



**City of
Portland, Oregon
Bureau of Development Services**

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**BDS FY 2009-10 Service Improvement Plan
Spring BMP Update
April 19, 2010**

BDS continually strives to improve the service that it provides. In FY 2009-10, the bureau identified particular areas of focus including the collocation of permitting services, technology improvements, and the facilitation of sustainable development. These efforts have been tempered by the effects of the recession, including a significant reduction in bureau staff in summer and fall 2009.

Collocation - Improving Plan Review and Permitting Services

Staff from as many as seven different city bureaus takes part in reviewing development permit applications. This decentralized review system unnecessarily complicates and lengthens the City's plan review process. To address this issue, City Council on April 16, 2009 directed that all programs and personnel necessary for development-related plan review and permit issuance be relocated from the infrastructure bureaus (most of which are located in the Portland Building) to the 1900 Building with BDS.

It was anticipated that the collocation of staff would lead to greater efficiency and enhanced customer service delivery through the standardization of benchmarks, fees, and processes related to plan review and permitting services.

An Interagency Team submitted status reports to City Council in July, September, and December 2009, and staff from the infrastructure bureaus was relocated to the 1900 Building in early December 2009. Several proposals have been adopted by Council to foster an improved permit review process, including SDC Code and Administrative Rule Changes, Fee Code changes, a combined appeals process for the infrastructure bureaus, and Interim Rules that allow for the rollout of the public works permitting process. BDS will report to City Council by July 1, 2010 on the effectiveness of collocation.

Technology Improvements

BDS is working to leverage technology tools to enhance both the efficiency of our services and our customers' experience.

Mobile TRACS

This concept uses technology to allow inspectors to work primarily from their cars, with limited time spent in the office. Inspectors will use laptops equipped with wide-area wireless network cards and web browsers for remote access to BDS's permit tracking system (TRACS). The proof of concept phase of the project demonstrated that the technology is workable and effective.

The bureau had hoped to pilot this technology in 2010 and then roll out to all inspection groups over the following year. However, the Mobile TRACS project manager's position was among those cut in summer 2009, and the project has been put on hold.

Online Access to Information and Services

The bureau has been exploring various initiatives to increase customers' ability to access bureau services and information online. Currently customers can purchase trade permits (that do not require plan review) on the BDS website, as well as look up information on their permit or case. Other initiatives included an automated fee calculator, upgrading the internet permits application, making additional permit types available for purchase online, and upgrading the online appeals application. However, due to the budget and staffing cuts at BDS in 2009, these initiatives have been put on hold.

Late in 2009, the bureau began investigating options for investing in long-range technology improvements. The research and analysis was completed in January, and a recommendation has been made to City Council to make a major investment that will significantly enhance BDS's technology tools over the next two years. The bureau envisions a web-based permitting 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 online access to information and services, decreasing the need to visit the Development Services Center (DSC) or BDS offices. The bureau should also experience efficiency gains in land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

City Council discussed this proposal at a work session on February 9, 2010. BDS is working with the Office of Management and Finance, the Bureau of Technology Services, the State of Oregon Building Codes Division, and a vendor regarding funding, contracting, and other implementation details.

Facilitating Sustainable Development / Green Building

In FY 2009-10, BDS will expand its role as a sustainability and green building resource for the development community by working on initiatives geared toward encouraging builders to employ more sustainable building methods and technologies in their projects, while looking for opportunities to remove barriers to building "green".

Portland Energy Efficient Home Pilot

The Portland Energy Efficiency Home Pilot (PEEHP) is a competitive program that awards grants to generate residential construction that will provide the industry and public with information on the building methods and materials necessary to build cost-effective, energy-efficient homes. PEEHP grant funds offset the costs of constructing homes that perform 15% and 30% more efficiently than the requirements of the 2008 Oregon Energy Code. The first PEEHP grants were awarded in late May 2009. In October 2009, the deadline for submitting applications for PEEHP grants was extended through June 30, 2010. To date four grants have been awarded to eight homes that meet the program's energy-efficient requirements. All of these homes are entry level or affordable housing. It is anticipated that the remaining PEEHP funds will be awarded by the end of the fiscal year (June 30, 2010).

Green Building Local Code Amendment

BDS was pursuing the development of a local building code amendment addressing more sustainable buildings practices. In 2008 the bureau assembled a Technical Advisory Group (TAG) composed of building and sustainability experts to craft code provisions that would augment existing State building code requirements. The TAG completed proposed code language that was to be made available for public review and comment, and they intended to present a final draft amendment to City Council by the fall of 2009. However, due to the significant staffing reductions at BDS in 2009, the TAG's work on the building code amendment was suspended as of July 16, 2009. BDS intends to resume work toward a building code amendment as soon as possible once sufficient staffing is available.

Alternative Technology Advisory Committee

The Alternative Technology Advisory Committee (ATAC) was established in early 2009 to evaluate innovative, sustainable building technologies and construction methods. The committee is composed of building contractors and design professionals who are experts in sustainable development and who can advise the bureau on new technologies in the context of existing building code requirements. The ATAC is the first of its kind in the nation and is looked to as a model for other cities interested in promoting green building practices. In 2009 the ATAC completed reviews of three applications for alternative heating and plumbing technologies.

Green Building Early Assistance Appointments

The Green Building Early Assistance Appointments proposal would provide green building assistance to BDS customers by establishing optional pre-submittal meetings for permit applicants with representatives from several green building /sustainability organizations. The appointments would focus on helping applicants make their projects more sustainable and energy efficient and would help customers learn about several aspects of green building, including building techniques, site development, financial incentives, and construction waste management. Due to budget and staffing cuts in 2009, this proposal has not been implemented.

**Attachment B: Program Summary Template
Bureau of Development Services**

1. Program Title	2. Division	3. Program Manager	4. Phone	5. Website (if available)	6. Program Description	7. Program Staff		8. Operating Budget*	9. Capital Budget	10. Revenues				
						Full-time	Part-time			General Fund	Rates/fees*	External Customers	Grants	Other
Building-Mechanical Inspections	Commercial Inspection Services	Hank McDonald	(503) 823-9258	http://www.portlandonline.com/bds/index.cfm?c=37044	Performs state-mandated building and mechanical inspections on industrial, commercial, and multi-family construction projects in Portland and urban services area of Mult. County. Ensures compliance with State structural and mechanical codes and relevant provisions of City code.	10.33	-	1,435,602	-	-	2,288,282	-	-	-
Electrical Inspections				http://www.portlandonline.com/bds/index.cfm?c=37044	Performs state-mandated electrical inspections on industrial, commercial, and multi-family construction projects in Portland and urban services area of Mult. County. Ensures compliance with State electrical code and relevant provisions of City code.	9.30		1,341,767	-	-	1,988,547	-	-	-
Facilities Permits				http://www.portlandonline.com/bds/index.cfm?c=37047	Serves customers with on-going interior tenant improvements where facility maintenance, upgrade and renovations are frequent. FPP is available to building owners, building management companies and their tenants for work within the facility.	16.20		2,277,387	-	-	2,585,821	-	-	-
Plumbing Inspections				http://www.portlandonline.com/bds/index.cfm?c=37044	Performs state-mandated plumbing inspections on industrial, commercial, and multi-family construction projects in Portland and urban services area of Mult. County. Ensures compliance with State plumbing code and relevant provisions of City code.	5.70		815,581	-	-	1,391,275	-	-	-
Signs				http://www.portlandonline.com/bds/index.cfm?c=37048	Performs inspections on sign installations to ensure compliance with the City Sign Code (Title 32).	2.43		277,814	-	-	383,694	-	-	-
Special Inspections				http://www.portlandonline.com/bds/index.cfm?c=37059	Oversees the monitoring of certain critical structural materials requiring the attention of professionals with highly specialized skills and qualifications. Examples include steel construction, concrete construction and fireproofing.	2.04	0.75	348,338	-	-	217,852	-	-	-
Land Use Services	Land Use Services	Rebecca Esau	(503) 823-6966	http://www.portlandonline.com/bds/index.cfm?c=35881	Responsible for implementing the goals and policies of the City's Comprehensive Plan through administration of the Portland Zoning Code (Title 33 of the City Code).	67.25	4.26	9,445,715	-	1,255,478	7,449,191	-	-	-
Permit / Plan Processing	Plan Review / Permitting Services	Andy Peterson	(503) 823-7883	http://www.portlandonline.com/bds/index.cfm?c=36656	Manages the flow of the public permitting process from early assistance for customers planning their projects to maintaining the records for completed projects. Performs intake and initial checks for completeness for over 11,000 building permit applications, assigns projects to technical reviewers, tracks the reviews, and issues permits once reviews are completed.	16.20		3,491,403	-	-	3,443,296	-	-	-
Plan Review - Engineering				http://www.portlandonline.com/bds/index.cfm?c=45185	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.	9.20		1,428,941	-	-	1,685,613	-	-	-
Plan Review - Fire Life Safety				http://www.portlandonline.com/bds/index.cfm?c=36656	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.	19.20		2,554,151	-	-	3,130,424	-	-	-

