LUS reduced staffing levels through layoffs and reassignments in order to bring the program financial stability.

The reserve goal increased to 75% 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 ended beginning in FY 2019-20.

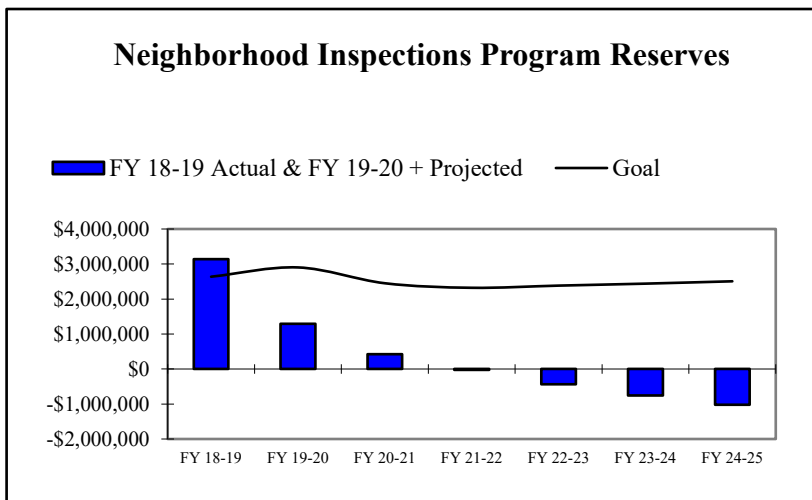
The program is projected to operate below cost recovery and draw on reserves in FY 2020-21 before achieving full cost recovery in three of the final four years of the forecast period. Reserve levels are anticipated to remain significantly below the 75% goal.

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. A 5% fee increase is proposed in FY 2020-21, FY 2021-22, and FY 2022-23.

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 82% cost recovery in FY 2018-19.

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.

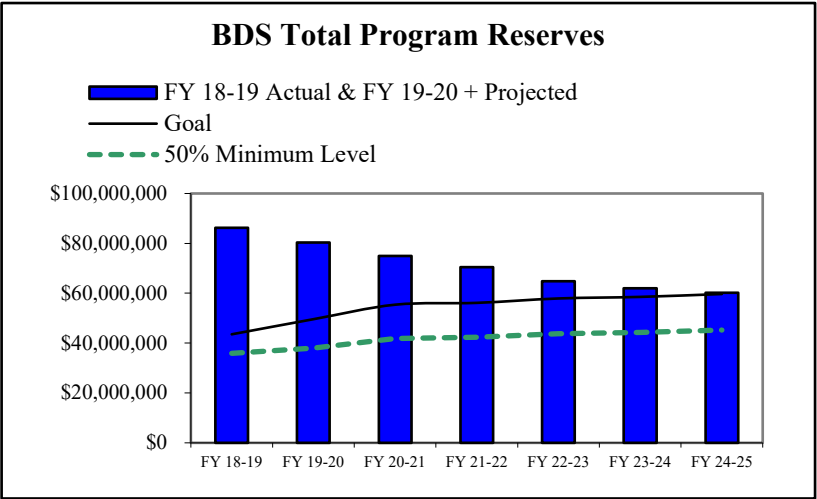
Even with ongoing General Fund support, the program may not always be able to maintain cost recovery and is projected to drop significantly below its reserve goal. The reserve goal for Neighborhood Inspections was raised to 50% in FY 2016-17 (up from 30% previously). The 50% goal is intended to ensure the program’s financial stability; however, without an expansion of ongoing General Fund support, the program may not be able to reach cost recovery and achieve 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 and ending FY 2024-25 with a reserve deficit of \$1.0 million. Fee increases of 5% are assumed in FY 2020-21 and the following four years of the forecast period. Higher fee increases or additional ongoing General Fund support may be necessary to cover the costs of providing services.

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 stay above the 50% minimum goal and end the forecast period at 67% in FY 2024-25.



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							
	Goal Prior to FY 2004-05	Goal in FY 2004-05	Goal as of FY 2015-16	Goal as of FY 2016-17	Goal as of FY 2019-20	Current Goal as of FY 2020-21	Current Goal as of FY 2020-21 (months)
Building/Mechanical	35-45%	25%	75%	75%	75%	75%	9
Electrical	35-45%	20%	50%	50%	50%	50%	6
Plumbing	35-45%	20%	50%	50%	50%	50%	6
Facility Permits	15%	15%	50%	50%	50%	50%	6
Site Development	35-45%	20%	50%	50%	50%	50%	6
Environmental Soils	20%	20%	50%	50%	50%	75%	9
Signs	20%	20%	50%	50%	50%	75%	9
Zoning Enforcement	20%	20%	50%	50%	50%	50%	6
Land Use Services	20%	20%	30%	50%	75%	75%	9
Neighborhood Inspections	20%	20%	30%	50%	50%	50%	6
Bureau Total	No goal	10% Minimum Reserve Level	35% Minimum Reserve Level	50% 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%. 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.

In FY 2019-20, the Land Use Services goal was raised to 75%. All other programs remained at previous goals. 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.

Beginning FY 2020-21, the Signs and Environmental Soils reserve goals will be raised to 75%. Due to the relatively small size of these programs, fluctuations in demand and costs of providing services can have a large impact on reserve levels. If reserves are at or above the 75% reserve goal, these programs will have greater financial stability and will be better able to endure a downturn. BDS will continue to closely monitor revenues and expenditures and make adjustments to the Financial Plan if necessary.

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 2020-21 fee changes.

Fee changes are assumed in the Building/Mechanical, Electrical, Plumbing, Facility Permit, Field Issuance Remodel, Site Development, Environmental Soils, Signs, Neighborhood Inspections, and Land Use Services programs in FY 2019-20 to ensure financial and operational stability, and to offset increased costs of providing services. 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.

