

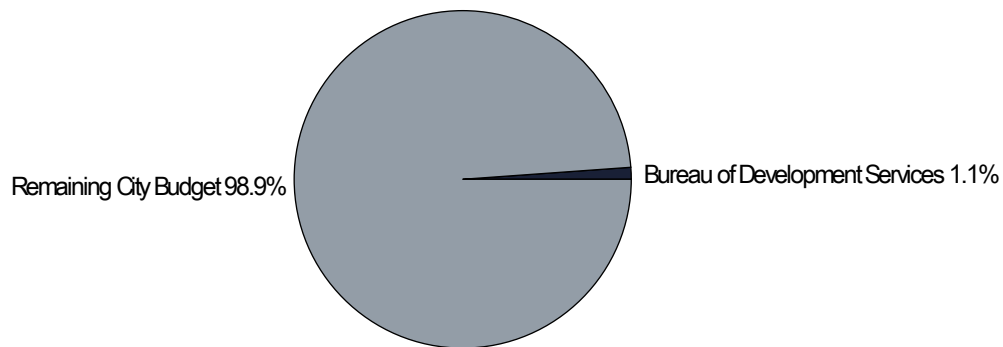
# Bureau of Development Services

Community Development Service Area

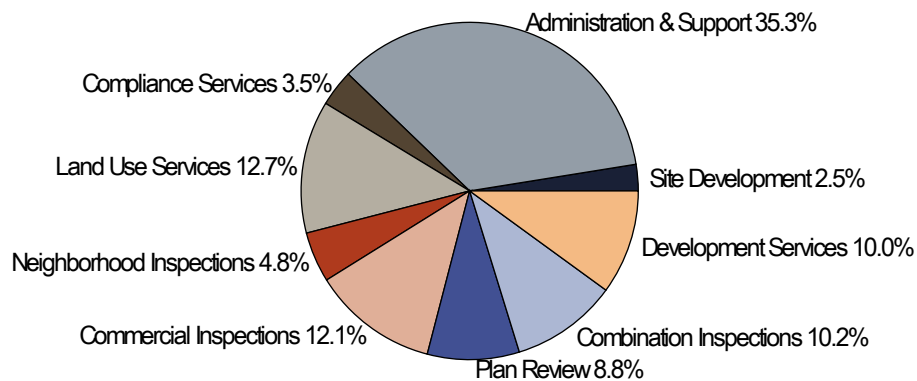
Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director

**Percent of City Budget**



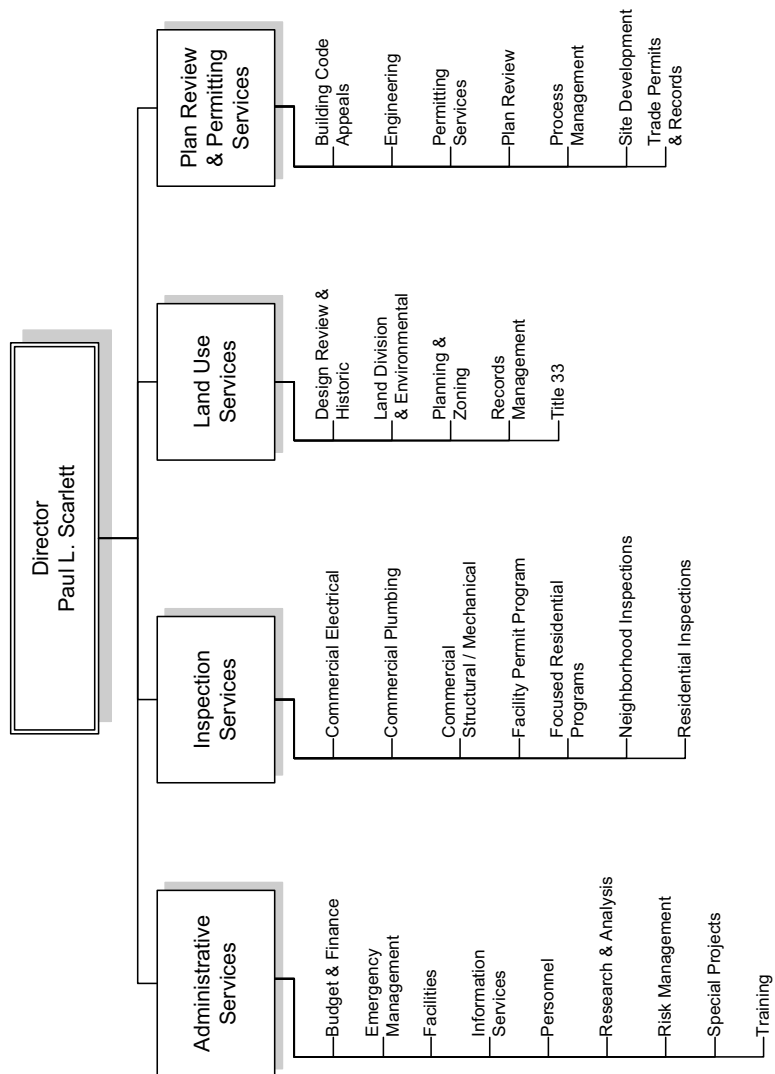
**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2011-12	Adopted FY 2012-13	Change from Prior Year	Percent Change
Operating	34,199,214	37,502,218	3,303,004	9.66
Capital	0	3,680,172	3,680,172	N/A
<b>Total Requirements</b>	<b>34,199,214</b>	<b>41,182,390</b>	<b>6,983,176</b>	<b>20.42</b>
Authorized Positions	182.53	198.52	15.98	8.76

**Bureau of Development Services**



## Bureau Summary

### Bureau Mission

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

### Bureau Overview

**General Description** BDS is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. The bureau manages programs that ensure compliance with construction and land use codes, and BDS is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides assistance to customers from pre-application to construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development and ensures compliance with site-related regulations such as erosion control and grading. The bureau also enforces the Zoning, Sign, and Property Maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This Adopted Budget includes total funding of \$41.18 million and 198.5 FTE; the funding is primarily composed of permit fees and charges.

### Customer Service Culture

The bureau's mission requires being responsive to the development community, neighborhoods, and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

BDS remains committed to these goals as it continues to recover from the financial challenges experienced by the development industry and the overall economy in the last few years. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has somewhat over half the staff it had four years ago. As permit revenues began to recover in 2011, the bureau was able to add back 12 positions in the first half of FY 2011-12 to address the most critical customer service needs. Based on FY 2012-13 permit revenue projections, this Proposed Budget includes additional positions to address ongoing service level issues as the economy recovers. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

**State Statutes and Administrative Rules** The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Planning and Zoning Code under Title 33 of the City Code, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

## **Strategic Direction**

BDS receives approximately 90% of its revenues from construction permits and land use reviews. The bureau's key issues and budget goals are therefore directly related to the economy and its impacts on the development industry and the bureau's ability to deliver the best service possible.

**Cost Recovery / Program Efficiencies** Achieving full cost recovery for bureau programs wherever possible will continue to be one of BDS's main financial goals. As in past budget cycles, the bureau will seek to keep land use and permit fees reasonable for customers while making progress toward full cost recovery and adequate service levels. The bureau will also continue to examine cost saving measures and ways to make programs and services more efficient and effective, including looking at program structures, processes, innovation, and best practices.

**Service Improvement Plan** BDS's FY 2012-13 Service Improvement Plan (SIP) describes its continuing dedication to provide excellent services to customers and the community as it gradually rebuilds its financial reserves and adds staff. The SIP focuses on obtaining the human, financial, and technological resources that will enable BDS to continue to provide quality services.

**Adequate Staffing** Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. From 2009-2010, BDS reduced its staff by over one-half due to deep declines in permit revenues prompted by the scarcity of large development projects. As a slight increase in revenues materialized, the bureau began slowly adding back staff in FY 2011-12 in order to address workload requirements and provide adequate services to customers and stakeholders. Current projections indicate that BDS will have sufficient revenues to add up to 17.6 FTE in FY 2012-13. As always, the bureau will take a measured approach to staffing efforts, and will not make hires until sufficient revenue is available. The bureau will continue to be flexible in its staffing so it can be responsive to changes in the development industry and workload.

**Technology** BDS is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information. The bureau issued a Request for Proposal (RFP) for vendors in early February 2012. Proposals are currently being evaluated,

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and vendor selection is scheduled to occur by summer 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014.

#### General Fund Support

BDS receives General Fund support for several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. It is critical that BDS's local programs receive sufficient General Fund support to ensure that key services can be provided to the community. A shortfall in General Fund resources and program revenues led to staff reductions in 2009 and 2010. Services in these programs were dramatically reduced, leading to significant impacts in neighborhood livability issues.

This Adopted Budget includes the continuation of ongoing General Fund support for the bureau's local programs along with the continuation of one-time General Fund revenues that were approved in FY 2011-12. The one-time funds support five Housing Inspectors in the Neighborhood Inspections Program, a Senior Housing Inspector focused on addressing chronic un-maintained properties, and a Program Coordinator position needed for the launch of the Citywide Tree Code approved by City Council.

BDS's Budget Advisory Committee (BAC), Labor Management Committee, and the Development Review Advisory Committee (DRAC) all expressed unanimous support for these requests for continued ongoing and one-time General Fund support.

## Summary of Budget Decisions

The creation of the bureau's annual budget request involves the active participation of a variety of staff and stakeholder groups. All bureau work groups have had opportunities to give input into the budget process. The bureau's BAC, comprised of external stakeholders plus BDS labor representatives and non-represented staff, met several times and gave its approval of the bureau's budget priorities, financial directions, and add packages. For the sixth consecutive year, BDS's Labor Management Committee (LMC) reviewed and participated in the bureau's budget planning process and gave their support to the budget request. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community.

These decision packages address critical customer and stakeholder needs and cuts required by City Council, while allowing the bureau to maintain its fiscal responsibility.

#### Budget Reductions

##### 4% General Fund Cut

For BDS, this cut equates to a reduction of \$83,670. The bureau is meeting this requirement by reducing the work schedules of five Land Use Services staff and making reductions to funds for nuisance abatements. These cuts will negatively impact turnaround times for land divisions, final plats, and residential and commercial building permit plan review and will lead to 22 fewer nuisance abatements performed.

**6% General Fund Cut**

This decision package includes the cuts in the package above plus an additional 2%, and will result in a total reduction of \$125,505. In addition to the cuts required in the package above, BDS will reduce the work schedules of two additional Land Use Services staff and will make deeper reductions to funds for nuisance abatements. In addition to the impacts outlined in the package above, these cuts will lengthen the response time to messages left on the bureau's Zoning Hotline and the time required to perform completeness reviews for Land Use applications. In addition, the bureau will perform 34 fewer nuisance abatements.

**Technical FTE Adjustment**

These packages reflect the conversion of 5.0 FTE from permanent to limited-term. The positions are supported with one-time General Fund resources.

**Budget Additions****Improve Overall BDS Service Level**

From 2009 - 2010, BDS lost over half of its staff due to deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of 12 staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

The 17.6 staff additions in this \$2.1 million decision package will respond to the increase in projected workload for FY 2012-13 and will improve the bureau's response time and customer service. Contractors and developers will experience quicker response times in inspections and plan review which will positively impact their bottom line. Neighborhoods and residents will see improved response to their requests for service for zoning and compliance complaints. In addition the bureau will refocus on improving its skills to respond to its damage assessment responsibilities in case of emergency. Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 17.6 FTE in this package. These positions will be added only as revenues and/or workload are realized.

**Enhanced Rental Inspection Program**

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. This program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs

in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program motivates landlords to provide and maintain safe and healthy rental housing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units in East Portland. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for two Housing Inspector FTE through federal Community Development Block Grant funds. The positions implement a project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund revenues.

This package continues \$164,796 in one-time General Fund support for two Housing Inspector FTE to implement the Enhanced Rental Inspection Program. The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for Portlanders and is a basic service for the City's low-income and vulnerable renters. The continuation of the Enhanced Rental Inspection Program will help provide safe and healthy housing conditions for renters, and will result in 1,028 initial site inspections, 1,500 rental units being inspected, and up to 3,662 violations being cited. This decision package will continue increased services being offered to vulnerable renters in East Portland.

#### **Improve Neighborhood Inspections Program**

This package continues \$247,194 in one-time General Fund revenue to support 3.0 Housing Inspector FTE in the bureau's Neighborhood Inspections Program. \$198,000 of this amount will come from new revenues produced by the elimination of the tax exemption for property owners with nine or less residential rental units. Neighborhood Inspections helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures.

In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

This decision package will result in 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The bureau will be able to resolve many more complaints and reduce the number of neglected properties that impact surrounding property values. The "broken window" theory suggests that this decision package will help address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

#### **Extremely Distressed Properties Enforcement Program (EDPEP)**

In the fall 2011 Budget Monitoring Process, in response to chronic property maintenance violations at some properties in the city due to the prolonged recession and mortgage-related foreclosures, City Council approved one-time General Fund support to BDS for a Senior Housing Inspector position to implement EDPEP (Extremely Distressed Properties Enforcement Program).

EDPEP focuses on un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.

This package continues \$96,402 in one-time General Fund support for this critical neighborhood livability program.



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#### Citywide Tree Project

In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Citywide Tree Project commenced in July 2011, and phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. The continuation of \$144,882 in one-time General Fund will support this position and help ensure a timely and smooth implementation of the new code.

#### OMF Interagency Adjustments

The Office of Management and Finance decreased their costs of providing services to BDS by \$283,987. These savings were offset by reducing ongoing General Fund support for BDS. While this results in a net zero change to BDS's overall budget, only three BDS programs (Land Use Services, Noise Control, and Neighborhood Inspections) receive General Fund support, and they will bear the full weight of the reduction in that funding.

## Capital Budget

### Bureau Summary

#### CIP Highlights

The bureau is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information.

#### Major Issues

The bureau issued a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. Cost estimates and project timelines are expected to be amended after the RFP process is complete. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation.

**Changes from Prior Year** On November 10, 2010, City Council authorized BDS to proceed with an online plan review and permitting system that would provide much greater access to information and services for customers. The original plan included BDS working with the Office of Management and Finance and the City Attorney's Office to negotiate a contract with a pre-approved system vendor; write an intergovernmental agreement with the State of Oregon, and secure a line of credit to fund the project. However, during late FY 2010-11, BDS re-evaluated the project direction and it was decided that a Request for Proposal was the appropriate route. This, in turn, has extended the project timeline, as well as delayed the go-live date.

## **Strategic Direction**

**Council Goals and Priorities** The Bureau's Information Technology Advancement Project (ITAP) CIP will move the Bureau to an online review and permitting system. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time and being notified of plan review results electronically. After implementation, this CIP will save customer and stakeholder's time and money, and decrease the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting and inspection processes as it reduces its reliance on paper plans and records. As a result, the bureau will achieve the goal of providing more responsive government services.

**City Comprehensive Plan** This CIP will support the City's comprehensive plan goals and policies in the following ways:

- ♦ neighborhoods - providing development and compliance information online will support active neighborhood involvement by making information more easily accessible; and
- ♦ citizen involvement - providing development and compliance information online will support citizen involvement by making information more available.

**Criteria** ITAP is the only CIP for the Bureau. This project was moved forward as a CIP because of the efficiencies gained for staff, customers, and stakeholders from its implementation. The method used to determine whether to move forward with this CIP included:

- ♦ analyzing the solutions available;
- ♦ discussing automation with the most advanced jurisdictions looking for advice;
- ♦ visiting jurisdictions to see how solutions are implemented and how those solutions may meet the needs of the City of Portland;
- ♦ analyzing the cost and time associated with implementation of the solutions available; and
- ♦ analyzing the sustainability of the solutions available for long term benefit.

## Capital Planning and Budgeting

### Capital Planning Process

The CIP is being constructed with the assistance of bureaus and stakeholders that currently use the TRACS permitting system. The project team is working on the RFP for selection of the vendor; developing a Project Plan, Risk Management Plan, and Change Management Plan which will be coordinated with the vendor's project plan to create an overall to guide for implementation. In addition, business process information is being gathered in preparation of the vendor's arrival to begin discussions on the needs for the new system.

The preparation of the CIP involved the following:

- ◆ Coordination with subject matter experts from BDS, BES, PBOT, BTS, Water Bureau, Fire Bureau, Parks Bureau, and BPS to document "existing" and "to be" business processes.
- ◆ Formation of the ITAP Project Managers team (BDS, BES, BTS, Fire Bureau, PBOT, Parks, and Water) which provides policy level review, decision-making, and problem resolution.
- ◆ Formation of the BDS ITAP Executive Stakeholders Group, which is comprised of the BDS Director, ITAP Project Manager, BDS Technology manager, and other BDS bureau managers. This group reviews the overall project progress, change management requests, QA/QC issues, and policy issues.
- ◆ Formation of a Citizen Advisory Committee which is comprised of approximately 8 members who represent a variety of interests (professions/interests: architect, developer, engineer, permit/land use consultant, contractor, neighborhood representative, and trades). This Committee assists in identifying problems with current business processes; providing input on proposed work flow and processes for the new permit system; and providing input on the citizen web portal, application submittal, and suggestions for prioritization of work.
- ◆ Formation of RFP Evaluation Committee consisting of staff from BDS, BES, BTS, and PBOT, as well as a member of Development Review Advisory Committee (DRAC) and minority evaluators.
- ◆ Working with the Council appointed Citizen Technology Oversight Committee to review the project plan and progress.
- ◆ Updates to the DRAC on the project.

### Financial Forecast Overview

Revenues for most of the bureau's programs are projected to increase moderately in FY 2012-13. Higher growth in revenues is projected in the next four years of the bureau's Five-Year Financial Plan. The BDS Finance Committee, an advisory committee composed of local economic and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice and were satisfied with the outcome of the projections. Information Technology Advancement Project (ITAP) costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the five-year financial plan.

**Asset Management  
and Replacement  
Plans**

Maintenance costs associated with ITAP are still being developed, a more comprehensive plan will be available after selection of the application development vendor in the summer/fall of 2012. At that point, estimates for licensing and on-going vendor support will be negotiated and finalized. Equipment, such as servers and storage, are maintained by the Bureau of Technology Services and are paid through an interagency agreement. New equipment and additional storage may be required for the project. Maintenance costs for these items will be established at the time of purchase.

**Capital Programs and Projects****Capital Program  
Description**

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. ITAP includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease customers' need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

In early February 2012 an RFP was issued to vendors, with vendor selection taking place by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" in the winter of FY 2014-15. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

**Funding Sources**

The project is anticipated to be funded by a combination of license and permit fee revenues and a line of credit. ITAP costs, reimbursement from the line of credit, and the repayment of the line of credit are reflected in the five-year financial plan. The line of credit is projected to be repaid by the end of FY 2015-16. Cost estimates, project timelines, and funding sources are expected to be amended after the RFP process is complete.

**Major Projects**

BDS's FY 2012-13 capital improvement plan includes one project: the Information Technology Advancement Project (ITAP).

**Net Operating and  
Maintenance Costs**

BDS estimates total additional maintenance and improvement costs for the new web-based system for the City's development review process at roughly \$120,000 to \$150,000 per year. However, all estimates are subject to change after the RFP process is complete.

## Budget Notes

### **Performance Metrics for New Positions**

The Bureau of Development Services is directed to provide the Office of Management and Finance, Financial Planning Division with updated performance measure information that links directly to the newly approved 17.6 FTE, in the FY 2012-13 Spring Budget Monitoring Process. This data should be compared against the figures provided during budget development. All variances in performance should be explained.

### **Information Technology Advancement Project**

The Bureau of Development Services is directed to work with the Office of Management and Finance (OMF) to develop internal and external project monitoring controls for the Information Technology Advancement Project. The bureau and OMF should consider industry best practice when creating the controls, including looking at decision points and the development of formal project related plans and processes. Recommendations should be presented to Council in the Fall BMP.

## Administration and Support

<b>Description</b>	The Administration Program provides overall direction to the bureau in order to meet program objectives. This program's budget includes the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.
<b>Goals</b>	The Administration Program supports the Citywide goal to protect and enhance the natural and built environment.
<b>Changes to Services and Activities</b>	<p data-bbox="451 577 1071 619"><b>Information Technology Advancement Project</b></p> <p data-bbox="451 630 1541 913">In 2011, City Council approved BDS's proposal to move to an online review and permitting system. The Information Technology Advancement Project (ITAP) includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.</p> <p data-bbox="451 924 1541 1092">ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.</p> <p data-bbox="451 1102 1541 1270">In early February 2012 a Request for Proposal (RFP) was issued to vendors, and vendor selection should be completed by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.</p> <p data-bbox="451 1302 730 1344"><b>Talent Development</b></p> <p data-bbox="451 1354 1541 1459">Approximately 48% of BDS employees will be eligible to retire within the next 5 years. Unfortunately, due to the staff cuts in the last few years, BDS has had to dramatically reduce its resources devoted to training and workforce development.</p> <p data-bbox="451 1470 1541 1635">In order to prepare effectively for the future, BDS will focus attention in FY 2012-13 and beyond on developing future leaders by planning for succession to management, leadership, and technical positions, upgrading the skills of current employees, and re-affirming the bureau's commitment to diversity. Additional Administrative Services staff support will be needed to accomplish these goals.</p>

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#### Code Guides

The bureau will resume its work on providing documentation of code interpretations to both the development industry and employees. The City's Development Review Advisory Committee pointed out that this service needed to be reinstated. New and updated Program Guides, Code Guides and City and State Code will increase the efficiency and effectiveness of customers and staff alike, because policies and code interpretations will be more clearly defined.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	35.83	28.00	33.73	33.75	33.75
<b>Expenditures</b>					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
<b>Total Expenditures</b>	<b>6,135,463</b>	<b>6,618,141</b>	<b>9,386,086</b>	<b>10,750,386</b>	<b>10,750,386</b>

## Commercial Inspections

<b>Description</b>	<p>The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).</p> <p>The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement Program.</p>
<b>Goals</b>	<p>The Commercial Inspections Program supports the Citywide goal to protect and enhance the natural and built environment. The Commercial Inspections Program also works together with both the Portland Fire Bureau and County Health Division to provide a safe and healthy work and living environment.</p>
<b>Performance</b>	<p>The number of commercial inspections is projected to decrease from 47,076 in FY 2010-11 to 43,000 in FY 2011-12, then rise to 48,000 in FY 2012-13. Commercial inspectors currently average 16 inspections per day, consistent with FY 2010-11. This number is projected to remain constant in FY 2012-13. The percentage of inspections made within 24 hours of request was 92% in FY 2010-11. It is projected to increase to 98% in FY 2011-12 and drop back to 90% in FY 2012-13 as the number of inspections rises.</p>
<b>Changes to Services and Activities</b>	<p><b>Inspection Limitation</b></p> <p>In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.</p> <p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p>



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### Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	48.81	27.00	30.01	31.01	31.01
<b>Expenditures</b>					
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
<b>Total Expenditures</b>	<b>3,632,442</b>	<b>3,271,923</b>	<b>3,697,699</b>	<b>3,683,529</b>	<b>3,683,529</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Number of inspections per day, per inspector	17.01	15.84	16.00	16.00	16.00
Percent of inspections made within 24 hours of request	98%	92%	98%	90%	95%
<b>Workload</b>					
Commercial inspections	51,080	47,076	43,000	48,000	52,000

## Site Development

<b>Description</b>	<p>The Site Development Program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.</p> <p>The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.</p>
<b>Goals</b>	<p>The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The number of working days from site development plan submittal to the first review is projected to improve from 12.75 days in FY 2010-11 to 11.5 days in FY 2011-12 and to 8.1 days in FY 2012-13. The number of site development plan reviews performed is projected to increase from 1,239 in FY 2010-11 to 1,500 in FY 2011-12 and FY 2012-13, while the number of Site Development permit inspections performed is projected to decrease from 291 in FY 2010-11 to 247 in FY 2011-12 and further to 210 in FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Staff Alignment with Program Needs</b></p> <p>The Site Development Program has undergone significant changes in workload and staffing over the last several years due in large part to economic conditions. Several program components, including party sewers, onsite stormwater, and erosion control inspections have been transferred or consolidated into other divisions or bureaus. Additionally, the decline in residential development has resulted in fewer site development permits for new subdivision and private street developments. The workload is now more heavily weighted toward land use and permit review for geotechnical, steep slope and floodplain issues.</p> <p>To better align staff skills with the changing workload in FY 2012-13, a civil engineer position was reclassified to a geotechnical engineer position in the second half of FY 2011-12. This change is expected to improve land use and permit review timelines. The Site Development Program will also move toward assigning a single staff person to the land use review, permit review, and inspection phases of a project to improve overall continuity and gain efficiency.</p> <p><b>Participation in Digitization Project</b></p> <p>In FY 2011-12, the Environmental Soils subprogram initiated participation in the first phase of the BDS Digitization Project to transition to digital archiving of documents. Participation in the program will continue into FY 2012-13.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	27.43	8.00	5.05	6.05	6.05
<b>Expenditures</b>					
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
<b>Total Expenditures</b>	<b>2,007,469</b>	<b>1,273,122</b>	<b>654,282</b>	<b>773,157</b>	<b>773,157</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Average number of working days to first review	18.70	12.75	11.50	8.10	8.10
<b>Workload</b>					
Site development plan reviews	1,015	1,239	1,500	1,500	1,500
Site Development Permit Inspections	497	291	247	210	210
Site Development Land Use Cases Reviews	635	545	609	609	609
Sanitation Permits & Evaluations Issued	334	387	367	367	367

## Compliance Services

<b>Description</b>	<p>The Compliance Services Program is composed of three code compliance work groups: Zoning, Construction, and Noise Code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13/Systematic Inspections. For budgeting purposes, the Neighborhood Inspections Program is still shown as a separate program.</p>
<b>Goals</b>	<p>Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The bureau projects there will be 3,250 zoning, construction, and noise code violation cases in FY 2012-13. This is a slight increase from previous years. The number of properties to be assessed code enforcement fees is projected to increase from 206 in FY 2010-11 to 250 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p> <p><b>Section Manager Ride-Alongs</b></p> <p>The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.03	1.00	7.34	9.12	9.34
<b>Expenditures</b>					
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
<b>Total Expenditures</b>	<b>0</b>	<b>14,444</b>	<b>815,439</b>	<b>1,047,808</b>	<b>1,065,256</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Workload</b>					
Enforcement cases prepared and presented to code hearings officer	2	2	6	6	6
Zoning code violation statistics (cases, inspections, and letters)	3,041	2,501	3,250	3,250	3,250
Home occupation permits	142	132	100	100	100
Number of properties assessed code enforcement fees	181	206	250	250	250
Noise violation inspections	249	111	300	300	300
Noise variances processed	491	485	560	560	560
Noise code violation cases	747	607	700	800	800

## Development Services

<b>Description</b>	The Development Services Program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.
<b>Goals</b>	The Development Services Program supports the Citywide goal to protect and enhance the natural and built environment.
<b>Performance</b>	The percentage of building permits issued over-the-counter (on the same day as permit intake) is projected to remain constant at 60% from FY 2010-11 through FY 2012-13. Total building permits issued (commercial and residential combined) is projected to increase from 7,490 in FY 2010-11 to 7,800 in FY 2011-12 and FY 2012-13. In FY 2010-11, 71% of pre-issuance checks of permits were processed within two days; that number is projected to increase to 75% in FY 2011-12 and FY 2012-13.
<b>Changes to Services and Activities</b>	<p><b>Online Fee Estimator</b></p> <p>BDS is currently implementing a new "public portal" to the existing permitting system. This online access opens the door to rolling out an Online Fee Estimator. This tool will allow customers to enter information about their project and then receive an estimate of City development fees and charges, including Systems Development Charges. Implementation is anticipated by summer 2012.</p> <p><b>Digitization of Permit Records</b></p> <p>BDS anticipates transitioning from creating and storing microfiche records of issued permits and required documents to creating and storing those documents electronically. Expected results include significant efficiency gains in the records retrieval process (for staff and the public), lower expenditures for the creation and retrieval of records, and greater durability of the records themselves.</p> <p><b>Increased Hours for Permit Intake/Review</b></p> <p>Currently, the Development Services Center (DSC) is open for permit intake/review services Tuesday - Friday from 8:00 a.m. - 12:00 p.m. With the approval of the staff additions requested in this budget, the bureau anticipates being able to offer these services one full day per week. Implementation of this change would occur as sufficient staff are hired.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	0.00	0.00	17.67	19.67	19.67
<b>Expenditures</b>					
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
<b>Total Expenditures</b>	<b>223,090</b>	<b>534,825</b>	<b>3,389,703</b>	<b>3,049,447</b>	<b>3,049,447</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Efficiency</b>					
Percent of building permits issued over the counter the same day as intake	60%	61%	60%	61%	65%
Pre-issuance checks completed within two working days of last review approval	71.0%	71.0%	75.0%	75.0%	80.0%
<b>Workload</b>					
Building permits - commercial	2,967	3,060	3,500	3,500	3,700
Building permits - residential	4,443	4,430	4,300	4,300	4,700
Total building permits (commercial and residential)	7,410	7,490	7,800	7,800	8,400
Electrical permits	14,341	14,283	14,000	14,000	14,500
Mechanical permits	9,929	10,164	9,600	9,600	10,000
Plumbing permits	9,634	8,984	8,800	8,800	9,200
Sign permits	807	795	700	700	700

## Combination Inspections

<b>Description</b>	<p>The Combination Inspections Program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Division, which also includes Commercial Inspections, the Enforcement Program, and the Facility Permit Program.</p>
<b>Goals</b>	<p>Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>Historically, the percentage of inspections made within 24 hours of request has been from 96-99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage increased slightly to 80% in FY 2010-11, is projected to increase to 85% in FY 2011-12 and to 90% in FY 2012-13. About 77,000 inspections were performed in FY 2010-11; this number is projected to decrease to 72,000 in FY 2011-12 and FY 2012-13. The average number of inspections per inspector per day is projected to decrease from 24.5 in FY 2010-11 to 22 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Inspection Limitation</b></p> <p>In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.</p> <p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p>



# Bureau of Development Services

## Community Development Service Area

### Section Manager Ride-Alongs

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	35.55	23.00	23.55	25.55	25.55
<b>Expenditures</b>					
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
<b>Total Expenditures</b>	<b>2,811,121</b>	<b>2,500,208</b>	<b>2,886,643</b>	<b>3,117,438</b>	<b>3,117,438</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Number of inspections per day, per inspector	22.43	24.52	22.00	22.00	22.00
Percent of inspections made within 24 hours of request	78.3%	80.0%	85.0%	90.0%	95.0%
<b>Efficiency</b>					
Number of inspection trips reduced due to multi-certified inspectors	16,895	16,145	20,700	16,000	16,000
<b>Workload</b>					
Residential inspections	79,931	77,018	72,000	72,000	76,000

## Land Use Services

<b>Description</b>	<p>The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p>
<b>Goals</b>	<p>LUS supports the Citywide goal to protect and enhance the natural and built environment.</p>
<b>Performance</b>	<p>The number of land use reviews and final plats is projected to decrease from 560 in FY 2010-11 to 520 in FY 2011-12 and FY 2012-13. The number of zoning plan checks is projected to increase from 4,286 in FY 2010-11 to 4,400 in FY 2011-12 and FY 2012-13.</p>
<b>Changes to Services and Activities</b>	<p><b>Streamline Public Notices</b></p> <p>As required by State law and the Zoning Code, LUS sends notices to property owners near a site where a land use review is taking place. Currently, staff goes beyond the minimum notice requirements by providing detailed additional information to help property owners more fully understand what development is being proposed. In light of the proposed General Fund cut packages, LUS will reduce printing and mailing costs by forgoing the additional information in the notices and sending only what is required by law.</p> <p><b>Tree Code</b></p> <p>LUS staff will continue coordinating with staff from Urban Forestry and the Bureau of Environmental Services to prepare for Phase II of the Citywide Tree Project, including process mapping, making changes to TRACS (permitting system), the creation of a new Tree Website, new application and appeals forms and brochures, and outreach and education. Phase II is scheduled to begin implementation in February 2013.</p> <p><b>Involvement with the Bureau of Planning and Sustainability (BPS)</b></p> <p>In FY 2012-13 LUS staff will be working with staff from BPS on several long-range planning projects, including the City's updated Comprehensive Plan, the Urban Food Code, the Barbur Concept Plan, the SE 122nd Ave Rezoning Project, and the West Hayden Island Plan. This coordination between the two bureaus can streamline the planning process and improve project implementation.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	72.97	29.70	33.22	37.27	37.27
<b>Expenditures</b>					
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
<b>Total Expenditures</b>	<b>4,436,537</b>	<b>2,994,831</b>	<b>3,346,819</b>	<b>3,849,772</b>	<b>3,875,056</b>
Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Workload</b>					
Land Use Review and Final Plat Applications	587	560	520	520	520
Zoning plan checks processed or in process	3,814	4,286	4,400	4,400	4,400

## Neighborhood Inspections

<b>Description</b>	<p>The Neighborhood Inspections Program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/ Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.</p>
<b>Goals</b>	The Neighborhood Inspections Program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.
<b>Performance</b>	The number of housing case intakes is projected to increase from 1,323 in FY 2010-11 to 1,400 in FY 2011-12 and FY 2012-13. The number of nuisance case intakes is projected to increase from 4,400 in FY 2010-11 to 4,500 in FY 2011-12 and FY 2012-13.
<b>Changes to Services and Activities</b>	<p><b>Staff Training and Outreach</b></p> <p>Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.</p> <p><b>Section Manager Ride-Alongs</b></p> <p>The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.</p>

	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>FTE &amp; Financials</b>					
FTE	18.80	12.00	13.68	14.10	14.10
<b>Expenditures</b>					
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
<b>Total Expenditures</b>	<b>1,110,845</b>	<b>942,388</b>	<b>2,098,884</b>	<b>1,493,189</b>	<b>1,475,741</b>

# Bureau of Development Services

## Community Development Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	1,100	1,249	1,610	933	1,310
Number of properties cleaned up	3,602	2,904	2,400	2,400	2,400
Code Enforcement fee waivers granted	192	159	170	100	170
<b>Workload</b>					
Nuisance inspections	7,025	5,210	11,390	11,390	11,390
Housing/derelict buildings inspections	4,305	2,857	3,800	2,200	3,800
Housing intakes	1,241	1,323	1,400	1,400	1,400
Nuisance intakes	4,625	4,400	4,500	4,500	4,500
Code Enforcement fee waiver requests	202	159	170	170	170
Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	2,483	2,398	3,078	1,280	3,078

## Plan Review

<b>Description</b>	The Plan Review Program processes and approves building and mechanical permits for residential and commercial structures. Plans Examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. They help permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.
<b>Goals</b>	The Plan Review Program supports the Citywide goal to protect and enhance the natural and built environment.
<b>Performance</b>	Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2011-12 and FY 2012-13, the City as a whole will meet its plan review turnaround goals for 85% of residential plans (down from 87% in FY 2010-11) and 70% of commercial plans (down from 74% in FY 2010-11).
<b>Changes to Services and Activities</b>	<p><b>Revision to Minor Dormer code guide</b></p> <p>New lateral resistance (e.g. earthquake) requirements have been adopted, and therefore it is important the bureau rewrite the Minor Dormer Code Guide. The updated code guide will provide much-needed assistance to customers and guidance to staff so that these codes are implemented consistently.</p> <p><b>Prefabricated Metal Buildings</b></p> <p>In order to streamline the submittal process and clarify submittal requirements for customers, BDS will create program guidelines for Prefabricated Metal Buildings. Metal building packages appear to be an economical choice for some customers. Providing earlier assistance with submittal options and requirements will make the review process and timelines more predictable.</p> <p><b>Intake Process and Assignment of Structural Review</b></p> <p>In order to streamline the plan review process, staff will examine the decision process that determines whether plans are assigned to life safety plans examiners or structural engineers for review. Assigning more typical construction plans to plans examiners should simplify the review process and provide faster turn-around times for certain types of plans.</p>

FTE & Financials	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
FTE	64.52	34.00	18.28	20.78	21.78
<b>Expenditures</b>					
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
<b>Total Expenditures</b>	<b>5,676,115</b>	<b>4,287,038</b>	<b>2,401,298</b>	<b>2,556,954</b>	<b>2,690,094</b>

# Bureau of Development Services

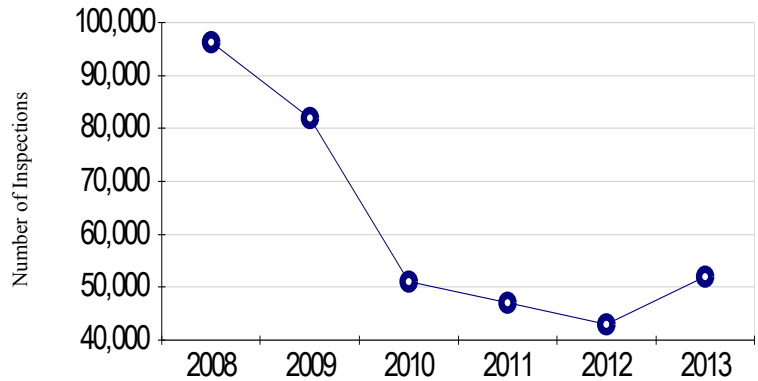
## Community Development Service Area

Performance	Actual FY 2009-10	Actual FY 2010-11	Yr End Est. FY 2011-12	Base FY 2012-13	Target FY 2012-13
<b>Effectiveness</b>					
Percent of residential plans reviewed by all bureaus within scheduled end dates	88%	87%	85%	85%	87%
Percent of commercial plans reviewed by all bureaus within scheduled end dates	82%	74%	70%	70%	70%

## Performance Measures

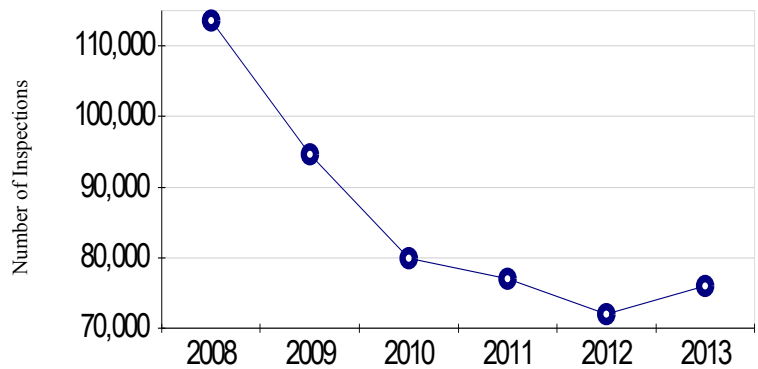
### Commercial Inspections

The number of commercial inspections is projected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



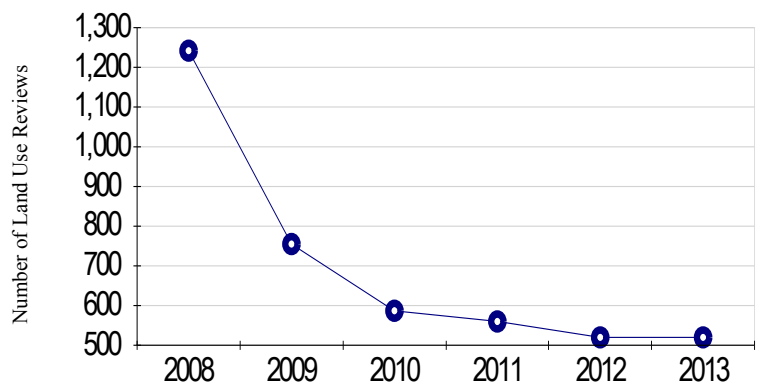
### Residential Inspections

Residential inspections are expected to increase slightly in FY 2012-13 after dropping through FY 2011-12.