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						Full-time	Part-time			General Fund	Rates/fees*	External Customers	Grants	Other
Process Management	Plan Review / Permitting Services	Andy Peterson	(503) 823-7883	http://www.portlandonline.com/bds/index.cfm?c=36656	Guides customers with large and complex projects through the standard permitting process and provides higher-level assistance through the Major Projects Group.	6.20		827,914	-	-	963,208	-	-	-
Trade Permits				http://www.portlandonline.com/bds/index.cfm?c=36660	Reviews and issues approximately 45,000 plumbing, electrical, mechanical and sign permits annually, maintains historical permit records, and assists customers with inquiries regarding permit history, land use decisions, and utility location.	11.20		1,137,136	-	-	1,377,319	-	-	-
Residential Combination Inspections	Residential Inspection Services	Jim Nicks	(503) 823-1054	http://www.portlandonline.com/bds/index.cfm?c=37045	Ensures that new and remodeled one and two family residences meet building safety codes and requirements. The goal is for inspectors to obtain State certification in all specialties: structural, mechanical, plumbing, and electrical, allowing the City to perform more inspections with fewer staff.	38.00		5,383,503	-	-	4,499,367	-	-	-
Code Compliance	Site Services	Ross Caron	(503) 823-4268	http://www.portlandonline.com/bds/index.cfm?c=34170	Responds to constituent complaints, investigates potential violations, and works with property owners, businesses and tenants to resolve code compliance issues at the lowest level possible. Also enforces City Dangerous Building regulations and inspects Zoning and Accessory Home Occupation permits.	3.63	-	369,054	-	-	149,188	-	-	-
Dangerous Buildings				http://www.portlandonline.com/bds/index.cfm?c=42751&#c id_98975	Enforces the City's Dangerous Building regulations.	0.43	-	102,789	-	-	67,437	-	-	-
Environmental Soils				http://www.portlandonline.com/bds/index.cfm?c=37046	Works with property owners with subsurface sanitary systems in need of repair, replacement, or disposal as the City provides public sanitary systems; the City Sanitarian is located in this program.	1.53		210,772	-	-	251,792	-	-	-
Neighborhood Inspections				http://www.portlandonline.com/bds/index.cfm?c=28397	Protects health, safety, and welfare of residents, prevents deterioration of housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures, outdoor areas, and adjacent rights-of-way. Enforces requirements of Property Maintenance Code (Title 29), including housing maintenance standards, derelict building regulations, and property nuisance regulations.	19.00	-	2,837,398	-	388,981	1,461,580	-	-	-
Noise Control				http://www.portlandonline.com/bds/index.cfm?c=42438	Responds to constituent complaints, investigates potential violations, and works with property owners, businesses and tenants to resolve compliance issues at the lowest level possible; also inspects Noise Variances.	2.88		372,863	-	267,251	90,292	-	-	-
Site Development				http://www.portlandonline.com/bds/index.cfm?c=37046	Includes plan review for geo-technical, flood plain, grading, private street, and site prep issues; plus onsite stormwater treatment/disposal and erosion control requirements on private property. Reviews applicable land use cases, identifying land suitability issues and conditions. Performs related inspections, including those required by the Stormwater Manual, Trees and Landscaping requirements for Titles 10 and 33, and required erosion control measures.	14.95		1,982,675	-	-	1,463,008	-	-	-
Zoning				http://www.portlandonline.com/bds/index.cfm?c=34170	Responsible for implementing the goals and policies of the City's Comprehensive Plan through administration of the Portland Zoning Code (Title 33 of the City Code).	6.58		888,828	-	-	888,828	-	-	-
Total									255.67	5.01	36,640,802	-	1,911,710	34,887,186

NOTE: Operating Budget and Revenue amounts shown are estimates and subject to change.

**Attachment B: Program Summary Template
Bureau of Development Services**

1. Program Title	11. Functional Area	12. Output Measure(s) FY 2009-10 (est.)	13. Capital Assets and Status	14. Major Maintenance	15. Customer Survey Data	16. Program Ranking	
						Core	Community
Building-Mechanical Inspections	CDCM000000	30,000 inspections performed			84% of customers rated overall quality of inspections as "Good" or "Very Good"	2	10
Electrical Inspections	CDCM000000	31,000 inspections performed			87% of customers "Satisfied" or "Very Satisfied" with inspectors' helpfulness in solving problems	4	11
Facilities Permits	CDCM000000	95 billable hours per inspector per month			N/A	14	17
Plumbing Inspections	CDCM000000	15,000 inspections performed			91% of customers "Satisfied" or "Very Satisfied" with inspectors' fairness	6	12
Signs	CDCM000000	2,100 inspections performed			N/A	20	19
Special Inspections	CDCM000000	1,500 Final Summary Reports approved			N/A	13	15
Land Use Services	CDLU000000	950 Land Use Review applications			82% of customers "Satisfied" or "very Satisfied" with the timeliness of their land use review, taking into account the mandatory 21 to 30 days required for public comment	8	1
Permit / Plan Processing	CDDS000000	8,300 building permits issued			72% of customers rated the timeliness of the permit review process as "Good" or "Very Good"	7	5
Plan Review - Engineering	CDPR000000	7,470 permit applications reviewed			N/A	3	9
Plan Review - Fire Life Safety	CDPR000000	7,885 permit applications reviewed			73% of customers rated the predictability of the permit review process as "Good" or "Very Good"	1	6

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1. Program Title	11. Functional Area	12. Output Measure(s) FY 2009-10 (est.)	13. Capital Assets and Status	14. Major Maintenance	15. Customer Survey Data	16. Program Ranking	
						Core	Community
Process Management	CDDS000000	* 90 projects assigned to Process Managers * 470 permits issued			N/A	18	20
Trade Permits	CDDS000000	34,900 permits issued			91% of trade permit customers rated the overall quality of their review process as "Good" or "Very Good"	10	18
Residential Combination Inspections	CDCB000000	105,000 inspections performed			95% of customers were "Satisfied" or "Very Satisfied" with the amount of time it took to get their inspections	5	4
Code Compliance	CDCS000000	* 3,977 zoning enforcement inspections performed * 46 enforcement cases presented to Code Hearings Officer			N/A	16	7
Dangerous Buildings	CDCS000000	3,896 inspections performed			N/A	9	8
Environmental Soils	CDS000000	314 on-site sewage evaluations completed			N/A	15	16
Neighborhood Inspections	CDNI000000	* 15,500 nuisance inspections performed * 6,275 Housing/Derelict building inspections performed			N/A	11	3
Noise Control	CDCS000000	* 457 noise violation inspections * 478 noise variances processed			N/A	19	14
Site Development	CDS000000	* 8,525 inspections performed * 942 plans reviewed			N/A	12	13
Zoning	CDLU000000	4,900 zoning plan check applications reviewed			64% of customers rated the overall quality of their land use review as "Good" or "Very Good"	17	2
Total							

NOTE: Operating Budget and Revenue amounts shown are estimates and subject to change.

Customer Service Advisory Committee

The Customer Service Advisory Committee was created in September 2006 to assist all City bureaus in working collaboratively with their employees to improve customer service. Building a culture of customer service will ensure that the City government is seen, both internally and externally, as a reliable partner and steward in running the City.

In 2005 the Bureau Innovation Project #7 was charged with developing recommendations for improving customer service policies and procedures across all City bureaus. In adopting the BIP #7 recommendations, the City Council endorsed an ongoing process of customer service improvement, beginning with clearly defining a culture of customer service, then ensuring employees have the tools to meet those expectations, then surveying customers to assess the effectiveness of improvement efforts.

The Customer Service Advisory Committee (CSAC) has prepared guidance and collected examples in the three priority areas of **defining the culture of customer service, workforce development, and customer service surveying**. That information can be found in the Customer Service Toolkit page of the CSAC webpage:

<http://www.portlandonline.com/index.cfm?c=44197>

During the FY 2007-2008 budget process, the Mayor asked all bureaus to report on implementation of the BIP #7 recommendations. Each year going forward, the CSAC is requesting a status report on customer service efforts in the three priority areas. The intent is to gather information from bureaus on their activities during the current program year, for an annual report to Council. The status report template is attached.

The CSAC intends to be an ongoing resource to assist bureaus in customer service improvement efforts. Bureaus should feel free to contact any member of their committee site team for assistance. A current list of site team members can be found at

<http://www.portlandonline.com/index.cfm?c=44198>

Questions? Please contact Committee Chair John Dutt, Office of Neighborhood Involvement at (503) 865-2625

Customer Service Improvement Status Report

Bureau: Bureau of Development Services
Staff Contact: Mark Feters, Sr. Management Analyst
Phone: (503) 823-1028
Date: February 2, 2009

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.

Customer Service Culture

Over the last few 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 considered in everything BDS does, and is reflected in several of the bureau's key planning documents, including the Mission, Goals, and Values; Management Principles and Expectations; Strategic Plan Framework; 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).

Another key element of BDS's customer service focus is the bureau's system for receiving and resolving complaints through its Customer Services Division. Customer Services staff works directly with customers and BDS staff to work through issues and find satisfactory resolutions to complaints regarding bureau services.

Strategic Plan

In 2008 BDS launched a strategic planning process that identifies customer experience as one of its key areas of focus (see attached Strategic Plan Framework). The planning process has involved staff from all levels of the bureau as well as customers, stakeholders, and industry partners to ensure that their needs and interests are clearly understood and addressed. The bureau intends to produce a 5-Year Strategic Plan in spring 2009.

Diversity Development

The bureau's Diversity Committee's mission is "to cultivate the development of a diverse, culturally competent workforce and to create an inclusive workplace culture through strategic initiative planning and implementation." This mission is being realized through ongoing outreach and education work with BDS employees regarding diversity issues and cultural competency, resulting in better service for the diverse community of Portland. These efforts have been recognized through diversity awards received by the bureau and BDS staff, including:

- 2007 City of Portland Diversity Award (BDS)
- 2008 City of Portland Individual Contributor Award (Mikal Shabazz)
- 2008 City of Portland Bureau Diversity Committee Award (BDS)

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.