Bureau of Development Services 2020 Financial Plan

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions¹

Program	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Building	3.3%	-7.9%	-1.4%	8.9%	4.0%
Mechanical	4.9%	5.2%	-5.0%	-3.7%	2.7%
Electrical	3.5%	-1.8%	-2.6%	-1.3%	3.7%
Plumbing	2.4%	0.9%	-4.8%	3.2%	6.3%
Facility Permits	3.4%	-4.8%	-2.3%	5.2%	4.1%
Field Issuance Remodel	3.4%	-4.8%	-2.3%	5.2%	4.1%
Site Development	3.3%	-7.9%	-1.4%	8.9%	4.0%
Environmental Soils	1.8%	1.5%	1.4%	1.7%	2.1%
Signs	1.6%	1.3%	1.1%	1.1%	1.0%
Zoning Enforcement	3.3%	-7.9%	-1.4%	8.9%	4.0%
Neighborhood Inspections	1.6%	1.4%	1.1%	1.1%	1.1%
Land Use Services Case Review	-1.9%	-4.8%	6.9%	4.8%	4.2%
Land Use Services Planning & Zoning	3.3%	-7.9%	-1.4%	8.9%	4.0%

Projected Fee Changes

Program	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Building	5.0%	5.0%	5.0%	5.0%	0.0%
Mechanical	5.0%	5.0%	5.0%	5.0%	0.0%
Electrical	5.0%	5.0%	5.0%	0.0%	0.0%
Plumbing	5.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	5.0%	0.0%	0.0%	0.0%	0.0%
Field Issuance Remodel	15.0%	10.0%	10.0%	5.0%	5.0%
Site Development	5.0%	5.0%	5.0%	0.0%	0.0%
Environmental Soils	10.0%	10.0%	10.0%	5.0%	5.0%
Signs	15.0%	10.0%	10.0%	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%	0.0%	0.0%
Land Use Services Planning & Zoning	5.0%	5.0%	5.0%	0.0%	0.0%

Note

- 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 - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	71,784,077	5.5%	65,365,240	-9.1%	982,528	0	66,347,768	(5,436,309)	91%	92%	86,231,778		120%	61%	43,523,419	42,708,359
	FY 19-20 estimate	75,927,581	5.8%	69,013,961	5.6%	1,075,775	0	70,089,736	(5,837,844)	91%	92%	80,393,933		106%	65%	49,584,310	30,809,624
	FY 20-21 estimate	83,664,951	10.2%	77,129,703	11.8%	1,033,601	0	78,163,304	(5,501,647)	92%	93%	74,892,287		90%	66%	55,400,136	19,492,151
	FY 21-22 estimate	84,749,291	1.3%	79,247,726	2.7%	1,033,601	0	80,281,327	(4,467,965)	94%	95%	70,424,322		83%	66%	56,136,731	14,287,591
	FY 22-23 estimate	87,481,646	3.2%	80,863,791	2.0%	1,033,601	0	81,897,392	(5,584,255)	92%	94%	64,840,067		74%	66%	57,898,767	6,941,300
	FY 23-24 estimate	88,617,210	1.3%	84,756,845	4.8%	1,033,601	0	85,790,446	(2,826,764)	96%	97%	62,013,304		70%	66%	58,528,658	3,484,645
	FY 24-25 estimate	90,467,149	2.1%	87,615,695	3.4%	1,033,601	0	88,649,296	(1,817,853)	97%	98%	60,195,451		67%	66%	59,685,423	510,028

Bureau of Development Services - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	18.5%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	30,525,523	5.9%	27,981,234	-12.8%	0	0	27,981,234	(2,544,289)	92%	92%	46,652,483	0.0%	153%	75%	22,894,142	23,758,341
	FY 19-20 estimate	33,453,580	9.6%	30,012,984	7.3%	0	0	30,012,984	(3,440,596)	90%	90%	43,211,887	3.0%	129%	75%	25,090,185	18,121,701
	FY 20-21 estimate	37,206,135	11.2%	34,354,950	14.5%	0	0	34,354,950	(2,851,185)	92%	92%	40,360,701	5.0%	108%	75%	27,904,601	12,456,100
	FY 21-22 estimate	37,805,868	1.6%	35,182,328	2.4%	0	0	35,182,328	(2,623,540)	93%	93%	37,737,161	5.0%	100%	75%	28,354,401	9,382,760
	FY 22-23 estimate	38,880,815	2.8%	35,980,411	2.3%	0	0	35,980,411	(2,900,405)	93%	93%	34,836,757	5.0%	90%	75%	29,160,611	5,676,145
	FY 23-24 estimate	38,936,184	0.1%	38,208,347	6.2%	0	0	38,208,347	(727,837)	98%	98%	34,108,919	5.0%	88%	75%	29,202,138	4,906,781
	FY 24-25 estimate	39,599,671	1.7%	39,330,724	2.9%	0	0	39,330,724	(268,948)	99%	99%	33,839,972	0.0%	85%	75%	29,699,753	4,140,218

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APPENDIX C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change	Program Revenue only	Change	General Fund Revenue	Internal	TOTAL REVENUES	Reserves Add / (Draw)	Program	TOTAL Cost Recovery	Cumulative Reserve	Fee /	Actual Reserve %	Reserve Goals:		Excess / (shortage) vs. goal
			From Prior Year		From Prior Year		Program to Program Transfers			Cost Recovery			Revenue Increase		Dollars		
Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	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	0.0%	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	0.0%	80%			
	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	0.0%	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	0.0%	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	0.0%	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	5.0%	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	16.0%	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	0.0%	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)	5.0%	-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)	0.0%	-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)	5.0%	-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)	0.0%	-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)	1.5%	-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	5.0%	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	5,243,296	-5.1%	4,903,986	-23.4%	0	0	4,903,986	(339,310)	94%	94%	7,743,085	0.0%	148%	50%	2,621,648	5,121,437	
FY 19-20 estimate	6,170,465	17.7%	5,346,337	9.0%	0	0	5,346,337	(824,128)	87%	87%	6,918,957	5.0%	112%	50%	3,085,232	3,833,725	
FY 20-21 estimate	6,493,421	5.2%	5,844,300	9.3%	0	0	5,844,300	(649,121)	90%	90%	6,269,836	5.0%	97%	50%	3,246,711	3,023,125	
FY 21-22 estimate	6,543,206	0.8%	6,116,431	4.7%	0	0	6,116,431	(426,775)	93%	93%	5,843,061	5.0%	89%	50%	3,271,603	2,571,458	
FY 22-23 estimate	6,736,050	2.9%	6,339,983	3.7%	0	0	6,339,983	(396,067)	94%	94%	5,446,994	5.0%	81%	50%	3,368,025	2,078,969	
FY 23-24 estimate	6,892,353	2.3%	6,263,394	-1.2%	0	0	6,263,394	(628,959)	91%	91%	4,818,035	0.0%	70%	50%	3,446,176	1,371,859	
FY 24-25 estimate	7,090,481	2.9%	6,374,919	1.8%	0	0	6,374,919	(715,561)	90%	90%	4,102,474	0.0%	58%	50%	3,545,240	557,234	