### Land Use Review and Final Plat Applications

The number of land use applications decreased through FY 2011-12 but is expected to stabilize in FY 2012-13.



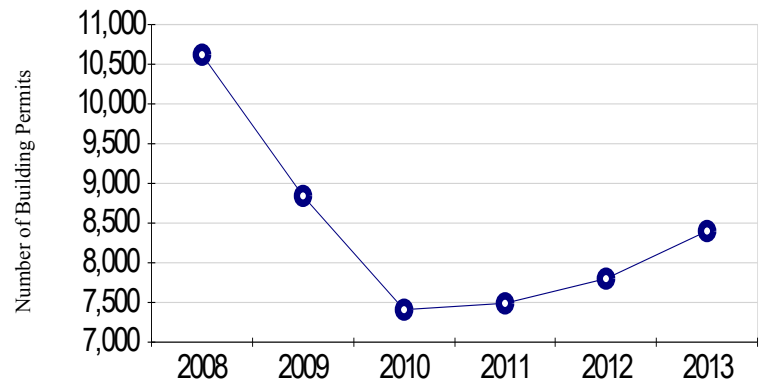


## Bureau of Development Services

### Community Development Service Area

#### Total Commerical & Residential Building Permits

The number of building permits is expected to increase in FY 2012-13, reflecting a gradual recovery in local construction activity.



	Actual FY 2009-10	Actual FY 2010-11	Revised FY 2011-12	Proposed FY 2012-13	Adopted FY 2012-13
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	15,739,373	16,275,532	18,410,488	19,748,569	19,748,569
Charges for Services	6,008,843	6,008,539	6,632,427	7,256,665	7,256,665
Intergovernmental	0	4,049	93,000	0	0
Bond & Note	1,500,000	1,500,000	2,602,149	3,026,079	3,026,079
Miscellaneous	1,968,761	1,896,427	2,030,729	1,707,875	1,707,875
<b>Total External Revenues</b>	<b>25,216,977</b>	<b>25,684,547</b>	<b>29,768,793</b>	<b>31,739,188</b>	<b>31,739,188</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	1,928,117	1,907,356	3,031,800	2,335,528	2,335,528
Interagency Revenue	895,627	1,069,435	883,283	963,577	963,577
<b>Total Internal Revenues</b>	<b>2,823,744</b>	<b>2,976,791</b>	<b>3,915,083</b>	<b>3,299,105</b>	<b>3,299,105</b>
Beginning Fund Balance	2,896,743	2,012,806	515,338	6,144,097	6,144,097
<b>Total Resources</b>	<b>\$30,937,464</b>	<b>\$30,674,144</b>	<b>\$34,199,214</b>	<b>\$41,182,390</b>	<b>\$41,182,390</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	18,467,660	15,727,572	19,236,653	20,680,211	20,856,083
External Materials and Services	1,262,800	639,175	2,509,387	3,208,274	3,190,826
Internal Materials and Services	6,302,622	6,062,673	6,860,813	6,368,195	6,368,195
Capital Outlay	0	7,500	70,000	65,000	65,000
<b>Total Bureau Expenditures</b>	<b>26,033,082</b>	<b>22,436,920</b>	<b>28,676,853</b>	<b>30,321,680</b>	<b>30,480,104</b>
<b>Fund Expenditures</b>					
Debt Service	627,062	2,182,106	2,285,372	887,336	887,336
Contingency	0	0	1,064,017	5,695,596	5,537,172
Fund Transfers - Expense	2,264,514	2,357,482	2,172,972	835,401	835,401
<b>Total Fund Expenditures</b>	<b>2,891,576</b>	<b>4,539,588</b>	<b>5,522,361</b>	<b>7,418,333</b>	<b>7,259,909</b>
Ending Fund Balance	2,012,806	3,697,636	0	3,442,377	3,442,377
<b>Total Requirements</b>	<b>\$30,937,464</b>	<b>\$30,674,144</b>	<b>\$34,199,214</b>	<b>\$41,182,390</b>	<b>\$41,182,390</b>
<b>Programs</b>					
Administration & Support	6,135,463	6,618,141	9,386,086	10,750,386	10,750,386
Combination Inspections	2,811,121	2,500,208	2,886,643	3,117,438	3,117,438
Commercial Inspections	3,632,442	3,271,923	3,697,699	3,683,529	3,683,529
Compliance Services	0	14,444	815,439	1,047,808	1,065,256
Development Services	223,090	534,825	3,389,703	3,049,447	3,049,447
Land Use Services	4,436,537	2,994,831	3,346,819	3,849,772	3,875,056
Neighborhood Inspections	1,110,845	942,388	2,098,884	1,493,189	1,475,741
Plan Review	5,676,115	4,287,038	2,401,298	2,556,954	2,690,094
Site Development	2,007,469	1,273,122	654,282	773,157	773,157
<b>Total Programs</b>	<b>26,033,082</b>	<b>\$22,436,920</b>	<b>\$28,676,853</b>	<b>\$30,321,680</b>	<b>\$30,480,104</b>

# Bureau of Development Services

## CIP Summary

### Community Development Service Area

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised	Adopted	Capital Plan				
		FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	5-Year Total
<b>Special Projects</b>								
Information Technology Advancement Project	0	0	3,680,172	1,970,360	695,020	0	0	6,345,552
<b>Total Special Projects</b>	<b>0</b>	<b>0</b>	<b>3,680,172</b>	<b>1,970,360</b>	<b>695,020</b>	<b>0</b>	<b>0</b>	<b>6,345,552</b>
<b>Total Requirements</b>	<b>0</b>	<b>0</b>	<b>3,680,172</b>	<b>1,970,360</b>	<b>695,020</b>	<b>0</b>	<b>0</b>	<b>6,345,552</b>

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	38,064	53,123	1.00	53,124	1.00	53,124	1.00	53,124
30000434	Administrative Assistant	45,074	69,451	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	41,974	64,626	4.00	249,264	4.00	253,844	4.00	253,844
30000173	Building Inspector II	62,546	72,363	3.00	207,264	4.00	279,624	4.00	279,624
30000174	Building Inspector, Sr	70,221	81,245	11.00	882,624	11.00	893,640	11.00	893,640
30000442	Business Operations Manager, Sr	93,288	130,291	1.00	130,296	1.00	130,296	1.00	130,296
30000448	Business Systems Analyst	57,450	76,586	2.00	153,168	3.00	229,752	3.00	229,752
30000447	Business Systems Analyst, Assistant	45,074	69,451	1.00	64,889	1.00	67,498	1.00	67,498
30000449	Business Systems Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000184	Code Specialist II	42,328	54,413	4.00	205,548	4.78	247,992	5.00	259,956
30000186	Code Specialist III	45,635	58,074	1.00	58,080	1.00	58,080	1.00	58,080
30000170	Combination Inspector	66,706	77,251	15.00	1,158,840	16.00	1,256,484	16.00	1,256,484
30000492	Community Outreach & Informtn Rep	54,725	72,925	1.00	72,924	1.00	72,924	1.00	72,924
30000426	Development Services Director	115,398	165,381	1.00	165,384	1.00	165,384	1.00	165,384
30000335	Development Services Project Coord	61,568	78,645	3.00	218,868	4.00	300,612	4.00	300,612
30000332	Development Services Technician I	37,835	50,690	3.00	152,064	2.00	101,376	2.00	101,376
30000333	Development Services Technician II	50,690	64,667	12.00	692,730	13.00	770,674	14.00	835,342
30000334	Development Services Technician III	61,568	78,645	2.00	142,560	2.00	147,135	2.00	147,135
30000836	Development Supervisor II	69,826	93,829	1.00	93,828	1.00	93,828	1.00	93,828
30000168	Electrical Inspector	62,546	72,363	5.00	361,800	5.00	361,800	5.00	361,800
30000169	Electrical Inspector, Sr	70,221	81,245	5.00	406,200	5.00	406,200	5.00	406,200
30000680	Engineer, Sr	81,182	108,243	1.00	107,898	1.00	108,240	1.00	108,240
30000681	Engineer, Supervising	87,277	116,355	1.00	114,504	1.00	115,582	1.00	115,582
30000367	Engineer-Geotechnical	80,954	98,384	2.00	196,776	2.00	196,776	2.00	196,776
30000368	Engineer-Mechanical	80,954	98,384	1.00	95,252	1.00	98,388	1.00	98,388
30000369	Engineer-Structural	80,954	98,384	4.00	384,396	4.00	387,364	5.00	485,752
30000325	Engineering Technician II	50,690	64,667	0.00	0	1.00	64,668	1.00	64,668
30000567	Financial Analyst	57,450	76,586	1.00	76,584	1.00	76,584	1.00	76,584
30000569	Financial Analyst, Principal	75,109	100,048	1.00	98,966	1.00	100,044	1.00	100,044
30000171	Housing Inspector	44,949	56,867	6.00	323,736	2.00	98,464	2.00	98,464
30000172	Housing Inspector, Sr	59,010	68,307	1.00	68,304	1.00	68,304	1.00	68,304
30000736	Inspection Manager	86,840	117,686	2.00	235,368	2.00	235,368	2.00	235,368
30000735	Inspection Supervisor	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000451	Management Analyst	57,450	76,586	1.00	72,288	3.00	228,222	3.00	228,222
30000453	Management Analyst, Principal	75,109	100,048	0.00	0	1.00	100,044	1.00	100,044
30000452	Management Analyst, Sr	63,378	84,635	2.00	169,272	2.00	169,272	2.00	169,272
30000450	Management Assistant	45,074	69,451	1.00	67,272	1.00	68,728	1.00	68,728
30000737	Noise Control Officer	60,341	80,475	1.00	80,472	1.00	80,472	1.00	80,472
30000012	Office Support Specialist II	31,512	43,950	5.00	219,780	6.00	263,736	5.00	219,780
30000013	Office Support Specialist III	40,310	51,896	6.00	311,400	6.00	311,400	6.00	311,400
30000014	Office Support Specialist, Lead	40,310	51,896	1.00	51,900	1.00	51,900	1.00	51,900
30000730	Plan Review Supervisor	75,109	100,048	1.00	100,044	1.00	100,044	1.00	100,044
30000377	Planner I, City-Land Use	53,893	62,171	1.00	62,172	3.00	186,516	3.00	186,516
30000381	Planner I, City-Urban Design	53,893	62,171	0.00	0	1.00	62,172	1.00	62,172
30000385	Planner II, City-Land Use	59,259	68,453	10.00	684,480	10.00	684,480	10.00	684,480
30000389	Planner II, City-Urban Design	59,259	68,453	1.00	68,448	2.00	136,896	2.00	136,896
30000375	Planner, Associate	48,880	56,576	1.00	56,580	1.00	56,580	1.00	56,580
30000725	Planner, Principal	86,840	117,686	1.00	117,684	1.00	117,684	1.00	117,684
30000392	Planner, Sr City-Environmental	61,568	78,645	1.00	78,648	1.00	78,648	1.00	78,648
30000393	Planner, Sr City-Land Use	61,568	78,645	7.00	550,536	7.00	550,536	7.00	550,536

# Bureau of Development Services

## FTE Summary

### Community Development Service Area

Class	Title	Salary Range		Revised FY 2011-12		Proposed FY 2012-13		Adopted FY 2012-13	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000397	Planner, Sr City-Urban Design	61,568	78,645	2.00	157,296	2.00	157,296	2.00	157,296
30000724	Planner, Supervising	75,109	100,048	3.00	300,132	3.00	300,132	3.00	300,132
30000231	Plans Examiner, Commercial	65,458	75,774	8.00	606,240	10.50	795,684	10.50	795,684
30000232	Plans Examiner, Sr	71,136	82,347	2.00	164,688	2.00	164,688	2.00	164,688
30000164	Plumbing Inspector	62,546	72,363	3.00	217,080	3.00	217,080	3.00	217,080
30000165	Plumbing Inspector, Sr	70,221	81,245	3.00	241,494	3.00	243,720	3.00	243,720
30000466	Program Manager, Sr	75,109	100,048	1.00	98,832	1.00	99,539	1.00	99,539
30000463	Program Specialist	54,725	72,925	2.00	145,848	2.00	145,848	2.00	145,848
30000462	Program Specialist, Assistant	45,074	69,451	1.00	67,454	1.00	69,456	1.00	69,456
30000179	Site Development Inspector II	62,546	72,363	1.00	69,759	1.00	72,360	1.00	72,360
<b>TOTAL FULL-TIME POSITIONS</b>				167.00	12,388,730	179.28	13,410,874	180.50	13,541,938
30000385	Planner II. City-Land Use	59,259	68,453	1.80	123,216	1.80	123,216	1.80	123,216
30000389	Planner II. City-Urban Design	59,259	68,453	0.90	53,328	0.00	0	0.00	0
<b>TOTAL PART-TIME POSITIONS</b>				2.70	176,544	1.80	123,216	1.80	123,216
30000433	Administrative Specialist, Sr	41,974	64,626	0.83	34,980	0.00	0	0.00	0
30000448	Business Systems Analyst	57,450	76,586	1.00	57,456	1.00	76,584	1.00	76,584
30000332	Development Services Technician I	37,835	50,690	2.00	77,232	2.00	101,376	2.00	101,376
30000334	Development Services Technician III	61,568	78,645	1.00	65,216	1.00	64,668	1.00	64,668
30000171	Housing Inspector	44,949	56,867	0.00	0	5.00	284,340	5.00	284,340
30000172	Housing Inspector, Sr	59,010	68,307	0.58	39,844	1.00	68,304	1.00	68,304
30000451	Management Analyst	57,450	76,586	0.90	31,355	0.75	27,110	0.75	27,110
30000453	Management Analyst, Principal	75,109	100,048	1.00	100,044	0.00	0	0.00	0
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,636	1.00	84,636	1.00	84,636
30000389	Planner II. City-Urban Design	59,259	68,453	0.60	35,552	0.30	17,776	0.30	17,776
30000231	Plans Examiner, Commercial	65,458	75,774	2.00	146,482	2.00	151,560	2.00	151,560
30000464	Program Coordinator	60,341	80,475	0.92	64,537	1.17	87,814	1.17	87,814
30000466	Program Manager, Sr	75,109	100,048	1.00	75,108	1.00	100,044	1.00	100,044
<b>TOTAL LIMITED TERM POSITIONS</b>				12.83	812,442	16.22	1,064,212	16.22	1,064,212
<b>GRAND TOTAL</b>				182.53	13,377,716	197.30	14,598,302	198.52	14,729,366

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2012-13	28,096,143	0	28,096,143	178.92	FY 2012-13 Current Appropriation Level
<b>CAL Adjustments</b>					
	0	0	0	0.00	None
<b>Mayor's Proposed Budget Decisions</b>					
	(83,670)	0	(83,670)	(0.15)	4% General Fund cut
	(41,835)	0	(41,835)	(0.07)	6% General Fund cut
	(283,987)	0	(283,987)	0.00	OMF interagency adjustments
	0	0	0	(5.00)	Technical adjustment
	0	164,796	164,796	2.00	Enhanced rental Inspection program
	0	247,194	247,194	3.00	Improve neighborhood inspections
	0	96,402	96,402	1.00	Extremely distressed property enforcement
	0	144,882	144,882	1.00	Citywide Tree Project
	1,976,346	0	1,976,346	16.60	Improve service levels
	0	5,409	5,409	0.00	Technical adjustment - transfer from contingency for IA's
<b>Approved Budget Additions and Reductions</b>					
	0	0	0	0.22	Restore funding for Code Specialist II and reduce EM&S in the Housing Program
	133,140	0	133,140	1.00	Add Structural Engineer position
	25,284	0	25,284	0.00	Reclassify Office Support Specialist II to Development Services Technician II
<b>Adopted Budget Additions and Reductions</b>					
	0	0	0	0.00	None
	<b>1,725,278</b>	<b>658,683</b>	<b>2,383,961</b>	<b>19.60</b>	<b>Total FY 2012-13 Decision Packages</b>
			<b>30,480,104</b>	<b>198.52</b>	<b>Total Adopted Budget</b>

## Customer Service Improvement Status Report (FY 2012-13)

**Bureau:** Bureau of Development Services  
**Staff Contact:** Mark Feters, Sr. Management Analyst  
**Phone:** (503) 823-1028  
**Date:** January 30, 2012

**Bureau Mission and Goals:** Please attach copies of your bureau's mission, goals, and any workplans or other policy documents that specifically address customer service improvement efforts. Please describe how your strategic plans include customer service, and any plans for improvement.

### Bureau of Development Services (BDS) Mission

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

BDS is an integral part of development in Portland and the safety and livability of our citizens and the structures and neighborhoods they inhabit. BDS serves professional developers, consultants, and builders, as well as homeowners, citizens and neighborhood associations.

### Customer Service Culture

Over the last several years BDS has successfully integrated a customer service ethic into the fabric of the organization. The bureau's mission requires being responsive to the development community, neighborhoods and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

Service to customers and stakeholders is reflected in several of the bureau's key planning documents, including the Mission, Goals, and Values; Management Principles and Expectations; Customer Service Solutions; Diversity Committee Charter; and the BDS Employee Handbook. Copies of these documents are attached, including chapter three of the Employee Handbook (Customer Service and Communication with the Public).

BDS remains committed to these goals as it continues to recover from the financial challenges experienced by the development industry and the overall economy in the last few years.

### Match Staffing to Workload

As permit revenues began to recover from the recession in 2011, the bureau was able to add back 17 staff positions during the calendar year to address the most critical customer service needs. Based on workload and permit revenue projections for FY 2012-13, BDS has requested to add 16.6 additional FTE, paid for with permit revenues, to address continuing service level issues as the economy rebounds. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had three years ago.

BDS consistently communicates with customers and stakeholders regarding their needs and the bureau's ability to provide services, and BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

The bureau's Land Use Services, Neighborhood Inspections, and Noise Control programs provide a benefit to the public and have historically been supported in part by the City's General Fund. LUS enhances the City's livability through implementation of the Zoning Code. Neighborhood Inspections prevents the deterioration of existing housing and neighborhoods. The Noise Control Program improves neighborhood livability. The benefits of their services go well beyond their fee-paying customers.

Through one-time General Fund support received in FY 2011-12, BDS was able to add staff positions in these programs that provided these services:

- Implemented the **Enhanced Rental Inspection Program** in East Portland. This program identifies properties that are chronically out of compliance with City housing maintenance codes and whose owners are unwilling to make cited repairs in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program effectively motivates landlords to provide and maintain safe and healthy rental housing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.
- Implemented the **Extremely Distressed Properties Enforcement Program (EDPEP)**. EDPEP focuses on un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.
- Allowed the bureau to **respond to all housing complaints** involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.
- Prepared for the full implementation of the **Citywide Tree Project** by performing critical tasks, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

In its FY 2012-13 Requested Budget, BDS is asking that the one-time General Fund support for all of these positions be continued so the bureau can provide these vital services into the future.



Information Technology Advancement Project (ITAP)

On November 3, 2010, City Council authorized BDS to proceed with plans to purchase an online plan review and permitting system that would provide much greater access to information and services for customers and stakeholders. BDS envisions a system that will include:

- Electronic access to all 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

Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically. This system will save customers and stakeholders time and money by giving them remote access to information and services, decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

The bureau will issue a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. ITAP implementation will likely start in fall 2012, with the project going live by the end of 2014. ITAP will be a key to BDS's ability to provide services effectively and efficiently into the future.

**Customer Service Assessment:** Please attach a copy of your most recent customer service survey and survey results. Please indicate how your bureau assesses timeliness, accuracy, helpfulness, expertise, and available information. If you do not currently survey bureau customers, please explain any future plans.

For many years, BDS has made brief written surveys available to customers in the Development Services Center. These surveys provide insight into individual customer experiences.

In addition, BDS conducted annual customer telephone surveys from 2002–2008 using contracts with outside vendors. Each year approximately 675 customers were surveyed regarding BDS land use review, plan review and permit issuance, and inspection services. The survey measured customer satisfaction with the timeliness and quality of bureau services, the adequacy and quality of information provided, and the knowledge, helpfulness, fairness, & availability of BDS staff and development review staff from other bureaus. BDS has used survey results and analysis over the years to guide decisions regarding services, programs, staff training, and budget expenditures.

BDS did not conduct large customer surveys from 2008-2011 due to budget cuts. However, the bureau has set aside funds for a survey in its FY 2012-13 budget request, and the bureau anticipates conducting a customer telephone survey in the summer/fall of 2012.

A summary analysis of the 2008 survey results is attached; the full 2008 survey report is available from Mark Fettes, BDS Sr. Management Analyst, at 503-823-1028 or [mark.fettes@portlandoregon.gov](mailto:mark.fettes@portlandoregon.gov).

**Workforce Development:** Please describe any efforts you have made to develop customer service competency within your workforce in the areas of recruitment, training, and evaluation. Please share any details you can provide regarding progress in these areas over the past year (training program information, key bureau contacts, recruitment/evaluation material examples, etc.).

Most of the bureau's specific efforts to develop customer service competency in the workforce have focused on recruitment and training. As the bureau's financial picture has improved, BDS has just recently begun conducting recruitments for open positions again, and the bureau will be placing a renewed emphasis on staff training and development in FY 2012-13 and beyond.

#### Recruitment

For any open position, the bureau develops a recruitment plan. Recruitment plans include methods for reaching diverse populations, such as advertising in ethnic publications or using personal contacts with underserved communities to disseminate recruitment information.

BDS interview panels are provided with guidelines for interviewing and communicating with people from diverse backgrounds. Interview panels are encouraged to include an interview question related to customer service, and this is done in most interviews. Much of the bureau's work involves providing direct services to customers, both over the phone and in person. Because of BDS's commitment to providing outstanding customer service, the bureau places emphasis on candidates with customer service experience, communication and problem-solving skills, and cultural competency.

#### Training

In 2003 BDS worked with a consultant to develop and deliver tailored customer service training to all employees, with additional training for supervisors and managers. The training covers internal as well as external customer service, and focuses on the unique customer service challenges in code enforcement work. The attached "Customer Service Solutions" document is a product of the training. All new employees go through this training after hire. A training binder is available upon request.

Approximately 48% of BDS employees will be eligible to retire within the next 5 years. In order to prepare effectively for the future, BDS will focus attention in FY 2012-13 and beyond on developing future leaders; planning for succession to management, leadership, and technical positions; upgrading the skills of current employees; and re-affirming the bureau's commitment to diversity.

## Program Summary Template

### City Bureau: Development Services (BDS)

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin *	6. Resources				7. Output and Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Title: Commercial Inspections Manager: Jim Nicks Phone #: (503) 823-1054	Performs state-mandated inspections on industrial, commercial, and multi-family construction projects in Portland and urban services areas in Multnomah County to ensure compliance with State structural, mechanical, electrical, and plumbing codes, as well as the City's planning and zoning codes. Also reviews and approves monitoring of certain critical structural materials, such as steel construction, concrete construction and fireproofing.	20.01	1.03	\$3,272,582		37.57%		\$5,272,018			<b>Inspections Performed</b> FY 2010-11 Actuals: 47,076 FY 2012-13 Target: 48,000 (52,000 if Add Packages approved)  <b>Inspections Per Day, Per Inspector</b> FY 2010-11 Actuals: 15.8 FY 2012-13 Target: 16.0  <b>Percentage of Inspections Made w/in 24 Hours of Request</b> FY 2010-11 Actuals: 92% FY 2012-13 Target: 90% (95% if Add Packages approved)	2	4
Title: Code Compliance / Dangerous Buildings / Fire Damage Manager: Jim Nicks Phone #: (503) 823-1054	Enforces construction codes by responding to constituent complaints, investigating potential violations and working to resolve compliance issues. Enforces the City's Dangerous Building regulations. Also inspects Zoning and Accessory Home Occupation permits.	1.47	0.08	\$258,729		37.57%		\$332,729			<b>Zoning, Construction, &amp; Noise Code Violation Cases</b> FY 2010-11 Actuals: 2,501 FY 2012-13 Target: 3,250  <b>Home Occupation Permits Issued</b> FY 2010-11 Actuals: 132 FY 2012-13 Target: 100  <b>Properties Assessed Code Enforcement Fees</b> FY 2010-11 Actuals: 206 FY 2012-13 Target: 250	7	3
Title: Environmental Soils Manager: Andy Peterson Phone #: (503) 823-7883	Performs plan review, permitting, and inspections for work related to environmental soils & sanitation control such as cesspools, septic tanks and other sewage disposal systems. Also responsible for Multnomah County's subsurface sewage program	1.79	0.09	\$261,588		37.57%		\$324,489			<b>Sanitation Permits &amp; Evaluations Issued</b> FY 2010-11 Actuals: 387 FY 2012-13 Target: 367	9	10
Title: Facility Permits Manager: Jim Nicks Phone #: (503) 823-1054	Offers streamlined plan review, process management, permitting, and inspection services for customers with ongoing interior tenant improvements with frequent facility maintenance, upgrade and renovations.	13.01	0.67	\$2,163,389		37.57%		\$2,709,733			<b>FPP Building Permits Issued</b> FY 2010-11 Actuals: 913 FY 2012-13 Target: 920	11	12
Title: Land Use Services Manager: Rebecca Esau Phone #: (503) 823-6966	Implements goals and policies of the City's Comprehensive Plan, including neighborhood and community plans, by administering the City Zoning Code (Title 33). Includes review of development proposals for compliance with the Zoning Code; provision of public information regarding zoning regulations; discretionary review of development proposals; coordination, outreach and education functions; and Records Management.	36.78	2.40	\$5,526,829		37.57%	\$1,373,713	\$5,110,977			<b>Land Use Review &amp; Final Plat Applications</b> FY 2010-11 Actuals: 560 FY 2012-13 Target: 520  <b>Zoning Plan Checks Processed or In Process</b> FY 2010-11 Actuals: 4,286 FY 2012-13 Target: 4,400	5	6

\* Administrative percentage includes capital expenditures for Information Technology Advancement Project.

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin *	6. Resources				7. Output and Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Title: Neighborhood Inspections Manager: Jim Nicks Phone #: (503) 823-1054	Protects public health, safety, and welfare, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing the requirements of the Property Maintenance Code (Title 29), including housing maintenance standards, derelict building regulations, and property nuisance regulations.	15.14	0.78	\$2,282,941		37.57%	\$425,613	\$1,939,248			Number of Housing Units Brought up to Code FY 2010-11 Actuals: 1,249 FY 2012-13 Target: 933 (1,310 if Add Packages approved)  Number of Nuisance Properties Cleaned Up FY 2010-11 Actuals: 2,904 FY 2012-13 Target: 2,400  Housing Units Inspected FY 2010-11 Actuals: 2,398 FY 2012-13 Target: 1,280 (3,078 if Add Packages approved)	8	1
Title: Noise Control Manager: Jim Nicks Phone #: (503) 823-1054	Enforces the City's Noise Control regulations by responding to constituent complaints, investigating potential violations, and working to resolve compliance issues. Also processes Noise Variances. Part of the Compliance Services Program.	2.64	0.14	\$389,138		37.57%	\$292,420	\$150,254			Noise Variances Processed FY 2010-11 Actuals: 485 FY 2012-13 Target: 568  Noise Violation Inspections FY 2010-11 Actuals: 111 FY 2012-13 Target: 300 (130 if Cut Package approved)	13	7
Title: Permit/Plan Processing / Trade Permits Manager: Andy Peterson Phone #: (503) 823-7883	Performs intake and initial checks for completeness for building permit applications, assigns projects to technical reviewers, tracks the reviews, and issues permits. Reviews and issues plumbing, electrical, mechanical and sign permits, maintains historical building permit records, and assists customers with inquiries regarding permit history, land use decisions, and utility location.	18.04	0.93	\$4,179,061		37.57%		\$1,047,201			Pre-Issuance Checks Completed w/in 2 Working Days of Last Review Approval FY 2010-11 Actuals: 71% FY 2012-13 Target: 75% (80% if Add Packages approved)  Percentage of Building Permits Issued the Same Day as Intake ("over-the-counter") FY 2010-11 Actuals: 61% FY 2012-13 Target: 61% (65% if Add Packages approved)  Number of Electrical, Mechanical, Plumbing, & Sign Permits Processed FY 2010-11 Actuals: 34,226 FY 2012-13 Target: 33,100 (34,400 if Add Packages approved)	3	9
Title: Plan Review / Engineering Manager: Andy Peterson Phone #: (503) 823-7883	Processes and approves building and mechanical permits for residential and commercial structures. Reviews building projects and provides general information on life safety, energy conservation, accessibility, and related building requirements. For projects that have engineering components, reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code.	21.13	1.08	\$3,643,212		37.57%		\$3,888,965			Commercial & Residential Building Permits Issued FY 2010-11 Actuals: 7,490 FY 2012-13 Target: 7,800 (8,400 if Add Packages approved)  Percentage of Residential Plans Reviewed by All Bureaus w/in Scheduled End Dates FY 2010-11 Actuals: 87% FY 2012-13 Target: 85% (87% if Add Packages approved)  Percentage of Commercial Plans Reviewed by All Bureaus w/in Scheduled End Dates FY 2010-11 Actuals: 74% FY 2012-13 Target: 70%	1	8

\* Administrative percentage includes capital expenditures for Information Technology Advancement Project.

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin *	6. Resources				7. Output and Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
Title: Process Management Manager: Andy Peterson Phone #: (503) 823-7883	Guides customers with large and complex projects through the standard permitting process. Provides higher-level assistance through the Major Projects Group. Part of the Development Services Program.	2.38	0.12	\$369,947		37.57%					Number of Active Projects Greater than \$3 million in Valuation Assigned to Process Managers FY 2010-11 Actuals: 34 FY 2012-13 Target: 44	12	14
Title: Residential Combination Inspections Manager: Jim Nicks Phone #: (503) 823-1054	Performs state-mandated inspections on one and two family residential construction projects in Portland and the urban services area of Multnomah County to ensure compliance with the state's structural, mechanical, electrical, and plumbing codes, as well as the City's planning and zoning codes. Inspectors obtain State certification in all four specialties, allowing more inspections with fewer staff.	27.22	1.40	\$4,498,586		37.57%		\$6,084,046			Number of Inspections Per Day, Per Inspector FY 2010-11 Actuals: 22.5 FY 2012-13 Target: 22  Percentage of Inspections Made w/in 24 Hours of Request FY 2010-11 Actuals: 80% FY 2012-13 Target: 90% (95% if Add Packages approved)  Number of Inspections FY 2010-11 Actuals: 77,018 FY 2012-13 Target: 72,000 (76,000 if Add Packages approved)	4	2
Title: Signs Manager: Jim Nicks Phone #: (503) 823-1054	Performs inspections on signs in Portland and the urban services area of Multnomah County to ensure compliance with the City's sign code. Part of the Commercial Inspections Program.	1.66	0.09	\$228,009		37.57%		\$346,590			Sign Permits Issued FY 2010-11 Actuals: 795 FY 2012-13 Target: 700	14	13
Title: Site Development Manager: Andy Peterson Phone #: (503) 823-7883	Performs plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Reviews all applicable land use cases, identifying any land suitability issues and conditions. Performs all related inspections, including Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.	4.05	0.21	\$818,089		37.57%		\$1,021,037			Average Number of Working Days to First Review FY 2010-11 Actuals: 12.75 FY 2012-13 Target: 8.1  Site Development Plan Reviews FY 2010-11 Actuals: 1,239 FY 2012-13 Target: 1,500  Site Development Permit Inspections FY 2010-11 Actuals: 291 FY 2012-13 Target: 210	6	11
Title: Zoning Compliance Manager: Jim Nicks Phone #: (503) 823-1054	Performs the zoning compliance function in Compliance Services Program.	4.38	0.22	\$616,034		37.57%		\$982,940			Number of Zoning Code Enforcement Activities (cases, inspections, & letters) FY 2010-11 Actuals: 2,501 FY 2012-13 Target: 3,250	10	5
Fund Level Expenses	This line contains the total fund level expenses, which includes all debt service, cash transfers, contingency, and unappropriated fund balance.	NA	NA	\$12,842,465		NA				\$10,048,626	NA	NA	NA
<b>Total</b>		<b>169.70</b>	<b>9.22</b>	<b>\$41,350,599</b>	<b>-</b>		<b>\$2,091,746</b>	<b>\$29,210,227</b>	<b>\$0</b>	<b>\$10,048,626</b>			

\* Administrative percentage includes capital expenditures for Information Technology Advancement Project.