BDS has been conducting annual customer telephone surveys since 2002 using contracts with outside vendors. Each year approximately 675 customers are surveyed regarding BDS land use review, plan review and permit issuance, and inspection services. The survey measures 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.

At the completion of the survey, the vendor provides the bureau with a report containing detailed survey results and analysis highlighting improvements and areas of concern. The bureau uses the survey results and analysis to guide decisions regarding services, programs, staff training, and budget expenditures.

The bureau's 2008 customer survey was completed in September, and the final report has been received and reviewed. A brief summary of the 2008 survey results is attached; to obtain a copy of the final 2007 survey report once it is available, please contact Mark Feters, BDS Sr. Management Analyst at 503-823-1028 or mark.feters@ci.portland.or.us.

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 have focused on recruitment and training.

Recruitment

In order to better reach underserved populations with employment information, the bureau's Outreach Committee develops a recruitment plan for each open position. Plans include methods for reaching diverse populations, such as advertising in ethnic publications or using personal contacts with underserved communities to disseminate recruitment information.

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

- Customer Service 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.

- Interest-Based Problem Solving Training – In 2005 BDS hired a consultant to develop and present training in the Interest-Based Problem Solving (IBPS) process to groups of bureau managers and employees. Approximately 75 employees participated in this initial training and 29 participated in follow-up trainings in 2008. The IBPS process has become the bureau model for resolving issues amongst bureau employees and between employees and the public. The bureau also uses IBPS in resolving customer complaints and risk claims. A document summarizing the IBPS process is attached; this document has been made into a poster that is hung in all BDS conference rooms.
- “I Contact” Customer Service Presentations – BDS hosted multiple “I Contact” presentations by Michael Meines in 2007 and 2008. Mr. Meines’ philosophy – that organizations improve their customer service by helping their employees feel good about themselves and their work – meshes well with the value the bureau places on employees as the organization’s most important resource. Presentations have been very well received by BDS staff and are helping to reinforce the bureau’s customer service culture.
- Doughnuts for Diversity – Since early 2007 the bureau has hosted a series of speakers on a variety of diversity topics as part of the bureau’s Diversity Development Program. The meetings are open to all bureau employees and have been well-attended and received. These meetings have facilitated ongoing conversations amongst staff regarding diversity issues and are a key part of the bureau’s effort to improve customer service through increasing employees’ cultural competency.
- Front-Line Orientation – In early 2007 BDS hosted a two-part orientation for the approximately 80 staff with the greatest amount of frontline customer contact. The training focused on helping staff better understand what the bureau’s various sections and workgroups do, improving cross-section communication, and routing customer inquiries more accurately and quickly. In response to many requests from staff, an updated orientation was held in January 2009.

6 - Budget Summary Info:

Expenditures	Current Revised FY 2008-09 Budget	Requested (- 2.5%) FY 2009-10 Budget	Requested (- 5%) FY 2009-10 Budget
Operating	\$43,514,802	\$37,579,938	\$37,529,630
Capital	0	0	0
TOTAL	\$43,514,802	\$37,579,938	\$37,529,630
Authorized Positions	358	300	299

7 - Labor/Management/Administration:

1. Percent spent on administration: 23%
2. Total FTE: 299
3. Average management span of control: 9 FTE
4. Bargaining Units:
 - DCTU – 145 positions
 - COPPEA – 93 positions

8 - High Level Performance Measures:

Fiscal Year 2007-08

1. 98-99% of permit inspections made within 24 hours of request
2. 57% of building permits issued same-day
3. 90% of residential building plans reviewed by scheduled end date
4. 73% of commercial building plans reviewed by scheduled end date

9 - Awards / Recognitions:

1. Bureau Diversity Committee Award (2007, 2008)
2. City Diversity Individual Contributor Award – BDS Employee Mikal Shabazz (2008)
3. Youth Champion Award – BDS Employee Tiffani Penson (2008)
4. Living Smart Program – presented at several conferences, articles in national periodicals & trade journals

Top of Class Jurisdiction: Portland

10 - Major Projects CURRENT:

Policy/Operational Projects (top 5)

1. 5-Year Strategic Plan (to be completed spring 2009)
2. Permit Consolidation
3. Green Building / Sustainability initiatives
4. Portland Energy Efficient Home Pilot (PEEHP)
5. Online Customer Self Service (expanding customer access to services)

Capital/Infrastructure Projects (top 5)

1. N/A

Major Maintenance Projects (top 5)

1. N/A

11 - Major Projects - Out Years

YEAR 2:

Policy/Operational Projects (top 3)

1. 5-Year Strategic Plan implementation
2. Green Building / Sustainability initiatives
3. Online Customer Self Service

Capital/Infrastructure Projects (top 3)

1. N/A

Major Maintenance Projects (top 3)

1. N/A

YEAR 3:

Policy/Operational Projects (top 2)

1. 5-Year Strategic Plan implementation
2. Green Building / Sustainability initiatives

Capital/Infrastructure Projects (top 2)

1. N/A

Major Maintenance Projects (top 2)

1. N/A

YEAR 4:

Policy/Operational Projects (top 1)

- 5-Year Strategic Plan implementation

Capital/Infrastructure Projects (top 1)

- N/A

Major Maintenance Projects (top 1)

- N/A

12 - Sustainability Goals - SOCIAL

1. SEA-related: Quality of housing & nuisance inspection services
www.portlandonline.com/auditor/auditservices/residentsurvey2007
 - Best neighborhood: Alameda
 - Worst neighborhood: Centennial
2. Affirmative Action Results: 44% female; 16% minority
3. M/W/ESB Contracting: 33.4% (FY 2008-09)
4. Customer survey/polling results: 78% of permit customers Satisfied or Very Satisfied with quality of the development review process (2008 survey)

13 - Sustainability Goals - ECONOMIC

1. "Lean Manufacturing" improvements:
 - Kaizen (continuous improvement) training
 - Interest-Based Problem Solving training
2. Summary of Major Assets Managed: Fleet of 108 vehicles; IT infrastructure
 - Good condition 69%
 - Fair condition 29%
 - Poor condition 2%
 Replacement value: \$1,406,000

14 - Sustainability Goals - ENVIRONMENTAL

Sustainability Plan:

<http://www.portlandonline.com/bds/index.cfm?c=47286&a=193000>

Latest Report:

<http://www.portlandonline.com/bds/index.cfm?c=47286>

Highlights: BDS's plan incorporates sustainability into the organization by focusing on office management, outreach & education, and energy use / carbon footprint.

15 - Key Policy & Planning Documents:

Strategic Plan:

<http://www.portlandonline.com/bds/index.cfm?c=48486>

Portland Policy Documents (Top 3):

1. Portland Zoning Code (Title 33)
<http://www.portlandonline.com/auditor/index.cfm?c=28197>
2. Portland Comprehensive Plan
<http://www.portlandonline.com/planning/index.cfm?c=47556>
3. Green Building Policy
<http://www.portlandonline.com/auditor/index.cfm?c=34835&a=80338>

Bureau Baseline Template

Last revised 12/03/08

1 – Overview: BUREAU OF DEVELOPMENT SERVICES

Commissioner-in-Charge: Leonard
Commissioner's Liaison: Sara Petrocine
Bureau Director: Paul L. Scarlett
Finance Manager: Elshad Hajiyev
FPD Analyst: Claudio Campuzano
Organizational Chart:
<http://www.portlandonline.com/shared/cfm/image.cfm?id=146136>

Budget Advisory Committee Roster

Dick Anderson (LMC)	Bonny McKnight (LU Chairs)
Jay Coalson (SBAC)	Michelle Rudd (DRAC)
John Cole (LMC)	Alan Shaffer (SBAC)
Steve Heiteen (DRAC)	Carol Stahlke (LMC)
Richard Levy (LU Chairs)	Simon Tomkinson (DRAC)

3 – External Trends:

3 Positive/Strengths

1. Council direction to consolidate permit/plan review functions
2. Mayor Adams' "Portland Job Creation and Business Stimulus Package"
3. Industry shift to green building & sustainable practices

3 Negative/Weaknesses

1. Decline in construction activity
2. Overall state of the economy

Internal Trends:

3 Positive/Strengths

1. New BDS Strategic Plan (due Spring 2009)
2. Continued focus on meeting needs of customers & community
3. Knowledge / expertise of BDS staff regarding green building & sustainability

3 Negative/Weaknesses

1. Loss of knowledge and expertise due to position reductions

2 – Guiding Statements:

Slogan: From Concept to Construction
Mission: <http://www.portlandonline.com/bds/index.cfm?a=108968>
Vision: <http://www.portlandonline.com/bds/index.cfm?a=108968>
Values: <http://www.portlandonline.com/bds/index.cfm?a=108968>

About Us: The Bureau of Development Services (BDS) is an integral part of development in Portland. Bureau staff works with developers, builders, and homeowners to guide them through the development process. BDS manages programs that ensure construction and land use codes are followed, and is instrumental in enhancing the safety of buildings and the livability and economic vitality of Portland's neighborhoods.