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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
Plumbing	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	0.0%	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	0.0%	11%		
	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	5.0%	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	5.0%	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)	0.0%	-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)	5.0%	-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)	12.0%	-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)	0.0%	-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)	7.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	1.5%	-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	0.0%	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	4,336,975	-5.9%	5,158,427	-18.4%	0	0	5,158,427	821,452	119%	119%	7,775,736	0.0%	179%	50%	2,168,488 5,607,248
	FY 19-20 estimate	5,137,182	18.5%	5,120,523	-0.7%	0	0	5,120,523	(16,659)	100%	100%	7,759,077	5.0%	151%	50%	2,568,591 5,190,485
	FY 20-21 estimate	5,674,119	10.5%	5,495,596	7.3%	0	0	5,495,596	(178,523)	97%	97%	7,580,553	5.0%	134%	50%	2,837,060 4,743,494
	FY 21-22 estimate	5,760,967	1.5%	5,619,705	2.3%	0	0	5,619,705	(141,262)	98%	98%	7,439,291	0.0%	129%	50%	2,880,483 4,558,807
	FY 22-23 estimate	5,930,981	3.0%	5,492,708	-2.3%	0	0	5,492,708	(438,273)	93%	93%	7,001,018	0.0%	118%	50%	2,965,490 4,035,528
	FY 23-24 estimate	6,057,867	2.1%	5,661,407	3.1%	0	0	5,661,407	(396,460)	93%	93%	6,604,559	0.0%	109%	50%	3,028,934 3,575,625
	FY 24-25 estimate	6,226,580	2.8%	5,890,271	4.0%	0	0	5,890,271	(336,309)	95%	95%	6,268,250	0.0%	101%	50%	3,113,290 3,154,960

Bureau of Development Services - 2020 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
Field Issuance Program separated out and assigned its own reserve beginning FY 2018-19	FY 97-98															
	FY 98-99															
	FY 99-00															
	FY 00-01															
	FY 01-02															
	FY 02-03															
	FY 03-04															
	FY 04-05															
	FY 05-06															
	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	2,193,486		1,687,610		0	0	1,687,610	(505,876)	77%	77%	(505,876)	7.3%	-23%	50%	1,096,743 (1,602,619)
	FY 19-20 estimate	2,409,569	9.9%	1,993,800	18.1%	0	0	1,993,800	(415,769)	83%	83%	(921,645)	15.8%	-38%	50%	1,204,785 (2,126,430)
	FY 20-21 estimate	2,439,103	1.2%	2,390,310	19.9%	0	0	2,390,310	(48,793)	98%	98%	(970,438)	15.0%	-40%	50%	1,219,552 (2,189,990)
	FY 21-22 estimate	2,455,508	0.7%	2,504,110	4.8%	0	0	2,504,110	48,602	102%	102%	(921,836)	10.0%	-38%	50%	1,227,754 (2,149,591)
	FY 22-23 estimate	2,527,785	2.9%	2,692,064	7.5%	0	0	2,692,064	164,278	106%	106%	(757,558)	10.0%	-30%	50%	1,263,893 (2,021,451)
	FY 23-24 estimate	2,597,591	2.8%	2,973,733	10.5%	0	0	2,973,733	376,142	114%	114%	(381,417)	5.0%	-15%	50%	1,298,796 (1,680,212)
	FY 24-25 estimate	2,678,329	3.1%	3,249,772	9.3%	0	0	3,249,772	571,442	121%	121%	190,026	5.0%	7%	50%	1,339,165 (1,149,139)

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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
Facilities Permits	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	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0.0%	-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)	0.0%	-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)	0.0%	-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)	12.5%	-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)	0.0%	-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)	5.0%	-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)	5.0%	-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	3,464,381	6.9%	4,241,714	-10.6%	0	0	4,241,714	777,333	122%	122%	5,224,634	0.0%	151%	50%	1,732,190 3,492,444
	FY 19-20 estimate	3,682,035	6.3%	3,765,075	-11.2%	0	0	3,765,075	83,040	102%	102%	5,307,674	9.5%	144%	50%	1,841,018 3,466,657
	FY 20-21 estimate	4,000,193	8.6%	4,082,003	8.4%	0	0	4,082,003	81,810	102%	102%	5,389,484	5.0%	135%	50%	2,000,096 3,389,388
	FY 21-22 estimate	4,064,243	1.6%	3,893,558	-4.6%	0	0	3,893,558	(170,684)	96%	96%	5,218,800	0.0%	128%	50%	2,032,121 3,186,679
	FY 22-23 estimate	4,184,202	3.0%	3,801,284	-2.4%	0	0	3,801,284	(382,917)	91%	91%	4,835,883	0.0%	116%	50%	2,092,101 2,743,782
	FY 23-24 estimate	4,293,697	2.6%	3,987,952	4.9%	0	0	3,987,952	(305,744)	93%	93%	4,530,138	0.0%	106%	50%	2,146,848 2,383,290
	FY 24-25 estimate	4,423,882	3.0%	4,140,566	3.8%	0	0	4,140,566	(283,316)	94%	94%	4,246,822	0.0%	96%	50%	2,211,941 2,034,881

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change	Program Revenue only	Change	General Fund Revenue	Internal	TOTAL REVENUES	Reserves Add / (Draw)	Program	TOTAL Cost Recovery	Cumulative Reserve	Fee /	Actual Reserve %	Reserve Goals:		Excess / (shortage) vs. goal
			From Prior Year		From Prior Year		Program to Program Transfers			Cost Recovery			Revenue Increase		Dollars		
State Programs Subtotal	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					
	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	45,763,661	8.5%	43,972,971	-11.2%	0	0	43,972,971	(1,790,690)	96%	96%	67,011,944		146%	67%	30,513,211	36,498,733
	FY 19-20 estimate	50,852,832	11.1%	46,238,720	5.2%	0	0	46,238,720	(4,614,112)	91%	91%	62,397,832		123%	66%	33,789,811	28,608,021
	FY 20-21 estimate	55,812,971	9.8%	52,167,158	12.8%	0	0	52,167,158	(3,645,813)	93%	93%	58,752,019		105%	67%	37,208,019	21,543,999
	FY 21-22 estimate	56,629,792	1.5%	53,316,132	2.2%	0	0	53,316,132	(3,313,660)	94%	94%	55,438,358		98%	67%	37,766,363	17,671,995
	FY 22-23 estimate	58,259,833	2.9%	54,306,450	1.9%	0	0	54,306,450	(3,953,383)	93%	93%	51,484,975		88%	67%	38,850,120	12,634,855
	FY 23-24 estimate	58,777,693	0.9%	57,094,834	5.1%	0	0	57,094,834	(1,682,858)	97%	97%	49,802,117		85%	67%	39,122,892	10,679,224
	FY 24-25 estimate	60,018,943	2.1%	58,986,252	3.3%	0	0	58,986,252	(1,032,691)	98%	98%	48,769,426		81%	66%	39,909,389	8,860,036