# Bureau of Development Services

## Management Data

Commissioner in Charge: Dan Saltzman  
Bureau Director: Paul L. Scarlett  
Website: [www.portlandonline.com/bds](http://www.portlandonline.com/bds)  
Administration: 37.57%  
M/W/ESB Contract \$: 0.0% Prime; Sub N/A

## Workforce Data

Minorities: 14.55%  
Female: 43.03%  
Non-Represented: 23.4%  
Span of Control: 9.6 positions per supervisor  
Management Layers: 1 to 3

## Resource Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$2,040,683	\$2,091,746	\$167,340	\$0	\$1,924,406
GF One-Time	\$991,117	\$0	\$0	\$653,274	\$653,274
Other Revenues	\$29,516,541	\$39,258,852	\$411,990	\$1,956,570	\$38,846,862
<b>Total Revenues</b>	<b>\$32,548,341</b>	<b>\$41,350,598</b>	<b>\$579,330</b>	<b>\$2,609,844</b>	<b>\$41,424,542</b>
FTE	182.53	178.92	5.60	23.60	196.92

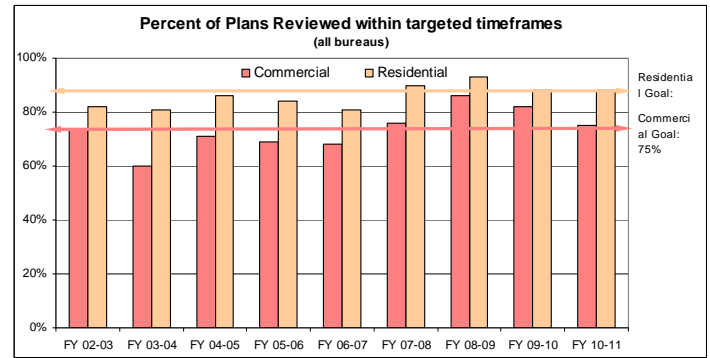
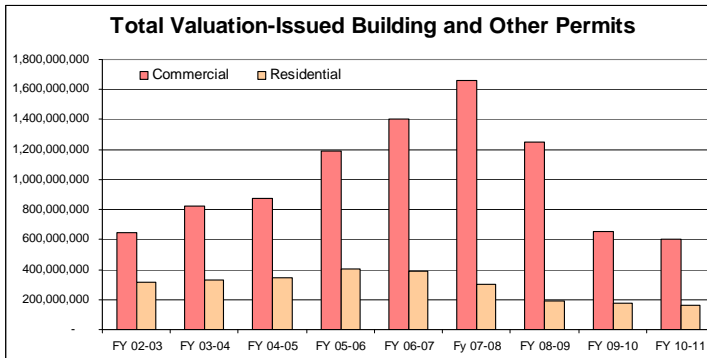
## Bureau Overview and Significant Issues

**BDS Mission** – The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through efficient and collaborative application of building, development, and property maintenance codes. BDS is an integral part of development in Portland and the safety and livability of our citizens and the structures and neighborhoods they inhabit. BDS serves professional developers, consultants, and builders, as well as homeowners, citizens and neighborhood associations.

**BDS Financial Status** – The bureau's financial picture began to stabilize in 2011. Projections call for the bureau to reach its reserve goal of 26% of total expenditures in the next few years. Due to sharply reduced permit revenues during the recession, BDS had spent through its reserves and cut over half its staff in 2009 and 2010. BDS's cost recovery rate was 107% for FY 2010-11, and reserves have gradually grown to almost \$5.2 million as of January 1, 2012.

**Adequate Staffing** – With its improving financial picture in 2011, BDS was able to hire back 12 staff in the first half of FY 2011-12 to fill critical needs for customer service and response to workload. However, as BDS's workload is increasing with the economic recovery, significant gaps in services remain in several bureau programs. BDS's FY 2012-13 budget includes 16.6 additional FTE to meet these needs, paid for with permit revenues. Bureau financial projections call for sufficient revenues to hire additional staff and fully rebuild bureau reserves in the next few years.

**Local Program Funding** – In addition to its building code program, BDS operates local programs (Land Use, Neighborhood Inspections, Environmental Soils, Signs, Noise Control, Zoning Compliance, and Site Development) that implement local regulations or state and federal mandates. Local programs are funded through a combination of fees, fines and charges, and General Fund monies. Securing continued General Fund support for these programs that generate significant public benefit is crucial to BDS's ability to provide these services.



### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$25,251,441	\$28,764,198	\$26,550,698	\$28,581,212	\$30,693,216
Operating - One-Time Initiatives*	\$229,173	\$2,523,857	\$3,680,172	\$3,680,172	\$3,292,205
Un-appropriated Ending Balance/Contingency	\$2,192,078	\$1,260,286	\$11,119,728	\$9,163,158	\$8,337,505
<b>Total</b>	<b>\$27,672,692</b>	<b>\$32,548,341</b>	<b>\$41,350,598</b>	<b>\$41,424,542</b>	<b>\$42,322,926</b>

\*Displays Information Technology Advancement Project (ITAP) costs.

### Overview of Major Projects and Initiatives

**Information Technology Advancement Project (ITAP):** In 2010 City Council authorized BDS to move forward with securing an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and stakeholders. ITAP will save customers and stakeholders time and money will engender significant efficiency gains for BDS as it reduces its reliance on paper plans and records. BDS will issue a Request for Proposals (RFP) in early February 2012 and anticipates vendor selection taking place by summer 2012, implementation beginning in fall 2012, and the project's core functions going live at the end of 2014.

**BDS Rebuilding Plan:** BDS' 5-year Financial Plan shows a slow, but steady, increase in bureau revenues over the next 5 years. That mild growth, combined with moderate fee increases, will afford the ability to gradually rebuild financial reserves and hire back staff in order to address remaining gaps in service and respond to anticipated increases in development activity. As always, staff positions will be added only as sufficient funds are available and workload materializes. Projections show the bureau reaching its overall reserve goal (26% of expenditures) in FY 2014-15.

### Major Assets Managed (computers and other IT equipment)

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	40.0%	30.0%	60.0%
Percent in Fair Condition	40.0%	40.0%	20.0%
Percent in Poor Condition	20.0%	30.0%	20.0%
Major Maintenance Backlog	\$0	\$0	\$0
Replacement Value Total	\$750,000	\$500,000	\$1,000,000

**City of Portland**

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



**Five-Year Financial Plan**  
**Fiscal Years 2012-13 through FY 2016-17**

**Submitted January 30, 2012**







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

Dan Saltzman, Commissioner  
Paul L. Scarlett, Director  
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TTY: (503) 823-6868  
[www.portlandoregon.gov/bds](http://www.portlandoregon.gov/bds)

**January 30, 2012**

**To: Mayor Sam Adams**  
**Commissioner Nick Fish**  
**Commissioner Amanda Fritz**  
**Commissioner Randy Leonard**  
**Commissioner Dan Saltzman**

**From: Paul L. Scarlett, Director**

A handwritten signature in dark ink, appearing to be "PLS", written over the name Paul L. Scarlett.

**Subject: Five-Year Financial Plan for the Bureau of Development Services**  
**FY 2012-13 through FY 2016-17**

The Bureau of Development Services' finances are highly dependent upon the development industry and the local economy. Over the past year, we have seen a slight up-tick in construction and our workload. Based on input from local economists, national economic forecasting agencies, and the Portland development community, we expect a gradual increase in construction over the next five years.

The BDS Five-Year Financial Plan (FY 2012-13 through FY 2016-17) provides detailed information regarding the bureau's current financial status and five-year projections. Over the past year, revenues and workload has increased slightly prompting the bureau to add staff to respond to customer service needs and to start rebuilding its reserves.

**Financial Forecasting Model**

In FY 2009-2010, City Council directed the bureau to consult with local economic and real estate experts to review the bureau's forecasting model. The reviewers found that forecasts were reasonable and defensible. (Actual FY 2009-10 revenues were 0.3% below the plan's projections; actual FY 2010-11 year-end revenues were 2.3% higher than projected.) But they also recommended that BDS improve its forecasting model by including variables related to real estate activity in the Portland Metropolitan area. The bureau went through a rigorous and intensive model development process, researching resources for data and testing hundreds of models.

In January 2012, the bureau's Finance Committee reviewed the FY 2011-12 model and supported staff's recommendations to slightly revise it. More local variables related to real estate are included in the revised FY 2012-13 model. The resulting forecasting model was also vetted with members of the bureau's Budget Advisory Committee and Development Review Advisory Committee. Just as for the FY 2011-12 model, these advisors found that the model development

and selection process were comprehensive and valid. They also found the bureau's projections to be sound but believe that the forecast is conservative (under-forecasting revenues).

In addition the bureau has conducted sensitivity analysis and developed a worst case scenario which assumes that the recovery in real estate activity is much more subdued over the next five years. However the economic advisors believe that there is only a very slight chance of this scenario coming to fruition.

### **Financial Projection**

Modest growth in revenues is projected in FY 2012-13, and healthier growth in the next several years after that. The bureau is challenged to simultaneously meet the goals of re-building prudent reserves, providing minimally-acceptable levels of services, and pursuing cost recovery wherever possible.

Beginning in FY 2011-12, the Financial Plan gradually adds positions to meet critical needs in the bureau's highest-priority services and programs. The bureau will systematically rebuild staffing to respond to anticipated increases in development activity.

### **Repayment of Loan and Line of Credit**

In March 2010, the bureau received a \$1.5 million loan from the General Fund to ensure continued bureau operations. This loan was only used in May 2010, and the bureau will pay back this loan by June 2012.

The Finance Committee also reviewed the feasibility of the bureau being able to repay a line of credit which would finance the replacement of the bureau's existing permit tracking system. Under either the "base" model or the "worst case" model, the bureau has the ability to repay the line of credit that it will be using to finance the Information Technology Advancement Project. Under either scenario in the Financial Plan, the line of credit would be repaid over a two-year period beginning in the second half of FY 2014-15.

### **Summary**

The decisions highlighted in the Financial Plan will ensure the bureau's ability to achieve its foundational goals over the next five years. The bureau is keenly aware of the impact that these decisions will have on its finances, customers and employees, and will be working proactively and creatively to ensure that services improve and that employees' skills and talents are utilized in a way that continues to benefit customers and the community

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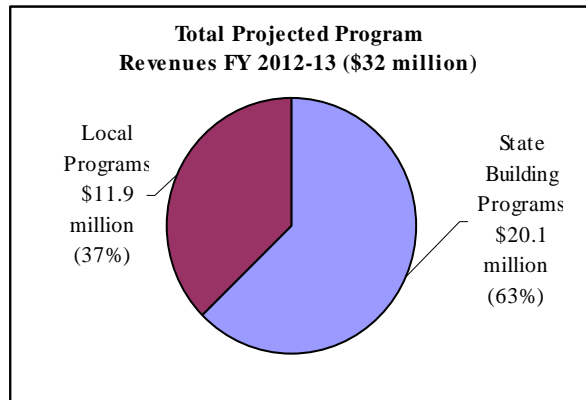
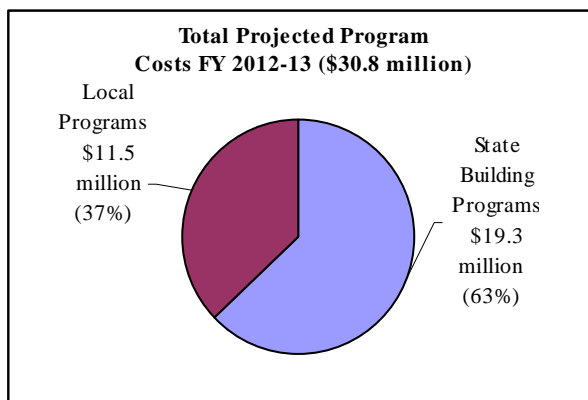
## EXECUTIVE SUMMARY

### Financial Forecast

- The US economy is expected to experience mild to moderate growth over the coming years.
- The Bureau of Development Services (BDS) is gradually recovering from the impact of the recession on its revenues and workload.
- Construction development remains one of the most volatile sectors of the economy and it is difficult to project revenue. However, the bureau has developed improved economic models to better track the construction industry activity.
- Construction activity in the Portland metropolitan area is expected to stabilize and slowly recover over the next several years. Beginning in FY 2012-13, new positions are proposed to be gradually added to the bureau to meet the anticipated increase in workload.

### Financial Issues

- Program revenues are expected to experience moderate growth.
- Annual fee increases are recommended for several programs to cover inflationary cost increases and meet reserve goals.
- In order to improve the level of automation, transparency, and public access to information at BDS, City Council authorized BDS to proceed with plans to purchase a new online review and permitting system.
- On a bureau-wide basis, the cumulative reserve is very close to the goal in the next four years. The bureau is projected to slightly exceed the reserve goal in FY 2016-17. The bureau will repay the line of credit by the end FY 2016-17.



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## OVERVIEW

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In 2011 the local economy began to slowly recover from the recessionary trend. Commercial and residential construction started to make a tentative come-back. In FY 2011-12 the development industry and the Bureau of Development Services' (BDS's) permit revenues began to inch up. BDS reserves improved from just over \$500,000 on July 1, 2010 to \$5 million on January 1, 2012, providing more financial stability. Cost recovery has remained above 100% since the beginning of the fiscal year, and BDS has been able to add back 12 staff, improving service levels in the most critical areas.

This trend is in contrast to 2008 when the development industry was hit very hard by the recession, leading to significant impacts for BDS's revenues, reserves, staffing, and service levels. After using all its reserve funds to meet operating costs, in 2009 and 2010 BDS lost over half of its staff through layoffs, retirements, and other attrition. The staff losses decreased service levels throughout the bureau, lengthened the development review process, and increased customer dissatisfaction.

With financial stability now being achievable, BDS's Requested Budget proposes to add 16.6 FTE, bringing the total staffing to 196.92 FTE with an operating budget of \$30.6 million.

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

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

BDS projects that revenues will continue to grow slowly over the next few years. That mild growth, combined with moderate fee increases, will afford the ability to continue rebuilding reserves and gradually hire back additional staff to address remaining service gaps and workload increases.

Even with gradual staff additions, BDS will remain understaffed for the next few years. As always, staff positions will be added only as sufficient funds are available. Current projections show bureau reserves approaching the bureau's 26% overall reserve goal in FY 2013-14. In light of the recent recession, BDS raised the reserve goals for several programs to help ensure that the bureau has adequate reserves in all programs, particularly during difficult financial times.

In mid-FY 2014-15, BDS anticipates beginning to repay a line of credit which is being secured to fund the replacement of the bureau's current permitting system. Full repayment should occur by mid-FY 2016-17 with bureau reserves still meeting the reserve goal.

These projections may change over the course of the fiscal year; BDS will continue to closely monitor economic indicators, revenues, expenditures, and workload and will make adjustments to this Financial Plan as needed.

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## **BACKGROUND**

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### **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 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.

Our values include:

- Dedication to public service
- Pride in our work
- 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 of continual learning, education, and innovation

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

### **The Bureau's Work and Sources of Funding**

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are currently funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs being used for other local programs. Fees support the site development, code compliance, signs, zoning, and environmental soils programs. Land use review is also housed in BDS; land use review fees, General Fund monies, and the Development Services Fee support this program. Both the Noise and the Neighborhood Inspections programs are supported by fees 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 revenues from pre-paid work and serve as a countercyclical reserve when the economy was on 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. 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. The Noise Control Program returned to BDS in FY 2005-06, and Neighborhood Inspections returned to BDS in FY 2006-07.

In May 2005, City Council enacted a Development Services fee to assist in funding the Land Use Services Program. The fee is charged when building, site development, or zoning permits are issued and is based upon permit valuation.

Due to the recession and its impact on the development industry, bureau reserves were spent down to maintain operations from almost \$13.5 million in July 2008 to \$500,000 in July 2010. Reserves began to recover in 2011 and stood at just over \$5 million on January 1, 2012. This Financial Plan outlines the bureau's goal of returning to a more appropriate 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 Office of Management and Finance. In the aftermath of the recent recession and its unprecedented impact on construction activity in the Portland Metropolitan area and on the bureau's fee-generated revenues, BDS made significant changes to its revenue forecasting model. The model is described in great detail in the Financial Forecasts and Comparisons section of this financial plan, under Revenue Forecast.

Revenues and expenditures are compared to determine annual cost recovery rates and to decide whether BDS's reserve will be drawn down or increased. Reserve goals vary from program to program, but the bureau has set a minimum reserve level of 10% below which total bureau reserves should not drop. BDS management first reviews the level of service to customers to ensure that it meets customer needs. The bureau then compares service levels to the revenue estimates and makes recommendations on whether or not fees should be increased and by how much. Fee rates are reviewed each year to maintain BDS's financial integrity and operational stability.



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## SIGNIFICANT AND CRITICAL ISSUES

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### **BDS Reserve Fund and Financial Status**

BDS is established as an Operating Fund with the goal of being 100% supported by permit fees and charges. This need to be self-supporting, combined with the difficulty in 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. Between FY 2008-09 and FY 2009-10, bureau reserves fell from almost \$13.5 million to \$500,000.

In FY 2010-11, reserves rose slightly to \$2.2 million. In the first half of FY 2011-12, revenues have continued to increase and reserves stood at just over \$5 million as of January 1, 2012. The forecast calls for overall bureau reserves to meet the reserve goal in FY 2014-15.

While rebuilding bureau reserves to prudent levels has been a high-priority goal, 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 stakeholders who do not have other options for development-related services. During the recession, permit revenues fell further than the workload, with the result that the bureau had 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 these goals by slowly rebuilding the reserve while gradually adding back staff to bring services up to acceptable levels. In light of BDS's experiences in the recession, the bureau raised reserve goals in FY 2010-11 for the Building/Mechanical, Facilities Permit, and Neighborhood Inspections programs. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan if necessary.

### **Funding & Cost Recovery**

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 programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Noise Control, Zoning Compliance, and Site Development) implement local regulations or state and federal mandates. Local programs are funded through a combination of fees, fines and charges, and General Fund monies.

### State-Mandated Construction Programs

For several years, BDS has been striving to reach 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 an appropriate long-term goal. To this end, the bureau has been implementing gradual fee increases (to minimize the impact on customers and stakeholders), as well as charging for (or ceasing) some services that were previously provided free of charge.

In addition, since the onset of the recession, the bulk of the building permits issued has been for smaller, lower revenue-generating projects. Other Building Departments in the region have experienced the same phenomenon. To help ensure that permit fees for smaller projects are covering the costs of the services that BDS provides for those permits, the bureau began increasing the minimum permit fee and lower-end fees on the building permit fee schedule in FY 2010-11.

### Local Programs

City Council adopted all of 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; Signs, Zoning Compliance, and Site Development all reach cost recovery in the Financial Plan.

In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery dependent only on fees and charges will not be achievable. These programs include Neighborhood Inspections, Noise and Land Use Services programs and have received General Fund support due to the fact that they benefit the public-at-large and the city's livability. Because the General Fund-supported local programs provide a bonafide public benefit, the bureau's FY 2012-13 Requested Budget includes requests for the continuation of both ongoing and one-time General Fund monies to retain staffing in local programs, continue some services that were restored in FY 2011-12, and continue rebuilding program reserves.

BDS, its Budget Advisory Committee, and the Development Review Advisory Committee (DRAC) all believe that ongoing General Fund support for the Neighborhood Inspections, Noise, and Land Use Services programs is appropriate because these programs provide services that are of general benefit to the community.

### Neighborhood Inspections Program

Funding for the Neighborhood Inspections Program has been a challenge for a number of years. In the mid 1990s, General Fund provided approximately 50% of the funding for this program. By the late 2000's, this support had eroded to 25%. There is a direct public benefit from this program enhancing the livability of Portland's neighborhoods and maintaining the City's housing stock. Therefore, the General Fund is an appropriate source of funding for these programs.

In addition, most of the program activities do not result in fines and penalties being accessed. In fact, the program strives to bring violators into compliance with the City of Portland codes during the very early stages of complaints and investigations. The Bureau's enforcement policies are extremely effective and continue to achieve a 90% compliance rate. If voluntary compliance cannot be attained, the Bureau administers enforcement fees and penalties as approved by City Council. Due to a 90% compliance rate, it is not possible to achieve adequate ongoing cost recovery for the

basic service provided to the community with enforcement fees and penalties. The nature of all enforcement activities performed by City agencies involves a high degree of education and relationship building, and ultimately protects and maintains the welfare of the citizens of Portland.

## **Information Technology Advancement Project (ITAP)**

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

- Electronic access to all 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

This system will save customers and stakeholders time and money by giving them remote access to information and services and decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

The bureau anticipates issuing a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. ITAP implementation will likely begin in fall 2012, with project core functions going live at the end of 2014. ITAP will be key to BDS's ability to provide services effectively and efficiently into the future.

## **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, low-priority services throughout the bureau and significantly reduced most remaining services.

With revenues slowly improving in 2011, BDS began re-building its reserve and was able to hire back 12 staff in the first half of FY 2011-12 to help address some of the most critical customer and stakeholder service needs. However, service levels in many programs remain below optimal levels.

To address remaining gaps in services, BDS's FY 2012-13 Requested Budget includes decision packages adding staff while allowing the bureau to maintain fiscal responsibility. Decision Package 04 (Improve Overall BDS Service Level) would add 16.6 FTE funded by permit fees and revenues. BDS's financial projections, which were reviewed by multiple independent economists, show that the bureau will have sufficient revenues to add these staff. Four other decision packages request the extension of one-time General Fund support to retain 7 positions in the bureau's Land Use Services

and Neighborhood Inspections programs. These programs already receive General Fund support since they provide general public benefit.

## **Financial Plan – Worst Case Scenario**

For the second consecutive year BDS is submitting two versions of the Financial Plan. The base version of the Plan that is in the main body of the text is found in Appendix C. The bureau conducted sensitivity analysis and developed a second version of the Financial Plan that represents the worst case scenario. The Financial Advisory Committee includes local economists with expertise in commercial and residential real estate, as well as members of Portland Development Commission's Small Business Advisory Committee (SBAC) and the City's Development Review Advisory Committee (DRAC).

The worst case scenario is based on Moody's Analytics' Below-Trend Long-Term Growth Scenario that assumes that the "weak recovery in the US economy continues in 2012, but the growth rate is below the baseline pace, as a result of the European sovereign debt crisis, the federal budget deficit impasse, the persistence of foreclosures and weak house prices, and reduced consumer confidence". In January 2012, the bureau's Finance Committee reviewed assumptions for the worst case scenario and came to the conclusion that the probability of the worst case scenario occurring is highly unlikely.

Lower programmatic growth rates ultimately translate into a lower workload. Therefore, in the worst case scenario only 29.5 new positions are added to the bureau's workforce over the next five years, as opposed to 44.6 new positions added in the base version of the Financial Plan. In addition, both base and worst case scenarios incorporate the repayment of the line of credit.

In the worst case scenario, most programs achieve financial outcomes comparable to the base case scenario in terms of cost recovery and reserve goals, but again this is due to adding fewer staff positions. The worst case scenario shows that the bureau would be below its overall reserve goal in FY 2016-17; the bureau is projected to achieve the goal in the base case scenario. The financial outcomes of the worst case scenario are presented in Appendix D.

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## FINANCIAL FORECASTS AND COMPARISONS

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### Comparison of FY 2010-11 Actuals to Previous Financial Plan

Last year's Financial Plan projected an overall cost recovery rate of 102% for the bureau in FY 2010-11, with revenues of \$26.7 million and expenditures of \$26.2 million. Year-end reserves were projected to be \$900,000. The Financial Plan anticipated a relative stabilization in construction activity; revenues were expected to be slightly higher than in the previous year. The actual revenues and expenditures were very close to the Plan's projections. The actual FY 2010-11 year-end revenues were 2.3% higher than the Plan's projections (FY 2009-10 revenues were 0.3% below projections). Actual expenditures were 2.6% lower than projected in the Plan. The actual cost recovery rate was 107%, as opposed to 102% projected cost recovery rate, with expenditures of \$25.5 million and revenues of \$27.2 million. The year-end bureau reserves increased by \$1.7 million to \$2.2 million (a \$0.4 million increase was projected in the Plan).

### Current Revenues

Over the past several years both commercial and residential building activities have been hit very hard by the recession. Construction activity in the Portland Metropolitan area is gradually stabilizing and slowly recovering from the trough; however, the overall health of construction industry is still quite fragile. The continued correction in housing markets, tight credit markets affecting both commercial and residential construction markets, overall uncertainty in the financial markets, and a drop in consumer confidence are still exerting pressure on a gradually recovering real estate market. The bureau revenues from July through December 2011 have significantly recovered. Total bureau revenues were 32% higher than revenues as of the same period in the previous year. The significant portion of the increase is attributable to the revenues collected from the Oregon Health Science University/Oregon University System building on the South Waterfront. The building's total valuation of \$200 million is one of the highest valuations for any project received by the bureau. Excluding the project, overall bureau revenues were 17% higher than revenues as of the same period in the previous year. By the end of FY 2011-12, total bureau revenues are projected to reach \$33.4 million, a significant improvement over FY 2010-11.

The total number of building, site development, and zoning permit applications received from July through December 2011 increased by 6% over the same period in 2010. The valuation of these permit applications increased by 85%. The total number of building, site development, and zoning permits issued for the same period is 6% higher than in 2010, and the valuation has increased by 51%. However, the significant part of the growth in valuation is attributable to the Oregon Health Science University/Oregon University System Building on the South Waterfront. This project alone contributed \$200 million to the valuation figures.



The situation is slightly different for Land Use applications received. While the number of land use case applications received from July through December 2011 increased by 20% over the same period in 2010, the number of final plat applications decreased by 39%. There is a strong relationship between land use activity and building permit and other bureau revenues; increases in land use activity ultimately result in increases in construction activity. The current trends in land use suggest that the construction activity is still struggling; however the situation is substantially better than it was several years ago.

## **Economic Outlook**

The U.S. economy continued to grow despite the external and internal pressures, especially from the unstable situation in European financial markets and the sovereign debt crisis. The economy is growing, but the economic expansion continues to be a disappointing one by historical standards. The view for Oregon is similar. With economic growth still subdued, consumers cautious to spend, and financial institutions reluctant to lend, the beneficial effects of a recovery are hardly felt.

The last couple of years prior to the recession were extraordinary in terms of the rise in construction activity in the Portland metropolitan area. However, in January 2008 construction activity in the Portland Metropolitan area started to experience the effects of the slowdown, especially residential construction. In calendar year (CY) 2011, construction activity in Oregon started to stabilize and gradually recover from the downturn. Although, the contraction has stopped for most construction firms, the industry is not yet ready to hire many workers. In the first three quarters of CY 2011 relative to CY 2010, construction jobs were up 2.2 percent. However, the forecast moving forward will not be as robust. Part of the reason for the increase in construction jobs is the building of the Intel D1X plant in Hillsboro. Jobs ramped up the first half of this year and will stay up likely through CY 2012. But the growth will be at a slower pace going forward compared to the initial build up.

Construction is still suffering from the effects of the housing sector collapse. The housing market in Oregon and the U.S. continues to clear out excesses in housing inventory accumulated in the past housing boom. In Oregon, residential building permits are actually up 1.75 percent for the calendar year through September 2011 compared to the same period last year; single family units are down 12.9 percent. This indicates that housing market still has a ways to go to begin a recovery.

The situation is different for commercial development, especially in the multi-family market. Rising rents and low multifamily vacancy rates, especially in Portland's city core, have created incentives for developers to start building around the metro area. Although the projects are smaller in size and lower in valuation than similar projects during the construction boom, these latest new projects are an indication that the multi-family market is on its way to the recovery.

The situation in commercial real estate markets is still uncertain. Grubb & Ellis, a nationwide commercial real estate advisory firm, reports that office vacancy rates in the Portland area were stabilizing in the third quarter of calendar year 2011 at 12.99 percent, lower than rate of 15.5 percent for the same period the previous year. However, there is hardly any new office construction in the pipeline. The only exception is the Park Avenue West; construction of the tower is planned to resume in 2013, with delivery in 2015.

The bureau is currently seeing a different mix of development projects than in the past. When the economy was strong, there were a number of large projects over \$10 million in valuation. Not only has the number of large projects decreased dramatically, but also the average size of these large projects has shrunk significantly. The bureau has also witnessed a radical change in composition of large projects. Currently, most of the “large projects” are either funded by the public sector or sectors of economy that were not significantly affected by the economic downturn, such as education and health care. A significant example would be the Oregon Health Science University building on the South Waterfront. Although, in the past year the bureau witnessed a pick up in multi-family market, the bureau does not expect large influxes of revenue from projects with high valuations, which helped support the bureau in the past.

Population growth in the Portland Metropolitan area is forecasted to increase 1.8 percent in 2012 and 2013, and grow approximately at the same rate in later years. Population growth in Oregon overall has slowed with the economy and is projected to be below the U.S. growth rate in 2011 at 1.0 percent. Population growth in Oregon will remain at approximately 1.0 percent for the next several years, still below rates seen in 2005 through 2008.

The unemployment rate for Oregon was down to 9.1 percent for November; the unemployment rate in the Portland region was 8.7 percent, the lowest rates in three years.

## **Revenue Forecast**

BDS’s revenues are directly related to commercial and residential construction activity in the larger Portland Metropolitan area. The 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: total wage and salary employment; construction employment; housing starts; population; measures of income; short and long-term interest rates; housing prices; loan delinquency and charge off rates for loans secured by residential and commercial real estate; homeownership rates; and inflation. The high susceptibility of the bureau’s revenue to so many volatile macroeconomic parameters makes it difficult to project exact revenues.

At City Council’s direction, in spring of 2010, the City of Portland 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”.

Based on this input, City Council directed the bureau to convene a committee to review the feasibility of repaying a line of credit which would be needed to finance bureau’s Information Technology Advancement Project (ITAP). The committee included local economists with expertise in commercial and residential real estate, as well as members of Portland’s Small Business Advisory Committee (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 agreed with Johnson-Reid’s findings and 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 has implemented several improvements to the forecasting model. Several criteria were employed in the model development and selection process. The most important ones are the following:

- Utilization of local variables that describe real estate activity in the Portland Metropolitan area
- Overall model fit/characteristics (parameters such as Adjusted R-squared, Durbin Watson statistic, F and T statistics)
- High degree of accurate historical performance of the model
- Reasonableness of the forecast produced by the model

The bureau went through a rigorous and intensive model development and selection process, testing hundreds of models. The bureau developed models for its major programs such as building, mechanical, plumbing, and electrical. Final and alternative models for these programs, as well as forecasts produced by models, were presented to the local economists from the Finance Committee and members of BAC and DRAC.

The bureau went through the same process this year and presented models to the Finance Committee and members of BAC and DRAC in December 2011 and January 2012. The bureau recommended the continued utilization of the Building program model that was developed last year. The bureau also presented the committee with a set of alternative models for Mechanical, Electrical, and Plumbing programs that better fitted the selection criteria described above and made a recommendation to switch to new models for these programs. The committee found that the model development and selection processes were comprehensive and sound, and concurred with bureau's recommendations. The committee also found the bureau's projections for development activity in the Portland Metropolitan area to be reasonable and defensible.

Revenues for most of the bureau's programs are projected to increase moderately in FY 2012-13. Higher growth in revenues is projected in FY 2013-14, and healthy growth in the next several years after that time period.

The bureau has also conducted sensitivity analysis and developed a worst case scenario. The worst case scenario is based on Moody Analytics Below-Trend Long-Term Growth Scenario that assumes that the "weak recovery in the US economy continues in 2012, but the growth rate is below the baseline pace, as a result of the European sovereign debt crisis, the federal budget deficit impasse, the persistence of foreclosures and weak house prices, and reduced consumer confidence" The financial outcomes of the worst case scenario are presented in Appendix D.

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 ones in terms of the revenue collected are: Commercial and Residential Building Permits, Building Plan Review, and 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 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 have been developed that relate the Building Plan Review revenues to the measures of construction activity in the Portland Metropolitan area and the state, such as construction employment and housing starts, as well as interest rates, population, housing prices, personal income, home ownership rates, delinquency and charge off rates, and inflation. The following model was selected as a final model based on its superior characteristics and past performance. This is the same model that was used in the last year's Financial Plan for the Building Plan Review Revenues.

Revenue Item	Variables used	Explanatory Power
Building Plan Review	<ul style="list-style-type: none"><li>• Portland Construction Employment</li><li>• Homeownership rates for Portland Metropolitan area</li><li>• Charge-off rate on commercial real estate loans<sup>1</sup></li><li>• Delinquency rate on commercial real estate loans<sup>2</sup></li></ul>	94.1%

To estimate growth rates for the Mechanical revenue of the Building/Mechanical Program, several models were developed that draw connections between Mechanical Permit revenue and macroeconomic variables. The final model is presented in the table below.

Revenue Item	Variables used	Explanatory Power
Mechanical Permits	<ul style="list-style-type: none"><li>• Number of households in Portland Metropolitan area</li><li>• Mortgage Originations - Purchase for Portland Metropolitan area</li><li>• Affordability Index for Portland Metropolitan area</li></ul>	96.6%

The growth rates derived from the forecast produced by the Mechanical Permit Revenue model are assumed to be valid for the total mechanical program revenue.

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<sup>1</sup> Charge-offs, which are the value of loans removed from the books and charged against loss reserves, are measured net of recoveries as a percentage of average loans and annualized.

<sup>2</sup> Delinquent loans are those past due thirty days or more and still accruing interest as well as those in non-accrual status. They are measured as a percentage of end-of-period loans.

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 in the last two years.

### **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 the electrical commercial and residential permit fees constitutes more than 90% of the total program revenue. Therefore, electrical permit fee revenues were modeled and several competing econometric models were developed. The final model is presented in the table below.

Revenue Item	Variables used	Explanatory Power
Electrical Permit Revenue	<ul style="list-style-type: none"> <li>• Conventional and Conforming Home Price Index for Portland Metropolitan area</li> <li>• Charge-off rate on commercial real estate loans</li> <li>• Homeownership rates for Portland Metropolitan area</li> <li>• Standard and Poor 500 index</li> <li>• Portland Construction Employment</li> <li>• Delinquency rate on commercial real estate loans</li> </ul>	98.4%

The growth rates derived from the forecast produced by the Electrical Permit Revenue model are expected to be valid for the entire Electrical Program.