Services/Programs (See #16) →

More: <http://www.portlandonline.com/bds/>

4 – Titles of Three Most Recent Audits & % of Recommendations Implemented:

Recommendations Implemented:

- August 2005 – Development Review Process: Bureau Commitments to Improve Timeliness and Efficiency Have Not Been Fully Accomplished
<http://www.portlandonline.com/auditor/index.cfm?c=37677&a=88953>
- 100% of recommendations (1 of 1) in progress
- January 2003 – Development Review Process: Progress Made, Further Improvements Needed
<http://www.portlandonline.com/auditor/index.cfm?c=27102&a=5751>
- 80% of recommendations (4 of 5) implemented; 20% in progress
- May 1997 – Development Review Process: Need to Coordinate Efforts and Clarify Policies
<http://www.portlandonline.com/auditor/index.cfm?c=27108&a=5682>
- 80% of recommendations (4 of 5) implemented; 20% in progress

5 – Trends:

Historical Trends:

BDS's workload reached unprecedented heights in 2005-2007 as construction peaked. Construction activity has weakened considerably since 2008.

Comparisons to other cities:

Building departments in Portland's comparable cities (from the SEA report) are experiencing similar declines in workload and revenues.

Major Org/Budget Changes (last 2 years):

- Shift from adding positions to staff reductions due to declining revenues
- Currently creating 5-Year Strategic Plan

16 – Services/Programs:

1. Building-Mechanical Inspections - Performs inspections on industrial, commercial, and multi-family construction projects.
2. Code Compliance - Applies construction codes by investigating potential violations and working to resolve compliance issues.
3. Dangerous Buildings – Applies the City's Dangerous Building regulations.
4. Electrical Inspections - Performs electrical inspections on industrial, commercial, and multi-family construction projects.
5. Environmental Soils - Performs plan review, permitting, and inspection services for work related to environmental soils & sanitation control.
6. Facilities Permits - Streamlined plan review, permitting, and inspection services for customers with ongoing interior tenant improvements.
7. Land Use Services - Implements goals and policies of the City's Comprehensive Plan by administering City Zoning Code (Title 33).
8. Neighborhood Inspections - Applies requirements of the Property Maintenance Code (Title 29).
9. Noise Control - Applies the City's Noise Control regulations and processes noise variances.
10. Permit/Plan Processing - Performs permit intake, assigns projects to technical reviewers, tracks reviews, and issues permits.
11. Plan Review-Engineering - Reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code.
12. Plan Review-Fire Life Safety - Processes and approves building and mechanical permits for residential and commercial structures.
13. Plumbing Inspections - Performs state-mandated plumbing inspections on industrial, commercial, and multi-family construction projects.
14. Process Management - Guides customers with large and complex projects through the standard permitting process.
15. Residential Combination Inspections - Performs state-mandated inspections on one and two family residential construction projects.
16. Signs - Performs inspections on signs to ensure compliance with the City's sign code.
17. Site Development - Performs plan review and related inspections for site development issues.
18. Special Inspections - Reviews and approves the monitoring of certain critical structural materials.
19. Trade Permits - Reviews and issues plumbing, electrical, mechanical and sign permits, maintains historical permit records, assists customers with inquiries.
20. Zoning - Provides public information on planning and zoning requirements; reviews building permits to ensure conformance with Title 33 (Zoning Code) and provides other non-discretionary land use reviews.

Bureau of Development Services

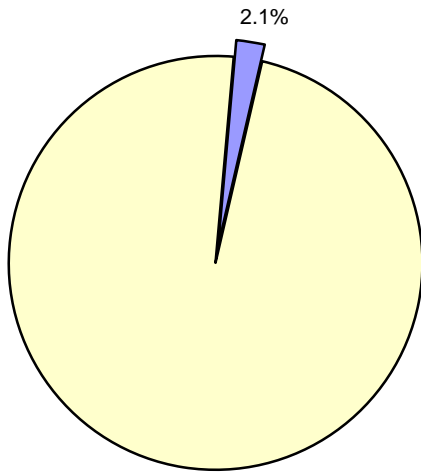
Community Development Service Area

Randy Leonard, Commissioner-in-Charge

Paul L. Scarlett, Director

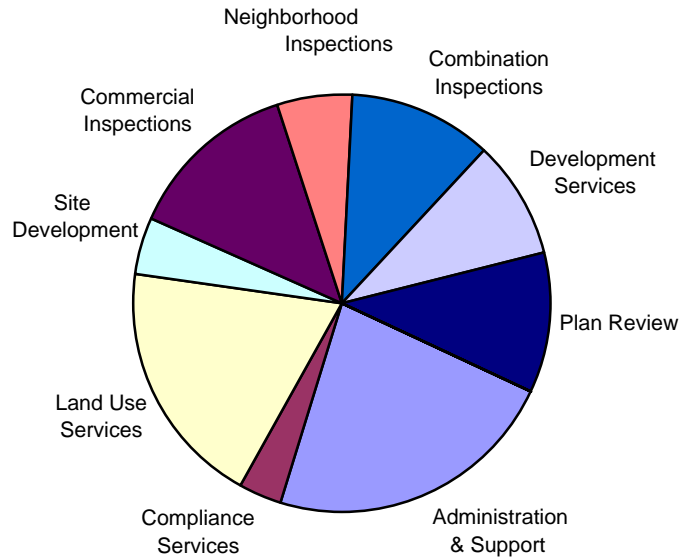
Percent of City Budget

Bureau of Development Services = \$37.5 Million



City Budget = \$1.77 Billion

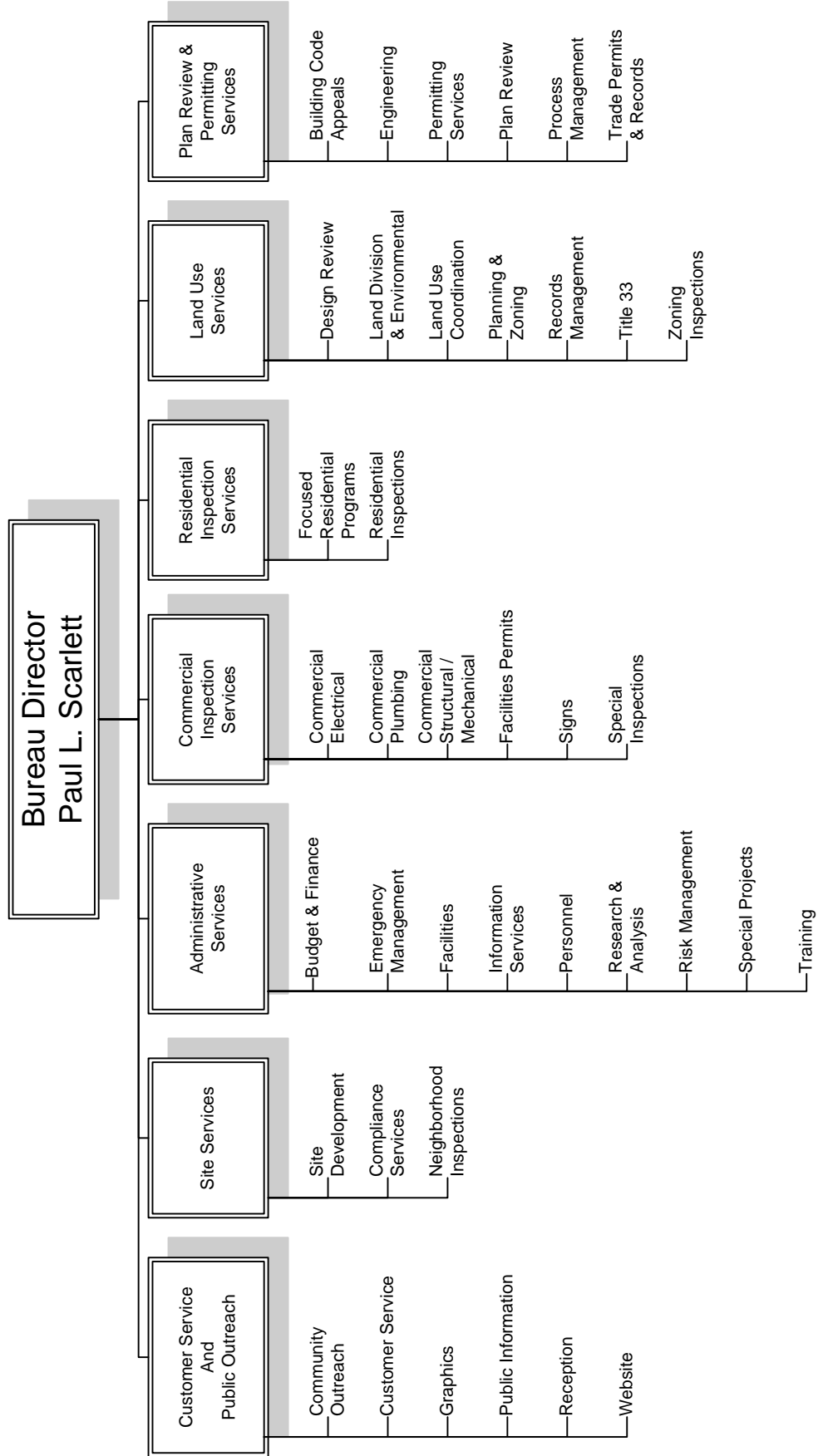
Bureau Programs



Bureau Overview

Expenditures	Revised FY 2008-09	Requested FY 2009-10	Change from Prior Year	Percent Change
Operating	43,514,802	37,529,630	-5,985,172	-13.8%
Capital	0	0	0	0.0%
Total Expenditures	\$ 43,514,802	\$ 37,529,630	\$ -5,985,172	-13.8%
Authorized Positions	358	299	-59.00	-16.5%

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

The Bureau of Development Services (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. BDS has 299 positions and an operating budget of \$37.5 million, and is funded primarily through permit fees and charges. The bureau manages programs that ensure construction and land use codes are followed, and 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 permit records, answers customer inquiries about the development review process, tracks plans, and 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, grading, and onsite stormwater treatment and disposal. The bureau also enforces the zoning and property maintenance codes, as well as structural, mechanical, plumbing, and electrical code violation cases.