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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
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	0.0%	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	10.0%	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	0.0%	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	2.4%	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	5.0%	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	2,710,596	43.7%	2,596,280	24.4%	0	0	2,596,280	(114,317)	96%	96%	4,844,325	0.0%	179%	50%	1,355,298 3,489,027
	FY 19-20 estimate	3,066,465	13.1%	2,624,514	1.1%	0	0	2,624,514	(441,951)	86%	86%	4,402,374	5.0%	144%	50%	1,533,233 2,869,142
	FY 20-21 estimate	3,418,956	11.5%	2,816,104	7.3%	0	0	2,816,104	(602,851)	82%	82%	3,799,523	5.0%	111%	50%	1,709,478 2,090,045
	FY 21-22 estimate	3,438,001	0.6%	3,084,704	9.5%	0	0	3,084,704	(353,297)	90%	90%	3,446,226	5.0%	100%	50%	1,719,000 1,727,226
	FY 22-23 estimate	3,547,891	3.2%	3,007,758	-2.5%	0	0	3,007,758	(540,133)	85%	85%	2,906,093	5.0%	82%	50%	1,773,946 1,132,148
	FY 23-24 estimate	3,643,903	2.7%	3,261,155	8.4%	0	0	3,261,155	(382,748)	89%	89%	2,523,345	0.0%	69%	50%	1,821,952 701,393
	FY 24-25 estimate	3,759,660	3.2%	3,386,579	3.8%	0	0	3,386,579	(373,081)	90%	90%	2,150,263	0.0%	57%	50%	1,879,830 270,433

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Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	0.0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0.0%	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	0.0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0.0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0.0%	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	0.0%	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	0.0%	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)	0.0%	-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%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	57.0%	-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)	3.8%	-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	480,205	16.3%	554,631	-19.3%	0	0	554,631	74,427	115%	115%	(17,611)	0.0%	-4%	50%	240,102	(257,713)
	FY 19-20 estimate	601,606	25.3%	541,358	-2.4%	0	0	541,358	(60,249)	90%	90%	(77,859)	5.0%	-13%	50%	300,803	(378,662)
	FY 20-21 estimate	668,521	11.1%	598,365	10.5%	0	0	598,365	(70,156)	90%	90%	(148,016)	10.0%	-22%	75%	501,391	(649,407)
	FY 21-22 estimate	672,205	0.6%	666,273	11.3%	0	0	666,273	(5,931)	99%	99%	(153,947)	10.0%	-23%	75%	504,154	(658,100)
	FY 22-23 estimate	692,031	2.9%	742,449	11.4%	0	0	742,449	50,418	107%	107%	(103,529)	10.0%	-15%	75%	519,023	(622,553)
	FY 23-24 estimate	709,482	2.5%	798,775	7.6%	0	0	798,775	89,292	113%	113%	(14,237)	5.0%	-2%	75%	532,112	(546,349)
	FY 24-25 estimate	730,647	3.0%	856,206	7.2%	0	0	856,206	125,559	117%	117%	111,322	5.0%	15%	75%	547,985	(436,663)

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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
Signs	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	0.0%	35%		
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0.0%	29%		
	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	0.0%	16%		
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0.0%	10%		
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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	437,007	24.4%	362,021	-8.2%	0	0	362,021	(74,987)	83%	83%	(946)	0.0%	0%	50%	218,504 (219,449)
	FY 19-20 estimate	499,078	14.2%	345,892	-4.5%	0	0	345,892	(153,185)	69%	69%	(154,131)	5.0%	-31%	50%	249,539 (403,670)
	FY 20-21 estimate	461,263	-7.6%	400,543	15.8%	0	0	400,543	(60,719)	87%	87%	(214,850)	15.0%	-47%	75%	345,947 (560,797)
	FY 21-22 estimate	470,787	2.1%	444,105	10.9%	0	0	444,105	(26,683)	94%	94%	(241,533)	10.0%	-51%	75%	353,091 (594,623)
	FY 22-23 estimate	484,704	3.0%	490,419	10.4%	0	0	490,419	5,714	101%	101%	(235,819)	10.0%	-49%	75%	363,528 (599,347)
	FY 23-24 estimate	492,348	1.6%	523,652	6.8%	0	0	523,652	31,304	106%	106%	(204,515)	5.0%	-42%	75%	369,261 (573,776)
	FY 24-25 estimate	504,647	2.5%	554,095	5.8%	0	0	554,095	49,448	110%	110%	(155,067)	5.0%	-31%	75%	378,485 (533,552)

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Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	0.0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0.0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20%	17%			
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0.0%	-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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	2.0%	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	0.0%	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	5.0%	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	0.0%	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	0.0%	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	3.8%	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	1,677,015	1.5%	2,049,912	-20.6%	0	0	2,049,912	372,896	122%	122%	5,481,388	0.0%	327%	50%	838,508	4,642,881
	FY 19-20 estimate	2,074,667	23.7%	2,436,740	18.9%	0	0	2,436,740	362,073	117%	117%	5,843,461	0.0%	282%	50%	1,037,333	4,806,128
	FY 20-21 estimate	2,468,394	19.0%	2,854,212	17.1%	0	0	2,854,212	385,817	116%	116%	6,229,278	0.0%	252%	50%	1,234,197	4,995,081
	FY 21-22 estimate	2,797,802	13.3%	2,474,871	-13.3%	0	0	2,474,871	(322,931)	88%	88%	5,906,347	0.0%	211%	50%	1,398,901	4,507,446
	FY 22-23 estimate	3,157,806	12.9%	2,525,139	2.0%	0	0	2,525,139	(632,667)	80%	80%	5,273,681	0.0%	167%	50%	1,578,903	3,694,778
	FY 23-24 estimate	3,373,441	6.8%	2,519,586	-0.2%	0	0	2,519,586	(853,855)	75%	75%	4,419,825	0.0%	131%	50%	1,686,720	2,733,105
	FY 24-25 estimate	3,468,528	2.8%	2,574,393	2.2%	0	0	2,574,393	(894,135)	74%	74%	3,525,690	0.0%	102%	50%	1,734,264	1,791,426

Bureau of Development Services - 2020 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
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	0.0%	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	8.0%	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)	0.0%	-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	5.0%	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	15,441,466	-8.5%	12,508,135	-5.2%	0	0	12,508,135	(2,933,331)	81%	81%	5,893,856	0.0%	38%	50%	7,720,733 (1,826,877)
	FY 19-20 estimate	13,028,497	-15.6%	13,877,296	10.9%	70,000	0	13,947,296	918,799	107%	107%	6,812,655	5.0%	52%	75%	9,771,373 (2,958,718)
	FY 20-21 estimate	15,934,722	22.3%	15,295,633	10.2%	0	0	15,295,633	(639,089)	96%	96%	6,173,566	5.0%	39%	75%	11,951,042 (5,777,476)
	FY 21-22 estimate	16,099,482	1.0%	16,106,033	5.3%	0	0	16,106,033	6,551	100%	100%	6,180,117	5.0%	38%	75%	12,074,612 (5,894,495)
	FY 22-23 estimate	16,574,226	2.9%	16,464,411	2.2%	0	0	16,464,411	(109,815)	99%	99%	6,070,302	5.0%	37%	75%	12,430,670 (6,360,368)
	FY 23-24 estimate	16,742,198	1.0%	17,040,104	3.5%	0	0	17,040,104	297,905	102%	102%	6,368,207	0.0%	38%	75%	12,556,649 (6,188,442)
	FY 24-25 estimate	16,972,430	1.4%	17,538,272	2.9%	0	0	17,538,272	565,841	103%	103%	6,934,048	0.0%	41%	75%	12,729,323 (5,795,275)