### **Plumbing Program**

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

Revenue Item	Variables used	Explanatory Power
Plumbing Permits	<ul style="list-style-type: none"> <li>• Mortgage Originations - Purchase for Portland Metropolitan area</li> <li>• Portland construction employment</li> <li>• Measure of risk</li> <li>• Delinquency rate on commercial real estate loans</li> <li>• Homeownership rates for Portland Metropolitan area</li> </ul>	97.9%

The growth rates derived from the forecast produced by the Plumbing Permit Revenue model are expected to be valid for the entire Plumbing Program.

**Facilities Permits Program**

The growth rates for the Facilities Permits Program were estimated as averages of the growth rates for the Building/Mechanical, Electrical, and Plumbing sections weighted by the respective shares of revenues collected for each section in the last two years.

**Site Development Program**

The revenue growth rates for the Site Development Program are the growth rates derived for the Building/Mechanical Program revenues due to 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 in the following variables:

- Portland House Price Index – 25%
- Population Portland-Vancouver-Beaverton (7 counties) – 75%

**Signs Program**

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

- Population Portland-Vancouver-Beaverton (7 counties) – 50%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 50%

**Zoning Enforcement Program**

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

**Noise Program**

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

- Population Portland-Vancouver-Beaverton (7 counties) – 75%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 25%

**Neighborhood Inspections Program**

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

- Population Portland-Vancouver-Beaverton (7 counties) – 40%
- Construction Employment Portland-Vancouver-Beaverton (7 counties) – 30%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 30%

### **Land Use Services Program**

The revenue growth rates for the Land Use Services Program are the growth rates derived for the Building/Mechanical Program revenues due to similar relationships that the revenues of these two programs have with the macroeconomic parameters.

### **Summary of All Programs**

Overall moderate to mild growth in BDS revenues is expected for the forecast period. For estimates of BDS revenue growth rates for major programs, please refer to Appendix B.

In addition to the programmatic growth rates, several programs include fee increases over multiple years. Prior to proposing fee increases to City Council, BDS will review the need for the increases and seek industry support and approval. In mid-January 2012, BDS received approval from the DRAC, BDS Budget Advisory Committee, and the BDS Labor Management Committee for its budget add package requests and proposed fee increases. If changes to programs' financial situations occur, the bureau will reassess the need for specific fee increases. If these fee increases are necessary but not adopted, then program services will need to be reduced through budget/expenditure reductions. For estimates of proposed fee increases, please refer to Appendix B.

### **Expenditure Projections**

Expenditures for FY 2011-12 were projected based on actual spending from July 1 through December 31, 2011, anticipated spending through the end of the fiscal year, and historical spending patterns. The bureau's total expenditures are projected to increase by 15.4% in FY 2011-12, primarily due to addition of 13 FTE to the bureau's workforce funded by revenues from fees, 7.0 FTE funded by one-time General Fund monies in FY 2011-12. The FY 2012-13 Requested Budget contains a decision package request that adds 16.6 FTE to the bureau's workforce funded by revenues from fees, and decision package requests that in total add 7.0 FTE to the bureau's workforce funded by one-time General Fund monies in FY 2012-13. These adds, if approved, would bring the bureau's workforce to a total of 196.92 FTE.

The bureau expenditures are also affected by the Information Technology Advancement Project. The work on the project is expected to start in the second quarter of FY 2012-13 and to last approximately two years. Much of the project cost will initially be funded by a line of credit. The financial plan incorporates expenditures associated with the project net of the reimbursements received from the line of credit. The line of credit is expected to be repaid over two years beginning in the second half of FY 2014-15.

At this point, construction activity in the Portland metropolitan area is expected to stabilize and slowly recover over the next several years. Beginning in FY 2012-13, new positions are proposed to be gradually added to the bureau to meet the anticipated increase in the workload. Overall, 44.6 FTE were added back in the Financial Plan: 16.6 FTE in FY 2012-13, 10 FTE in FY 2013-14, 9 FTE in FY 2014-15, 4.5 FTE in FY 2015-16, and 4.5 FTE in FY 2016-17. The efficiencies achieved by the bureau through the implementation of the Information Technology Advancement Project are expected to decrease the need for new positions by 9 FTE in the next two years after the new permitting software is operational. The 44.6 additional FTE added to the bureau's work force are net additions after these efficiencies are taken into account. However, the bureau anticipates that

these add backs will not be sufficient enough to match the increased workload associated with the projected recovery in construction activity in the Portland metropolitan area. This is in part due to the fact that the type of work coming in will continue to include mostly smaller, lower-valued projects. Nevertheless, adding even more positions would have a negative effect on the bureau's financial stability. At this point, the number and type of positions added in later years largely depend on the timing and magnitude of the projected recovery. The bureau will closely monitor revenues and workload and make adjustments to the plan 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.

Although construction activity in the state and in the Portland Metropolitan area continues to stabilize and gradually recover from the effects of the recent recession, the timing and magnitude of the full recovery is very difficult to forecast.

The risks now facing the Oregon economy and this forecast include, but are not limited to: a slower recovery or second dip in the national and global economies; contagion of the credit crunch and financial market instability; prolonged housing market instability; inflation or deflation and Federal Reserve Bank reactions; a sharp fall/appreciation of the dollar; sharp and major stock market correction; geopolitical risks; and a slowdown in the semiconductor, software and communication industries. BDS will continue to monitor its finances and recognize the potential impacts of risk factors on Portland and the construction industry.





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## FINANCIAL ANALYSIS OF PROGRAMS

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### State Mandated Construction Inspection Programs

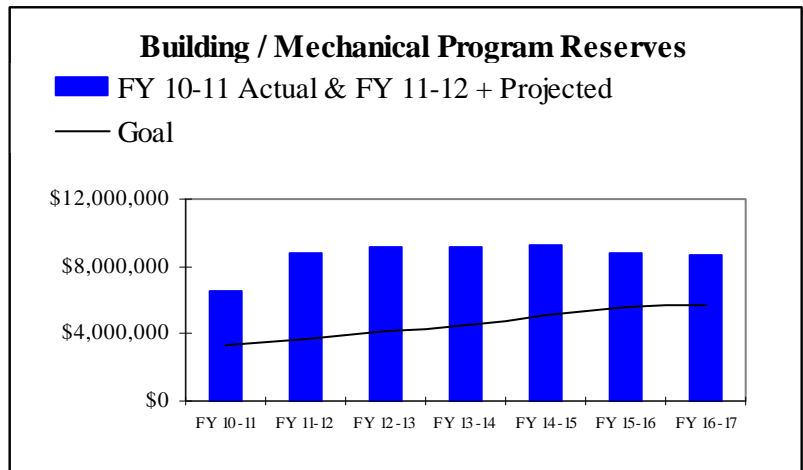
State law allows the bureau to interchange all the funding of the state construction programs (building, electrical, mechanical, and plumbing), with the exception that electrical revenues cannot be used to fund the other programs. When viewed together, the state construction programs' reserve is projected to be \$6.9 million at the end of FY 2011-12, which is higher than the reserve goal. Overall cost recovery for these programs is projected to be 112%. At the end of the five-year plan, reserves for the state-mandated programs will be above the reserve goal of \$7.7 million and the cost recovery rate will be 102%.

#### 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 upon 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 has been severely affected by the recent recession. However, the program is gradually recovering from the downturn. The program's cost recovery is projected to reach 122% at the end of FY 2011-12. The program has benefited greatly from revenues collected on one of the largest projects in bureau's history – Oregon Health Science University building on the South Waterfront, a \$200 million valuation project. The expected gradual recovery in construction activity and projected fee annual increases of 5% from FY 2012-13 through FY 2014-15 will help the program maintain cost recovery and healthy reserves.

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 program started receiving back \$1,272,845 from the Facilities Permit Program in three equal annual installments. This amount was transferred from the Building program to the Facilities Permit Program in FY 2005-06 to eliminate that program's deficit. And finally the ongoing transfer of \$579,848 to the Land Use Services Program for services ceased in FY 2011-12.

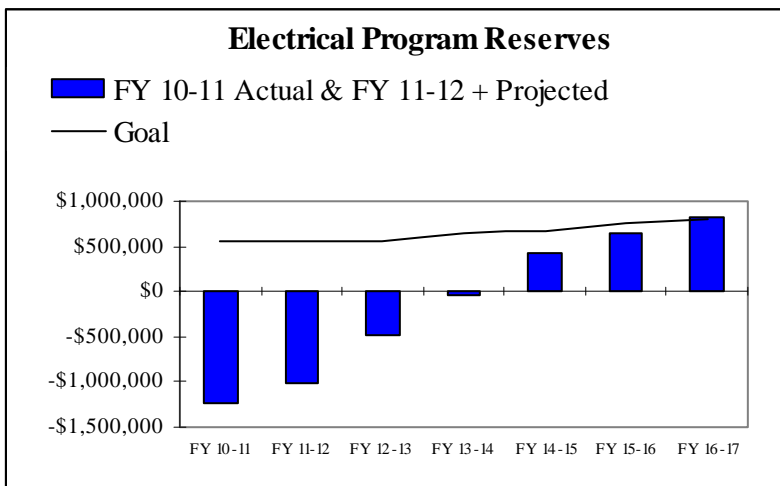
The reserve goal for the Building/Mechanical Program was raised back to 35%-45% of expenditures (from 25%) in FY 2011-12. This program has always been one of the most volatile in terms of revenues. Previously the reserve goal was set at 35% or 45%. Based on the recent experience of the recession, 35%-45% is a more prudent reserve.

### 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, the 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 the cost recovery. By the end of FY 2011-12 the deficit is expected to be down to \$1.0 million, and cost recovery up to 108%.

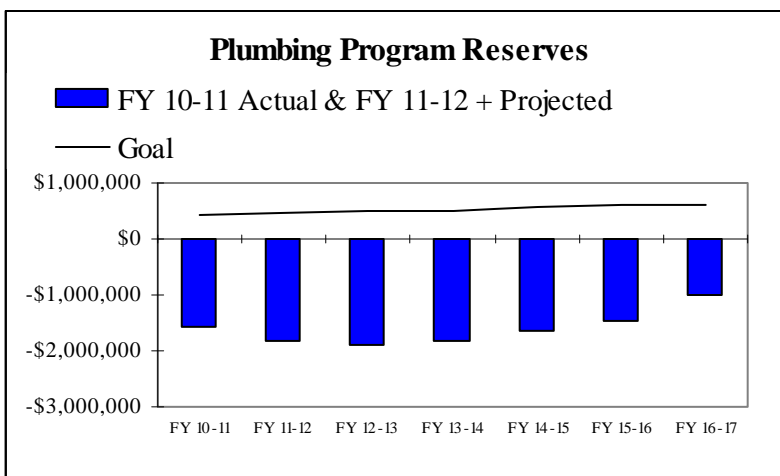
To maintain cost recovery and continue reducing the deficit, fee increase of 5% is recommended in FY 2012-13. The program is projected to achieve its reserve goal by FY 2016-17.



### 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 they have continued to exceed costs for five years. Much like the Electrical Program, the cost recovery rate

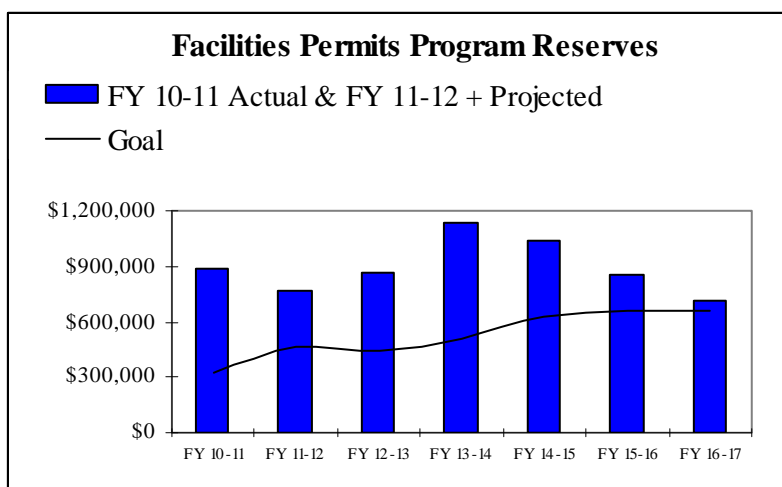


for the Plumbing Program dropped to 63% in FY 2008-09 due to the decrease in construction activity. The cost recovery rate is projected to stay below 100% in FY 2011-12, and the program's cumulative deficit is expected to reach \$1.8 million by the end of FY 2011-12.

Annual fee increases of 5% are recommended in FY 2012-13 and for each of the next four years to cover the cost of the Plumbing Program. The program is projected to achieve cost recovery in FY 2013-14 and greatly reduce the deficit to \$1.0 million by FY 2016-17.

### Facilities Permit Program

The Facilities 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 on-going 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 the FPP program had a cumulative deficit of nearly \$1.3 million at the end of FY 2005-06, funds were transferred to the FPP reserve from the Building/Mechanical Program reserve to remove this deficit. This loan is being repaid to the Building/Mechanical fund beginning in FY 2010-11 in three equal annual installments.

The program achieved above 100% cost recovery in both FY 2007-08 and FY 2008-09 due to the shift from new construction to the renovation and remodel of existing commercial buildings. The FPP program did not experience the effects of the Great Recession to extent other state mandated construction programs were affected by it.

As a result, with a minimal fee increase of 3% in FY 2014-15, from FY 2011-12 through FY 2016-17 the program is projected to recover its costs, maintain healthy reserves, and transfer back \$1.3 million to the Building/Mechanical Program.

The reserve goal for FPP was raised to 20% (up from 15%) of expenditures in FY 2011-12. Based on experience with the recent recession, the 20% reserve goal is more prudent and helps shield the program better from revenue fluctuations.

## Local Programs

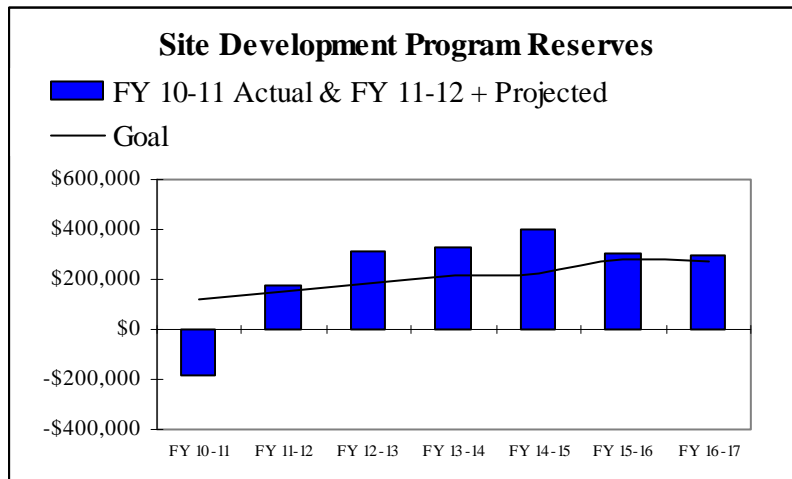
The local programs implement local regulations or state and federal mandates. Funding for these programs is predominantly from fees and charges. General Fund monies currently support the Land Use Services, Neighborhood Inspections, and Noise Control programs.

### 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 the 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. In addition, the bureau reviewed the work done by this section. As a result, work that is more appropriately funded by building inspection and plan review fees is now supported by building permit fees.

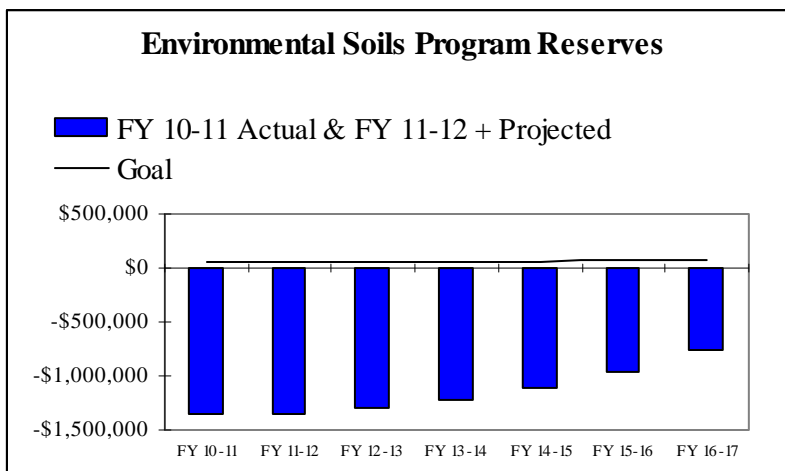


The cost recovery rate for the program dropped to 50% in FY 2008-09 and to 81% in FY 2009-10. However after position reductions, the program was able to return to cost recovery and is expected to eliminate the deficit by the end of FY 2011-12. The program is projected to maintain healthy reserves throughout the 5-year forecast period.

In spring of 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 that is expected to replace the transferred revenue and better align revenue sources with the services provided.

### Environmental Soils Program

Multnomah County and the City have an inter-governmental agreement that gives the bureau the 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.



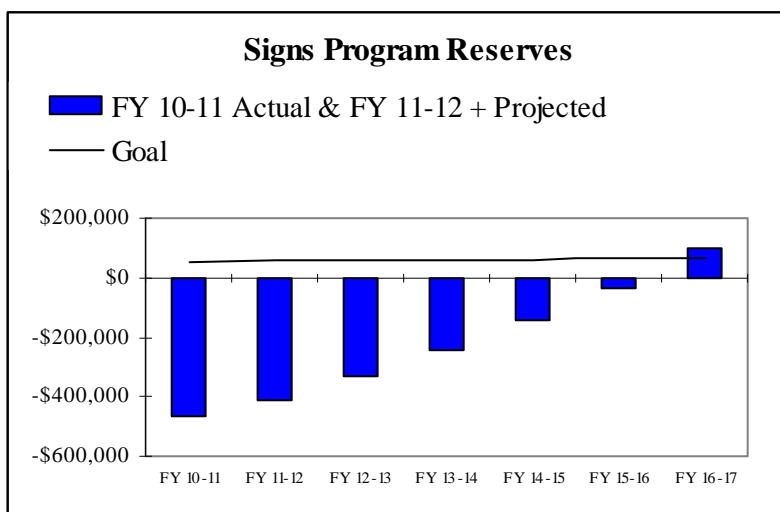
Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases were implemented in FY 1999-2000 to bring the fees up to the State of Oregon fee schedule. In FY 2001-02, staffing was reduced to match the workload. Fees were increased by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

In 2005, BDS consulted with Multnomah County and the City's Office of Management and Finance for ideas in resolving 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 was 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. The bureau, in order to eliminate the deficit and improve program's cost recovery, raised the fees by 70% in FY 2011-12. The bureau is working with Multnomah County on possible solutions to the program's ongoing distressed situation. The Financial Plan includes a proposal to raise program fees by 10% per year for the next five years, which should help the program achieve cost recovery and substantially reduce the deficit to \$1 million over the five year period.

### Sign Program

The Sign Program has had a deficit since FY 1995-96. Sign revenues dropped substantially in FY 1998-99; 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 have been 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 the enforcement of the City's electrical sign requirements remains with the State-certified electrical inspectors in the 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 2005-06 the deficit grew to \$500,000.

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

In FY 2011-12 the reserve deficit is projected to be approximately \$400,000. Annual fee increases of 5% are needed for the next five years to eliminate the reserve deficit and maintain cost recovery. The program is expected to achieve its reserve goal by FY 2016-17.

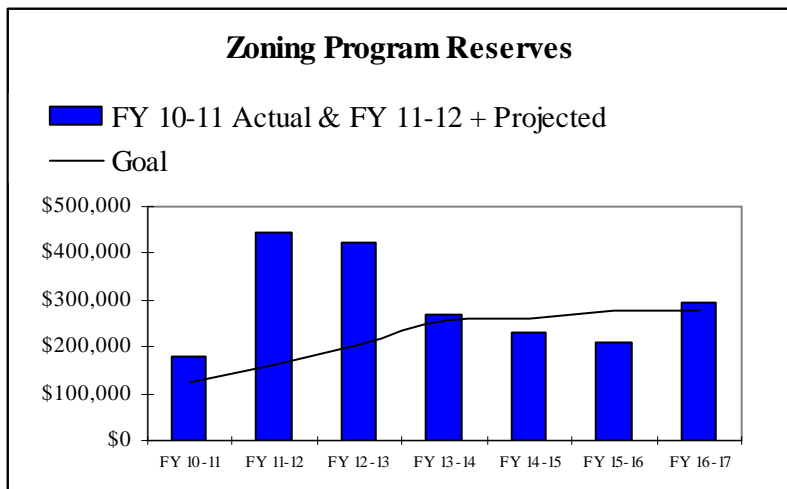
### **Zoning Enforcement Program**

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

It was a long-time practice that Zoning Enforcement Program revenues that exceeded program

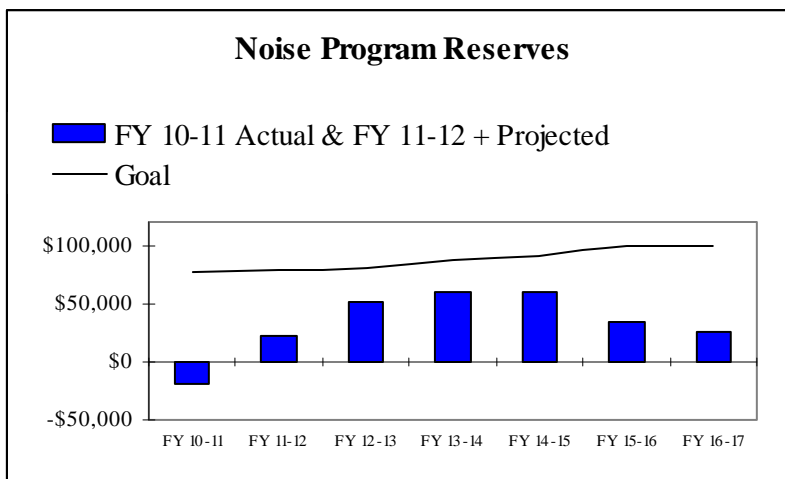
costs in any given fiscal year were transferred to the Building/Mechanical and Site Development Programs to support zoning inspection functions that are integrated into building and site development inspections. Therefore, the Zoning Program achieved 100% cost recovery in all years. However, since FY 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.

Fee increases of 5% are recommended in FY 2012-13 and FY 2013-14, 4% in FY 2014-15 and FY 2015-16, and 3% in FY 2016-17. The Zoning Program is projected to achieve its reserve goal by FY 2016-17.



### Noise Control Program

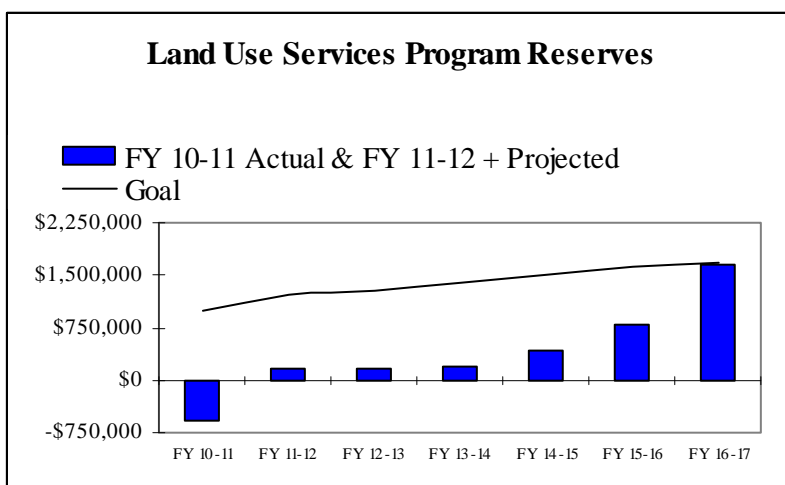
In FY 2003-04, the Noise Control Program was transferred to the Office of Neighborhood Involvement, and then transferred back to BDS in FY 2005-06. When it was returned to BDS, there was no funding to cover the program's administrative overhead in its revenue base, so no overhead was charged to this program in FY 2005-06. Since FY 2006-07, overhead has been charged to this program.



The program cost recovery has remained below 100% for the past five years. Despite annual 5% fee increases over the 5 year period, the program is projected to maintain reserves below the reserve goal for the next five years. The bureau will be carefully monitoring revenues and expenditures to bring the program to the reserve goal.

### Land Use Services Program

The Land Use Services (LUS) Program is partially funded by program revenues and partially by the City's General Fund. In 1995, when LUS fees were increased, this program was part of the Bureau of Planning, and the recommendation was that program revenues cover 64% of the program's costs. But, 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, now renamed the Bureau of Development Services. That fiscal year, even though no BDS overhead was allocated 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, a one-time allocation of \$234,929 in General Fund money from the Housing Program was reallocated 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 are no longer supporting Land Use Services, because the Building/Mechanical program no longer has the resources for this transfer.

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

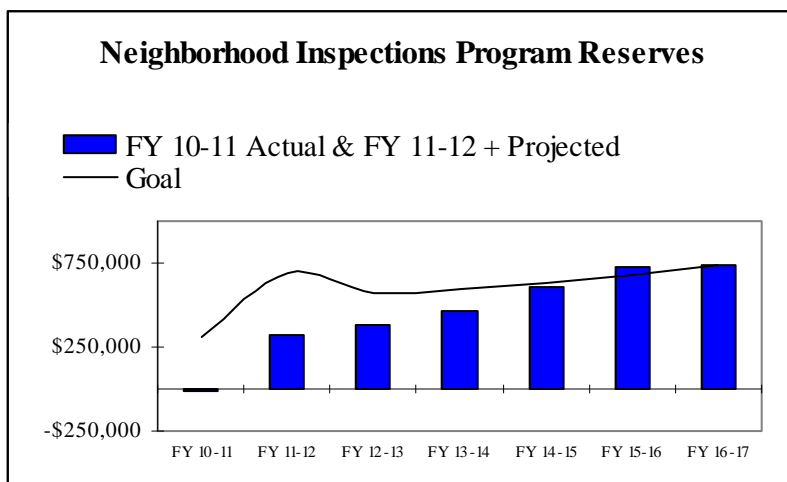
In May 2005 a new Development Services fee was created to assist in solving the critical funding issue in LUS. BDS worked with stakeholders to craft the fee. Since the new fee dramatically increased LUS' fee recovery rate, City Council directed BDS to revise the fee schedule for LUS by lowering some 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, the program'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. The program is slowly recovering from the effects of the downturn. The program was able to achieve cost recovery in FY 2009-10 and is expected to eliminate the deficit by the end of FY 2011-12. Annual fee increases of 5% for next five years are necessary for the program to maintain a 100% cost recovery rate and to reach its reserve goal by FY 2016-17.

## Neighborhood Inspections Program

In FY 2003-04, the Neighborhood Inspections Program was transferred to the City's Office of Neighborhood Involvement, and then transferred back to BDS in FY 2006-07. The program is receiving approximately 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



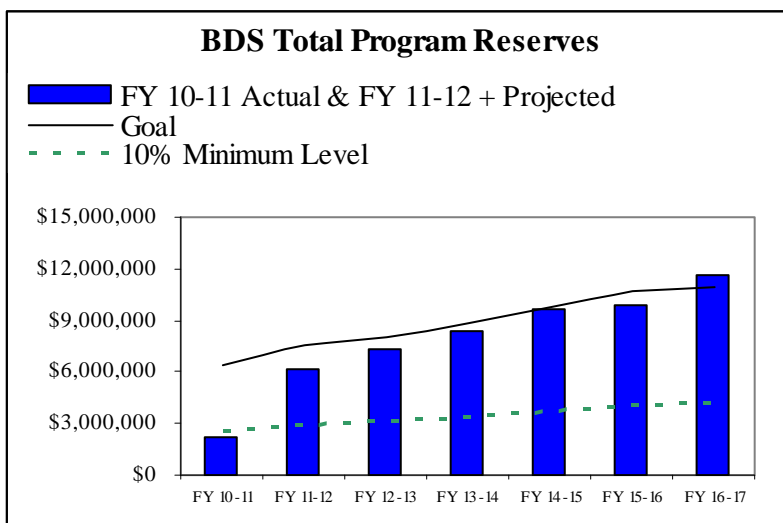
base, so no overhead was charged to this program in FY 2006-07. In FY 2007-08, the bureau began to fully charge the program for its share of the bureau's administrative overhead.

The program was also experiencing lower revenue collections associated with the decreased activity in the real estate market. As a result, the program faced a significant deficit in FY 2008-09 and fully depleted its reserves; the programmatic deficit reached \$1.3 million in FY 2008-09. The Lien Amnesty Program, a special one-time program that offered significant concessions to property owners on payments of liens, implemented in June-July of 2009, led to a significant cash inflow to the program. Subsequently, in FY 2009-10 the bureau established a new proactive lien collection program that resulted in additional cash inflow to the program. The program achieved full cost recovery in FY 2009-10. The bureau is committed to continue the proactive lien collection program in the future. This coupled with 5% annual fee increases in FY 2012-13 and the next four years would allow the program to maintain above 100% cost recovery and achieve reserve goals.

The reserve goal for NIT was raised to 25% (up from 20% of expenditures in FY 2011-12. The 25% goal will help ensure the program's financial stability. As General Fund support 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 of the program activities do not result in fines and penalties being assessed; on the contrary, the program strives to bring violators into compliance with the City of Portland codes during the very early stages of complaints and investigations. Most violation cases (80-90%) gain compliance prior to assessment of penalty charges. Finally, there is a direct public benefit from this program enhancing the livability of Portland's neighborhoods and maintaining the City's housing stock. Therefore, the more appropriate source of funding for the program is General Fund money.

## Bureau Overview

In spite of proposed fee increases, a number of programs will have reserves below their goals at the end of five years. In addition, the bureau has a goal of maintaining a minimum bureau-wide reserve at above 10%. Keeping the reserve level above 10% of total bureau expenditures is critical. It allows the bureau to have enough funds to adequately react to short-term economic fluctuations.



Bureau-wide reserves are projected to remain above the 10% minimum reserve level in FY 2012-13 and in the next four years. The bureau has committed to repaying the line of credit when reserves are above 10%, and this repayment will be made in quarterly installments beginning in the third quarter of FY 2014-15 through second quarter of FY 2016-17.

If all of the programs' reserve goals are totaled, the maximum reserve goal for the bureau is 26% of costs. On a bureau-wide basis, the cumulative reserve is very close to the goal in the next four years. The bureau is projected to slightly exceed the reserve goal in FY 2016-17.



### SUMMARY OF FINANCIAL POLICIES

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#### Reserve Policy

In FY 1988-89, the City Council established the Bureau of Buildings as an Operating Fund with the goal of the fund eventually being 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 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 fund is able to weather the ups and downs of construction activity, to remain stable and efficient, and to maintain the staff necessary to provide services on work that has been paid for but not completed. The reserve is not intended to maintain existing budget levels in spite of reduced construction activity and BDS workloads, but rather to allow BDS time to recognize and respond to such downturns.

Reserve goals are based upon 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 the 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 as possible in order 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 once again review the reserve goals for all programs. The bureau completed a survey that gathered information from a number of comparable jurisdictions regarding their development services programs, reserves, and reserve policies. The jurisdictions surveyed were: Eugene, Long Beach, Ca., Oakland, Phoenix, Sacramento, San Diego, San Francisco, San Jose, and Seattle. 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 lowering the reserve goal for the Building/Mechanical Program to 25% of annual expenditures. The changes also included a new bureau-wide minimum reserve level of 10%. This provides a baseline below which total bureau reserves should not drop. The other 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:

BDS Reserve Goals			
Program	Reserve Goal		
	Goal Prior to FY 2004-05	Goal FY 2004-05	Current Goal as of FY 2011-12
Building/Mechanical	35-45%	25%	35-45%
Electrical	35-45%	20%	20%
Plumbing	35-45%	20%	20%
Facilities Permits	15%	15%	20%
Site Development	35-45%	20%	20%
Environmental Soils	20%	20%	20%
Signs	20%	20%	20%
Zoning	20%	20%	20%
Land Use Services	20%	20%	20%
Neighborhood Inspections	20%	20%	25%
Bureau Total	No goal	10% Minimum Reserve Level	10% 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 is being returned to the original 35-45% goal due to recent experience with the significant economic downturn. Since fees for building and mechanical permits are based upon the valuation of the construction project and are the most volatile, the 35% reserve goal for the Building/Mechanical Program is more prudent. Smaller programs (Environmental Soils, Signs, and Zoning) have reserve goals of 20% of their annual budget. Likewise, the Land Use Services program has a 20% reserve goal because the program receives General Fund support. The Facilities 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.

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 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 to cover increases in personnel and interagency costs. This policy of increasing fees slowly and steadily assists permit applicants. It is very difficult for customers to absorb large fee increases, because their operations are based on a fairly 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 cost of doing business increases each year because the City's labor agreements all contain provisions for cost of living increases based upon 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.

## **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, Facilities Permits, Site Development, Environmental Soils, Signs, Zoning, Noise Control, 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(1)(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 (3) 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."

## Bureau of Development Services 2012 Financial Plan

### Fee Increases and Programmatic Revenue Growth Assumptions

#### Programmatic Revenue Growth Assumptions<sup>1</sup>

Program	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Building/Mechanical	3.2%	6.4%	7.8%	5.8%	4.3%
Electrical	7.9%	7.0%	5.9%	5.1%	4.7%
Plumbing	6.5%	6.5%	5.9%	3.5%	3.4%
Facilities Permits	4.5%	6.6%	7.5%	5.5%	4.3%
Site Development	3.2%	6.4%	7.8%	5.8%	4.3%
Environmental Soils	2.6%	3.3%	3.4%	2.8%	2.3%
Signs	1.5%	2.1%	2.7%	2.3%	1.8%
Zoning Enforcement	3.2%	6.4%	7.8%	5.8%	4.3%
Noise	1.6%	2.0%	2.3%	2.1%	1.8%
Neighborhood Inspections	1.0%	3.2%	4.4%	3.1%	1.9%
Land Use Services (Case Review)	3.2%	6.4%	7.8%	5.8%	4.3%
Land Use Services (Planning & Zoning)	3.2%	6.4%	7.8%	5.8%	4.3%

#### Projected Fee Increases

Program	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Building/Mechanical	5.0%	5.0%	5.0%	0.0%	0.0%
Electrical	5.0%	0.0%	0.0%	0.0%	0.0%
Plumbing	5.0%	5.0%	5.0%	5.0%	5.0%
Facilities Permits	0.0%	0.0%	3.0%	0.0%	0.0%
Site Development	0.0%	0.0%	0.0%	3.0%	0.0%
Environmental Soils	10.0%	10.0%	10.0%	10.0%	10.0%
Signs	5.0%	5.0%	5.0%	5.0%	5.0%
Zoning Enforcement	5.0%	5.0%	4.0%	4.0%	3.0%
Noise	5.0%	5.0%	5.0%	5.0%	5.0%
Neighborhood Inspections	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services	5.0%	5.0%	5.0%	5.0%	5.0%

#### Note

1. The Programmatic Revenue Growth Rates presented in this table may not necessarily match revenue growth rates presented in Appendix C.

Growth Rates in Appendix C account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.





# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix C

### Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%		
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%		
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%		
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%		
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%		
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%		
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%		
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651 (4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467 (5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725 (5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561 (4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456 (4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465 (3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853 4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668 5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380 4,705,386
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261 (6,186,517)
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845 (5,725,036)
	FY 10-11	25,480,615	-11.9%	25,270,727	2.6%	1,889,155	0	27,159,882	1,679,267	99%	107%	2,192,076		9%	25%	6,434,443 (4,242,367)
	FY 11-12 estimate	29,411,183	15.4%	30,331,404	20.0%	3,031,800	0	33,363,204	3,952,021	103%	113%	6,144,097		21%	26%	7,595,092 (1,450,995)
	FY 12-13 estimate	30,825,801	4.8%	30,088,675	-0.8%	1,966,241	0	32,054,916	1,229,115	98%	104%	7,373,212		24%	26%	8,037,706 (664,494)
	FY 13-14 estimate	33,985,421	10.2%	32,983,472	9.6%	1,966,241	0	34,949,714	964,292	97%	103%	8,337,505		25%	26%	8,851,982 (514,477)
	FY 14-15 estimate	37,254,700	9.6%	36,572,823	10.9%	1,966,241	0	38,539,064	1,284,364	98%	103%	9,621,868		26%	26%	9,741,101 (119,233)
	FY 15-16 estimate	41,026,868	10.1%	39,285,870	7.4%	1,966,241	0	41,252,111	225,243	96%	101%	9,847,112		24%	26%	10,753,812 (906,700)
	FY 16-17 estimate	41,779,281	1.8%	41,543,032	5.7%	1,966,241	0	43,509,273	1,729,992	99%	104%	11,577,104		28%	26%	10,933,712 643,392

# Bureau of Development Services - 2012 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	
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%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,652,201	-14.7%	9,376,133	-6.4%	0	(155,566)	9,220,567	(431,634)	97%	96%	6,545,502	8.0%	68%	35%	3,378,270	3,167,232
	FY 11-12 estimate	10,490,733	8.7%	12,359,822	31.8%	0	424,282	12,784,104	2,293,370	118%	122%	8,838,872	8.0%	84%	35%	3,671,757	5,167,116
	FY 12-13 estimate	11,727,295	11.8%	11,650,914	-5.7%	0	424,282	12,075,195	347,900	99%	103%	9,186,773	5.0%	78%	35%	4,104,553	5,082,220
	FY 13-14 estimate	12,901,170	10.0%	12,919,331	10.9%	0	0	12,919,331	18,162	100%	100%	9,204,934	5.0%	71%	35%	4,515,409	4,689,525
	FY 14-15 estimate	14,432,605	11.9%	14,544,022	12.6%	0	0	14,544,022	111,416	101%	101%	9,316,351	5.0%	65%	35%	5,051,412	4,264,939
	FY 15-16 estimate	16,090,231	11.5%	15,514,258	6.7%	0	0	15,514,258	(575,974)	96%	96%	8,740,377	0.0%	54%	35%	5,631,581	3,108,796
	FY 16-17 estimate	16,202,588	0.7%	16,166,266	4.2%	0	0	16,166,266	(36,323)	100%	100%	8,704,054	0.0%	54%	35%	5,670,906	3,033,148
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%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
	FY 96-97	2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
	FY 10-11	2,755,509	-0.2%	2,917,819	11.2%	0	0	2,917,819	162,310	106%	106%	(1,230,047)	8.0%	-45%	20%	551,102	(1,781,149)
	FY 11-12 estimate	2,767,980	0.5%	2,985,588	2.3%	0	0	2,985,588	217,607	108%	108%	(1,012,440)	8.0%	-37%	20%	553,596	(1,566,036)
	FY 12-13 estimate	2,822,127	2.0%	3,357,329	12.5%	0	0	3,357,329	535,202	119%	119%	(477,238)	5.0%	-17%	20%	564,425	(1,041,664)
	FY 13-14 estimate	3,181,235	12.7%	3,619,345	7.8%	0	0	3,619,345	438,110	114%	114%	(39,128)	0.0%	-1%	20%	636,247	(675,375)
	FY 14-15 estimate	3,373,635	6.0%	3,833,399	5.9%	0	0	3,833,399	459,764	114%	114%	420,636	0.0%	12%	20%	674,727	(254,091)
	FY 15-16 estimate	3,808,664	12.9%	4,034,910	5.3%	0	0	4,034,910	226,246	106%	106%	646,882	0.0%	17%	20%	761,733	(114,851)
	FY 16-17 estimate	4,040,250	6.1%	4,224,865	4.7%	0	0	4,224,865	184,616	105%	105%	831,498	0.0%	21%	20%	808,050	23,448

## Bureau of Development Services - 2012 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
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%	30%		
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%		
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%		
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%		
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%		
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920 (1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284 (1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217 (1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498 (1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058 (2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663 (2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435 (2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437 (2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902 (1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173 (1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663 (358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336 72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870 (488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038 (1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049 (1,987,513)
	FY 10-11	2,173,822	-2.3%	2,150,048	19.9%	0	0	2,150,048	(23,774)	99%	99%	(1,566,238)	8.0%	-72%	20%	434,764 (2,001,002)
	FY 11-12 estimate	2,402,672	10.5%	2,152,049	0.1%	0	0	2,152,049	(250,623)	90%	90%	(1,816,861)	8.0%	-76%	20%	480,534 (2,297,396)
	FY 12-13 estimate	2,466,551	2.7%	2,388,797	11.0%	0	0	2,388,797	(77,755)	97%	97%	(1,894,616)	5.0%	-77%	20%	493,310 (2,387,926)
	FY 13-14 estimate	2,572,980	4.3%	2,661,650	11.4%	0	0	2,661,650	88,670	103%	103%	(1,805,946)	5.0%	-70%	20%	514,596 (2,320,542)
	FY 14-15 estimate	2,779,141	8.0%	2,952,210	10.9%	0	0	2,952,210	173,069	106%	106%	(1,632,877)	5.0%	-59%	20%	555,828 (2,188,706)
	FY 15-16 estimate	3,034,584	9.2%	3,207,766	8.7%	0	0	3,207,766	173,182	106%	106%	(1,459,695)	5.0%	-48%	20%	606,917 (2,066,612)
	FY 16-17 estimate	3,028,407	-0.2%	3,476,447	8.4%	0	0	3,476,447	448,040	115%	115%	(1,011,655)	5.0%	-33%	20%	605,681 (1,617,336)
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%	-82%	15%	52,798 (339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336 (533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133 (749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193 (713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142 (802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007 (1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927 (1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621 (312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461 (509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860 82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559 902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918 801,655
	FY 10-11	2,190,212	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(252,358)	108%	88%	887,215	8.0%	41%	15%	328,532 558,683
	FY 11-12 estimate	2,305,947	5.3%	2,605,599	10.3%	0	(424,282)	2,181,318	(124,629)	113%	95%	762,586	8.0%	33%	20%	461,189 301,397
	FY 12-13 estimate	2,198,051	-4.7%	2,720,660	4.4%	0	(424,282)	2,296,378	98,327	124%	104%	860,913	0.0%	39%	20%	439,610 421,302
	FY 13-14 estimate	2,534,040	15.3%	2,810,342	3.3%	0	0	2,810,342	276,302	111%	111%	1,137,214	0.0%	45%	20%	506,808 630,406
	FY 14-15 estimate	3,117,725	23.0%	3,021,463	7.5%	0	0	3,021,463	(96,262)	97%	97%	1,040,952	3.0%	33%	20%	623,545 417,407
	FY 15-16 estimate	3,284,877	5.4%	3,097,050	2.5%	0	0	3,097,050	(187,827)	94%	94%	853,125	0.0%	26%	20%	656,975 196,150
	FY 16-17 estimate	3,279,885	-0.2%	3,139,642	1.4%	0	0	3,139,642	(140,243)	96%	96%	712,882	0.0%	22%	20%	655,977 56,905

## Bureau of Development Services - 2012 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	
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	16,771,744	-9.6%	16,806,136	1.4%	0	(579,848)	16,226,288	(545,456)	100%	97%	4,758,314		28%	28%	4,692,668	65,646
	FY 11-12 estimate	17,967,333	7.1%	20,103,057	19.6%	0	0	20,103,058	2,135,725	112%	112%	6,894,039		38%	29%	5,167,077	1,726,962
	FY 12-13 estimate	19,214,024	6.9%	20,117,699	0.1%	0	0	20,117,699	903,675	105%	105%	7,797,713		41%	29%	5,601,899	2,195,814
	FY 13-14 estimate	21,189,425	10.3%	22,010,668	9.4%	0	0	22,010,668	821,243	104%	104%	8,618,956		41%	29%	6,173,061	2,445,896
	FY 14-15 estimate	23,703,106	11.9%	24,351,093	10.6%	0	0	24,351,093	647,987	103%	103%	9,266,944		39%	29%	6,905,512	2,361,431
	FY 15-16 estimate	26,218,356	10.6%	25,853,984	6.2%	0	0	25,853,984	(364,373)	99%	99%	8,902,571		34%	29%	7,657,206	1,245,365
	FY 16-17 estimate	26,551,130	1.3%	27,007,220	4.5%	0	0	27,007,220	456,090	102%	102%	9,358,661		35%	29%	7,740,614	1,618,047
	Site Development	FY 88-89															
		FY 89-90															
		FY 90-91															
FY 91-92																	
FY 92-93																	
FY 93-94																	
FY 94-95																	
FY 95-96																	
FY 96-97																	
FY 97-98																	
FY 98-99																	
FY 99-00																	
FY 00-01		765,481 ---		601,783 ---		0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
FY 01-02		930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
FY 02-03		1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
FY 03-04		1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
FY 04-05		1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
FY 05-06		1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
FY 06-07		1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
FY 07-08		1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
FY 08-09		1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
FY 09-10		1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
FY 10-11		588,428	-45.4%	876,995	0.9%	0	0	876,995	288,567	149%	149%	(182,026)	8.0%	-31%	20%	117,686	(299,712)
FY 11-12 estimate		767,815	30.5%	1,126,427	28.4%	0	0	1,126,427	358,611	147%	147%	176,585	8.0%	23%	20%	153,563	23,022
FY 12-13 estimate		915,876	19.3%	1,047,660	-7.0%	0	0	1,047,660	131,784	114%	114%	308,370	0.0%	34%	20%	183,175	125,194
FY 13-14 estimate		1,094,445	19.5%	1,114,183	6.3%	0	0	1,114,183	19,738	102%	102%	328,107	0.0%	30%	20%	218,889	109,218
FY 14-15 estimate		1,125,969	2.9%	1,201,099	7.8%	0	0	1,201,099	75,130	107%	107%	403,238	0.0%	36%	20%	225,194	178,044
FY 15-16 estimate	1,396,618	24.0%	1,301,209	8.3%	0	0	1,301,209	(95,409)	93%	93%	307,829	3.0%	22%	20%	279,324	28,505	
FY 16-17 estimate	1,374,613	-1.6%	1,362,733	4.7%	0	0	1,362,733	(11,879)	99%	99%	295,949	0.0%	22%	20%	274,923	21,027	

# Bureau of Development Services - 2012 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	
Environmental Soils	FY 88-89	---	---	---	---	---	---	-	---	---	---	---	---	---			
	FY 89-90	---	---	---	---	---	---	---	---	---	---	---	---	---			
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	294,136	-7.6%	210,514	21.8%	0	0	210,514	(83,622)	72%	72%	(1,353,771)	12.0%	-460%	20%	58,827	(1,412,598)
	FY 11-12 estimate	292,994	-0.4%	297,248	41.2%	0	0	297,248	4,254	101%	101%	(1,349,517)	70.0%	-461%	20%	58,599	(1,408,115)
	FY 12-13 estimate	284,299	-3.0%	329,922	11.0%	0	0	329,922	45,623	116%	116%	(1,303,893)	10.0%	-459%	20%	56,860	(1,360,753)
	FY 13-14 estimate	296,600	4.3%	374,486	13.5%	0	0	374,486	77,886	126%	126%	(1,226,007)	10.0%	-413%	20%	59,320	(1,285,327)
	FY 14-15 estimate	311,344	5.0%	425,589	13.6%	0	0	425,589	114,245	137%	137%	(1,111,762)	10.0%	-357%	20%	62,269	(1,174,031)
	FY 15-16 estimate	336,447	8.1%	480,986	13.0%	0	0	480,986	144,538	143%	143%	(967,223)	10.0%	-287%	20%	67,289	(1,034,513)
	FY 16-17 estimate	337,102	0.2%	540,807	12.4%	0	0	540,807	203,705	160%	160%	(763,519)	10.0%	-226%	20%	67,420	(830,939)
	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%	35%			
FY 91-92		168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	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%	16%			
FY 94-95		194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
FY 95-96		221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
FY 96-97		225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
FY 97-98		203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
FY 98-99		280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
FY 99-00		248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
FY 00-01		234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
FY 01-02		218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
FY 02-03		180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
FY 03-04		221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
FY 04-05		261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
FY 05-06		303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
FY 06-07		375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
FY 07-08		377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
FY 08-09		364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
FY 09-10		302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
FY 10-11		256,826	-15.2%	360,498	10.1%	0	0	360,498	103,672	140%	140%	(463,980)	8.0%	-181%	20%	51,365	(515,345)
FY 11-12 estimate		283,183	10.3%	337,811	-6.3%	0	0	337,811	54,628	119%	119%	(409,352)	8.0%	-145%	20%	56,637	(465,988)
FY 12-13 estimate		278,791	-1.6%	357,427	5.8%	0	0	357,427	78,635	128%	128%	(330,716)	5.0%	-119%	20%	55,758	(386,475)
FY 13-14 estimate		294,265	5.6%	382,578	7.0%	0	0	382,578	88,313	130%	130%	(242,404)	5.0%	-82%	20%	58,853	(301,257)
FY 14-15 estimate	310,710	5.6%	412,230	7.8%	0	0	412,230	101,520	133%	133%	(140,883)	5.0%	-45%	20%	62,142	(203,025)	
FY 15-16 estimate	337,590	8.7%	442,508	7.3%	0	0	442,508	104,918	131%	131%	(35,966)	5.0%	-11%	20%	67,518	(103,484)	
FY 16-17 estimate	338,738	0.3%	472,441	6.8%	0	0	472,441	133,703	139%	139%	97,737	5.0%	29%	20%	67,748	29,990	

# Bureau of Development Services - 2012 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
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%		
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%		
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%		
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%		
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%		
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%		
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%		
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945 (58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893 38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442 64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975 63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702 4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594 240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939 (8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076 (17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955 (62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835 (9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976 (6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164 (39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429 (17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597 (54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250 (52,634)
	FY 10-11	616,343	-13.9%	704,404	1.0%	0	0	704,404	88,061	114%	114%	178,677	8.0%	29%	20%	123,269 55,408
	FY 11-12 estimate	811,681	31.7%	1,077,040	52.9%	0	0	1,077,040	265,359	133%	133%	444,036	5.0%	55%	20%	162,336 281,700
	FY 12-13 estimate	1,020,105	25.7%	1,000,746	-7.1%	0	0	1,000,746	(19,360)	98%	98%	424,677	5.0%	42%	20%	204,021 220,656
	FY 13-14 estimate	1,271,473	24.6%	1,116,819	11.6%	0	0	1,116,819	(154,655)	88%	88%	270,022	5.0%	21%	20%	254,295 15,727
	FY 14-15 estimate	1,293,577	1.7%	1,253,151	12.2%	0	0	1,253,151	(40,426)	97%	97%	229,596	4.0%	18%	20%	258,715 (29,119)
	FY 15-16 estimate	1,397,690	8.0%	1,377,612	9.9%	0	0	1,377,612	(20,078)	99%	99%	209,519	4.0%	15%	20%	279,538 (70,019)
	FY 16-17 estimate	1,394,973	-0.2%	1,481,561	7.5%	0	0	1,481,561	86,589	106%	106%	296,107	3.0%	21%	20%	278,995 17,113
Construction Programs Subtotal	FY 88-89	5,549,591	---	6,997,731	---	326,232	0	7,323,963	1,774,372	126%	132%	1,774,372		32%		
	FY 89-90	6,489,600	16.9%	8,271,270	18.2%	217,488	0	8,488,758	1,999,158	127%	131%	3,773,530		58%		
	FY 90-91	7,370,629	13.6%	9,132,073	10.4%	0	0	9,132,073	1,761,444	124%	124%	5,534,974		75%		
	FY 91-92	8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%		
	FY 92-93	8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%		
	FY 93-94	9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%		
	FY 94-95	10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%		
	FY 95-96	11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744 1,204,738
	FY 96-97	13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351 2,021,505
	FY 97-98	15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52%	34%	5,298,890 2,760,131
	FY 98-99	17,618,590	13.0%	15,622,226	-0.6%	0	0	15,622,226	(1,996,364)	89%	89%	6,062,657		34%	34%	5,925,281 137,376
	FY 99-00	19,868,584	12.8%	15,699,322	0.5%	0	0	15,699,322	(4,169,262)	79%	79%	1,893,395		10%	33%	6,651,512 (4,758,117)
	FY 00-01	18,906,591	-4.8%	18,444,247	17.5%	180,000	0	18,624,247	(282,344)	98%	99%	1,611,051		9%	38%	7,262,974 (5,651,923)
	FY 01-02	19,334,476	2.3%	19,519,867	5.8%	0	0	19,519,867	185,391	101%	101%	1,796,442		9%	39%	7,447,647 (5,651,205)
	FY 02-03	19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3,246,296		16%	38%	7,615,615 (4,369,319)
	FY 03-04	21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5,006,816		23%	38%	8,168,097 (3,161,281)
	FY 04-05	23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151 (1,839,729)
	FY 05-06	24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255 4,765,764
	FY 06-07	27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874 5,914,732
	FY 07-08	29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702 5,613,020
	FY 08-09	28,856,462	-2.2%	23,202,678	-23.6%	0	(579,848)	22,622,830	(6,233,632)	80%	78%	5,987,090		21%	22%	6,447,112 (460,022)
	FY 09-10	20,964,959	-27.3%	18,643,709	-19.6%	0	(579,848)	18,063,861	(2,901,098)	89%	86%	3,085,992		15%	22%	4,645,905 (1,559,913)
	FY 10-11	18,527,477	-11.6%	18,958,547	1.7%	0	(579,848)	18,378,699	(148,778)	102%	99%	2,937,214		16%	27%	5,043,815 (2,106,601)
	FY 11-12 estimate	20,123,006	8.6%	22,941,583	21.0%	0	0	22,941,584	2,818,578	114%	114%	5,755,792		29%	28%	5,598,211 157,581
	FY 12-13 estimate	21,713,096	7.9%	22,853,454	-0.4%	0	0	22,853,454	1,140,358	105%	105%	6,896,150		32%	28%	6,101,713 794,436
	FY 13-14 estimate	24,146,209	11.2%	24,998,734	9.4%	0	0	24,998,734	852,525	104%	104%	7,748,675		32%	28%	6,764,417 984,258
	FY 14-15 estimate	26,744,706	10.8%	27,643,163	10.6%	0	0	27,643,163	898,458	103%	103%	8,647,132		32%	28%	7,513,832 1,133,300
	FY 15-16 estimate	29,686,701	11.0%	29,456,298	6.6%	0	0	29,456,298	(230,403)	99%	99%	8,416,729		28%	28%	8,350,875 65,854
	FY 16-17 estimate	29,996,555	1.0%	30,864,762	4.8%	0	0	30,864,762	868,207	103%	103%	9,284,936		31%	28%	8,429,699 855,237



# Bureau of Development Services - 2012 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
Noise	FY 89-90	66,841	---	5,503	---	61,338	0	66,841	0	8%	100%	0	0.0%	0%		
	FY 90-91	63,251	-5.4%	8,244	49.8%	55,007	0	63,251	0	13%	100%	0	0%	0%		
	FY 91-92	34,270	-45.8%	5,900	-28.4%	28,370	0	34,270	0	17%	100%	0	0%	0%		
	FY 92-93	36,487	6.5%	7,102	20.4%	29,385	0	36,487	0	19%	100%	0	0.0%	0%		
	FY 93-94	46,034	26.2%	8,140	14.6%	37,894	0	46,034	0	18%	100%	0	0%	0%		
	FY 94-95	57,945	25.9%	10,095	24.0%	47,850	0	57,945	0	17%	100%	0	0%	0%		
	FY 95-96	80,144	38.3%	10,000	-0.9%	70,144	0	80,144	0	12%	100%	0	0%	0%		
	FY 96-97	40,915	-48.9%	10,025	0.3%	30,890	0	40,915	0	25%	100%	0	0%	0%		
	FY 97-98	62,655	53.1%	16,599	65.6%	46,056	0	62,655	0	26%	100%	0	0%	0%		
	FY 98-99	67,212	7.3%	24,170	45.6%	43,042	0	67,212	0	36%	100%	0	0%	0%		
	FY 99-00	134,438	100.0%	27,400	13.4%	107,038	0	134,438	0	20%	100%	0	0.0%	0%		
	FY 00-01	260,678	93.9%	83,293	204.0%	177,385	0	260,678	0	32%	100%	0	0%	0%		
	FY 01-02	272,034	4.4%	62,657	-24.8%	209,377	0	272,034	0	23%	100%	0	0%	0%		
	FY 02-03	283,975	4.4%	47,193	-24.7%	236,782	0	283,975	0	17%	100%	0	0%	0%		
	FY 03-04	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%		
	FY 04-05	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%		
	FY 05-06	236,240	0.0%	76,867	0.0%	252,394	0	329,261	93,021	33%	139%	93,021	0.0%	39%	20%	47,248
	FY 06-07	376,166	59.2%	73,282	-4.7%	240,649	0	313,931	(62,235)	19%	83%	30,786	4%	8%	20%	75,233
	FY 07-08	357,894	-4.9%	87,652	19.6%	248,696	0	336,348	(21,546)	24%	94%	9,240	5.0%	3%	20%	71,579
	FY 08-09	354,879	-0.8%	88,284	0.7%	256,300	0	344,584	(10,295)	25%	97%	(1,055)	5.0%	0%	20%	70,976
	FY 09-10	379,202	6.9%	101,445	14.9%	267,251	0	368,696	(10,506)	27%	97%	(11,561)	5.0%	-3%	20%	75,840
	FY 10-11	381,755	0.7%	110,555	9.0%	264,098	0	374,653	(7,102)	29%	98%	(18,663)	8.0%	-5%	20%	76,351
	FY 11-12	394,570	3.4%	149,530	35.3%	285,282	0	434,812	40,242	38%	110%	21,579	8.0%	5%	20%	78,914
	FY 12-13 estimate	402,993	2.1%	158,430	6.0%	274,875	0	433,305	30,312	39%	108%	51,891	5.0%	13%	20%	80,599
	FY 13-14 estimate	436,582	8.3%	169,756	7.1%	274,875	0	444,631	8,049	39%	102%	59,940	5.0%	14%	20%	87,316
	FY 14-15 estimate	457,925	4.9%	182,310	7.4%	274,875	0	457,185	(740)	40%	100%	59,200	5.0%	13%	20%	91,585
	FY 15-16 estimate	494,509	8.0%	195,351	7.2%	274,875	0	470,226	(24,284)	40%	95%	34,916	5.0%	7%	20%	98,902
	FY 16-17 estimate	493,254	-0.3%	208,601	6.8%	274,875	0	483,476	(9,778)	42%	98%	25,138	5.0%	5%	20%	98,651
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											0				
	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
	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
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359
	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
	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
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275
	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
	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
	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
	FY 10-11	4,995,000	-15.6%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,120,048	86%	122%	(587,146)	8.0%	-12%	20%	999,000
	FY 11-12 estimate	6,108,703	22.3%	5,407,334	25.9%	1,455,748	0	6,863,082	754,379	89%	112%	167,233	8.0%	3%	20%	1,221,741
	FY 12-13 estimate	6,440,683	5.4%	5,143,997	-4.9%	1,291,290	0	6,435,288	(5,396)	80%	100%	161,837	5.0%	3%	20%	1,288,137
	FY 13-14 estimate	7,008,184	8.8%	5,741,515	11.6%	1,291,290	0	7,032,805	24,622	82%	100%	186,459	5.0%	3%	20%	1,401,637
	FY 14-15 estimate	7,546,660	7.7%	6,498,220	13.2%	1,291,290	0	7,789,511	242,851	86%	103%	429,310	5.0%	6%	20%	1,509,332
	FY 15-16 estimate	8,147,578	8.0%	7,219,909	11.1%	1,291,290	0	8,511,200	363,622	89%	104%	792,932	5.0%	10%	20%	1,629,516
	FY 16-17 estimate	8,340,123	2.4%	7,902,836	9.5%	1,291,290	0	9,194,127	854,003	95%	110%	1,646,935	5.0%	20%	20%	1,668,025



# Bureau of Development Services - 2012 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	
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%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
	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%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
	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%	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%	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%	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	1,576,383	-5.0%	1,907,091	3.7%	384,391		2,291,482	715,099	121%	145%	(17,447)	8.0%	-1%	20%	315,277	(332,724)
	FY 11-12 estimate	2,784,904	76.7%	1,832,957	-3.9%	1,290,770		3,123,727	338,822	66%	112%	321,375	8.0%	12%	25%	696,226	(374,851)
	FY 12-13 estimate	2,269,029	-18.5%	1,932,794	5.4%	400,076		2,332,870	63,841	85%	103%	385,216	5.0%	17%	25%	567,257	(182,041)
	FY 13-14 estimate	2,394,446	5.5%	2,073,467	7.3%	400,076		2,473,543	79,097	87%	103%	464,313	5.0%	19%	25%	598,612	(134,298)
	FY 14-15 estimate	2,505,410	4.6%	2,249,129	8.5%	400,076		2,649,205	143,795	90%	106%	608,108	5.0%	24%	25%	626,353	(18,244)
FY 15-16 estimate	2,698,079	7.7%	2,414,312	7.3%	400,076		2,814,388	116,309	89%	104%	724,417	5.0%	27%	25%	674,520	49,897	
FY 16-17 estimate	2,949,349	9.3%	2,566,833	6.3%	400,076		2,966,909	17,560	87%	101%	741,977	5.0%	25%	25%	737,337	4,640	

## Bureau of Development Services 2012 Financial Plan - Worst Case Scenario

### Fee Increases and Programmatic Revenue Growth Assumptions

#### Programmatic Revenue Growth Assumptions<sup>1</sup>

Program	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Building/Mechanical	3.0%	0.6%	4.7%	4.5%	3.3%
Electrical	6.4%	4.4%	3.5%	4.7%	3.1%
Plumbing	5.0%	5.8%	5.6%	3.7%	4.7%
Facilities Permits	3.9%	1.6%	4.5%	4.6%	3.5%
Site Development	3.0%	0.6%	4.7%	4.5%	3.3%
Environmental Soils	2.3%	3.0%	2.8%	2.5%	2.2%
Signs	1.3%	1.8%	2.6%	2.3%	1.7%
Zoning Enforcement	3.0%	0.6%	4.7%	4.5%	3.3%
Noise	1.5%	1.8%	2.2%	2.0%	1.7%
Neighborhood Inspections	0.8%	0.1%	2.8%	2.6%	1.6%
Land Use Services (Case Review)	3.0%	0.6%	4.7%	4.5%	3.3%
Land Use Services (Planning & Zoning)	3.0%	0.6%	4.7%	4.5%	3.3%

#### Projected Fee Increases

Program	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Building/Mechanical	5.0%	5.0%	5.0%	0.0%	0.0%
Electrical	5.0%	0.0%	0.0%	0.0%	0.0%
Plumbing	5.0%	5.0%	5.0%	5.0%	5.0%
Facilities Permits	0.0%	0.0%	3.0%	0.0%	0.0%
Site Development	0.0%	0.0%	0.0%	3.0%	0.0%
Environmental Soils	10.0%	10.0%	10.0%	10.0%	10.0%
Signs	5.0%	5.0%	5.0%	5.0%	5.0%
Zoning Enforcement	5.0%	5.0%	4.0%	4.0%	3.0%
Noise	5.0%	5.0%	5.0%	5.0%	5.0%
Neighborhood Inspections	5.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services	5.0%	5.0%	5.0%	5.0%	5.0%

#### Note

- The Programmatic Revenue Growth Rates presented in this table may not necessarily match revenue growth rates presented in Appendix D Program Detail.  
Growth Rates in Appendix D Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.



# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

### Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%		
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%		
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%		
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%		
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%		
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%		
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%		
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651
	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
	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
	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
	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
	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
	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
	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
	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
	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
	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
	FY 10-11	25,480,615	-11.9%	25,270,727	2.6%	1,889,155	0	27,159,882	1,679,267	99%	107%	2,192,076		9%	25%	6,434,443
	FY 11-12 estimate	29,411,183	15.4%	30,331,404	20.0%	3,031,800	0	33,363,204	3,952,021	103%	113%	6,144,097		21%	26%	7,595,092
	FY 12-13 estimate	30,073,068	2.3%	29,952,375	-1.2%	1,966,241	0	31,918,616	1,845,549	100%	106%	7,989,646		27%	26%	7,853,738
	FY 13-14 estimate	32,604,703	8.4%	31,444,863	5.0%	1,966,241	0	33,411,104	806,401	96%	102%	8,796,046		27%	26%	8,494,461
	FY 14-15 estimate	35,264,983	8.2%	34,019,277	8.2%	1,966,241	0	35,985,519	720,535	96%	102%	9,516,581		27%	26%	9,246,445
	FY 15-16 estimate	38,678,390	9.7%	36,227,728	6.5%	1,966,241	0	38,193,969	(484,421)	94%	99%	9,032,161		23%	26%	10,153,056
	FY 16-17 estimate	39,737,969	2.7%	38,048,196	5.0%	1,966,241	0	40,014,438	276,469	96%	101%	9,308,629		23%	26%	10,371,036

# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

### Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	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%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,652,201	-14.7%	9,376,133	-6.4%	0	(155,566)	9,220,567	(431,634)	97%	96%	6,545,502	8.0%	68%	35%	3,378,270	3,167,232
	FY 11-12 estimate	10,490,733	8.7%	12,359,822	31.8%	0	424,282	12,784,104	2,293,370	118%	122%	8,838,872	8.0%	84%	35%	3,671,757	5,167,116
	FY 12-13 estimate	11,498,322	9.6%	11,630,721	-5.9%	0	424,282	12,055,002	556,681	101%	105%	9,395,553	5.0%	82%	35%	4,024,413	5,371,141
	FY 13-14 estimate	12,348,342	7.4%	12,234,621	5.2%	0	0	12,234,621	(113,721)	99%	99%	9,281,832	5.0%	75%	35%	4,321,920	4,959,912
	FY 14-15 estimate	13,769,914	11.5%	13,387,814	9.4%	0	0	13,387,814	(382,100)	97%	97%	8,899,732	5.0%	65%	35%	4,819,470	4,080,262
	FY 15-16 estimate	15,191,716	10.3%	14,123,066	5.5%	0	0	14,123,066	(1,068,649)	93%	93%	7,831,082	0.0%	52%	35%	5,317,101	2,513,982
	FY 16-17 estimate	15,240,147	0.3%	14,594,198	3.3%	0	0	14,594,198	(645,949)	96%	96%	7,185,134	0.0%	47%	35%	5,334,051	1,851,082
	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%	93%			
FY 91-92		1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
FY 92-93		1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
FY 93-94		1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
FY 94-95		1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
FY 95-96		2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
FY 96-97		2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
FY 97-98		2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
FY 98-99		2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
FY 99-00		3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
FY 00-01		2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
FY 01-02		2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
FY 02-03		2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
FY 03-04		2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
FY 04-05		3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
FY 05-06		3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
FY 06-07		3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
FY 07-08		4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
FY 08-09		4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
FY 09-10		2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
FY 10-11		2,755,509	-0.2%	2,917,819	11.2%	0	0	2,917,819	162,310	106%	106%	(1,230,047)	8.0%	-45%	20%	551,102	(1,781,149)
FY 11-12 estimate		2,767,980	0.5%	2,985,588	2.3%	0	0	2,985,588	217,607	108%	108%	(1,012,440)	8.0%	-37%	20%	553,596	(1,566,036)
FY 12-13 estimate		2,772,541	0.2%	3,310,113	10.9%	0	0	3,310,113	537,572	119%	119%	(474,869)	5.0%	-17%	20%	554,508	(1,029,377)
FY 13-14 estimate		2,954,459	6.6%	3,479,690	5.1%	0	0	3,479,690	525,231	118%	118%	50,362	0.0%	2%	20%	590,892	(540,530)
FY 14-15 estimate		3,192,025	8.0%	3,603,306	3.6%	0	0	3,603,306	411,281	113%	113%	461,643	0.0%	14%	20%	638,405	(176,762)
FY 15-16 estimate		3,636,664	13.9%	3,779,108	4.9%	0	0	3,779,108	142,444	104%	104%	604,087	0.0%	17%	20%	727,333	(123,246)
FY 16-17 estimate		3,849,454	5.9%	3,897,199	3.1%	0	0	3,897,199	47,745	101%	101%	651,832	0.0%	17%	20%	769,891	(118,059)

## Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

## 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%	30%		
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%		
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%		
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%		
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%		
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920 (1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284 (1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217 (1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498 (1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058 (2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663 (2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435 (2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437 (2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902 (1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173 (1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663 (358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336 72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870 (488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038 (1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049 (1,987,513)
	FY 10-11	2,173,822	-2.3%	2,150,048	19.9%	0	0	2,150,048	(23,774)	99%	99%	(1,566,238)	8.0%	-72%	20%	434,764 (2,001,002)
	FY 11-12 estimate	2,402,672	10.5%	2,152,049	0.1%	0	0	2,152,049	(250,623)	90%	90%	(1,816,861)	8.0%	-76%	20%	480,534 (2,297,396)
	FY 12-13 estimate	2,412,556	0.4%	2,355,258	9.4%	0	0	2,355,258	(57,298)	98%	98%	(1,874,160)	5.0%	-78%	20%	482,511 (2,356,671)
	FY 13-14 estimate	2,575,473	6.8%	2,606,044	10.6%	0	0	2,606,044	30,571	101%	101%	(1,843,588)	5.0%	-72%	20%	515,095 (2,358,683)
	FY 14-15 estimate	2,793,870	8.5%	2,881,661	10.6%	0	0	2,881,661	87,791	103%	103%	(1,755,797)	5.0%	-63%	20%	558,774 (2,314,571)
	FY 15-16 estimate	2,929,767	4.9%	3,136,708	8.9%	0	0	3,136,708	206,941	107%	107%	(1,548,856)	5.0%	-53%	20%	585,953 (2,134,810)
	FY 16-17 estimate	2,919,438	-0.4%	3,439,355	9.6%	0	0	3,439,355	519,917	118%	118%	(1,028,939)	5.0%	-35%	20%	583,888 (1,612,827)
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%	-82%	15%	52,798 (339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336 (533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133 (749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193 (713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142 (802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007 (1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927 (1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621 (312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461 (509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860 82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559 902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918 801,655
	FY 10-11	2,190,212	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(252,358)	108%	88%	887,215	8.0%	41%	15%	328,532 558,683
	FY 11-12 estimate	2,305,947	5.3%	2,605,599	10.3%	0	(424,282)	2,181,318	(124,629)	113%	95%	762,586	8.0%	33%	20%	461,189 301,397
	FY 12-13 estimate	2,212,542	-4.1%	2,703,864	3.8%	0	(424,282)	2,279,583	67,041	122%	103%	829,627	0.0%	37%	20%	442,508 387,119
	FY 13-14 estimate	2,558,092	15.6%	2,656,299	-1.8%	0	0	2,656,299	98,207	104%	104%	927,834	0.0%	36%	20%	511,618 416,216
	FY 14-15 estimate	2,666,959	4.3%	2,768,927	4.2%	0	0	2,768,927	101,968	104%	104%	1,029,802	3.0%	39%	20%	533,392 496,410
	FY 15-16 estimate	2,899,539	8.7%	2,805,866	1.3%	0	0	2,805,866	(93,673)	97%	97%	936,129	0.0%	32%	20%	579,908 356,222
	FY 16-17 estimate	3,154,536	8.8%	2,813,088	0.3%	0	0	2,813,088	(341,448)	89%	89%	594,681	0.0%	19%	20%	630,907 (36,226)

## Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

## 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	
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	16,771,744	-9.6%	16,806,136	1.4%	0	(579,848)	16,226,288	(545,456)	100%	97%	4,758,314		28%	28%	4,692,668	65,646
	FY 11-12 estimate	17,967,333	7.1%	20,103,057	19.6%	0	0	20,103,058	2,135,725	112%	112%	6,894,039		38%	29%	5,167,077	1,726,962
	FY 12-13 estimate	18,895,961	5.2%	19,999,956	-0.5%	0	0	19,999,956	1,103,995	106%	106%	7,998,034		42%	29%	5,503,940	2,494,093
	FY 13-14 estimate	20,436,365	8.2%	20,976,653	4.9%	0	0	20,976,653	540,288	103%	103%	8,538,321		42%	29%	5,939,524	2,598,797
	FY 14-15 estimate	22,422,767	9.7%	22,641,707	7.9%	0	0	22,641,707	218,941	101%	101%	8,757,262		39%	29%	6,550,040	2,207,222
	FY 15-16 estimate	24,657,685	10.0%	23,844,747	5.3%	0	0	23,844,747	(812,938)	97%	97%	7,944,324		32%	29%	7,210,294	734,030
	FY 16-17 estimate	25,163,574	2.1%	24,743,840	3.8%	0	0	24,743,840	(419,734)	98%	98%	7,524,590		30%	29%	7,318,737	205,853
	Site Development	FY 88-89															
FY 89-90																	
FY 90-91																	
FY 91-92																	
FY 92-93																	
FY 93-94																	
FY 94-95																	
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FY 96-97																	
FY 97-98																	
FY 98-99																	
FY 99-00																	
FY 00-01		765,481 ---		601,783 ---		0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
FY 01-02		930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
FY 02-03		1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
FY 03-04		1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
FY 04-05		1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
FY 05-06		1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
FY 06-07		1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
FY 07-08		1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
FY 08-09		1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
FY 09-10		1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
FY 10-11		588,428	-45.4%	876,995	0.9%	0	0	876,995	288,567	149%	149%	(182,026)	8.0%	-31%	20%	117,686	(299,712)
FY 11-12 estimate		767,815	30.5%	1,126,427	28.4%	0	0	1,126,427	358,611	147%	147%	176,585	8.0%	23%	20%	153,563	23,022
FY 12-13 estimate		764,508	-0.4%	1,045,777	-7.2%	0	0	1,045,777	281,268	137%	137%	457,854	0.0%	60%	20%	152,902	304,952
FY 13-14 estimate		961,068	25.7%	1,053,408	0.7%	0	0	1,053,408	92,340	110%	110%	550,194	0.0%	57%	20%	192,214	357,980
FY 14-15 estimate	994,580	3.5%	1,103,170	4.7%	0	0	1,103,170	108,590	111%	111%	658,783	0.0%	66%	20%	198,916	459,867	
FY 15-16 estimate	1,267,022	27.4%	1,181,424	7.1%	0	0	1,181,424	(85,598)	93%	93%	573,186	3.0%	45%	20%	253,404	319,781	
FY 16-17 estimate	1,417,801	11.9%	1,226,850	3.8%	0	0	1,226,850	(190,951)	87%	87%	382,235	0.0%	27%	20%	283,560	98,675	

## Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

## Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
Environmental Soils	FY 88-89	---	---	---	---	---	---	-	---	---	---	---	---	---			
	FY 89-90	---	---	---	---	---	---	---	---	---	---	---	---	---			
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	294,136	-7.6%	210,514	21.8%	0	0	210,514	(83,622)	72%	72%	(1,353,771)	12.0%	-460%	20%	58,827	(1,412,598)
	FY 11-12 estimate	292,994	-0.4%	297,248	41.2%	0	0	297,248	4,254	101%	101%	(1,349,517)	70.0%	-461%	20%	58,599	(1,408,115)
	FY 12-13 estimate	286,232	-2.3%	328,960	10.7%	0	0	328,960	42,727	115%	115%	(1,306,789)	10.0%	-457%	20%	57,246	(1,364,036)
	FY 13-14 estimate	299,037	4.5%	372,137	13.1%	0	0	372,137	73,100	124%	124%	(1,233,690)	10.0%	-413%	20%	59,807	(1,293,497)
	FY 14-15 estimate	316,525	5.8%	420,347	13.0%	0	0	420,347	103,822	133%	133%	(1,129,867)	10.0%	-357%	20%	63,305	(1,193,172)
	FY 15-16 estimate	344,108	8.7%	473,634	12.7%	0	0	473,634	129,526	138%	138%	(1,000,341)	10.0%	-291%	20%	68,822	(1,069,163)
	FY 16-17 estimate	342,916	-0.3%	531,944	12.3%	0	0	531,944	189,027	155%	155%	(811,314)	10.0%	-237%	20%	68,583	(879,897)
	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%	35%		
FY 91-92		168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	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%	16%			
FY 94-95		194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
FY 95-96		221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
FY 96-97		225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
FY 97-98		203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
FY 98-99		280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
FY 99-00		248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
FY 00-01		234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
FY 01-02		218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
FY 02-03		180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
FY 03-04		221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
FY 04-05		261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
FY 05-06		303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
FY 06-07		375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
FY 07-08		377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
FY 08-09		364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
FY 09-10		302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
FY 10-11		256,826	-15.2%	360,498	10.1%	0	0	360,498	103,672	140%	140%	(463,980)	8.0%	-181%	20%	51,365	(515,345)
FY 11-12 estimate		283,183	10.3%	337,811	-6.3%	0	0	337,811	54,628	119%	119%	(409,352)	8.0%	-145%	20%	56,637	(465,988)
FY 12-13 estimate		279,369	-1.3%	356,540	5.5%	0	0	356,540	77,172	128%	128%	(332,180)	5.0%	-119%	20%	55,874	(388,054)
FY 13-14 estimate		292,294	4.6%	380,241	6.6%	0	0	380,241	87,947	130%	130%	(244,233)	5.0%	-84%	20%	58,459	(302,692)
FY 14-15 estimate		311,170	6.5%	409,013	7.6%	0	0	409,013	97,843	131%	131%	(146,390)	5.0%	-47%	20%	62,234	(208,624)
FY 15-16 estimate		340,138	9.3%	438,680	7.3%	0	0	438,680	98,543	129%	129%	(47,847)	5.0%	-14%	20%	68,028	(115,875)
FY 16-17 estimate		337,773	-0.7%	467,731	6.6%	0	0	467,731	129,958	138%	138%	82,110	5.0%	24%	20%	67,555	14,556



# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

### 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%	104%		
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%		
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%		
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%		
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%		
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945 (58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893 38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442 64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975 63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702 4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594 240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939 (8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076 (17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955 (62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835 (9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976 (6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164 (39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429 (17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597 (54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250 (52,634)
	FY 10-11	616,343	-13.9%	704,404	1.0%	0	0	704,404	88,061	114%	114%	178,677	8.0%	29%	20%	123,269 55,408
	FY 11-12 estimate	811,681	31.7%	1,077,040	52.9%	0	0	1,077,040	265,359	133%	133%	444,036	5.0%	55%	20%	162,336 281,700
	FY 12-13 estimate	1,062,876	30.9%	998,920	-7.3%	0	0	998,920	(63,956)	94%	94%	380,080	5.0%	36%	20%	212,575 167,505
	FY 13-14 estimate	1,072,602	0.9%	1,054,440	5.6%	0	0	1,054,440	(18,162)	98%	98%	361,919	5.0%	34%	20%	214,520 147,398
	FY 14-15 estimate	1,134,887	5.8%	1,149,464	9.0%	0	0	1,149,464	14,577	101%	101%	376,496	4.0%	33%	20%	226,977 149,519
	FY 15-16 estimate	1,233,406	8.7%	1,249,219	8.7%	0	0	1,249,219	15,813	101%	101%	392,309	4.0%	32%	20%	246,681 145,627
	FY 16-17 estimate	1,460,776	18.4%	1,332,115	6.6%	0	0	1,332,115	(128,660)	91%	91%	263,648	3.0%	18%	20%	292,155 (28,507)
Construction Programs Subtotal	FY 88-89	5,549,591	---	6,997,731	---	326,232	0	7,323,963	1,774,372	126%	132%	1,774,372		32%		
	FY 89-90	6,489,600	16.9%	8,271,270	18.2%	217,488	0	8,488,758	1,999,158	127%	131%	3,773,530		58%		
	FY 90-91	7,370,629	13.6%	9,132,073	10.4%	0	0	9,132,073	1,761,444	124%	124%	5,534,974		75%		
	FY 91-92	8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%		
	FY 92-93	8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%		
	FY 93-94	9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%		
	FY 94-95	10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%		
	FY 95-96	11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744 1,204,738
	FY 96-97	13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351 2,021,505
	FY 97-98	15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52%	34%	5,298,890 2,760,131
	FY 98-99	17,618,590	13.0%	15,622,226	-0.6%	0	0	15,622,226	(1,996,364)	89%	89%	6,062,657		34%	34%	5,925,281 137,376
	FY 99-00	19,868,584	12.8%	15,699,322	0.5%	0	0	15,699,322	(4,169,262)	79%	79%	1,893,395		10%	33%	6,651,512 (4,758,117)
	FY 00-01	18,906,591	-4.8%	18,444,247	17.5%	180,000	0	18,624,247	(282,344)	98%	98%	1,611,051		9%	38%	7,262,974 (5,651,923)
	FY 01-02	19,334,476	2.3%	19,519,867	5.8%	0	0	19,519,867	185,391	101%	101%	1,796,442		9%	39%	7,447,647 (5,651,205)
	FY 02-03	19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3,246,296		16%	38%	7,615,615 (4,369,319)
	FY 03-04	21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5,006,816		23%	38%	8,168,097 (3,161,281)
	FY 04-05	23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151 (1,839,729)
	FY 05-06	24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255 4,765,764
	FY 06-07	27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874 5,914,732
	FY 07-08	29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702 5,613,020
	FY 08-09	28,856,462	-2.2%	23,202,678	-23.6%	0	(579,848)	22,622,830	(6,233,632)	80%	78%	5,987,090		21%	22%	6,447,112 (460,022)
	FY 09-10	20,964,959	-27.3%	18,643,709	-19.6%	0	(579,848)	18,063,861	(2,901,098)	89%	86%	3,085,992		15%	22%	4,645,905 (1,559,913)
	FY 10-11	18,527,477	-11.6%	18,958,547	1.7%	0	(579,848)	18,378,699	(148,778)	102%	99%	2,937,214		16%	27%	5,043,815 (2,106,601)
	FY 11-12 estimate	20,123,006	8.6%	22,941,583	21.0%	0	0	22,941,584	2,818,578	114%	114%	5,755,792		29%	28%	5,598,211 157,581
	FY 12-13 estimate	21,288,946	5.8%	22,730,153	-0.9%	0	0	22,730,153	1,441,207	107%	107%	7,196,999		34%	28%	5,982,537 1,214,461
	FY 13-14 estimate	23,061,366	8.3%	23,836,878	4.9%	0	0	23,836,878	775,512	103%	103%	7,972,511		35%	28%	6,464,525 1,507,987
	FY 14-15 estimate	25,179,928	9.2%	25,723,701	7.9%	0	0	25,723,701	543,773	102%	102%	8,516,284		34%	28%	7,101,473 1,414,811
	FY 15-16 estimate	27,842,358	10.6%	27,187,704	5.7%	0	0	27,187,704	(654,654)	98%	98%	7,861,630		28%	28%	7,847,229 14,401
	FY 16-17 estimate	28,722,840	3.2%	28,302,480	4.1%	0	0	28,302,480	(420,360)	99%	99%	7,441,270		26%	28%	8,030,590 (589,320)

# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

### 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	
Noise	FY 89-90	66,841	---	5,503	---	61,338	0	66,841	0	8%	100%	0	0.0%	0%			
	FY 90-91	63,251	-5.4%	8,244	49.8%	55,007	0	63,251	0	13%	100%	0	0%	0%			
	FY 91-92	34,270	-45.8%	5,900	-28.4%	28,370	0	34,270	0	17%	100%	0	0%	0%			
	FY 92-93	36,487	6.5%	7,102	20.4%	29,385	0	36,487	0	19%	100%	0	0.0%	0%			
	FY 93-94	46,034	26.2%	8,140	14.6%	37,894	0	46,034	0	18%	100%	0	0%	0%			
	FY 94-95	57,945	25.9%	10,095	24.0%	47,850	0	57,945	0	17%	100%	0	0%	0%			
	FY 95-96	80,144	38.3%	10,000	-0.9%	70,144	0	80,144	0	12%	100%	0	0%	0%			
	FY 96-97	40,915	-48.9%	10,025	0.3%	30,890	0	40,915	0	25%	100%	0	0%	0%			
	FY 97-98	62,655	53.1%	16,599	65.6%	46,056	0	62,655	0	26%	100%	0	0%	0%			
	FY 98-99	67,212	7.3%	24,170	45.6%	43,042	0	67,212	0	36%	100%	0	0%	0%			
	FY 99-00	134,438	100.0%	27,400	13.4%	107,038	0	134,438	0	20%	100%	0	0.0%	0%			
	FY 00-01	260,678	93.9%	83,293	204.0%	177,385	0	260,678	0	32%	100%	0	0%	0%			
	FY 01-02	272,034	4.4%	62,657	-24.8%	209,377	0	272,034	0	23%	100%	0	0%	0%			
	FY 02-03	283,975	4.4%	47,193	-24.7%	236,782	0	283,975	0	17%	100%	0	0%	0%			
	FY 03-04	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 04-05	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 05-06	236,240	0.0%	76,867	0.0%	252,394	0	329,261	93,021	33%	139%	93,021	0.0%	39%	20%	47,248	45,773
	FY 06-07	376,166	59.2%	73,282	-4.7%	240,649	0	313,931	(62,235)	19%	83%	30,786	4%	8%	20%	75,233	(44,447)
	FY 07-08	357,894	-4.9%	87,652	19.6%	248,696	0	336,348	(21,546)	24%	94%	9,240	5.0%	3%	20%	71,579	(62,339)
	FY 08-09	354,879	-0.8%	88,284	0.7%	256,300	0	344,584	(10,295)	25%	97%	(1,055)	5.0%	0%	20%	70,976	(72,031)
	FY 09-10	379,202	6.9%	101,445	14.9%	267,251	0	368,696	(10,506)	27%	97%	(11,561)	5.0%	-3%	20%	75,840	(87,401)
	FY 10-11	381,755	0.7%	110,555	9.0%	264,098	0	374,653	(7,102)	29%	98%	(18,663)	8.0%	-5%	20%	76,351	(95,014)
	FY 11-12 estimate	394,570	3.4%	149,530	35.3%	285,282	0	434,812	40,242	38%	110%	21,579	8.0%	5%	20%	78,914	(57,335)
	FY 12-13 estimate	371,572	-5.8%	158,229	5.8%	274,875	0	433,104	61,531	43%	117%	83,110	5.0%	22%	20%	74,314	8,796
	FY 13-14 estimate	411,804	10.8%	169,373	7.0%	274,875	0	444,248	32,444	41%	108%	115,554	5.0%	28%	20%	82,361	33,193
	FY 14-15 estimate	435,483	5.8%	181,860	7.4%	274,875	0	456,735	21,251	42%	105%	136,805	5.0%	31%	20%	87,097	49,709
	FY 15-16 estimate	472,991	8.6%	194,889	7.2%	274,875	0	469,764	(3,227)	41%	99%	133,579	5.0%	28%	20%	94,598	38,981
	FY 16-17 estimate	510,717	8.0%	208,122	6.8%	274,875	0	482,997	(27,720)	41%	95%	105,859	5.0%	21%	20%	102,143	3,715
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											0					
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891,286)
	FY 10-11	4,995,000	-15.6%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,120,048	86%	122%	(587,146)	8.0%	-12%	20%	999,000	(1,586,146)
	FY 11-12 estimate	6,108,703	22.3%	5,407,334	25.9%	1,455,748	0	6,863,082	754,379	89%	112%	167,233	8.0%	3%	20%	1,221,741	(1,054,508)
	FY 12-13 estimate	6,125,027	0.3%	5,134,682	-5.0%	1,291,290	0	6,425,972	300,945	84%	105%	468,178	5.0%	8%	20%	1,225,005	(756,828)
	FY 13-14 estimate	6,706,154	9.5%	5,423,056	5.6%	1,291,290	0	6,714,346	8,193	81%	100%	476,370	5.0%	7%	20%	1,341,231	(864,861)
	FY 14-15 estimate	7,090,343	5.7%	5,958,535	9.9%	1,291,290	0	7,249,825	159,482	84%	102%	635,852	5.0%	9%	20%	1,418,069	(782,216)
	FY 15-16 estimate	7,590,621	7.1%	6,542,862	9.8%	1,291,290	0	7,834,152	243,531	86%	103%	879,384	5.0%	12%	20%	1,518,124	(638,740)
FY 16-17 estimate	7,756,010	2.2%	7,098,734	8.5%	1,291,290	0	8,390,024	634,014	92%	108%	1,513,398	5.0%	20%	20%	1,551,202	(37,804)	

# Bureau of Development Services - 2012 FIVE-YEAR FINANCIAL PLAN

## Appendix D

### 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	
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%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
	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%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
	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%	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%	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%	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	1,576,383	-5.0%	1,907,091	3.7%	384,391		2,291,482	715,099	121%	145%	(17,447)	8.0%	-1%	20%	315,277	(332,724)
	FY 11-12 estimate	2,784,904	76.7%	1,832,957	-3.9%	1,290,770		3,123,727	338,822	66%	112%	321,375	8.0%	12%	25%	696,226	(374,851)
FY 12-13 estimate	2,287,522	-17.9%	1,929,312	5.3%	400,076		2,329,388	41,866	84%	102%	363,241	5.0%	16%	25%	571,881	(208,640)	
FY 13-14 estimate	2,425,380	6.0%	2,015,555	4.5%	400,076		2,415,632	(9,748)	83%	100%	353,493	5.0%	15%	25%	606,345	(252,852)	
FY 14-15 estimate	2,559,229	5.5%	2,155,182	6.9%	400,076		2,555,258	(3,971)	84%	100%	349,522	5.0%	14%	25%	639,807	(290,286)	
FY 15-16 estimate	2,772,421	8.3%	2,302,273	6.8%	400,076		2,702,349	(70,071)	83%	97%	279,450	5.0%	10%	25%	693,105	(413,655)	
FY 16-17 estimate	2,748,402	-0.9%	2,438,860	5.9%	400,076		2,838,937	90,535	89%	103%	369,985	5.0%	13%	25%	687,101	(317,116)	

**City of Portland**

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



**Requested Budget**  
**Fiscal Year 2012-13**

**Submitted January 30, 2012**



CITY OF  
**PORTLAND, OREGON**

**Dan Saltzman, Commissioner**  
1221 S.W. 4<sup>th</sup> Avenue, Room 230  
Portland, Oregon 97204  
Telephone: (503) 823-4151  
Fax: (503) 823-3036  
dan@portlandoregon.gov

**January 30, 2012**

**To: Mayor Sam Adams**  
**Commissioner Nick Fish**  
**Commissioner Amanda Fritz**  
**Commissioner Randy Leonard**

**From: Commissioner Dan Saltzman**

**Subject: FY 2012-13 Requested Budget for the Bureau of Development Services**

I am pleased to present the Bureau of Development Services budget request. The proposal moves the bureau closer to our goal of providing the highest level of services to neighborhoods, permit applicants, the development industry, and Portland's residents.

Modest growth in the development industry and the local economy has allowed BDS to take steps toward recovery in 2011. Improved revenues enabled BDS to add back 17 staff positions in 2011. However, with an increasing workload, bureau staffing remains below levels that the current workload would demand. Unfortunately the bureau cannot meet its performance goals in some areas, impacting both development needs and neighborhood livability. With slightly increased revenues projected for FY 2012-13, this budget request adds 16.6 positions in fee-supported programs to bring the bureau's services up to adequate but not ideal levels next year.

However, I am very concerned about funding for Neighborhood Inspections, Land Use Services, and Noise Control. Currently and historically these programs have relied heavily on general fund dollars support. These programs provide services that benefit the entire community by enhancing neighborhood livability, maintaining the City's housing stock, stabilizing or improving property values, and implementing the City's policy goals.

I want to thank City Council members for your financial support of the Neighborhood Inspections, Land Use Services, and Noise Control programs. Without continued General Fund support the related services these programs provide will be negatively impacted and I am requesting that this support continue. Because these highly-valued programs serve the good of the city as a whole, I strongly believe (and the Development Review Advisory Committee and BDS's Budget Advisory Committee concur) that they should be funded primarily with public monies, rather than through user fees or penalties. The services provided by the Land Use Services program benefits the entire community by ensuring responsible, livable development.

The Neighborhood Inspections and Noise Programs also receive General Fund support. For both of these programs about 80 to 90% of property owners comply with BDS's initial requests for compliance with livability codes. That's commendable both for property owners who make the effort to clean up and fix up their properties and for BDS staff who strive for voluntary compliance. These collaborative techniques not only save the City money in terms of abatement and enforcement costs but also aid in promoting a positive approach to government.

It is inappropriate to ask individual property owners to bear the weight of these programs through user fees or penalties for code violations. And we should not rely on BDS's permit revenues to pick up the slack either, as those revenues are rightly devoted and restricted to building code program administration.

Since the benefit of local code enforcement accrues to the whole community, the whole community should share the cost. As a Council we must make a commitment to consistently support BDS's local code programs with General Fund dollars.

BDS has crafted a budget request that takes a balanced approach to address all of these issues. I have highlighted some of these requests below.

- 4%, 6%, and 8% General Fund Cuts –Decision Packages 1-3 respond to the Mayor's direction to all bureaus to provide 4%, 6%, and 8% cuts in the General Fund allocations in their operating budgets. BDS is meeting the 4% cut requirement by cutting a limited-term part-time City Planner position, reducing the schedules of other Land Use and Noise Control staff, and reducing nuisance abatement funds. The 6% and 8% cuts are met by reducing the work schedules of additional staff and making deeper reductions in nuisance abatement funds. The proposed General Fund cuts would reduce resources for programs that support neighborhood livability, hampering the bureau's ability to offer services effectively.
- Rental Enhanced Inspections Pilot Program - Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for two Housing Inspector FTE through federal Community Development Block Grant funds. Those two positions implement a project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund monies.

Decision Package 6 requests the continuation of \$164,796 in one-time General Fund support for the two Housing Inspector FTE. It is projected that the inspectors will conduct approximately 2,002 site inspections, evaluate the conditions of 1,500 rental units, and cite 3,662 violations within these rental units in FY 2012-13.

- Improve Neighborhood Inspections Program – Decision Package 8 requests the continuation of \$247,194 in one-time General Fund monies to support 3 Housing Inspector FTE in the bureau's Neighborhood Inspections Program. Prior to budget cuts in 2009 and 2010, these positions were in the bureau's budget. The addition of these positions in FY 2011-12 has resulted in substantial improvements to the program, including:
  - Significantly increased responsiveness to fire/life/safety and health/sanitation issues for occupied rentals; housing complaints are investigated within 3-5 days.
  - Case management duties (re-inspections, referral assistance, code hearings) have been restored, facilitating more timely compliance.
  - Staff has been able to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties to prevent neighborhood deterioration.
  - The 3 Housing Inspectors will have performed an additional 2,234 site inspections and inspected 1,000 units in FY 2011-12.
- EDPEP (Extremely Distressed Properties Enforcement Program) - In the fall 2011 Budget Monitoring Process (BuMP), BDS received one-time General Fund support for a Senior Housing Inspector position to implement EDPEP (Extremely Distressed Properties Enforcement Program).

EDPEP focuses on chronically un-maintained properties with nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats.

BDS is requesting the continuation of \$96,402 in one-time General Fund support for this critical neighborhood livability program.

- Improve Overall BDS Service Level - From 2009-2010, BDS lost over half of its staff due to steep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of these staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

Decision Package 4 proposes 16.6 staff additions (\$1.98 million) to allow the bureau to return services to acceptable levels and meet overall workload requirements in FY 2012-13. Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 16.6 FTE in this package. These positions will be added only as revenues are realized.

- Citywide Tree Project - In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to prepare to administer the Tree Project, including website design, public outreach, and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Tree Project commenced in July 2011, and Phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. Decision Package 10 requests the continuation of \$144,882 in one-time General Fund monies to support this position and help ensure a timely and smooth implementation of the new code.

As in years past, BDS has received considerable input into its budget request from staff, advisory groups, and key stakeholders. The BDS Labor Management Committee (LMC), the Development Review Advisory Committee (the bureau's citizen advisory group), and the BDS Budget Advisory Committee (BAC) have reviewed BDS' financial status and voiced their support for the bureau's budget priorities, Add Packages, and associated proposed fee increases. These groups have emphasized the importance of cost recovery for services and advocated for sufficient General Fund support for bureau programs that provide general community benefit.

BDS has established a reputation for excellent customer service, innovation, and labor/management collaboration. I and the bureau remain committed to the goal of making Portland's Bureau of Development Services the best development agency in the country. I fully support the recommendations in this budget request because they will best help BDS reach its goals and mission and remain financially stable.



## Labor Management Committee

City of Portland Oregon - Bureau of Development Services  
1900 SW Fourth Avenue, Suite 5000, Portland, Oregon 97201

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January 30, 2012

Commissioner Dan Saltzman  
1221 SW Fourth Avenue  
Portland, OR 97204

Dear Commissioner Saltzman,

The Labor/Management Committee (LMC) of the Bureau of Development Services (BDS) is unanimous in its support of BDS's FY 2012-13 Requested Budget. For several years, BDS management and labor have participated together in developing the bureau's budget. The LMC's mission is to promote a collaborative and positive relationship between labor and management through trust, fairness, and open communication.

As in previous years, all BDS employees were asked for their input into the budget process. Along with BDS's Budget Advisory Committee and the Development Review Advisory Committee, the LMC reviewed the bureau's financial status, revenue projections, and budget goals.

BDS is slowly beginning to recover from the recession and its impacts on the bureau's finances, staffing and service levels. In addition to several fee-supported staff positions that were added back in 2011, BDS received one-time General Fund monies for FY 2011-12 that have allowed the bureau to restore housing and nuisance enforcement services that are of vital importance to neighborhoods and of general benefit to the city as a whole. The LMC joins with BDS in urging City Council to extend these one-time funds in order to continue these important neighborhood services.

The LMC also supports BDS's request to add 16.6 fee-supported staff positions to improve service levels in programs throughout the bureau. These staff additions will be fully paid for with revenue from permit sales, and will not be filled until the funds are in hand. These positions will fill gaps in service that remain from the staff cuts in 2009 and 2010 and improve bureau response times. Additionally, the bureau is increasing its training funds to enhance professional development.

By approving BDS's Requested Budget, City Council will help to ensure that BDS can provide responsive services to its customers and stakeholders, facilitate development at a time it is sorely needed, and continue to rebuild its financial security.

Sincerely,

Curt French, LMC Co-Chair

Paul L. Scarlett, LMC Co-Chair





City of

## PORTLAND, OREGON

### Development Review Advisory Committee

1900 SW 4th Avenue, Suite 5000  
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[www.portlandonline.com/bds](http://www.portlandonline.com/bds)

January 27, 2012

Dear Mayor Adams and City Commissioners:

As Vice Chair of the City of Portland Development Review Advisory Committee (DRAC), I am writing you on behalf of the Committee in support of the Bureau of Development Services' (BDS) Requested Budget for fiscal year 2012-13. The DRAC membership is comprised of individuals representing significant construction, design, and neighborhood agencies and associations with interest in the outcome of policies, budgets, regulations, and procedures that affect the development review processes in the City of Portland.

As we reviewed BDS's financial status, priorities, and budget decisions over the last few months, we focused on a few areas of particular interest to DRAC members that impact BDS's budget:

#### Funding for Neighborhood Inspections, Noise and Land Use Services Programs

BDS is tasked with applying and enforcing both State building codes and several sections of City Code, including Zoning, Property Maintenance, Noise Control, and others. While building code enforcement is paid for by permit fees, BDS's Land Use, Neighborhood Inspections, and Noise Control programs depend on the City's General Fund to support their work in enforcing local codes.

These local code programs are critical to the community as they enhance neighborhood livability, enforce regulations that protect health and safety, and protect property values. Unfortunately, these programs have been underfunded for many years. General Fund support has been significantly reduced in recent years, and it is not appropriate for BDS to use building permit revenues to support the local code programs.

Given the public benefit realized by local code enforcement, we urge City Council to ensure that these programs are fully funded at levels sufficient to support full staffing. We fully support BDS's budget requests for continuation of both ongoing and one-time General Fund support for local code programs. Losing any of these funds would compel BDS to discontinue recently reinstated services and would create a detrimental effect on neighborhood livability.

#### Unfunded Mandates

On several occasions the DRAC has discussed the impact on BDS of demands from other bureaus for code implementation or enforcement services. Examples of this include Zoning Code changes and the Citywide Tree Project, which require the services of BDS planners, inspectors, and technical staff. Having lost over half its staff in the recession, BDS is still in recovery and remains understaffed in several key areas. Responding to demands for services from other City bureaus stretches an already thin staff still further, affecting regular BDS services to customers.

We have repeatedly encouraged BDS to quantify the costs of requests for services from other agencies and bureaus and to seek reimbursement for those costs. We are pleased that the bureau is now doing

this in many areas. We urge City Council to ensure that funding is in place before code changes are made, in order to minimize the impact to existing BDS services.

#### Fee Increases

While we would rarely advocate for fee increases, we are aware of the role that setting fees plays in helping BDS hire and maintain staff as well as achieve its goals of providing timely, high-quality services, reaching overall cost recovery, and building prudent reserves to sustain operations during down economic times. We commend BDS's continuing efforts to keep fee increases low by increasing efficiency and streamlining services.

We also recognize that a significant driver to fee increases for BDS is rising personnel costs due to wage and benefit increases. We have continually reminded BDS that especially now - in a recovering economy - when many BDS customers are struggling to make projects economically viable, these regular increases to cover rising personnel costs are difficult to accept. When engaged in labor negotiations, we urge the City to always keep in mind the impacts of increased labor costs on City customers and to do all in its power to contain those costs. We also urge City Council to consider the cumulative impact of fee increases from all the development bureaus (Water, Environmental Services, Transportation, and Parks), particularly those related to Systems Development Charges (SDCs).

#### Internet Technology Advancement Project (ITAP)

We are excited by the promise of ITAP. The benefits of moving to an online permitting system are clear – a streamlined process, immediate access to information, and the ability to conduct much of the development review process online rather than in person. ITAP has the potential to deliver significant time and cost savings to customers and BDS. We also believe that it is vital that ITAP be completed on or under budget.

DRAC members unanimously support the recommendations in the BDS Requested Budget for fiscal year 2012-13, including adding 16.6 fee-supported and seven General Fund supported positions. Together with the Bureau, we will continue to track and evaluate revenues so we are able to support any necessary adjustments to the budget or programs. We want to commend the efforts of Paul Scarlett and his staff for balancing the needs of the community with the demands of service in such challenging times.

DRAC respectfully requests that you approve the BDS Requested Budget. This budget continues to support neighborhoods and business, and it strengthens positive partnerships between the private sector, neighborhoods, and government.

Please feel free to contact me to ask questions or receive additional information. I can be reached at 503-224-9656 or [keith@gbdarchitects.com](mailto:keith@gbdarchitects.com).

Sincerely,

A handwritten signature in black ink, appearing to read "Keith Skille".