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.

As it strives to reach this goal, BDS has accomplished significant organizational, cultural, and program changes. All new bureau employees receive 12 hours of customer service training focused on listening to customers, communicating clearly, and working collaboratively with customers to problem-solve and reach solutions. BDS staff regularly meets with a variety of industry partners, neighborhood associations, community groups and an advisory council composed of industry and community representatives. The bureau has also improved its connections to minority and underserved groups in the community through participation in a variety of community events. These efforts give BDS greater public visibility, help the bureau stay current with its customers' and stakeholders' needs, and provide opportunities to widely disseminate information regarding the bureau's work.

State Statutes and Administrative Rules

Portland has been regulating construction since the late 1800's, with local ordinances passed by the City Council as early as 1892. Then in 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement. This action required Portland to begin enforcing the State-adopted codes with State-certified personnel. In addition to the programs assumed from the State, BDS is assigned responsibility by the City

City enforces a variety of state and local statutes.

Council for administering a variety of local regulations adopted within the City Code. The most significant of these is the application and administration of the Planning and Zoning Code under Title 33 of the City Code. BDS is also responsible for Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), Noise Control (Title 18), and Property Maintenance (Title 29).

STRATEGIC DIRECTION

BDS Financial Status Since FY 1988-89, City Council has directed BDS to fully support its construction functions through fees and charges. Council also directed BDS to create a reserve fund to capture revenues from pre-paid work and serve as a countercyclical reserve when the economy was in a downturn.

The current national economic slowdown has affected all sectors of the economy, particularly the development industry, and BDS is seeing the impact of the slowdown in some of its revenues and workload. At the same time, the bureau is experiencing increases in its code enforcement-related work.

In light of these developments, BDS began to take proactive steps in summer 2008 to help maintain cost recovery and safeguard the bureau's financial health, while maintaining a high level of customer service. 37.66 vacant FTE are not being filled, most overtime expenditures have ceased, and the bureau has significantly reduced training, travel, contracts, and other expenditures. When combined with efficiencies and improvements suggested by Bureau staff and stakeholders, BDS has realized approximately \$4 million in savings for FY 2008-09. In all these efforts, the bureau's foundational goals remain the same:

- ◆ Support construction functions through fees and charges
- ◆ Meet five-year reserve fund goals to maintain financial stability and ensure service delivery
- ◆ Be responsive to our customers' needs

In spite of these efforts, BDS has had to dip into its reserve fund to meet operating costs, and current projections show that without significant further action the reserves will fall to unacceptably low levels in FY 2009-10. After detailed financial analysis of several options, the bureau has determined that position reductions are necessary to meet its foundational goals. This budget includes 18.5 position reductions to take place by the beginning of the fiscal year (July 1, 2009). All of these positions are currently filled. The bureau is committed to exercising all creative alternatives, such as reassignment, relocation, and natural attrition. Any of these mitigating measures will lower the number of staff needing to be laid off. BDS will also work creatively and diligently to help employees find work and access available resources through the Employee Assistance Program (EAP) and other sources.

The bureau anticipates that further position reductions will be necessary later in FY 2009-10 to reduce expenditures and maintain prudent reserve balances. Current projections indicate that BDS will need to reduce a second group of 18 positions by January 1, 2010, and a third group of 18 positions by April 1, 2010. These projections may change over the course of the fiscal year; the bureau will continue to closely monitor economic indicators, revenues, expenditures, and workload and make adjustments to the position reductions as needed.

Permit Consolidation Currently as many as seven different city bureaus may take part in reviewing development permit applications. This decentralized review system unnecessarily complicates and lengthens the City's plan review process, costing property owners and developers time and money. To address this issue, City Council passed a resolution on January 7, 2009 directing that all development permit review and processing be consolidated within BDS. A team composed of staff from BDS and other bureaus involved in development review is identifying consolidation and collocation options that would improve the City's permitting and plan review services. The group will forward recommendations to City Council in March 2009. The goal of this process is to bring a higher level of accountability to the development review process, including finding efficiencies in the land use process, predictability for plan review, and improving the Public Works permitting process, all of which will benefit both bureau customers and the community. Since recommendations have not gone to Council, this budget request does not reflect the addition of staff from other bureaus. The bureau's goal is to put any adjustments from consolidation into the Mayor's Proposed Budget.

BDS Strategic Plan Building on the momentum of successful organizational and program changes, BDS has launched a strategic planning process to move the organization to the next level of performance. This is the bureau's first comprehensive strategic planning process since 2003, and will set BDS's strategic direction and goals for the next several years, culminating in a 5-Year Strategic Plan. The Strategic Plan will be a key to realizing the bureau's vision to be the best development review agency in the country, and will help BDS keep pace with customers' changing needs.

The bureau's aim is to create a relevant, practical plan by involving bureau staff, customers, stakeholders, and industry partners throughout the process. BDS hopes to produce its 5-year plan by spring 2009.

SUMMARY OF BUDGET DECISIONS

As in past years, the creation of the bureau's budget request has involved the active participation of a variety of staff and stakeholder groups. Initial budget recommendations were made by budget subcommittees comprised of employees and management. The BDS Budget Advisory Committee (BAC) met several times and has given significant input into the bureau's budget priorities and financial directions. For the fifth consecutive year, BDS's Labor Management Committee (LMC) has also reviewed and participated in the bureau's budget planning process. The BDS budget also has the support of the Development Review Advisory Committee (DRAC) and the BDS Industry Council, which is composed of local representatives from the construction/development industry.

2.5% General Fund Reduction

All City bureaus were directed to develop reduction packages totaling 2.5% of the General Fund allocations in their operating budgets. For BDS, this equates to a reduction of \$50,308. BDS achieves this reduction by removing an Office Support Specialist (OSS) II position in the Land Use Services Division that was supported by General Fund monies. The impact of removing this position will be minimal because of decreases in land use applications. The position became vacant during FY 2008-09 and was not filled.

5% General Fund Reduction All City bureaus were directed to develop reduction packages totaling 5% of the General Fund allocations in their operating budgets. For BDS, this equates to a reduction of \$100,616. BDS achieves this reduction by removing a Planning Assistant position in the Land Use Services Division in addition to the OSS II position from the 2.5% General Fund Reduction. Both of these positions were supported by General Fund monies. The impact of removing the Planning Assistant position will be minimal because of decreases in land use applications. The position became vacant during FY 2008-09 and was not filled.

Reduce Vacant Positions / Materials and Services In light of evolving economic conditions, BDS began in summer 2008 to take proactive steps to help maintain cost recovery and safeguard the bureau's financial health, while maintaining a high level of customer service. The bulk of this decision package includes a reduction of 35.66 FTE, composed of vacant positions from throughout the bureau. The package also includes significant reductions in overtime and Materials and Services expenditures. The negative impact of this decision package is mitigated by reductions in the bureau's workload due to current economic conditions.

Reduce Internal Materials and Services As a further cost-cutting measure, the bureau is making reductions to interagency agreements (IAs) with Printing and Distribution, the Bureau of Technology Services (BTS), and City Fleet Services as follows:

- ◆ Printing and Distribution - A reduction of \$145,000 achieved by reducing the bureau's printing.
- ◆ BTS - A \$119,116 reduction achieved through cost savings on telephone and computer services for positions that are being reduced.
- ◆ City Fleet - A reduction of \$30,229 in vehicle costs for positions that are being reduced.

This package will have little impact since the cuts are related to positions that are being reduced.

Discontinue Interagency Agreement with the Bureau of Planning and Sustainable Development Through an IGA, BDS has recently funded one full-time position in the Bureau of Planning's (now Bureau of Planning and Sustainable Development) Code Development Division focused on writing, revising, and updating the City Zoning Code (Title 33). As the agency tasked with implementing the Zoning Code, BDS recognizes the importance of this work, but given the bureau's current financial status BDS can no longer fund this position. Discontinuing the IGA will save the bureau \$131,048 in FY 2009-10.

FTE Reductions In spite of cost-cutting efforts, BDS has had to dip into its reserve fund to meet operating costs, and current projections show that without significant further action the reserves will fall to unacceptably low levels in FY 2009-10 and beyond. These projections take into account economic indicators, fee increases, current vacancies, and overall decreased expenditures. After detailed financial analysis, the bureau has determined that position reductions are necessary to meet operating costs and maintain a prudent reserve. This decision package includes 18.5 FTE reductions to take place by July 1, 2009.

The positions being reduced come from various bureau divisions, and include non-represented and management positions as well as represented staff. All of these positions are currently filled. The bureau used the following criteria to determine which positions to reduce from the budget:

- ◆ Workload - current and anticipated
- ◆ Revenues - current and projected

- ◆ Bureau priorities and programs
- ◆ Distribution between represented, non-union, and management
- ◆ Distribution between entry level and higher level positions
- ◆ Union work not transferred to management
- ◆ Avoid working out of class

Administration & Support

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, small business assistance, budget, emergency management, finance, human resources, training, information technology, loss control/risk management, general reception, and office management.

Goals

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

Changes to Services and Activities

Small Business Assistance Team

In December 2008, the bureau implemented a Small Business Assistance Team to help customers who plan to start or expand a small business in Portland with the development process. The goal of this focused program is to provide customers with: single point-of-contact service for small business inquiries; early review of property sites to determine if code or fee issues will impact the feasibility of locating a business; permit coordination; and advocacy. This program enables the bureau to maximize existing resources and expand outreach and customized service to small business customers.