Bureau of Development Services - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX C

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
Neighborhood Inspections	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)	0.0%	-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)	0.0%	-13%			
	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%			
	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)	0.0%	-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	0.0%	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	0.0%	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	0.0%	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	0.0%	22%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	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	0.0%	48%			
	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
	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	0.0%	58%	20%	525,399	999,953
	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	0.0%	68%	20%	545,191	1,304,446
The program came back to BDS in FY 2006-07	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	0.0%	58%	20%	497,169	942,690
	FY 03-04																
	FY 04-05																
	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	5,274,126	13.8%	3,321,290	-2.1%	982,528		4,303,818	(970,308)	63%	82%	3,140,703	0.0%	60%	50%	2,637,063	503,639
FY 19-20 estimate	5,804,436	10.1%	2,949,442	-11.2%	1,005,775		3,955,217	(1,849,219)	51%	68%	1,291,483	5.0%	22%	50%	2,902,218	(1,610,735)	
FY 20-21 estimate	4,900,123	-15.6%	2,997,687	1.6%	1,033,601		4,031,288	(868,835)	61%	82%	422,649	5.0%	9%	50%	2,450,062	(2,027,413)	
FY 21-22 estimate	4,641,222	-5.3%	3,155,608	5.3%	1,033,601		4,189,209	(452,013)	68%	90%	(29,365)	5.0%	-1%	50%	2,320,611	(2,349,976)	
FY 22-23 estimate	4,765,155	2.7%	3,327,165	5.4%	1,033,601		4,360,766	(404,389)	70%	92%	(433,753)	5.0%	-9%	50%	2,382,578	(2,816,331)	
FY 23-24 estimate	4,878,144	2.4%	3,518,740	5.8%	1,033,601		4,552,341	(325,804)	72%	93%	(759,557)	5.0%	-16%	50%	2,439,072	(3,198,629)	
FY 24-25 estimate	5,012,293	2.7%	3,719,899	5.7%	1,033,601		4,753,500	(258,793)	74%	95%	(1,018,350)	5.0%	-20%	50%	2,506,146	(3,524,497)	

Bureau of Development Services 2020 Financial Plan - Alternative Case Scenario

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions¹

Program	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Building	-1.7%	-15.4%	-8.9%	3.9%	1.5%
Mechanical	-0.1%	-2.3%	-12.5%	-8.7%	0.2%
Electrical	-1.5%	-9.3%	-10.1%	-6.3%	1.2%
Plumbing	-2.6%	-6.6%	-12.3%	-1.8%	3.8%
Facility Permits	-1.6%	-12.3%	-9.8%	0.2%	1.6%
Field Issuance Remodel	-1.6%	-12.3%	-9.8%	0.2%	1.6%
Site Development	-1.7%	-15.4%	-8.9%	3.9%	1.5%
Environmental Soils	-3.2%	-6.0%	-6.1%	-3.3%	-0.4%
Signs	-3.4%	-6.2%	-6.4%	-3.9%	-1.5%
Zoning Enforcement	-1.7%	-15.4%	-8.9%	3.9%	1.5%
Neighborhood Inspections	-3.4%	-6.1%	-6.4%	-3.9%	-1.4%
Land Use Services Case Review	-6.9%	-12.3%	-0.6%	-0.2%	1.7%
Land Use Services Planning & Zoning	-1.7%	-15.4%	-8.9%	3.9%	1.5%

Projected Fee Changes

Program	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Building	5.0%	5.0%	5.0%	5.0%	0.0%
Mechanical	5.0%	5.0%	5.0%	5.0%	0.0%
Electrical	5.0%	5.0%	5.0%	0.0%	0.0%
Plumbing	5.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	5.0%	0.0%	0.0%	0.0%	0.0%
Field Issuance Remodel	15.0%	10.0%	10.0%	5.0%	5.0%
Site Development	5.0%	5.0%	5.0%	0.0%	0.0%
Environmental Soils	10.0%	10.0%	10.0%	5.0%	5.0%
Signs	15.0%	10.0%	10.0%	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%	0.0%	0.0%
Land Use Services Planning & Zoning	5.0%	5.0%	5.0%	0.0%	0.0%

Note

- 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 - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	71,784,077	5.5%	65,365,240	-9.1%	982,528	0	66,347,768	(5,436,309)	91%	92%	86,231,778		120%	61%	43,523,419	42,708,359
	FY 19-20 estimate	75,927,581	5.8%	69,013,961	5.6%	1,075,775	0	70,089,736	(5,837,844)	91%	92%	80,393,933		106%	65%	49,584,310	30,809,624
	FY 20-21 estimate	77,549,995	2.1%	73,781,475	6.9%	1,033,601	0	74,815,076	(2,734,919)	95%	96%	77,659,014		100%	66%	50,979,228	26,679,786
	FY 21-22 estimate	79,400,958	2.4%	70,774,267	-4.1%	1,033,601	0	71,807,868	(7,593,090)	89%	90%	70,065,924		88%	66%	52,267,482	17,798,443
	FY 22-23 estimate	81,715,398	2.9%	67,049,347	-5.3%	1,033,601	0	68,082,948	(13,632,451)	82%	83%	56,433,474		69%	66%	53,793,137	2,640,336
	FY 23-24 estimate	82,594,012	1.1%	66,565,054	-0.7%	1,033,601	0	67,598,655	(14,995,357)	81%	82%	41,438,116		50%	66%	54,261,000	(12,822,884)
	FY 24-25 estimate	84,296,806	2.1%	66,955,914	0.6%	1,033,601	0	67,989,515	(16,307,291)	79%	81%	25,130,825		30%	66%	55,306,228	(30,175,403)