Keith A. Skille AIA, Vice Chair  
Development Review Advisory Committee

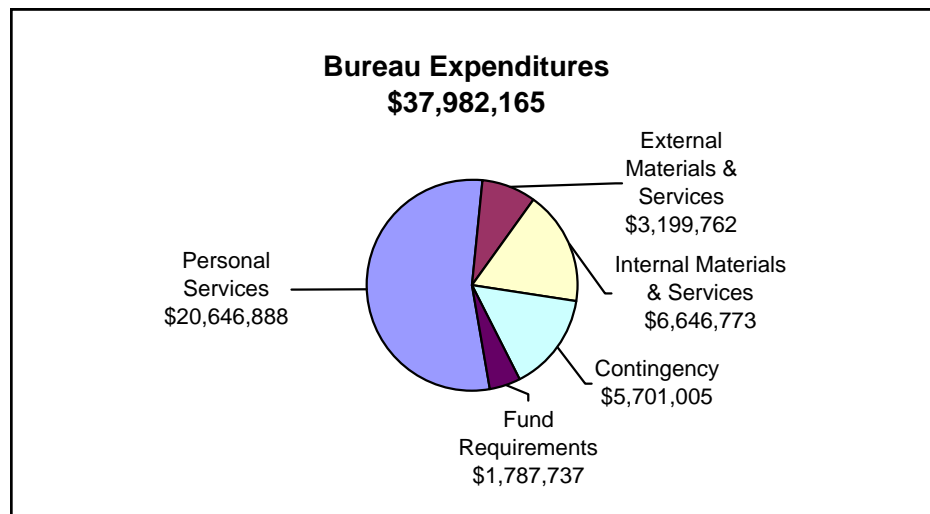
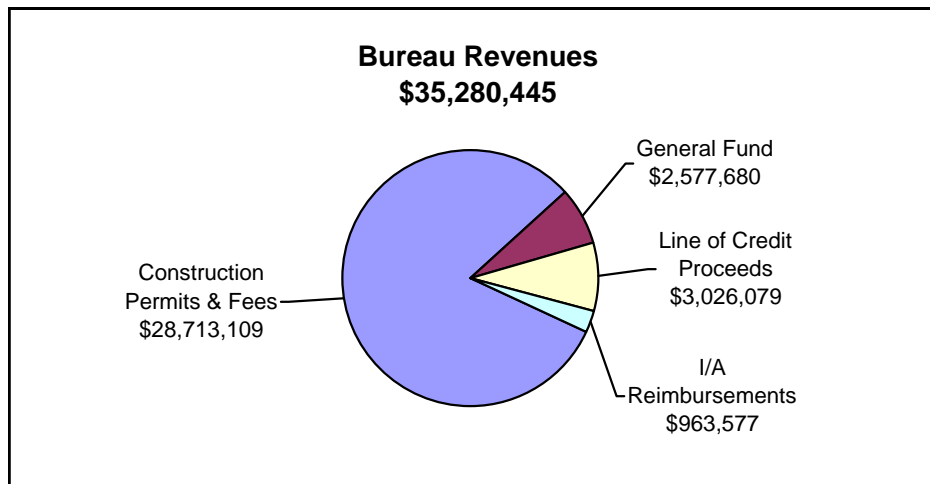
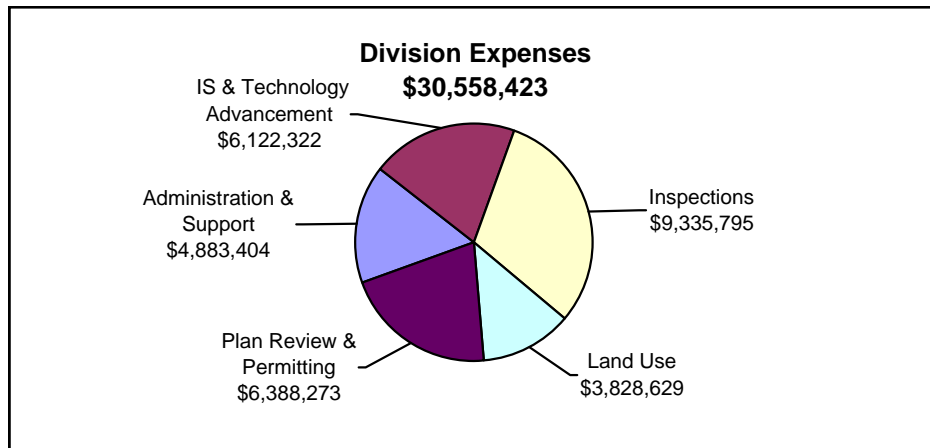
**City of Portland**  
**Bureau of Development Services**

**Requested Budget**  
**Fiscal Year 2012-13**

**Submitted January 30, 2012**

# Bureau of Development Services

## FY 2012-13 Budget

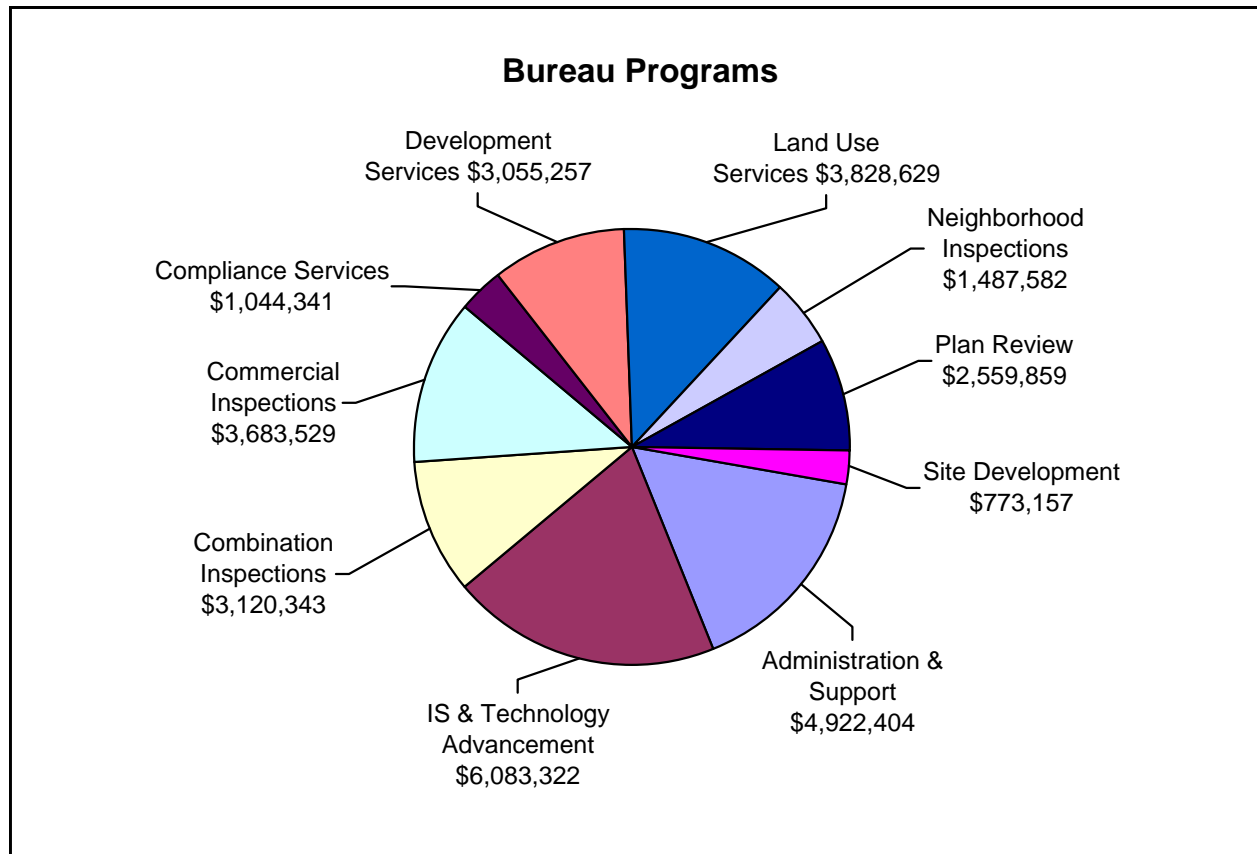


# **Bureau of Development Services FY 2012-13 Budget**

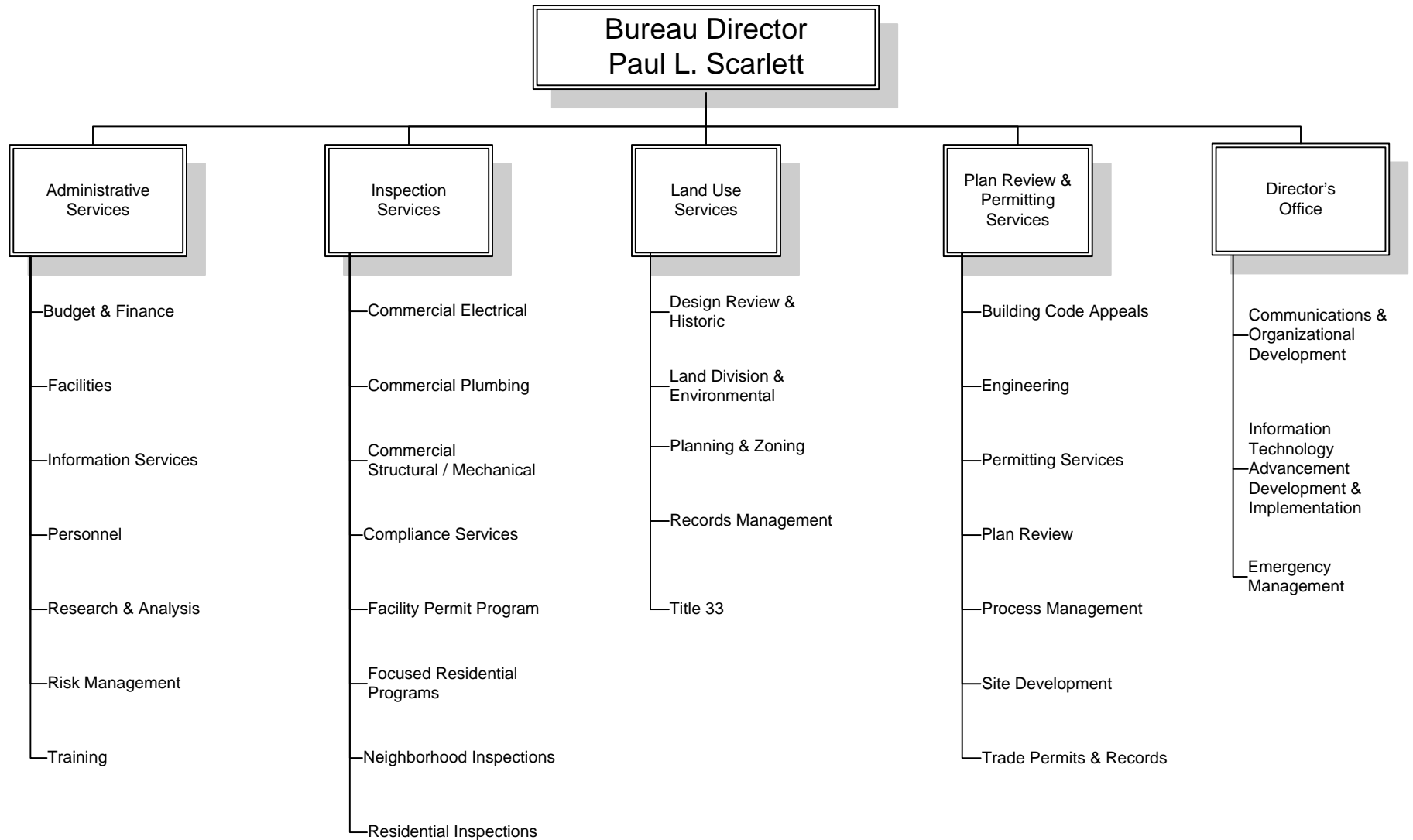
Community Development Service Area

Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director



# Bureau of Development Services



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# Bureau Summary

## **BUREAU MISSION**

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

## **BUREAU OVERVIEW**

### ***General Description***

BDS is an integral part of development in the City of Portland. Bureau staff actively works with developers, builders, and homeowners to guide them through the development process. The bureau manages programs that ensure construction and land use codes are followed, and BDS is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance. The bureau also provides assistance to customers from pre-application all the way through construction. BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau also enforces the Zoning, Sign, and Property Maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases. This budget request includes 196.92 FTE and an operating budget of \$30.6 million, funded primarily through permit fees and charges.

### ***Customer Service Culture***

The bureau's mission requires being responsive to the development community, neighborhoods and citizens. BDS's vision is to be the best development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by satisfying neighborhood organizations' and citizens' concerns about the quality of development and the need for access to information.

BDS remains committed to these goals as it continues to recover from the financial challenges experienced by the development industry and the overall economy in the last few years. Declining permit revenues and workload led to staff reductions in 2009 and 2010, such that BDS now has less than half the staff it had three years ago. As permit revenues began to recover in 2011, the bureau was able to add back 12 positions in the first half of FY 2011-12 to address the most critical customer service needs. Based on permit revenue projections for FY 2012-13, this budget request includes additional positions to address ongoing service level issues as the economy recovers. BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services. BDS staff remains committed to working collaboratively with customers to problem-solve and reach solutions.

### ***State Statutes and Administrative Rules***

*City enforces a variety of state and local statutes.*

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is also responsible for administering a variety of local regulations adopted within the City Code, including the Planning and Zoning Code under Title 33 of the City Code, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).



## **STRATEGIC DIRECTION**

BDS receives approximately 90% of its revenues from construction permits and land use reviews. The bureau's key issues and budget goals are therefore directly related to the economy and its impacts on the development industry and BDS's ability to deliver the best service possible.

### **Cost Recovery / Program Efficiencies**

Achieving full cost recovery for bureau programs wherever possible will continue to be one of BDS's main financial goals. As in past budget cycles, the bureau will seek to keep land use and permit fees reasonable for customers and make progress toward full cost recovery and adequate service levels. The bureau will also continue to examine cost saving measures and ways to make programs and services more efficient and effective, including looking at program structures, processes, innovation, and best practices.

### **Service Improvement Plan**

BDS's FY 2012-13 Service Improvement Plan (SIP) describes the bureau's continuing dedication to provide excellent services to customers and the community as it gradually rebuilds its financial reserves and adds staff. The SIP focuses on obtaining the human, financial, and technological resources that will enable BDS to continue to provide quality services.

### Adequate Staffing

Bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. From 2009-2010, BDS reduced its staff by over one-half due to deep declines in permit revenues prompted by the scarcity of large development projects. As the slight increase in revenues materialized, the bureau began slowly adding back staff in FY 2011-12 in order to address workload requirements and provide adequate services to customers and stakeholders. Current projections indicate that BDS will have sufficient revenues to add up to 16.6 FTE in FY 2012-13. As always, the bureau will take a measured approach to staffing efforts, and will not make hires until sufficient revenue is available. The bureau will continue to be flexible in its staffing so it can be responsive to changes in the development industry and workload.

### Technology

The bureau is continuing its progress toward a new web-based system for the City's development review process. The Information Technology Advancement Project (ITAP) will greatly enhance the level of automation in development review while improving public access to information. The bureau will issue a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place by summer 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014.

### General Fund Support

BDS receives General Fund support for several local programs that provide general public benefit, including Land Use Services, Neighborhood Inspections, and Noise Control. It is critical that BDS's local programs receive sufficient General Fund support to ensure that key services can be provided to the community. A continued shortfall in General Fund monies and program revenues led to staff reductions in 2009 and 2010. Services in these programs were dramatically reduced, leading to significant impacts in neighborhood livability issues.

This budget includes requests for the continuation of ongoing General Fund support for the bureau's local programs along with the continuation of one-time General Fund monies that were approved in FY 2011-12. The one-time funds support five Housing Inspectors in the Neighborhood Inspections Program, a Senior Housing Inspector focused on addressing chronic un-maintained properties, and a Program Coordinator position needed for the launch of the Citywide Tree Code approved by City Council.

BDS's Budget Advisory Committee, Labor Management Committee, and the Development Review Advisory Committee (DRAC) have all expressed unanimous support for these requests for continued ongoing and one-time General Fund support.

## **SUMMARY OF BUDGET DECISIONS**

The creation of the bureau's annual budget request involves the active participation of a variety of staff and stakeholder groups. All bureau work groups have had opportunities to give input into the budget process. The BDS Budget Advisory Committee (BAC), comprised of external stakeholders plus BDS labor representatives and non-represented staff, met several times and has given its approval of the bureau's budget priorities, financial directions, and all of the add packages. For the sixth consecutive year, BDS's Labor Management Committee (LMC) has also reviewed and participated in the bureau's budget planning process and have given their support to the budget request. The BDS budget also has the support of the Development Review Advisory Committee (DRAC), which is composed of local representatives from the construction and development industry, neighborhoods, and the community.

These decision packages address critical customer and stakeholder needs and cuts required by City Council, while allowing the bureau to maintain its fiscal responsibility.

### Cut Packages

All City bureaus were directed to develop reduction packages totaling 4%, 6%, and 8% of the General Fund allocations in their operating budgets. BDS receives General Fund support for its local code programs (Neighborhood Inspections, Land Use Services, and Noise Control). Any reduction in General Fund support will result in reduced staffing and or services.

In addition, bureaus were instructed that all one-time General Fund monies were being discontinued and would need to be re-requested. BDS's budget decisions therefore include both cut and add packages for the bureau's one-time General Fund grants,

### Add Packages

BDS's add packages are focused on the continuation of critical one-time General Fund support and the gradual addition of fee-supported positions to address workload needs and restore services to acceptable levels.

### **DP 01 – 4% General Fund Cut**

For BDS, this cut equates to a reduction of \$83,670. The bureau is meeting this requirement by cutting a part-time position, reducing the work schedules of two other Land Use Services staff, and making reductions to funds for nuisance abatements and staffing in the Noise Program. These cuts will negatively impact turnaround times for Historic Design reviews and building permit plan review, lead to 22 fewer nuisance abatements performed, significantly reduce the ability of the Noise Program to respond to noise complaints (an additional 175 complaints will receive no response), and reduce after-hours noise enforcement services.

**DP 02 – 6% General Fund Cut**

This decision package includes the cuts in DP 01 plus an additional 2%, and will result in a total reduction of \$125,505. In addition to the cuts required in DP 01, BDS will reduce the work schedules of two additional Land Use Services staff and will make deeper reductions to funds for nuisance abatements and staffing in the Noise Program. In addition to the impacts outlined in DP 01, these cuts will lengthen the response time to messages left on the bureau's Zoning Hotline and the time required to perform completeness reviews for Land Use applications. The bureau will perform 34 fewer nuisance abatements, respond to 269 fewer noise complaints, and significantly reduce noise inspections and citations.

**DP 03 – 8% General Fund Cut**

This decision package includes the cuts in DP 01 and DP 02 plus an additional 2%, and will result in a total reduction of \$167,340. In addition to the cuts required in DP 01 and DP 02, BDS will reduce the work schedules of three additional Land Use Services staff and will make deeper reductions to funds for nuisance abatements and staffing in the Noise Program. In addition to the impacts outlined in DP 01 and DP 02, these cuts will lengthen the response times for notifications of land use review decisions and final plat reviews, and will reduce administrative functions that support land use reviewers. In addition, the bureau will perform 45 fewer nuisance abatements, respond to 357 fewer noise complaints, and virtually eliminate the ability to perform noise inspections and issue citations. The elimination of these services will decrease the limited existing fee revenues the Noise Program receives.

**DP 04 – Improve Overall BDS Service Level**

From 2009 - 2010, BDS lost over half of its staff due to deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of 12 staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

The 16.6 staff additions proposed in this \$1,976,346 decision package will respond to the increase in work projected for FY 2012-13 and will improve the bureau's response time and customer service. Contractors and developers will experience quicker response times in inspections and plan review which will positively impact their bottom line. Neighborhoods and residents will see improved response to their requests for service for zoning and compliance complaints. In addition the bureau will refocus on improving its skills to respond to its damage assessment responsibilities in case of emergency.

Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 16.6 FTE in this package. These positions will be added only as revenues and/or workload are realized.

**DP 05 – CUT Enhanced Rental Inspection Program**

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. This program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program effectively motivates landlords to provide and maintain safe and healthy rental hous-

ing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units in East Portland. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for the two Housing Inspector FTE through federal Community Development Block Grant funds. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund monies.

Bureaus were instructed that all one-time General Fund monies were being discontinued and would need to be re-requested. This package cuts the two Housing Inspector FTE that implemented the Enhanced Rental Inspection Program. Please see DP 06 for BDS's request to reinstate this funding.

In accordance with the Mayor's directions, this package cuts the two Housing Inspector FTE. Please see DP 06 for BDS's request to reinstate the funding for these positions.

#### **DP 06 – ADD Enhanced Rental Inspection Program**

Until FY 2011-12, the Portland Housing Bureau (PHB) had provided support for two Housing Inspector FTE through federal Community Development Block Grant funds. The positions implement a project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. In FY 2011-12 the Block Grant funds were unavailable and the positions were supported through one-time General Fund monies.

This package requests the reinstatement of \$164,796 in one-time General Fund support for two Housing Inspector FTE to continue implementing the Enhanced Rental Inspection Program, as described in DP 05. The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for citizens of Portland and is a basic service for the City's low-income and vulnerable renters. The continuation of the Enhanced Rental Inspection Program will help provide safe and healthy housing conditions for renters, and will result in 1,028 initial site inspections, 1,500 rental units being inspected, and up to 3,662 violations being cited. This decision package will continue increased services being offered to vulnerable renters in East Portland.

#### **DP 07 – CUT Improve Neighborhood Inspections Program**

The Bureau's Neighborhood Inspections Program helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures. In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

In accordance with the Mayor's directions, this package cuts the three Housing Inspector FTE in the bureau's Neighborhood Inspections Program. This decision package will result in a reduction of 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. This will lead to many unresolved complaints, an increase in neglected properties that impact surrounding property values, and potentially a negative impact on property sale activity throughout the city. The "broken window" theory suggests that this decision package will have a negative impact on neighborhood livability as evidenced by increased crime, squatters, vagrants, and service calls to City public safety agencies. BDS will be compelled to immediately implement prior reduced service levels and will not be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be lengthened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will decrease.

Please see DP 08 for BDS's request to reinstate this funding.

#### **DP 08 – ADD Improve Neighborhood Inspections Program**

This package requests the reinstatement of \$247,194 in one-time General Fund monies to support 3 Housing Inspector FTE in the bureau's Neighborhood Inspections Program. Neighborhood Inspections helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures.

In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

This decision package will result in an increase of 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. This will lead to many more complaints being resolved and a reduction in the number of neglected properties that impact surrounding property values. The "broken window" theory suggests that this decision package will help address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

#### **DP 09– EDPEP (Extremely Distressed Properties Enforcement Program)**

In the fall 2011 Budget Monitoring Process, in response to chronic property maintenance violations at some properties in the city due to the prolonged recession and mortgage-related foreclosures, City Council approved one-time General Fund support to BDS for a Senior Housing Inspector position to implement EDPEP (Extremely Distressed Properties Enforcement Program).

EDPEP focuses on un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to

relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.

BDS is requesting the continuation of \$96,402 in one-time General Fund support for this critical neighborhood livability program.

**DP 10 – Citywide Tree Project**

In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Citywide Tree Project commenced in July 2011, and phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. BDS is therefore requesting the continuation of \$144,882 in one-time General Fund monies to support this position and help ensure a timely and smooth implementation of the new code.

# Administration Program

## ***Description***

The Administration Program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are the Office of the Director, communications, customer service, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

## ***Relationship to Goals***

The Administration Program supports the Citywide goal to protect and enhance the natural and built environment.

## ***Changes to Services and Activities***

### **Information Technology Advancement Project**

In 2011, City Council approved BDS's proposal to move to an online review and permitting system. The Information Technology Advancement Project (ITAP) includes the replacement of the bureau's permitting and case tracking software (TRACS) and the digitization of historical permit and property information, making the records accessible online free of charge. Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically.

ITAP will improve the level of automation and public access to information at BDS, save customers and stakeholders time and money, and decrease the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

In early February 2012 a Request for Proposal (RFP) will be issued to vendors, with vendor selection taking place by summer 2012. ITAP implementation will likely start in fall 2012, with project "go live" beginning at the end of 2014. ITAP will be central to BDS's ability to provide services effectively and efficiently into the future.

### **Talent Development**

Approximately 48% of BDS employees will be eligible to retire within the next 5 years. Unfortunately, due to the staff cuts in the last few years, BDS has had to dramatically reduce its resources devoted to training and workforce development.

In order to prepare effectively for the future, BDS will focus attention in FY 2012-13 and beyond on developing future leaders; planning for succession to management, leadership, and technical positions; upgrading the skills of current employees; and re-affirming the bureau's commitment to diversity. Additional Administrative Services staff support will be needed to accomplish these goals.

### **Code Guides**

The bureau will resume its work on providing documentation of code interpretations to both the development industry and employees. The City's Development Review Advisory Committee pointed out that this service needed to be re-instated. New and updated Program Guides, Code Guides and City and State Code will increase efficiency and effectiveness of customers and staff alike, because policies and code interpretations will be more clearly defined.

# Commercial Inspections Program

## ***Description***

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

The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Planning, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Division, which also includes Combination Inspections and the Enforcement Program.

## ***Relationship to Goals***

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

## ***Performance***

The number of commercial inspections is projected to decrease from 47,076 in FY 2010-11 to 43,000 in FY 2011-12, then rise to 48,000 in FY 2012-13. Commercial inspectors currently average 16 inspections per day, consistent with FY 2010-11. This number is projected to remain constant in FY 2012-13. The percentage of inspections made within 24 hours of request was 92% in FY 2010-11. It is projected to increase to 98% in FY 2011-12 and drop back to 90% in FY 2012-13 as the number of inspections rises.

## ***Changes to Services and Activities***

### **Inspection Limitation**

In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.

### **Staff Training and Outreach**

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

### **Section Manager Ride-Alongs**

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.



# Compliance Services Program

## ***Description***

The Compliance Services Program is composed of three code compliance work groups: Zoning, Construction, and Noise Code enforcement. These three work groups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, and Chapter 13/Systematic Inspections. For budgeting purposes, the Neighborhood Inspections Program is still shown as a separate program.

## ***Goals***

Compliance Services supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

The bureau projects there will be 3,250 zoning, construction, and noise code violation cases in FY 2012-13. This is a slight increase from previous years. The number of properties to be assessed code enforcement fees is projected to increase from 206 in FY 2010-11 to 250 in FY 2011-12 and FY 2012-13.

## ***Changes to Services and Activities***

### **Staff Training and Outreach**

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

### **Section Manager Ride-Alongs**

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

# Combination Inspections Program

## ***Description***

The Combination Inspections Program ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Division, which also includes Commercial Inspections, the Enforcement Program, and the Facility Permit Program.

## ***Relationship to Goals***

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

Historically, the percentage of inspections made within 24 hours of request has been from 96-99%. In FY 2009-10 the percentage fell to 78% due to staffing reductions, declining revenues, and a workload that did not decrease proportionally. The percentage increased slightly to 80% in FY 2010-11, is projected to increase to 85% in FY 2011-12 and to 90% in FY 2012-13. About 77,000 inspections were performed in FY 2010-11; this number is projected to decrease to 72,000 in FY 2011-12 and FY 2012-13. The average number of inspections per inspector per day is projected to decrease from 24.5 in FY 2010-11 to 22 in FY 2011-12 and FY 2012-13.

## ***Changes to Services and Activities***

### **Inspection Limitation**

In order to improve efficiency and more fully recover the costs of permit inspections, inspection limitation procedures will be implemented in FY 2012-13. Each permit will include a specified number of inspections, based on the type of work being done and/or the permit valuation. Each inspection requested beyond the indicated number will be charged the bureau's approved inspection fee. This approach will provide incentive for permit holders to bundle inspections together and to avoid unnecessary inspection requests that increase BDS's costs.

### **Staff Training and Outreach**

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

### **Section Manager Ride-Alongs**

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

# Land Use Services Program

## ***Description***

The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code) which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.

## ***Goals***

LUS supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

The number of land use reviews and final plats is projected to decrease from 560 in FY 2010-11 to 520 in FY 2011-12 and FY 2012-13. The number of zoning plan checks is projected to increase from 4,286 in FY 2010-11 to 4,400 in FY 2011-12 and FY 2012-13.

## ***Changes to Services & Activities***

### **Streamline Public Notices**

As required by State law and the Zoning Code, LUS sends notices to property owners near a site where a land use review is taking place. Currently, staff goes beyond the minimum notice requirements by providing detailed additional information to help property owners more fully understand what development is being proposed. In light of the proposed General Fund cut packages, LUS will reduce printing and mailing costs by forgoing the additional information in the notices and sending only what is required by law.

### **Tree Code**

LUS staff will continue coordinating with staff from Urban Forestry and the Bureau of Environmental Services to prepare for Phase II of the Citywide Tree Project, including process mapping, making changes to TRACS (permitting system), the creation of a new Tree Website, new application and appeals forms and brochures, and outreach and education. Phase II is scheduled to begin implementation in February 2013.

### **Involvement with the Bureau of Planning and Sustainability (BPS)**

In FY 2012-13 LUS staff will be working with staff from BPS on several long-range planning projects, including the City's updated Comprehensive Plan, the Urban Food Code, the Barbur Concept Plan, the SE 122nd Ave Rezoning Project, and the West Hayden Island Plan. This coordination between the two bureaus can streamline the planning process and improve project implementation.

# Neighborhood Inspections Program

## ***Description***

The Neighborhood Inspections Program protects the health, safety, and welfare of Portland residents, prevents deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.

The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Noise Control, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, and Chapter 13/Systematic Inspections. For budgeting purposes, Neighborhood Inspections is still shown as a separate program.

## ***Relationship to Goals***

The Neighborhood Inspections Program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability.

## ***Performance***

The number of housing case intakes is projected to increase from 1,323 in FY 2010-11 to 1,400 in FY 2011-12 and FY 2012-13. The number of nuisance case intakes is projected to increase from 4,400 in FY 2010-11 to 4,500 in FY 2011-12 and FY 2012-13.

## ***Changes to Services and Activities***

### **Staff Training and Outreach**

Staff training and participation in outreach events was sharply curtailed with the significant staff and budget cuts in 2009 and 2010. With improved revenues and staff additions, the bureau will increase the frequency of opportunities for training (particularly in-house training) and participation in outreach events for all inspections staff. In particular, all certified inspection staff need ongoing training for code changes and code interpretation in order to maintain their certifications. Increased participation in these activities will increase staff effectiveness, improve community education and awareness, and strengthen BDS's relationships with stakeholders and the larger community.

### **Section Manager Ride-Alongs**

The Inspections Division will resume section manager ride-alongs with inspectors in FY 2012-13. Ride-alongs provide an opportunity for closer observation of inspectors' work and give inspectors an opportunity to consult directly with a section manager on issues as they arise in the field. Ride-alongs can improve communication and understanding between inspectors and section managers and help section managers give more specific input and training.

# Development Services Program

## ***Description***

The Development Services Program manages the flow of the public permitting process from early assistance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 35,000 plumbing, electrical, mechanical, and sign permits in FY 2009-10. Permitting Services staff performed intakes for 7,400 building permit applications in FY 2009-10, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.

## ***Relationship to Goals***

The Development Services Program supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

The percentage of building permits issued over-the-counter (on the same day as permit intake) is projected to remain constant at 60% from FY 2010-11 through FY 2012-13. Total building permits issued (commercial and residential combined) is projected to increase from 7,490 in FY 2010-11 to 7,800 in FY 2011-12 and FY 2012-13. In FY 2010-11, 71% of pre-issuance checks of permits were processed within 2 days; that number is projected to increase to 75% in FY 2011-12 and FY 2012-13.

## ***Changes to Services and Activities***

### **Online Fee Estimator**

BDS is currently implementing a new “public portal” to the existing permitting system. This online access opens the door to rolling out an Online Fee Estimator. This tool will allow customers to enter information about their project and then receive an estimate of City development fees and charges, including Systems Development Charges. Implementation is anticipated by summer 2012.

### **Digitization of Permit Records**

BDS anticipates transitioning from creating and storing microfiche records of issued permits and required documents to creating and storing those documents electronically. Expected results include significant efficiency gains in the records retrieval process (for staff and the public), lower expenditures for the creation and retrieval of records, and greater durability of the records themselves.

### **Increased Hours for Permit Intake/Review**

Currently, the Development Services Center (DSC) is open for permit intake/review services Tuesday – Friday from 8:00 a.m. – 12:00 p.m. With the approval of the staff additions requested in this budget, the bureau anticipates being able to offer these services one full day per week. Implementation of this change would occur as sufficient staff are hired.

# Site Development Program

## ***Description***

The Site Development Program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 and all required erosion control measures.

The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.

## ***Goals***

The Site Development program supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

The number of working days from site development plan submittal to the first review is projected to improve from 12.75 days in FY 2010-11 to 11.5 days in FY 2011-12 and to 8.1 days in FY 2012-13. The number of site development plan reviews performed is projected to increase from 1,239 in FY 2010-11 to 1,500 in FY 2011-12 and FY 2012-13, while the number of Site Development permit inspections performed is projected to decrease from 291 in FY 2010-11 to 247 in FY 2011-12 and further to 210 in FY 2012-13.

## ***Changes to Services and Activities***

### **Staff Alignment with Program Needs**

The Site Development Program has undergone significant changes in workload and staffing over the last several years due in large part to economic conditions. Several program components, including party sewers, onsite stormwater, and erosion control inspections have been transferred or consolidated into other divisions or bureaus. Additionally, the decline in residential development has resulted in fewer site development permits for new subdivision and private street developments. The workload is now more heavily weighted toward land use and permit review for geotechnical, steep slope and floodplain issues.

To better align staff skills with the changing workload in FY 2012-13, a civil engineer position will be reclassified to a geotechnical engineer position in the second half of FY 2011-12. This change is expected to improve land use and permit review timelines. The Site Development Program will also move toward assigning a single staff person to the land use review, permit review, and inspection phases of a project to improve overall continuity and gain efficiency.

### **Participation in Digitization Project**

In FY 2011-12, the Environmental Soils subprogram initiated participation in the first phase of the BDS Digitization Project to transition to digital archiving of documents. Participation in the program will continue into FY 2012-13.

# Plan Review Program

## ***Description***

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

## ***Relationship to Goals***

The Plan Review Program supports the Citywide goal to protect and enhance the natural and built environment.

## ***Performance***

Building plan review is performed by staff from BDS and as many as five other City bureaus, each impacted by the recession. The bureau projects that in FY 2011-12 and FY 2012-13, the City as a whole will meet its plan review turnaround goals for 85% of residential plans (down from 87% in FY 2010-11) and 70% of commercial plans (down from 74% in FY 2010-11).

## ***Changes to Services and Activities***

**Revision to Minor Dormer code guide** – New lateral resistance (e.g. earthquake) requirements have been adopted, and therefore it is important the bureau rewrite the Minor Dormer Code Guide. The updated code guide will provide much-needed assistance to customers and guidance to staff so that these codes are implemented consistently.

## ***Prefabricated Metal Buildings***

In order to streamline the submittal process and clarify submittal requirements for customers, BDS will create program guidelines for Prefabricated Metal Buildings. Metal building packages appear to be an economical choice for some customers. Providing earlier assistance with submittal options and requirements will make the review process and timelines more predictable.

## ***Intake Process and Assignment of Structural Review***

In order to streamline the plan review process, staff will examine the decision process that determines whether plans are assigned to life safety plans examiners or structural engineers for review. Assigning more typical construction plans to plans examiners should simplify the review process and provide faster turnaround times for certain types of plans.