Portland Energy Efficient Home Pilot (PEEHP)

In February 2009 BDS will announce the Portland Energy Efficient Home Pilot (PEEHP), a grant program for the purpose of constructing energy efficient homes. The purpose of PEEHP is to help the City and the development industry understand the costs and feasibility of construction of one-and-two family homes that perform 15% and 30% more efficiently than the requirements of the 2008 Oregon Residential Specialty Code (Energy Code). Additionally, PEEHP seeks to determine how the costs of exceeding the Energy Code requirements vary based on the type of construction, and to gather practical information on the building methods and materials necessary to build cost effective energy efficient homes for future projects in Portland.

In March 2009 BDS will begin accepting applications for the first round of PEEHP funding, with the first grants scheduled to be awarded in April 2009. PEEHP expects to award grants of approximately \$10,000 for any one builder or team's project, with the intent of substantially offsetting the cost of exceeding the Energy Code requirements. Homes constructed through PEEHP are expected to be completed no later than October 15th, 2009.

Online Customer Self-Service

The bureau is currently exploring various initiatives with the goal of increasing customers' ability to access bureau services and information online. Currently the bureau is developing an online fee calculator. Future plans include upgrading the Internet Permits application and making additional permit types available for purchase online. BDS is also seeking to better integrate the TRACS permit database with the State of Oregon's new permit platform (Accela).

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			40	32	37
Expenditures					
Administration & Support			10,068,578	8,533,128	10,041,503
Total Expenditures			10,068,578	8,533,128	10,041,503
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10

Commercial Inspections

Description

The Commercial Inspections Program performs state-mandated construction inspections on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The inspections provided under this 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 is composed of several sections: Structural/Mechanical, Electrical, Signs, Plumbing, Special Inspections, and the Facility Permit Program.

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 decreased from 104,629 in FY 2006-07 to 96,309 in FY 2007-08. It is projected that inspections will decrease to 90,000 in FY 2008-09 and to 87,000 in FY 2009-10 due to economic conditions and the elimination of most overtime for inspectors. Commercial inspectors are currently averaging approximately 16 inspections per day, down from over 18 inspections per day in FY 2007-08. This number is projected to decrease to 15 inspections per day in FY 2009-10, even with the decreased number of inspectors due to position reductions.

The percentage of inspections made within 24 hours of request has remained consistently between 97% and 99% over the last five years, and is projected to decrease slightly to 96% in FY 2009-10. The program has discontinued use of limited temporary help and continues to look for opportunities to maximize efficiency.

Changes to Services and Activities

Portable Sign Program

The Sign Program provides proactive canvassing and customer outreach regarding portable (A-board) signs, in addition to responding to complaints or questions regarding all types of signs. The bureau is currently exploring the possibility of moving the Sign Program from the Commercial Electrical Inspections Section to the Land Use Services Division, to be incorporated with the bureau's new Mural Program. Combining these related programs should result in more efficient use of resources.

Permit Expiration Letter Program

The Commercial Building Inspections Section began routinely sending letters to permit holders in FY 2006-07 regarding inactive permits, which may be expired by the City under current code. In FY 2009-10 the program will be expanded to the Commercial Plumbing and Electrical Inspections Sections. The goals of this program are to reduce the backlog of old permits and achieve a higher level of compliance and safety in the community.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			56	47	57
Expenditures					
Commercial Inspections			5,988,818	5,003,273	6,031,510
Total Expenditures			5,988,818	5,003,273	6,031,510
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10
Effectiven					
"Number of inspections per day, per inspector"	20.68	18.36	16.00		15.00
Percent of inspections made within 24 hours of request	98%	98%	97%		96%
Workload					
Commercial inspections	104,629	96,309	90,000		87,000

Site Development

Description

Site Development includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as onsite stormwater treatment/disposal and 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 Stormwater Management Manual, Trees and Landscaping requirements for Titles 10 and 33, and all required erosion control measures.

The Environmental Soils subprogram also works with property owners who have subsurface sanitary systems in need of repair, replacement, or disposal 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

For the last several years the percentage of inspections made within 24 hours of request has remained consistently at 98-100%; the bureau projects that 99% of inspections will meet this goal in FY 2008-09 and FY 2009-10. The number of working days from plan submittal to issuance of the first checksheet has improved from 15.5 in FY 2006-07 to 12.7 in FY 2007-08, and is projected to improve further to 10 days in both FY 2008-09 and FY 2009-10. The number of site development plan reviews performed is projected to decrease from 1,273 in FY 2007-08 to 942 in both FY 2008-09 and FY 2009-10, while the number of inspections is projected to decrease from 9,688 in FY 2007-08 to 8,525 in both FY 2008-09 and FY 2009-10.

Changes to Services and Activities

Nonconforming Shared (Party) Sewer Program

In January 2008 City Council authorized a program to replace nonconforming sanitary sewer connections with individual sanitary sewer connections in conformance with applicable plumbing codes. Nonconforming sewer connections occur when residences access public sanitary sewer via a private party-line sewer connection, or by way of private sewer lines in public rights of way, or across neighboring private properties without benefit of recorded easements. The City is experiencing a sharp increase in the discovery of nonconforming connections, driven by increases in property sales, redevelopment, infill development and the failure of aging private sewer connections. The Bureau of Environmental Services estimates that 10,000 to 12,000 properties are served by sanitary sewer connections that do not conform to applicable plumbing codes.

Property owners are frequently unaware that their sewer connections are nonconforming, as well as the substantial legal, financial and public health risks of nonconforming connections until late in a property sale transaction or redevelopment project, or when a sewer obstruction occurs. The number of non-conforming sewer cases increased from 271 in FY 2006-07 to 692 in FY 2007-08, and is projected to increase further in FY 2008-09 and 2009-10. The Nonconforming Sewer Conversion Program provides planning and financial assistance to help property owners bring nonconforming connections into compliance.

Land Use Case Review

Regulations implemented through the Stormwater Management Manual require that stormwater treatment and disposal be considered earlier in the development review process. Effective implementation of these regulations have required that the Site Development Section review most land use cases and provide a greater level of customer assistance to resolve stormwater issues. Site Development land use review fees are proposed to support this work.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			19	16	19
Expenditures					
Site Development			1,902,361	1,667,846	2,000,634
Total Expenditures			1,902,361	1,667,846	2,000,634

Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09	Target FY 2009-10
Effectiven				
Average number of working days to first review	15.52	12.74	10.00	10.00
Percent of inspections made within 24 hours of request	99.6%	98.3%	99.0%	99.0%
Workload				
Site development inspections	11,917	9,688	8,525	8,525
Site development plan reviews	1,911	1,273	942	942

Compliance Services

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. Staff also enforce the City's Dangerous Building regulations and inspect Zoning and Accessory Home Occupation permits and Noise Variances.

Goals

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

Performance

The number of zoning, construction, and noise code violation cases is projected to increase from 3,059 in FY 2007-08 to 3,701 in FY 2009-10 (approximately 10% per year). Increased attention to case management for chronic violation sites, including increased after hour zoning and noise inspections, may have contributed to a 13% increase in the number of properties that were assessed monthly penalties in FY 2007-08. However, the Compliance Services Section continues to strive to gain compliance without the use of formal enforcement measures. In addition to complaint inspections, Compliance Services Staff also inspects Zoning and Accessory Home Occupation permits along with building permits for active violation cases. As a complaint driven enforcement section, Compliance Services' workload tends to be "counter-cyclical"; the workload has increased during past economic downturns. The bureau thus expects to see increases in new complaint cases received for FY 2009-10.

Changes to Services and Activities

Integration of Compliance Services and Neighborhood Inspections

The Compliance Services and Neighborhood Inspections Programs are currently reviewing their internal processes for case intake and enforcement administration with a goal of better aligning the programs and improving citizen experience with BDS compliance programs. A series of short- and medium-term goals will be implemented during FY 2008-09 and continue into FY 2009-10. These goals focus on aligning notification procedures, penalty assessment procedures, and adopting updated waiver and fee schedules.

Enhanced activities for all three work programs within Compliance Services

Throughout FY 2008-09, Compliance Services will continue to respond to requests for increased enforcement services including:

- ◆ Participating on the City's Housing Interdiction Team to address serious building safety issues
- ◆ Enforcing Title 16 (Vehicles and Traffic) parking violations
- ◆ Supporting the Office of Neighborhood Involvement's revamped Time, Place, Manner ordinance and completing noise reduction efforts in N. Portland/PIR

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			17	14	17
Expenditures					
Compliance Services			1,521,828	1,301,866	1,536,906
Total Expenditures			1,521,828	1,301,866	1,536,906
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10
Workload					
Enforcement cases prepared and presented to code hearings officer	13	9	15		48
"Zoning code violation statistics (cases, inspections, and letters)"	5,987	6,510	6,038		6,641
Home occupation permits	134	136	82		82
Number of properties assessed code enforcement fees	87	105	137		150
Noise violation inspections	577	274	416		457
Noise variances processed	430	522	478		478
Noise code violation cases	623	599	716		787

Development Services

Description

The Development Services Program manages the flow of the public permitting process from early assistance for customers planning their projects to maintaining the records for completed projects. Resource/Records and Trade Permit staff reviews and issues approximately 45,000 plumbing, electrical, mechanical and sign permits each year, maintains historical building permit records, and assists customers with inquiries regarding permit history, land use decisions, and utility location. Permitting Services staff performs intake and initial checks for completeness for several thousand building permit applications annually, assigns projects to technical reviewers, tracks the reviews, and issues permits once reviews are completed. Process managers guide customers with large and complex projects through the standard permitting process and provide higher-level assistance through the Major Projects Group.