Bureau of Development Services - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	18.5%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	30,525,523	5.9%	27,981,234	-12.8%	0	0	27,981,234	(2,544,289)	92%	92%	46,652,483	0.0%	153%	75%	22,894,142	23,758,341
	FY 19-20 estimate	33,453,580	9.6%	30,012,984	7.3%	0	0	30,012,984	(3,440,596)	90%	90%	43,211,887	3.0%	129%	75%	25,090,185	18,121,701
	FY 20-21 estimate	33,773,518	1.0%	32,943,937	9.8%	0	0	32,943,937	(829,581)	98%	98%	42,382,306	5.0%	125%	75%	25,330,138	17,052,167
	FY 21-22 estimate	34,773,637	3.0%	31,606,095	-4.1%	0	0	31,606,095	(3,167,542)	91%	91%	39,214,763	5.0%	113%	75%	26,080,228	13,134,536
	FY 22-23 estimate	35,780,789	2.9%	30,096,080	-4.8%	0	0	30,096,080	(5,684,709)	84%	84%	33,530,054	5.0%	94%	75%	26,835,592	6,694,462
	FY 23-24 estimate	35,748,316	-0.1%	30,241,037	0.5%	0	0	30,241,037	(5,507,278)	85%	85%	28,022,776	5.0%	78%	75%	26,811,237	1,211,539
	FY 24-25 estimate	36,316,819	1.6%	30,310,305	0.2%	0	0	30,310,305	(6,006,514)	83%	83%	22,016,262	0.0%	61%	75%	27,237,614	(5,221,352)

Bureau of Development Services - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	TOTAL	Change	Program	Change	General	Internal	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual	Reserve Goals:	Excess /	
		COSTS	From	Revenue	From	Fund	Program to	REVENUES	Add / (Draw)	Cost	Cost	Reserve	Revenue	Reserve	% Dollars		
			Prior		Prior												Program
		Year	Year	only	Year	Revenue	Transfers			Recovery						vs. goal	
Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	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	0.0%	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	0.0%	80%			
	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	0.0%	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	0.0%	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	0.0%	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	5.0%	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	16.0%	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	0.0%	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)	5.0%	-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)	0.0%	-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)	5.0%	-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)	0.0%	-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)	1.5%	-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	5.0%	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	5,243,296	-5.1%	4,903,986	-23.4%	0	0	4,903,986	(339,310)	94%	94%	7,743,085	0.0%	148%	50%	2,621,648	5,121,437
	FY 19-20 estimate	6,170,465	17.7%	5,346,337	9.0%	0	0	5,346,337	(824,128)	87%	87%	6,918,957	5.0%	112%	50%	3,085,232	3,833,725
	FY 20-21 estimate	5,978,334	-3.1%	5,578,004	4.3%	0	0	5,578,004	(400,329)	93%	93%	6,518,628	5.0%	109%	50%	2,989,167	3,529,461
	FY 21-22 estimate	6,068,755	1.5%	5,423,548	-2.8%	0	0	5,423,548	(645,207)	89%	89%	5,873,421	5.0%	97%	50%	3,034,378	2,839,043
	FY 22-23 estimate	6,251,559	3.0%	5,221,616	-3.7%	0	0	5,221,616	(1,029,944)	84%	84%	4,843,477	5.0%	77%	50%	3,125,780	1,717,697
	FY 23-24 estimate	6,398,011	2.3%	4,894,671	-6.3%	0	0	4,894,671	(1,503,340)	77%	77%	3,340,137	0.0%	52%	50%	3,199,005	141,132
	FY 24-25 estimate	6,583,646	2.9%	4,834,623	-1.2%	0	0	4,834,623	(1,749,022)	73%	73%	1,591,115	0.0%	24%	50%	3,291,823	(1,700,708)

Bureau of Development Services - 2020 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
Plumbing	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	0.0%	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	0.0%	11%		
	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	5.0%	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	5.0%	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)	0.0%	-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)	5.0%	-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)	12.0%	-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)	0.0%	-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)	7.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	1.5%	-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	0.0%	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	4,336,975	-5.9%	5,158,427	-18.4%	0	0	5,158,427	821,452	119%	119%	7,775,736	0.0%	179%	50%	2,168,488 5,607,248
	FY 19-20 estimate	5,137,182	18.5%	5,120,523	-0.7%	0	0	5,120,523	(16,659)	100%	100%	7,759,077	5.0%	151%	50%	2,568,591 5,190,485
	FY 20-21 estimate	5,507,238	7.2%	5,241,828	2.4%	0	0	5,241,828	(265,410)	95%	95%	7,493,667	5.0%	136%	50%	2,753,619 4,740,048
	FY 21-22 estimate	5,583,314	1.4%	4,980,190	-5.0%	0	0	4,980,190	(603,123)	89%	89%	6,890,543	0.0%	123%	50%	2,791,657 4,098,887
	FY 22-23 estimate	5,751,643	3.0%	4,523,878	-9.2%	0	0	4,523,878	(1,227,765)	79%	79%	5,662,779	0.0%	98%	50%	2,875,821 2,786,957
	FY 23-24 estimate	5,876,472	2.2%	4,443,802	-1.8%	0	0	4,443,802	(1,432,670)	76%	76%	4,230,109	0.0%	72%	50%	2,938,236 1,291,873
	FY 24-25 estimate	6,042,045	2.8%	4,490,264	1.0%	0	0	4,490,264	(1,551,781)	74%	74%	2,678,328	0.0%	44%	50%	3,021,023 (342,695)

Bureau of Development Services - 2020 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
Field Issuance Program separated out and assigned its own reserve beginning FY 2018-19	FY 97-98															
	FY 98-99															
	FY 99-00															
	FY 00-01															
	FY 01-02															
	FY 02-03															
	FY 03-04															
	FY 04-05															
	FY 05-06															
	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	2,193,486		1,687,610		0	0	1,687,610	(505,876)	77%	77%	(505,876)	7.3%	-23%	50%	1,096,743 (1,602,619)
	FY 19-20 estimate	2,409,569	9.9%	1,993,800	18.1%	0	0	1,993,800	(415,769)	83%	83%	(921,645)	15.8%	-38%	50%	1,204,785 (2,126,430)
	FY 20-21 estimate	2,377,935	-1.3%	2,275,666	14.1%	0	0	2,275,666	(102,268)	96%	96%	(1,023,913)	15.0%	-43%	50%	1,188,967 (2,212,881)
	FY 21-22 estimate	2,383,302	0.2%	2,196,266	-3.5%	0	0	2,196,266	(187,036)	92%	92%	(1,210,950)	10.0%	-51%	50%	1,191,651 (2,402,601)
	FY 22-23 estimate	2,455,072	3.0%	2,179,922	-0.7%	0	0	2,179,922	(275,150)	89%	89%	(1,486,100)	10.0%	-61%	50%	1,227,536 (2,713,636)
	FY 23-24 estimate	2,524,582	2.8%	2,293,560	5.2%	0	0	2,293,560	(231,022)	91%	91%	(1,717,122)	5.0%	-68%	50%	1,262,291 (2,979,413)
	FY 24-25 estimate	2,604,351	3.2%	2,446,255	6.7%	0	0	2,446,255	(158,096)	94%	94%	(1,875,218)	5.0%	-72%	50%	1,302,175 (3,177,393)