### Summary of Bureau Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Bureau of Development Services</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	2,012,806	0	0	3,442,377	3,442,377
Personal Services	18,467,660	15,727,571	19,216,653	18,909,090	20,646,888
External Materials and Services	1,262,800	643,270	2,511,387	3,109,811	3,199,762
Internal Materials and Services	6,302,622	6,062,683	6,631,671	6,424,232	6,646,773
Capital Outlay	0	7,500	0	65,000	65,000
Debt Service	627,062	2,182,106	755,372	887,336	887,336
Fund Transfers - Expense	2,264,514	2,357,482	2,172,972	835,401	835,401
Contingency	0	0	1,260,286	7,677,351	5,701,005
<b>Total Expenditures</b>	<b>30,937,464</b>	<b>26,980,613</b>	<b>32,548,341</b>	<b>41,350,598</b>	<b>41,424,542</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,896,743	0	515,338	6,144,097	6,144,097
Licenses & Permits	15,739,373	16,275,532	17,660,488	19,748,569	19,748,569
Charges for Services	6,008,843	6,008,539	5,852,427	7,256,665	7,256,665
Intergovernmental Revenues	0	4,049	0	0	0
Interagency Revenue	895,627	1,069,435	855,410	963,577	963,577
Fund Transfers - Revenue	1,928,117	1,907,356	3,031,800	2,091,746	1,924,406
Bond and Note Proceeds	1,500,000	1,500,000	2,602,149	3,026,079	3,026,079
Miscellaneous Sources	1,968,761	1,896,430	2,030,729	2,119,865	1,707,875
General Fund Discretionary	0	0	0	0	653,274
<b>Total Resources</b>	<b>30,937,464</b>	<b>28,661,342</b>	<b>32,548,341</b>	<b>41,350,598</b>	<b>41,424,542</b>



## Summary of Program Budgets

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Bureau of Development Services</b>					
<b>Administration &amp; Support</b>					
Administration & Support	6,135,463	6,618,142	9,286,086	10,710,646	11,005,726
<b>Total Administration &amp; Support</b>	<b>6,135,463</b>	<b>6,618,142</b>	<b>9,286,086</b>	<b>10,710,646</b>	<b>11,005,726</b>
<b>Combination Inspections</b>					
Combination Inspections	2,811,121	2,500,209	2,886,643	2,808,445	3,120,343
<b>Total Combination Inspections</b>	<b>2,811,121</b>	<b>2,500,209</b>	<b>2,886,643</b>	<b>2,808,445</b>	<b>3,120,343</b>
<b>Commercial Inspections</b>					
Commercial Inspections	3,632,442	3,271,919	3,697,699	3,535,995	3,683,529
<b>Total Commercial Inspections</b>	<b>3,632,442</b>	<b>3,271,919</b>	<b>3,697,699</b>	<b>3,535,995</b>	<b>3,683,529</b>
<b>Compliance Services</b>					
Compliance Services	0	14,446	815,439	789,047	1,044,341
<b>Total Compliance Services</b>	<b>0</b>	<b>14,446</b>	<b>815,439</b>	<b>789,047</b>	<b>1,044,341</b>
<b>Development Services</b>					
Development Services	223,090	534,824	3,269,703	2,839,923	3,055,257
<b>Total Development Services</b>	<b>223,090</b>	<b>534,824</b>	<b>3,269,703</b>	<b>2,839,923</b>	<b>3,055,257</b>
<b>Land Use Services</b>					
Land Use Services	4,436,537	2,994,832	3,346,819	3,450,372	3,828,629
<b>Total Land Use Services</b>	<b>4,436,537</b>	<b>2,994,832</b>	<b>3,346,819</b>	<b>3,450,372</b>	<b>3,828,629</b>
<b>Neighborhood Inspections</b>					
Neighborhood Inspections	1,110,845	942,387	2,098,884	1,425,229	1,487,582
<b>Total Neighborhood Inspections</b>	<b>1,110,845</b>	<b>942,387</b>	<b>2,098,884</b>	<b>1,425,229</b>	<b>1,487,582</b>

### Summary of Program Budgets

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Bureau of Development Services</b>					
<b>Plan Review</b>					
Plan Review	5,676,115	4,291,146	2,304,156	2,274,439	2,559,859
<b>Total Plan Review</b>	<b>5,676,115</b>	<b>4,291,146</b>	<b>2,304,156</b>	<b>2,274,439</b>	<b>2,559,859</b>
<b>Site Development</b>					
Site Development	2,007,469	1,273,120	654,282	674,037	773,157
<b>Total Site Development</b>	<b>2,007,469</b>	<b>1,273,120</b>	<b>654,282</b>	<b>674,037</b>	<b>773,157</b>
<b>Debt Management</b>					
Debt Management	0	0	0	0	0
<b>Total Debt Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Programs</b>	<b>26,033,082</b>	<b>22,441,025</b>	<b>28,359,711</b>	<b>28,508,133</b>	<b>30,558,423</b>

## Bureau of Development Services

### Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
DS_0001 - Commercial inspections	WORKLOAD	51,080	47,076	43,000	48,000	52,000
DS_0002 - Number of inspections per day, per inspector	EFFECTIVE	17.01	15.84	16.00	16.00	16.00
DS_0003 - Percent of inspections made within 24 hours of request	EFFECTIVE	98%	92%	98%	90%	95%
DS_0004 - Enforcement cases prepared and presented to code hearings officer	WORKLOAD	2	2	6	6	6
DS_0005 - Zoning code violation statistics (cases, inspections, and letters)	WORKLOAD	3,041	2,501	3,250	3,250	3,250
DS_0006 - Home occupation permits	WORKLOAD	142	132	100	100	100
DS_0007 - Number of properties assessed code enforcement fees	WORKLOAD	181	206	250	250	250
DS_0008 - Residential inspections	WORKLOAD	79,931	77,018	72,000	72,000	76,000
DS_0009 - Number of inspections per day, per inspector	EFFECTIVE	22.43	24.52	22.00	22.00	22.00
DS_0010 - Percent of inspections made within 24 hours of request	EFFECTIVE	78.3%	80.0%	85.0%	90.0%	95.0%
DS_0011 - Number of inspection trips reduced due to multi-certified inspectors	EFFICIENCY	16,895	16,145	20,700	16,000	16,000
DS_0012 - Land Use Review and Final Plat Applications	WORKLOAD	587	560	520	520	520
DS_0013 - Zoning plan checks processed or in process	WORKLOAD	3,814	4,286	4,400	4,400	4,400
DS_0014 - Noise violation inspections	WORKLOAD	249	111	300	300	130
DS_0015 - Noise variances processed	WORKLOAD	491	485	560	560	560
DS_0016 - Nuisance inspections	WORKLOAD	7,025	5,210	11,390	11,390	11,390
DS_0017 - Housing/derelict buildings inspections	WORKLOAD	4,305	2,857	3,800	2,200	3,800
DS_0018 - Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	EFFECTIVE	1,100	1,249	1,610	933	1,310
DS_0019 - Number of properties cleaned up	EFFECTIVE	3,602	2,904	2,400	2,400	2,400
DS_0020 - Building permits - commercial	WORKLOAD	2,967	3,060	3,500	3,500	3,700
DS_0021 - Building permits - residential	WORKLOAD	4,443	4,430	4,300	4,300	4,700
DS_0022 - Total building permits (commercial and residential)	WORKLOAD	7,410	7,490	7,800	7,800	8,400
DS_0023 - Electrical permits	WORKLOAD	14,341	14,283	14,000	14,000	14,500
DS_0024 - Mechanical permits	WORKLOAD	9,929	10,164	9,600	9,600	10,000
DS_0025 - Plumbing permits	WORKLOAD	9,634	8,984	8,800	8,800	9,200
DS_0026 - Sign permits	WORKLOAD	807	795	700	700	700
DS_0027 - Percent of building permits issued over the counter the same day as intake	EFFICIENCY	60%	61%	60%	61%	65%
DS_0028 - Pre-issuance checks completed within two working days of last review approval	EFFICIENCY	71.0%	71.0%	75.0%	75.0%	80.0%
DS_0031 - Site development plan reviews	WORKLOAD	1,015	1,239	1,500	1,500	1,500
DS_0032 - Average number of working days to first review	EFFECTIVE	18.70	12.75	11.50	8.10	8.10

## Bureau of Development Services

### Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
DS_0034 - Percent of residential plans reviewed by all bureaus within scheduled end dates	EFFECTIVE	88%	87%	85%	85%	87%
DS_0035 - Percent of commercial plans reviewed by all bureaus within scheduled end dates	EFFECTIVE	82%	74%	70%	70%	70%
DS_0037 - Noise code violation cases	WORKLOAD	747	607	700	800	800
DS_0040 - Housing intakes	WORKLOAD	1,241	1,323	1,400	1,400	1,400
DS_0041 - Nuisance intakes	WORKLOAD	4,625	4,400	4,500	4,500	4,500
DS_0042 - Code Enforcement fee waiver requests	WORKLOAD	202	159	170	170	170
DS_0043 - Code Enforcement fee waivers granted	EFFECTIVE	192	159	170	100	170
DS_0044 - Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	WORKLOAD	2,483	2,398	3,078	1,280	3,078
DS_0045 - Site Development Permit Inspections	WORKLOAD	497	291	247	210	210
DS_0046 - Site Development Land Use Cases Reviews	WORKLOAD	635	545	609	609	609
DS_0047 - Sanitation Permits & Evaluations Issued	WORKLOAD	334	387	367	367	367

**Total FTE and Salary by Class**  
**Bureau of Development Services**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	1.00	53,124	1.00	53,124	1.00	53,124
30000434	Administrative Assistant	1.00	72,924	1.00	72,924	1.00	72,924
30000433	Administrative Specialist, Sr	4.00	249,264	4.00	253,844	4.00	253,844
30000173	Building Inspector II	3.00	207,264	3.00	207,264	4.00	279,624
30000174	Building Inspector, Sr	11.00	882,624	10.00	812,400	11.00	893,640
30000442	Business Operations Manager, Sr	1.00	130,296	1.00	130,296	1.00	130,296
30000448	Business Systems Analyst	2.00	153,168	3.00	229,752	3.00	229,752
30000447	Business Systems Analyst, Assistant	1.00	64,889	1.00	67,498	1.00	67,498
30000449	Business Systems Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
30000184	Code Specialist II	4.00	205,548	4.00	205,548	4.70	243,636
30000186	Code Specialist III	1.00	58,080	1.00	58,080	1.00	58,080
30000170	Combination Inspector	15.00	1,158,840	15.00	1,158,840	17.00	1,313,352
30000492	Community Outreach & Informtn Rep	1.00	72,924	1.00	72,924	1.00	72,924
30000426	Development Services Director	1.00	165,384	1.00	165,384	1.00	165,384
30000335	Development Services Project Coord	3.00	218,868	3.00	221,964	4.00	300,612
30000332	Development Services Technician I	3.00	152,064	2.00	101,376	2.00	101,376
30000333	Development Services Technician II	12.00	692,730	12.00	706,006	13.00	770,674
30000334	Development Services Technician III	2.00	142,560	2.00	147,135	2.00	147,135
30000836	Development Supervisor II	1.00	93,828	1.00	93,828	1.00	93,828
30000168	Electrical Inspector	5.00	361,800	5.00	361,800	5.00	361,800
30000169	Electrical Inspector, Sr	5.00	406,200	5.00	406,200	5.00	406,200
30000680	Engineer, Sr	1.00	107,898	1.00	108,240	1.00	108,240
30000681	Engineer, Supervising	1.00	114,504	1.00	115,582	1.00	115,582
30000367	Engineer-Geotechnical	2.00	196,776	2.00	196,776	2.00	196,776
30000325	Engineering Technician II	0.00	0	0.00	0	1.00	64,668
30000368	Engineer-Mechanical	1.00	95,252	1.00	98,388	1.00	98,388
30000369	Engineer-Structural	4.00	384,396	4.00	387,364	4.00	387,364
30000567	Financial Analyst	1.00	76,584	1.00	76,584	1.00	76,584
30000569	Financial Analyst, Principal	1.00	98,966	1.00	100,044	1.00	100,044
30000171	Housing Inspector	6.00	323,736	6.00	325,936	1.00	41,596
30000172	Housing Inspector, Sr	1.00	68,304	1.00	68,304	1.00	68,304
30000736	Inspection Manager	2.00	235,368	2.00	235,368	2.00	235,368
30000735	Inspection Supervisor	3.00	300,132	3.00	300,132	3.00	300,132
30000451	Management Analyst	1.00	72,288	2.00	151,638	3.00	228,222
30000453	Management Analyst, Principal	0.00	0	0.00	0	1.00	100,044
30000452	Management Analyst, Sr	2.00	169,272	2.00	169,272	2.00	169,272
30000450	Management Assistant	1.00	67,272	1.00	68,728	1.00	68,728
30000737	Noise Control Officer	1.00	80,472	1.00	80,472	1.00	80,472
30000012	Office Support Specialist II	5.00	219,780	5.00	219,780	6.00	263,736

**Total FTE and Salary by Class**  
**Bureau of Development Services**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000013	Office Support Specialist III	6.00	311,400	6.00	311,400	6.00	311,400
30000014	Office Support Specialist, Lead	1.00	51,900	1.00	51,900	1.00	51,900
30000730	Plan Review Supervisor	1.00	100,044	1.00	100,044	1.00	100,044
30000377	Planner I, City-Land Use	1.00	62,172	1.00	62,172	3.00	186,516
30000381	Planner I, City-Urban Design	0.00	0	0.00	0	1.00	62,172
30000385	Planner II. City-Land Use	10.00	684,480	10.00	684,480	10.00	684,480
30000389	Planner II. City-Urban Design	1.00	68,448	1.00	68,448	1.00	68,448
30000375	Planner, Associate	1.00	56,580	1.00	56,580	1.00	56,580
30000725	Planner, Principal	1.00	117,684	1.00	117,684	1.00	117,684
30000392	Planner, Sr City-Environmental	1.00	78,648	1.00	78,648	1.00	78,648
30000393	Planner, Sr City-Land Use	7.00	550,536	7.00	550,536	7.00	550,536
30000397	Planner, Sr City-Urban Design	2.00	157,296	2.00	157,296	2.00	157,296
30000724	Planner, Supervising	3.00	300,132	3.00	300,132	3.00	300,132
30000231	Plans Examiner, Commercial	8.00	606,240	8.00	606,240	10.50	795,684
30000232	Plans Examiner, Sr	2.00	164,688	2.00	164,688	2.00	164,688
30000164	Plumbing Inspector	3.00	217,080	3.00	217,080	3.00	217,080
30000165	Plumbing Inspector, Sr	3.00	241,494	3.00	243,720	3.00	243,720
30000466	Program Manager, Sr	1.00	98,832	1.00	99,539	1.00	99,539
30000463	Program Specialist	2.00	145,848	2.00	145,848	2.00	145,848
30000462	Program Specialist, Assistant	1.00	67,454	1.00	69,456	1.00	69,456
30000179	Site Development Inspector II	1.00	69,759	1.00	72,360	1.00	72,360
<b>Total Full-Time Positions</b>		<b>167.00</b>	<b>\$12,388,730</b>	<b>167.00</b>	<b>\$12,471,682</b>	<b>178.20</b>	<b>\$13,338,070</b>
30000385	Planner II. City-Land Use	1.80	123,216	1.80	123,216	1.80	123,216
30000389	Planner II. City-Urban Design	0.90	53,328	0.90	53,328	0.90	53,328
<b>Total Part-Time Positions</b>		<b>2.70</b>	<b>\$176,544</b>	<b>2.70</b>	<b>\$176,544</b>	<b>2.70</b>	<b>\$176,544</b>
30000433	Administrative Specialist, Sr	0.83	34,980	0.00	0	0.00	0
30000448	Business Systems Analyst	1.00	57,456	1.00	76,584	1.00	76,584
30000332	Development Services Technician I	2.00	77,232	2.00	101,376	2.00	101,376
30000334	Development Services Technician III	1.00	65,216	1.00	64,668	1.00	64,668
30000171	Housing Inspector	0.00	0	0.00	0	5.00	284,340
30000172	Housing Inspector, Sr	0.58	39,844	0.00	0	1.00	68,304
30000451	Management Analyst	0.90	31,355	0.75	27,110	0.75	27,110
30000453	Management Analyst, Principal	1.00	100,044	0.00	0	0.00	0
30000452	Management Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
30000389	Planner II. City-Urban Design	0.60	35,552	0.30	17,776	0.00	4
30000231	Plans Examiner, Commercial	2.00	146,482	2.00	151,560	2.00	151,560
30000464	Program Coordinator	0.92	64,537	0.17	11,734	1.17	87,814

**Total FTE and Salary by Class**  
**Bureau of Development Services**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000466	Program Manager, Sr	1.00	75,108	1.00	100,044	1.00	100,044
<b>Total Limited Term Positions</b>		<b>12.83</b>	<b>\$812,442</b>	<b>9.22</b>	<b>\$635,488</b>	<b>15.92</b>	<b>\$1,046,440</b>
<b>Grand Total</b>		<b>182.53</b>	<b>\$13,377,716</b>	<b>178.92</b>	<b>\$13,283,714</b>	<b>196.82</b>	<b>\$14,561,054</b>

## **FUND OVERVIEW**

### ***Operating Fund***

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

### ***Managing Agency***

Bureau of Development Services

## **SIGNIFICANT CHANGES FROM PRIOR YEAR**

### ***Stabilization in Construction Activity***

In 2011 the local economy began to slowly recover from the recessionary trend. Commercial and residential construction started to make a tentative come-back. BDS projects that revenues will continue to grow slowly over the next few years. That mild growth, combined with moderate fee increases, will afford the ability to continue rebuilding reserves and gradually hire back additional staff to address remaining service gaps and workload increases.

### ***Fee Increases***

The FY 2012-13 Requested Budget includes fee increases for the following programs in FY 2012-13: Building/Mechanical (5%), Electrical (5%), Plumbing (5%), Environmental Soils (10%), Signs (5%), Zoning (5%), Noise (5%), Neighborhood Inspections (5%), and Land Use Services (5%).



### Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Development Services Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	2,012,806	0	0	3,442,377	3,442,377
Personal Services	18,467,660	15,717,621	19,216,653	18,909,090	20,646,888
External Materials and Services	1,262,800	639,221	2,511,387	3,109,811	3,199,762
Internal Materials and Services	6,302,622	6,062,683	6,631,671	6,424,232	6,646,773
Capital Outlay	0	7,500	0	65,000	65,000
Debt Service	627,062	2,182,106	755,372	887,336	887,336
Fund Transfers - Expense	2,264,514	2,357,482	2,172,972	835,401	835,401
Contingency	0	0	1,260,286	7,677,351	5,701,005
<b>Total Expenditures</b>	<b>30,937,464</b>	<b>26,966,613</b>	<b>32,548,341</b>	<b>41,350,598</b>	<b>41,424,542</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,896,743	0	515,338	6,144,097	6,144,097
Licenses & Permits	15,739,373	16,275,532	17,660,488	19,748,569	19,748,569
Charges for Services	6,008,843	6,008,539	5,852,427	7,256,665	7,256,665
Intergovernmental Revenues	0	4,049	0	0	0
Interagency Revenue	895,627	1,069,435	855,410	963,577	963,577
Fund Transfers - Revenue	1,928,117	1,907,356	3,031,800	2,091,746	1,924,406
Bond and Note Proceeds	1,500,000	1,500,000	2,602,149	3,026,079	3,026,079
Miscellaneous Sources	1,968,761	1,896,430	2,030,729	2,119,865	1,707,875
General Fund Discretionary	0	0	0	0	653,274
<b>Total Resources</b>	<b>30,937,464</b>	<b>28,661,342</b>	<b>32,548,341</b>	<b>41,350,598</b>	<b>41,424,542</b>

### Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Grants Fund</b>					
<b>Expenditures</b>					
Personal Services	0	9,950	0	0	0
External Materials and Services	0	4,049	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Decision Package Summary

Bureau: Bureau of Development Services				Priority: 01		Type: Reductions		
Decision Package: DS_01 - 4% General Fund Cut				Program: LUS, NIT, and Noise				
	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
EXPENDITURES								
Personal Services	(56,786)	0	(56,786)	0	0	0	0	0
External Materials and Services	(17,025)	0	(17,025)	0	0	0	0	0
Internal Materials and Services	(9,859)	0	(9,859)	0	0	0	0	0
TOTAL EXPENDITURES	(83,670)	0	(83,670)	0	0	0	0	0
REVENUES								
Fund Transfers - Revenue	(83,670)	0	(83,670)	0	0	0	0	0
TOTAL REVENUES	(83,670)	0	(83,670)	0	0	0	0	0
FTE								
Full-Time Positions	-0.15	0.00	-0.15	0.00	0.00	0.00	0.00	0.00
Limited Term Positions	-0.30	0.00	-0.30	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	-0.45	0.00	-0.45	0.00	0.00	0.00	0.00	0.00

### Description:

All City bureaus were directed to develop budget reduction packages totaling 4%, 6%, and 8% of the General Fund allocations in their operating budgets. BDS receives General Fund support for its local code programs (Neighborhood Inspections, Land Use Services, and Noise Control).

For BDS, this 4% cut equates to a reduction of \$83,670. The bureau is meeting this requirement by cutting a limited-term part-time City Planner II, reducing the work schedules of two Senior City Planners, and making reductions to funds for nuisance abatements and staffing in the Noise Program.

### Expected Results:

These cuts will negatively impact turnaround times for Historic Design reviews and building permit plan review, lead to 22 fewer nuisance abatements performed, significantly reduce the ability of the Noise Program to respond to noise complaints (an additional 175 complaints will receive no response), and reduce after-hours noise enforcement services. State law restricts BDS from using permit revenues to replace cuts in General Fund monies; thus any reduction in General Fund support will result in reduced staffing and or services.

## Decision Package Summary

Bureau: Bureau of Development Services				Priority: 02	Type: Reductions			
Decision Package: DS_02 - 6% General Fund Cut				Program: LUS, NIT, and Noise				
	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
EXPENDITURES								
Personal Services	(33,323)	0	(33,323)	0	0	0	0	0
External Materials and Services	(8,512)	0	(8,512)	0	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	(41,835)	0	(41,835)	0	0	0	0	0
REVENUES								
Fund Transfers - Revenue	(41,835)	0	(41,835)	0	0	0	0	0
TOTAL REVENUES	(41,835)	0	(41,835)	0	0	0	0	0
FTE								
Full-Time Positions	-0.07	0.00	-0.07	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	-0.07	0.00	-0.07	0.00	0.00	0.00	0.00	0.00

### Description:

All City bureaus were directed to develop budget reduction packages totaling 4%, 6%, and 8% of the General Fund allocations in their operating budgets. BDS receives General Fund support for its local code programs (Neighborhood Inspections, Land Use Services, and Noise Control).

This decision package includes the cuts in DP 01 plus an additional 2%, and will result in a total reduction of \$125,505. In addition to the cuts required in DP 01, BDS will reduce the work schedules of two additional Senior City Planners and a City Planner II, and will make deeper reductions to funds for nuisance abatements and staffing in the Noise Program.

### Expected Results:

In addition to the impacts outlined in DP 01, these cuts will lengthen the response time to messages left on the bureau's Zoning Hotline and the time required to perform completeness reviews for Land Use applications. The bureau will perform 34 fewer nuisance abatements, respond to 269 fewer noise complaints, and significantly reduce noise inspections and citations.

## Decision Package Summary

Bureau: Bureau of Development Services				Priority: 03	Type: Reductions			
Decision Package: DS_03 - 8% General Fund Cut				Program: LUS, NIT, and Noise				
	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
EXPENDITURES								
Personal Services	(33,323)	0	(33,323)	0	0	0	0	0
External Materials and Services	(8,512)	0	(8,512)	0	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	(41,835)	0	(41,835)	0	0	0	0	0
REVENUES								
Fund Transfers - Revenue	(41,835)	0	(41,835)	0	0	0	0	0
TOTAL REVENUES	(41,835)	0	(41,835)	0	0	0	0	0
FTE								
Full-Time Positions	-0.08	0.00	-0.08	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	-0.08	0.00	-0.08	0.00	0.00	0.00	0.00	0.00

### Description:

All City bureaus were directed to develop budget reduction packages totaling 4%, 6%, and 8% of the General Fund allocations in their operating budgets. BDS receives General Fund support for its local code programs (Neighborhood Inspections, Land Use Services, and Noise Control).

This decision package includes the cuts in DP 01 and DP 02 plus an additional 2%, and will result in a total reduction of \$167,340. In addition to the cuts required in DP 01 and DP 02, BDS will reduce the work schedules of three additional Land Use staff and will make deeper reductions to funds for nuisance abatements and staffing in the Noise Program

### Expected Results:

In addition to the impacts outlined in DP 01 and DP 02, these cuts will lengthen the response times for notifications of land use review decisions and final plat reviews, and will reduce administrative functions that support land use reviewers. In addition, the bureau will perform 45 fewer nuisance abatements, respond to 357 fewer noise complaints, and virtually eliminate the ability to perform noise inspections and issue citations. The elimination of these services will decrease the limited existing fee revenues the Noise Program receives.

## Decision Package Summary

**Bureau:** Bureau of Development Services

**Priority:** 01

**Type:** Bureau Adds

**Decision Package:** DS\_04 - Improve Overall BDS Service Level

**Program:** Bureauwide

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
Personal Services	0	1,658,946	1,658,946	0	0	0	0	0
External Materials and Services	0	85,000	85,000	0	0	0	0	0
Internal Materials and Services	0	232,400	232,400	0	0	0	0	0
Contingency	0	(1,976,346)	(1,976,346)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Full-Time Positions	0.00	17.50	17.50	0.00	0.00	0.00	0.00	0.00
Part-Time Positions	0.00	-0.90	-0.90	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>16.60</b>	<b>16.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

From 2009-2010, BDS lost over half of its staff due to deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Though BDS continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that are realistic for the bureau and still meet customers' needs.

In FY 2011-12, permit revenues began to recover and BDS began slowly adding back staff in the most critical program areas. While the addition of these staff positions helped fill some of the largest gaps in bureau services, current staffing still is not sufficient to provide adequate services in all programs. Current bureau projections call for workload increases in FY 2012-13 and beyond, emphasizing the need to ensure that staff levels are matched to workload demands.

The staff additions proposed in this \$1.98 million package will allow BDS to return services to acceptable levels and meet overall workload requirements in FY 2012-13. Bureau revenues are projected to increase in FY 2012-13, providing sufficient funds for the 16.6 FTE in this package. These positions will be added only as revenues are realized.

## Decision Package Summary

<b>Bureau:</b> <u>Bureau of Development Services</u>					<b>Priority:</b> <u>01</u>		<b>Type:</b> <u>Bureau Adds</u>	
<b>Decision Package:</b> <u>DS_04 - Improve Overall BDS Service Level</u>					<b>Program:</b> <u>Bureauwide</u>			
	<b>FY 2012-13</b>	<b>FY 2012-13</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>	
	<b>Requested</b>	<b>Requested</b>	<b>Requested</b>	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated</b>	
	<b>1 Time DP</b>	<b>Ongoing DP</b>	<b>Total DP</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	

### Expected Results:

This Add Package will respond to the slight increase in work projected for FY 2012-13 and will improve the bureau's response time and customer service. Contractors and developers will experience quicker response times in inspections and plan review which will positively impact their bottom line. Neighborhoods and residents will see improved response to their requests for service for zoning and compliance complaints. In addition the bureau will refocus on improving its skills to respond to its damage assessment responsibilities in case of emergency.

- Improve inspection response:
  - Residential Inspections: From current 90% within 24 hours to projected 98% within 24 hours
  - Commercial Inspections: From current 96% within 24 hours to projected 98% within 24 hours
- Improve turnaround time:
  - Land Use Review completeness checks: Type I, IIx, III: from current 30 days to projected 21 days; Type II: from current 21 days to projected 14 days
- Improve "days to first checksheet" :
  - Residential building code plan review: New construction: from current 17 days to projected 10-15 days; Additions/alteration: from current 15 days to projected 10-15 days
  - Commercial Building Code Plan Review: New construction & addition/alteration: from current 24 days to projected 15 days
  - Property line adjustments: From current 18 days to projected 15 days
  - Lot confirmations: From current 16 days to 10 days
- Improve response to Zoning complaints: From current 20% response within timeframe goals for high and medium priority cases to projected response within 5 days for high and medium priority cases

## Decision Package Summary

Bureau: Bureau of Development Services				Priority: 04	Type: Reductions			
Decision Package: DS_05 - Cut Enhanced Rental Inspection Program				Program: Neighborhood Inspections Program				
	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
EXPENDITURES								
Personal Services	0	(164,796)	(164,796)	0	0	0	0	0
TOTAL EXPENDITURES	0	(164,796)	(164,796)	0	0	0	0	0
REVENUES								
Miscellaneous Sources	0	(164,796)	(164,796)	0	0	0	0	0
TOTAL REVENUES	0	(164,796)	(164,796)	0	0	0	0	0
FTE								
Full-Time Positions	0.00	-2.00	-2.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	0.00	-2.00	-2.00	0.00	0.00	0.00	0.00	0.00

### Description:

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. This program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program effectively motivates landlords to provide and maintain safe and healthy rental housing, while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units in East Portland. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

Bureaus were instructed that all one-time General Fund monies were being discontinued and would need to be re-requested. This package the two Housing Inspector FTE that implemented the Enhanced Rental Inspection Program. Please see DP 06 for BDS's request to reinstate this funding.

### Expected Results:

The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for citizens of Portland and is a basic service for the City's low-income and vulnerable renters. This cut package will result in suspension of the Enhanced Rental Inspection Program, which helps provide safe and healthy housing conditions for renters. The suspension of the program will result in a reduction of 1,028 initial site inspections, 1,500 rental units not being inspected, and up to 3,662 violations within these units not being addressed. Less service will be offered to vulnerable renters in East Portland.



## Decision Package Summary

**Bureau:** Bureau of Development Services

**Priority:** 01

**Type:** Unfunded Ongoing

**Decision Package:** DS\_06 - Add Enhanced Rental Inspection Program

**Program:** Neighborhood Inspections Program

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
Personal Services	164,796	0	164,796	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>164,796</b>	<b>0</b>	<b>164,796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Fund Transfers - Revenue	0	0	0	0	0	0	0	0
General Fund Discretionary	164,796	0	164,796	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>164,796</b>	<b>0</b>	<b>164,796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Limited Term Positions	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

In November 2008, City Council adopted recommendations from the Quality Rental Housing Workgroup on issues of substandard housing, lack of habitability, and environmental health hazards in Portland rental housing. Since 2009, BDS has been implementing a pilot Enhanced Rental Inspection Program in East Portland. The enhanced rental inspection program identifies property owners who are chronically out of compliance with City housing maintenance codes and who are unwilling to make cited repairs in a timely manner. This innovative rental inspection model focuses resources on additional inspections of rental units with potential violations. The program effectively motivates landlords to provide and maintain safe and healthy rental housing while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

Since 2009, the enhanced rental inspection program has generated compelling results for fully utilizing and expanding the Enhanced Rental Inspection Program citywide. In FY 2010-11, 1,545 rental inspections occurred at 1,386 units. A total of 3,541 violations were cited and corrected, including substandard living conditions such as fire dangers, mold, rodents, and pests. Such violations often develop when landlords neglect basic upkeep and maintenance. The Program effectively decreased tenant vulnerability and improved rental housing in East Portland.

This package requests the reinstatement of \$164,796 in one-time General Fund support for two Housing Inspector FTE to continue with implementation of the Enhanced Rental Inspection Program.

### Expected Results:

The Enhanced Rental Inspection Program is part of the bureau's Enforcement Program, which helps create equitable housing options for citizens of Portland and is a basic service for the City's low-income and vulnerable renters. This decision package will result in continuation of the Enhanced Rental Inspection Program, which helps provide safe and healthy housing conditions for renters. The continuation of the program will result in 1,028 initial site inspections, 1,500 rental units being inspected, and up to 3,662 violations being cited. This decision package will continue increased services being offered to vulnerable renters in East Portland.

## Decision Package Summary

<b>Bureau:</b> Bureau of Development Services				<b>Priority:</b> 05		<b>Type:</b> Reductions		
<b>Decision Package:</b> DS_07 - Cut Improve Neighborhood Inspections Program				<b>Program:</b> Neighborhood Inspections Program				
	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
Personal Services	0	(247,194)	(247,194)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(247,194)</b>	<b>(247,194)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Miscellaneous Sources	0	(247,194)	(247,194)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(247,194)</b>	<b>(247,194)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Full-Time Positions	0.00	-3.00	-3.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-3.00</b>	<b>-3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

The Bureau's Neighborhood Inspections Program helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures. In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

Bureaus were instructed that all one-time General Fund monies were being discontinued and would need to be re-requested. This package cuts three Housing Inspector FTE in the Neighborhood Inspections Program.

Please see DP 08 for BDS's request to reinstate this funding.

### Expected Results:

This decision package will result in a reduction of 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The reduction to this basic citywide service will result in many unresolved complaints, an increase in neglected properties that impact surrounding property values, and potentially a negative impact on property sale activity throughout the city. The "broken window" theory suggests that this decision package will have a negative impact on neighborhood livability as evidenced by increased crime, squatters, vagrants, and service calls to City public safety agencies. BDS will be compelled to immediately implement prior reduced service levels and will not be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be lengthened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will decrease.

## Decision Package Summary

**Bureau:** Bureau of Development Services

**Priority:** 02

**Type:** Unfunded Ongoing

**Decision Package:** DS\_08 - Add Improve Neighborhood Inspections Program

**Program:** Neighborhood Inspections Program

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
Personal Services	247,194	0	247,194	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>247,194</b>	<b>0</b>	<b>247,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Fund Transfers - Revenue	0	0	0	0	0	0	0	0
General Fund Discretionary	247,194	0	247,194	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>247,194</b>	<b>0</b>	<b>247,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Limited Term Positions	3.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>3.00</b>	<b>0.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

The Bureau's Neighborhood Inspections Program helps protect the health, safety, and welfare of Portland citizens by preventing the deterioration of existing housing and contributing to vital neighborhoods. The program enforces minimum standards for maintenance of residential structures, regulates derelict buildings, and also addresses exterior maintenance issues for non-residential structures. In FY 2011-12 BDS received one-time General Fund support for three additional Housing Inspector positions to address housing complaints throughout the city. Prior to budget cuts in 2009 and 2010, these positions had been in the bureau's budget. The additional positions allowed the bureau to respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration), significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals, and restore case management duties to facilitate more timely compliance for violations impacting the community at large.

This package requests the reinstatement of \$247,194 in one-time General Fund monies to support the three Housing Inspector FTE in the Neighborhood Inspections Program.

### Expected Results:

This decision package will result in an increase of 828 initial site inspections and 834 dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The increase to this basic citywide service will result in many more complaints being resolved and a reduction in the number of neglected properties that impact surrounding property values. The "broken window" theory suggests that this decision package will help maintain enforcement levels to address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

## Decision Package Summary

**Bureau:** Bureau of Development Services

**Priority:** 03

**Type:** Unfunded Ongoing

**Decision Package:** DS\_09 - Extremely Distressed Properties Enforcement

**Program:** Neighborhood Inspections Program

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
Personal Services	96,402	0	96,402	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>96,402</b>	<b>0</b>	<b>96,402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Fund Transfers - Revenue	0	0	0	0	0	0	0	0
General Fund Discretionary	96,402	0	96,402	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>96,402</b>	<b>0</b>	<b>96,402</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Limited Term Positions	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

In fall 2011, City Council approved one-time General Fund support for one Senior Housing Inspector to implement the Extremely Distressed Properties Enforcement Program (EDPEP). The prolonged recession and mortgage-related foreclosures have had a substantial impact on some neighborhoods and properties.

EDPEP is directed towards un-maintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats. EDPEP enforces the City's Property Maintenance Regulations and uses the abatement, vacation, and demolition of property as a key tool. EDPEP provides a vital city service to relieve pressure on the Police Bureau and other City agencies. EDPEP also proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.

EDPEP focuses on: abandoned/Foreclosed properties that are illegally occupied; abandoned/foreclosed properties generating multiple complaints to BDS, the Office of Neighborhood (ONI) Crime Prevention, or Portland Police service calls regarding illegal activity; occupied properties without basic utilities (water, electricity, heat, etc); and abandoned/Foreclosed properties with chronic, significant, and recurring nuisance and housing maintenance violations, which have resulted in unpaid enforcement lien balances.

BDS is requesting the continuation of \$96,402 in one-time General Fund support for this critical neighborhood livability program.

### Expected Results:

EDPEP has accumulated a list from agency partners of over twenty properties to address. Several code hearings have taken place and vacation orders have been served to address illegal squatting in some properties. EDPEP is expected to force corrective action on several chronic properties and expects to receive approval to demolish properties beginning in April 2012. As there is lead time that is necessary in order to establish legal authority to pursue appropriate abatement action on properties, this decision package is not requesting additional nuisance abatement funding, but is requesting continuation of dedicated FTE to respond to these chronic properties and to directly work with agency partners to solve community problems.

## Decision Package Summary

<b>Bureau:</b> Bureau of Development Services				<b>Priority:</b> 04		<b>Type:</b> Unfunded Ongoing		
<b>Decision Package:</b> DS_10 - Citywide Tree Project				<b>Program:</b> Land Use Services				
	<b>FY 2012-13 Requested 1 Time DP</b>	<b>FY 2012-13 Requested Ongoing DP</b>	<b>FY 2012-13 Requested Total DP</b>	<b>FY 2013-14 Estimated Budget</b>	<b>FY 2014-15 Estimated Budget</b>	<b>FY 2015-16 Estimated Budget</b>	<b>FY 2016-17 Estimated Budget</b>	
<b>EXPENDITURES</b>								
Personal Services	105,882	0	105,882	0	0	0	0	0
External Materials and Services	39,000	0	39,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>144,882</b>	<b>0</b>	<b>144,882</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
Fund Transfers - Revenue	0	0	0	0	0	0	0	0
General Fund Discretionary	144,882	0	144,882	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>144,882</b>	<b>0</b>	<b>144,882</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>								
Limited Term Positions	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### Description:

In support of the implementation of the Citywide Tree Project, in FY 2011-12 City Council approved one-time General Fund support for a Program Coordinator position in BDS. The position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase I of the Citywide Tree Project commenced in July 2011, and phase II is scheduled to be implemented beginning in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. BDS is therefore requesting the continuation of \$144,882 in one-time General Fund monies to support this position and help ensure a timely and smooth implementation of the new code.

### Expected Results:

Approval of this decision package will result in the completion of administrative work related to implement and administer the new code, allowing a timely and smooth implementation