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 the same day as permit intake has been stable at just under 60% for the last few years; it is projected to reach 60% in FY 2008-09 and FY 2009-10. The percentage of pre-issuance checks completed within two working days of last review is projected to increase from 79% in FY 2007-08 to 90% in FY 2008-09 and FY 2009-10. The Money Back Guarantee program offers refunds to trade permit applicants who fax or deliver permit applications by 12:00 noon (and who don't need to submit plans) if the permits are not issued by 5:00 p.m. the same day. Since the program began in November 2002, the bureau has met the deadline for 99-100% of eligible trade permits each year.

The number of building permits issued (commercial and residential combined) is projected to decrease from 10,621 in FY 2007-08 to 7,900 in FY 2008-09, but increase to 8,300 in FY 2009-10. The number of all other permit types issued is projected to decrease from 42,530 in FY 2007-08 to 35,900 in FY 2008-09, and further to 34,900 in FY 2009-10.

Changes to Services and Activities

Online Fee Calculator

BDS is in the process of creating a fee calculator that will allow customers to receive an online estimate of their permit fees. Staff is currently meeting with other development bureaus and the TRACS Team to do initial planning. Discussions will be starting soon with external customers to test and refine their preferences for the fee calculator. Implementation is projected for fall 2009.

Solar Permitting Pilot Project

In 2008 BDS began requiring applicants to obtain a building permit (in addition to a Trade permit) for new solar installations. The bureau also reduced permit fees by streamlining the permitting process and created straightforward structural guidelines for most residential installations. In early 2009 the bureau created a way for contractors to submit solar building permits via e-mail and designated review staff to become experts in solar-related code issues to better assist customers.

Sustainability Early Assistance Appointments

BDS is partnering with a number of organizations (Bureau of Planning and Sustainability, Bureau of Environmental Services, the Energy Trust, Earth Advantage, and Metro) to create early assistance appointments for building permit applicants to address sustainability issues. These low-cost appointments will provide applicants with information about green building techniques and financial incentives that may work for their specific project. This "one-stop shopping" approach will make it easier for applicants to access green building information.

Process Management Expansion

A small group of BDS staff is collaborating to provide process management services to a new customer base: developers working on mid-size projects and courtyard housing projects. The MAC team (Mid-Size & Courtyard) works with customers early in the process to identify potential problems and develop processes to assist customers during the permitting process. This team was initially formed to provide process management services to customers who may have been inspired by the 2007 Courtyard Housing Competition to develop family-friendly infill housing.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			34	22	31
Expenditures					
Development Services			4,549,256	3,371,315	4,275,204
Total Expenditures			4,549,256	3,371,315	4,275,204

Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09	Target FY 2009-10
Efficiency				
Percent of building permits issued over the counter the same day as intake	58%	57%	60%	60%
Pre-issuance checks completed within two working days of last review approval	65%	79%	90%	90%
Percent of permits eligible for Money Back Guarantee program issued by deadline	100%	100%	100%	100%
Workload				
Building permits - commercial	4,266	3,917	3,200	3,300
Building permits - residential	7,171	6,704	4,700	5,000
Total building permits (commercial and residential)	11,437	10,621	7,900	8,300
Electrical permits	19,508	18,178	15,400	15,000
Mechanical permits	12,008	11,318	10,400	10,000
Plumbing permits	12,588	12,041	9,200	9,000
Sign permits	994	993	900	900

Combination Inspections

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.

Despite the training required for inspectors to obtain multiple certifications, studies indicate that cost savings have been realized, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. Currently, over 80% of the programs inspectors are fully certified in all four specialties.

Goals

Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment. The program supports BDS goals to process all bureau functions efficiently, support the continued professional growth of the workforce, and support the vitality and safety of the community through the application of codes and regulations.

Performance

The percentage of inspections made within 24 hours of request increased from 95% in FY 2006-07 to 99% in FY 2007-08, and is projected to remain at 99% in FY 2008-09 and decrease to 98% in FY 2009-10. The number of inspections performed increased from 112,509 in FY 2006-07 to 113,607 in FY 2007-08. It is projected that inspections will decrease to 100,000 in FY 2008-09, but recover to 105,000 in FY 2009-10. The average number of daily inspections that each inspector makes decreased from 22.5 in FY 2006-07 to 21.7 in FY 2007-08, and is projected to decrease further to 19.0 in FY 2008-09. The number of daily inspections should increase to 20.0 per inspector in FY 2009-10.

Changes to Services and Activities

Attached Rowhouse Inspections

Due to recent changes to the Oregon Residential Specialty Code, responsibility for permit inspections of attached rowhouses moved from Commercial Inspections to Combination Inspections in October 2008. Residential inspectors are already certified for these inspections, and the structure of the Combination Inspections Program, with inspectors certified to perform inspections in multiple disciplines, will allow the work to be done more efficiently.

Field Issued Remodel (FIR) Program

The FIR program provides one stop services for one and two family remodeling contractors. FIR has received great support from industry stakeholders and continues to see increased demand despite the economic downturn. Currently there are 89 contractors registered in the program.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			45	38	47
Expenditures					
Combination Inspections			4,671,458	4,170,231	4,932,719
Total Expenditures			4,671,458	4,170,231	4,932,719
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10
Effectiven					
"Number of inspections per day, per inspector"	22.47	21.65	19.00		20.00
Percent of inspections made within 24 hours of request	95%	99%	99%		98%
Efficiency					
Number of inspection trips reduced due to multi-certified inspectors	23,518	23,067	22,000		23,000
Workload					
Residential inspections	112,509	113,607	100,000		105,000

Land Use Services

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 is divided into five functional areas: 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, which provides support for legally-mandated record keeping and public notices related to land use reviews. A sixth function is currently being developed: the inspection of zoning-related requirements in the field by LUS planners familiar with these requirements.

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 1,242 in FY 2007-08 to 800 in FY 2008-09, but then increase to 950 in FY 2009-10. The number of zoning plan checks is projected to fall from 4,934 in FY 2007-08 to 4,500 in FY 2008-09, but then rebound to 4,900 in FY 2009-10.

Changes to Services and Activities

Zoning Inspections Program

LUS is currently developing a program to use existing planners to inspect construction projects for zoning requirements. This work was done by building inspectors in the past, but planners bring a higher level of expertise with the zoning code and thus can do the work more efficiently. This change allows planners and customers to work on projects from concept through the construction phase. It places the appropriate expertise in the field doing inspections, resulting in more consistent compliance with zoning requirements.

Tree Project

As directed in the City's Urban Forestry Management Plan, BDS recently completed an assessment of the effectiveness of its implementation, inspection, and enforcement of the City's current tree regulations. Bureau staff is currently implementing process improvements recommended by the study, including:

- ◆ Improving outreach and education regarding tree preservation techniques
- ◆ Tightening requirements to ensure regulations are being followed
- ◆ Improving communication between City planners and inspectors regarding trees to be preserved at specific sites
- ◆ Developing clearer protocols for enforcement staff

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			79	72	78
Expenditures					
Land Use Services			7,768,942	7,162,531	7,841,161
Total Expenditures			7,768,942	7,162,531	7,841,161
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10
Effectiveness					
Percent of customers rating the overall quality of the land use review process as Very Good or Good	79%	64%	72%		79%
Efficiency					
Percent of customers very satisfied or satisfied with land use review timeliness	79%	82%	82%		85%
Workload					
Land Use Review Applications	1,368	1,242	800		950
Zoning plan check applications	5,963	4,934	4,500		4,900

Neighborhood Inspections

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, exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way. This is accomplished by enforcing the requirements of the Property Maintenance Code (Title 29), including housing maintenance standards, derelict building regulations, and property nuisance regulations.

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 bureau projects that the number of housing units brought into compliance will increase from 2,226 in FY 2007-08 to 2,784 in FY 2008-09 and to 3,340 in FY 2009-10. The number of properties cleaned up is projected to increase from 6,933 in FY 2007-08 to 7,670 in FY 2008-09, and then to decrease to 7,250 in FY 2009-10. The number of Code Enforcement Fee waivers granted has increased over the last few years, but is projected to decrease to 126 in FY 2008-09 and to 100 in FY 2009-10.

As a complaint-driven enforcement section, Neighborhood Inspections' workload tends to be "counter-cyclical"; the workload has increased during past economic downturns. Workload indicators (numbers of intakes and inspections) are thus projected to increase 5-10% from FY 2007-08 through FY 2009-10.

Changes to Services and Activities

Integration of Neighborhood Inspections and Compliance Services

The Neighborhood Inspections Programs and Compliance Services are currently reviewing their internal processes for case intake and enforcement administration with a goal of better aligning the programs and improving citizen experience with BDS compliance programs. A series of short- and medium-term goals will be implemented during FY 2008-09 and continue into FY 2009-10. These goals focus on aligning notification procedures, penalty assessment procedures, and adopting updated waiver and fee schedules.