Bureau of Development Services - 2020 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
Facilities Permits	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	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0.0%	-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)	0.0%	-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)	0.0%	-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)	12.5%	-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)	0.0%	-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)	5.0%	-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)	5.0%	-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	3,464,381	6.9%	4,241,714	-10.6%	0	0	4,241,714	777,333	122%	122%	5,224,634	0.0%	151%	50%	1,732,190 3,492,444
	FY 19-20 estimate	3,682,035	6.3%	3,765,075	-11.2%	0	0	3,765,075	83,040	102%	102%	5,307,674	9.5%	144%	50%	1,841,018 3,466,657
	FY 20-21 estimate	3,789,379	2.9%	3,890,663	3.3%	0	0	3,890,663	101,284	103%	103%	5,408,958	5.0%	143%	50%	1,894,689 3,514,269
	FY 21-22 estimate	3,881,040	2.4%	3,425,320	-12.0%	0	0	3,425,320	(455,720)	88%	88%	4,953,238	0.0%	128%	50%	1,940,520 3,012,718
	FY 22-23 estimate	3,997,912	3.0%	3,092,946	-9.7%	0	0	3,092,946	(904,966)	77%	77%	4,048,272	0.0%	101%	50%	1,998,956 2,049,316
	FY 23-24 estimate	4,104,648	2.7%	3,092,299	0.0%	0	0	3,092,299	(1,012,349)	75%	75%	3,035,923	0.0%	74%	50%	2,052,324 983,600
	FY 24-25 estimate	4,230,918	3.1%	3,132,864	1.3%	0	0	3,132,864	(1,098,054)	74%	74%	1,937,869	0.0%	46%	50%	2,115,459 (177,590)

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APPENDIX E

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
State Programs Subtotal	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					
	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	45,763,661	8.5%	43,972,971	-11.2%	0	0	43,972,971	(1,790,690)	96%	96%	67,011,944	146%	67%	30,513,211	36,498,733	
	FY 19-20 estimate	50,852,832	11.1%	46,238,720	5.2%	0	0	46,238,720	(4,614,112)	91%	91%	62,397,832	123%	66%	33,789,811	28,608,021	
	FY 20-21 estimate	51,426,403	1.1%	49,930,099	8.0%	0	0	49,930,099	(1,496,304)	97%	97%	60,901,528	118%	66%	34,156,581	26,744,947	
	FY 21-22 estimate	52,690,048	2.5%	47,631,420	-4.6%	0	0	47,631,420	(5,058,629)	90%	90%	55,842,899	106%	66%	35,038,433	20,804,465	
	FY 22-23 estimate	54,236,975	2.9%	45,114,441	-5.3%	0	0	45,114,441	(9,122,534)	83%	83%	46,720,365	86%	66%	36,063,685	10,656,680	
	FY 23-24 estimate	54,652,028	0.8%	44,965,369	-0.3%	0	0	44,965,369	(9,686,659)	82%	82%	37,033,706	68%	66%	36,263,093	770,613	
	FY 24-25 estimate	55,777,779	2.1%	45,214,311	0.6%	0	0	45,214,311	(10,563,468)	81%	81%	26,470,238	47%	66%	36,968,094	(10,497,856)	

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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
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	0.0%	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	10.0%	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	0.0%	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	2.4%	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	5.0%	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	2,710,596	43.7%	2,596,280	24.4%	0	0	2,596,280	(114,317)	96%	96%	4,844,325	0.0%	179%	50%	1,355,298 3,489,027
	FY 19-20 estimate	3,066,465	13.1%	2,624,514	1.1%	0	0	2,624,514	(441,951)	86%	86%	4,402,374	5.0%	144%	50%	1,533,233 2,869,142
	FY 20-21 estimate	3,297,330	7.5%	2,685,790	2.3%	0	0	2,685,790	(611,541)	81%	81%	3,790,834	5.0%	115%	50%	1,648,665 2,142,169
	FY 21-22 estimate	3,310,084	0.4%	2,753,966	2.5%	0	0	2,753,966	(556,119)	83%	83%	3,234,715	5.0%	98%	50%	1,655,042 1,579,673
	FY 22-23 estimate	3,418,157	3.3%	2,468,110	-10.4%	0	0	2,468,110	(950,046)	72%	72%	2,284,669	5.0%	67%	50%	1,709,078 575,590
	FY 23-24 estimate	3,512,861	2.8%	2,543,165	3.0%	0	0	2,543,165	(969,696)	72%	72%	1,314,973	0.0%	37%	50%	1,756,431 (441,458)
	FY 24-25 estimate	3,626,455	3.2%	2,569,736	1.0%	0	0	2,569,736	(1,056,719)	71%	71%	258,254	0.0%	7%	50%	1,813,228 (1,554,974)

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APPENDIX E

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
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	0.0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0.0%	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	0.0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0.0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0.0%	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	0.0%	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	0.0%	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)	0.0%	-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%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	57.0%	-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)	3.8%	-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	480,205	16.3%	554,631	-19.3%	0	0	554,631	74,427	115%	115%	(17,611)	0.0%	-4%	50%	240,102	(257,713)
	FY 19-20 estimate	601,606	25.3%	541,358	-2.4%	0	0	541,358	(60,249)	90%	90%	(77,859)	5.0%	-13%	50%	300,803	(378,662)
	FY 20-21 estimate	680,889	13.2%	569,215	5.1%	0	0	569,215	(111,675)	84%	84%	(189,534)	10.0%	-28%	75%	510,667	(700,201)
	FY 21-22 estimate	682,906	0.3%	587,250	3.2%	0	0	587,250	(95,656)	86%	86%	(285,190)	10.0%	-42%	75%	512,179	(797,369)
	FY 22-23 estimate	703,471	3.0%	606,291	3.2%	0	0	606,291	(97,180)	86%	86%	(382,370)	10.0%	-54%	75%	527,603	(909,973)
	FY 23-24 estimate	721,665	2.6%	620,395	2.3%	0	0	620,395	(101,270)	86%	86%	(483,640)	5.0%	-67%	75%	541,249	(1,024,889)
	FY 24-25 estimate	743,558	3.0%	648,767	4.6%	0	0	648,767	(94,791)	87%	87%	(578,431)	5.0%	-78%	75%	557,669	(1,136,100)

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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
Signs	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	0.0%	35%		
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0.0%	29%		
	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	0.0%	16%		
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0.0%	10%		
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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)	0.0%	-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	437,007	24.4%	362,021	-8.2%	0	0	362,021	(74,987)	83%	83%	(946)	0.0%	0%	50%	218,504 (219,449)
	FY 19-20 estimate	499,078	14.2%	345,892	-4.5%	0	0	345,892	(153,185)	69%	69%	(154,131)	5.0%	-31%	50%	249,539 (403,670)
	FY 20-21 estimate	443,240	-11.2%	381,781	10.4%	0	0	381,781	(61,459)	86%	86%	(215,590)	15.0%	-49%	75%	332,430 (548,020)
	FY 21-22 estimate	455,962	2.9%	393,070	3.0%	0	0	393,070	(62,892)	86%	86%	(278,482)	10.0%	-61%	75%	341,971 (620,453)
	FY 22-23 estimate	469,692	3.0%	402,957	2.5%	0	0	402,957	(66,735)	86%	86%	(345,217)	10.0%	-73%	75%	352,269 (697,486)
	FY 23-24 estimate	477,074	1.6%	409,680	1.7%	0	0	409,680	(67,394)	86%	86%	(412,611)	5.0%	-86%	75%	357,806 (770,417)
	FY 24-25 estimate	489,066	2.5%	422,991	3.2%	0	0	422,991	(66,076)	86%	86%	(478,687)	5.0%	-98%	75%	366,800 (845,487)

Bureau of Development Services - 2020 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
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	0.0%	104%		
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0.0%	48%		
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20%	17%		
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0.0%	-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	0.0%	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	0.0%	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	0.0%	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	0.0%	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	2.0%	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	0.0%	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	5.0%	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	0.0%	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	0.0%	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	3.8%	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	1,677,015	1.5%	2,049,912	-20.6%	0	0	2,049,912	372,896	122%	122%	5,481,388	0.0%	327%	50%	838,508 4,642,881
	FY 19-20 estimate	2,074,667	23.7%	2,436,740	18.9%	0	0	2,436,740	362,073	117%	117%	5,843,461	0.0%	282%	50%	1,037,333 4,806,128
	FY 20-21 estimate	2,717,669	31.0%	2,749,389	12.8%	0	0	2,749,389	31,720	101%	101%	5,875,181	0.0%	216%	50%	1,358,835 4,516,346
	FY 21-22 estimate	3,130,610	15.2%	2,211,780	-19.6%	0	0	2,211,780	(918,831)	71%	71%	4,956,350	0.0%	158%	50%	1,565,305 3,391,045
	FY 22-23 estimate	3,193,323	2.0%	2,105,407	-4.8%	0	0	2,105,407	(1,087,915)	66%	66%	3,868,435	0.0%	121%	50%	1,596,661 2,271,774
	FY 23-24 estimate	3,296,094	3.2%	1,972,613	-6.3%	0	0	1,972,613	(1,323,481)	60%	60%	2,544,954	0.0%	77%	50%	1,648,047 896,908
	FY 24-25 estimate	3,411,789	3.5%	1,960,100	-0.6%	0	0	1,960,100	(1,451,689)	57%	57%	1,093,266	0.0%	32%	50%	1,705,894 (612,629)

Bureau of Development Services - 2020 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	0.0%	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	8.0%	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)	0.0%	-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	5.0%	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	15,441,466	-8.5%	12,508,135	-5.2%	0	0	12,508,135	(2,933,331)	81%	81%	5,893,856	0.0%	38%	50%	7,720,733 (1,826,877)
	FY 19-20 estimate	13,028,497	-15.6%	13,877,296	10.9%	70,000	0	13,947,296	918,799	107%	107%	6,812,655	5.0%	52%	75%	9,771,373 (2,958,718)
	FY 20-21 estimate	13,919,274	6.8%	14,602,203	5.2%	0	0	14,602,203	682,929	105%	105%	7,495,584	5.0%	54%	75%	10,439,456 (2,943,872)
	FY 21-22 estimate	14,355,506	3.1%	14,395,755	-1.4%	0	0	14,395,755	40,249	100%	100%	7,535,833	5.0%	52%	75%	10,766,629 (3,230,796)
	FY 22-23 estimate	14,787,800	3.0%	13,596,750	-5.6%	0	0	13,596,750	(1,191,050)	92%	92%	6,344,783	5.0%	43%	75%	11,090,850 (4,746,067)
	FY 23-24 estimate	14,908,920	0.8%	13,274,649	-2.4%	0	0	13,274,649	(1,634,271)	89%	89%	4,710,512	0.0%	32%	75%	11,181,690 (6,471,178)
	FY 24-25 estimate	15,081,855	1.2%	13,271,769	0.0%	0	0	13,271,769	(1,810,086)	88%	88%	2,900,426	0.0%	19%	75%	11,311,391 (8,410,965)

Bureau of Development Services - 2020 FIVE-YEAR FINANCIAL PLAN

APPENDIX E

Program Detail

Program	Fiscal Year	Change		Change		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:		Excess / (shortage) vs. goal
		TOTAL COSTS	From Prior Year	Program Revenue only	From Prior Year										%	Dollars	
Neighborhood Inspections	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)	0.0%	-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)	0.0%	-13%			
	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%			
	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)	0.0%	-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	0.0%	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	0.0%	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	0.0%	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	0.0%	22%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	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	0.0%	48%			
	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
	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	0.0%	58%	20%	525,399	999,953
	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	0.0%	68%	20%	545,191	1,304,446
The program came back to BDS in FY 2006-07	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	0.0%	58%	20%	497,169	942,690
	FY 03-04																
	FY 04-05																
	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	5,274,126	13.8%	3,321,290	-2.1%	982,528		4,303,818	(970,308)	63%	82%	3,140,703	0.0%	60%	50%	2,637,063	503,639
	FY 19-20 estimate	5,804,436	10.1%	2,949,442	-11.2%	1,005,775		3,955,217	(1,849,219)	51%	68%	1,291,483	5.0%	22%	50%	2,902,218	(1,610,735)
	FY 20-21 estimate	5,065,189	-12.7%	2,862,999	-2.9%	1,033,601		3,896,600	(1,168,589)	57%	77%	122,894	5.0%	2%	50%	2,532,595	(2,409,701)
	FY 21-22 estimate	4,775,842	-5.7%	2,801,027	-2.2%	1,033,601		3,834,628	(941,214)	59%	80%	(818,320)	5.0%	-17%	50%	2,387,921	(3,206,241)
	FY 22-23 estimate	4,905,981	2.7%	2,755,390	-1.6%	1,033,601		3,788,991	(1,116,990)	56%	77%	(1,935,309)	5.0%	-39%	50%	2,452,990	(4,388,300)
	FY 23-24 estimate	5,025,370	2.4%	2,779,182	0.9%	1,033,601		3,812,783	(1,212,587)	55%	76%	(3,147,896)	5.0%	-63%	50%	2,512,685	(5,660,581)
	FY 24-25 estimate	5,166,304	2.8%	2,868,240	3.2%	1,033,601		3,901,841	(1,264,463)	56%	76%	(4,412,359)	5.0%	-85%	50%	2,583,152	(6,995,511)