Enhanced Activities for All Work Programs Within Neighborhood Inspections

Throughout FY 2008-09, Neighborhood Inspections will continue to respond to requests for increased enforcement services including:

- ◆ Participate in the City's Housing Interdiction Team (HIT) special task force
- ◆ Enforce Exterior Maintenance Requirements on non-residential structures
- ◆ Participate in the City's Inter Bureau Task Force
- ◆ Provide Enforcement of Containers in the Right of Way (CROW) for the Office of Sustainable Development
- ◆ Provide Adult Care Home inspections outside the City for Multnomah County

Implementation of Quality Rental Housing Workgroup Recommendations

In September 2007 the Bureau of Housing and Community Development (BHCD) convened the Quality Rental Housing Workgroup (QRHW) to explore the issues of substandard housing, housing habitability, and environmental hazards in rental housing in Portland. In FY 2009-10 Neighborhood Inspections will implement some of the QRHW's revenue-generating recommendations, including internal and external collections programs, increased fines and cost recovery fee proposals. Revenue generated by these recommendations will help finance QRHW recommendations and help further the goal of ensuring that all Portland citizens, especially the most vulnerable, have safe and livable housing.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			21	19	21
Expenditures					
Neighborhood Inspections			2,360,220	2,230,761	2,428,233
Total Expenditures			2,360,220	2,230,761	2,428,233
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09		Target FY 2009-10
Effectiven					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts	2,020	2,226	2,784		3,340
Number of properties cleaned up	6,807	6,933	7,674		7,250
Code Enforcement fee waivers granted	325	327	126		100
Workload					
Nuisance inspections	15,375	15,178	15,618		15,500
Housing/derelict buildings inspections	4,894	5,097	5,229		6,275
Housing intakes	1,512	1,481	1,392		1,670
Nuisance intakes	6,927	6,958	7,738		7,500
Code Enforcement fee waiver requests	340	335	130		125
Number of Housing Units Inspected	NA	6,008	6,308		6,938

Plan Review

Description

Plan Review 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 Structural Engineering 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.

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. The percentage of building plans that were reviewed by all bureaus within scheduled end dates has been increasing for both residential and commercial plans in the last few years. The bureau projects that in FY 2008-09, the City will meet its plan review turnaround goals for 90% of residential plans and 75% of commercial plans. For FY 2009-10, BDS projects that the rate for residential plans will hold at 90% while the rate for commercial plans will increase to 78%.

Changes to Services and Activities

Development Services Consolidation

City Council passed a resolution on January 7, 2009 directing that all development permit review and processing be consolidated within BDS. A team composed of staff from BDS and other bureaus involved in development review is identifying consolidation and collocation options that would improve the City's permitting and plan review services. The group will forward recommendations to City Council in March 2009. The goal of this process is to bring a higher level of accountability to the development review process, including finding efficiencies in the land use process, predictability for plan review, and improving the Public Works permitting process, all of which will benefit both bureau customers and the community.

FTE & Financials	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
FTE			48	40	48
Expenditures					
Plan Review			4,683,341	4,088,679	4,800,168
Total Expenditures			4,683,341	4,088,679	4,800,168

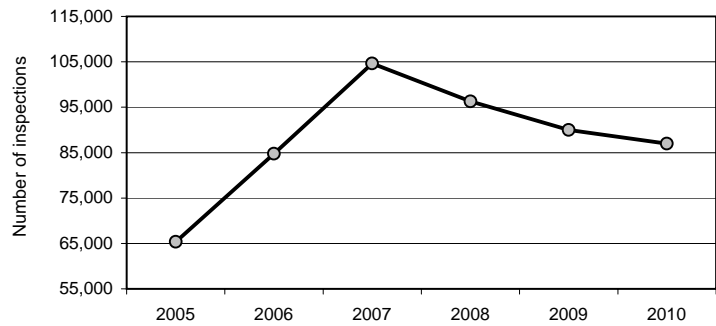
Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09	Target FY 2009-10
Effectiven				
Percent of residential plans reviewed by all bureaus within scheduled end dates	81%	90%	90%	90%

Performance	Actual FY 2006-07	Actual FY 2007-08	Yr End Est. FY 2008-09	Target FY 2009-10
Percent of commercial plans reviewed by all bureaus within scheduled end dates	72%	73%	75%	78%

Performance Measures

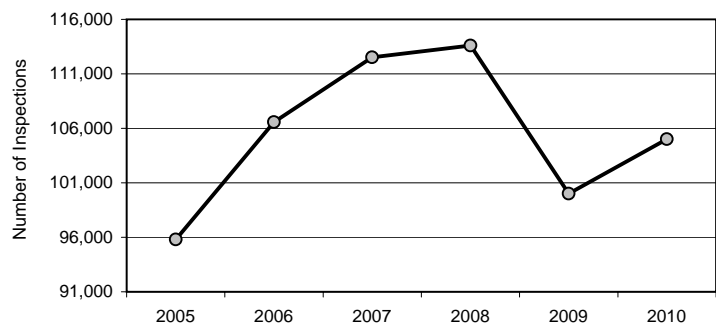
Commercial Inspections

Commercial inspections decreased in FY 2004-05 due to a correction in the way inspections are counted. The number of commercial inspections is expected to decrease in FY 2009-10, reflecting a downturn in local construction activity.



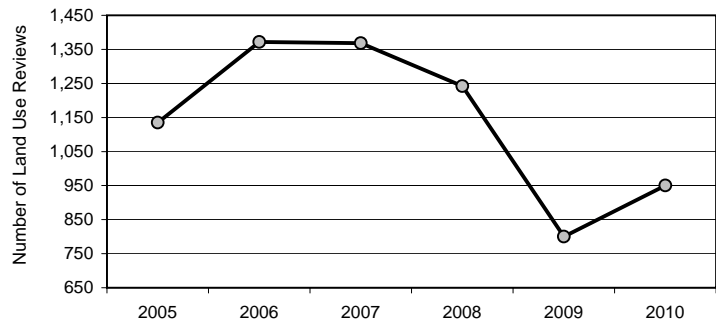
Residential Inspections

Residential inspections are expected to increase slightly in FY2009-10 after a large drop in FY2008-09.



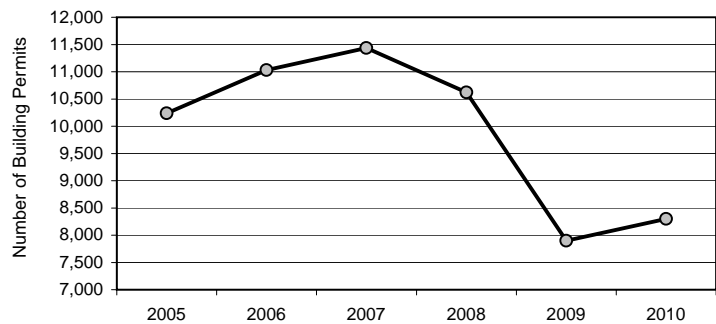
Land Use Review Applications

The number of land use applications decreased significantly in FY2008-09. Very mild growth is projected in FY2009-10.



Total Commercial & Residential Building Permits

The number of building permits is expected to be at a slightly higher level in FY2009-10 after a significant drop in FY2008-09.



Bureau of Development Services

SUMMARY OF BUREAU BUDGET

	Actual FY 2006-07	Actual FY 2007-08	Revised FY 2008-09	Requested FY 2009-10	Req No DP FY 2009-10
RESOURCES					
External Revenues					
Licenses and Permits	25,749,467	0	27,095,000	24,082,310	24,082,310
Service Charges and Fees	9,544,753	0	11,042,000	9,481,942	9,481,942
Miscellaneous Revenues	2,191,934	0	2,581,000	1,817,896	1,817,896
Total External Revenues	37,486,154	0	40,718,000	35,382,148	35,382,148
Internal Revenues					
General Fund Discretionary	0	0	0	(100,616)	0
Other Cash Transfers	2,957,104	0	1,929,869	2,012,326	2,012,326
Interagency Reimbursements	351,602	0	578,682	393,866	393,866
Total Internal Revenues	3,308,706	0	2,508,551	2,305,576	2,406,192
Beginning Fund Balance	11,204,849	0	14,554,385	8,927,808	8,927,808
TOTAL RESOURCES	\$ 51,999,709	\$ 0	\$ 57,780,936	\$ 46,615,532	\$ 46,716,148

Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.
 Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.

EXPENDITURES

Bureau Requirements					
Personal Services	26,805,713	0	31,878,937	27,413,667	32,128,602
External Materials & Services	1,435,146	0	2,956,956	1,839,417	3,057,497
Internal Materials & Services	7,320,616	0	8,678,909	8,276,546	8,701,939
Capital Outlay	24,500	0	0	0	0
Total Bureau Requirements	35,585,975	0	43,514,802	37,529,630	43,888,038
Fund Requirements					
General Operating Contingency	0	0	3,031,246	5,966,860	0
Other Cash Transfers	2,103,490	0	3,189,780	2,261,155	2,261,155
Debt Retirement	0	0	0	857,887	857,887
Ending Fund Balance	14,310,244	0	8,045,108	0	(290,932)
Total Fund Requirements	16,413,734	0	14,266,134	9,085,902	2,828,110
TOTAL EXPENDITURES	\$ 51,999,709	\$ 0	\$ 57,780,936	\$ 46,615,532	\$ 46,716,148

PROGRAMS

Administration & Support			10,068,578	8,533,128	10,041,503
Combination Inspections			4,671,458	4,170,231	4,932,719
Commercial Inspections			5,988,818	5,003,273	6,031,510
Compliance Services			1,521,828	1,301,866	1,536,906
Development Services			4,549,256	3,371,315	4,275,204
Land Use Services			7,768,942	7,162,531	7,841,161
Neighborhood Inspections			2,360,220	2,230,761	2,428,233
Plan Review			4,683,341	4,088,679	4,800,168
Site Development			1,902,361	1,667,846	2,000,634
TOTAL PROGRAMS	\$	\$	\$ 43,514,802	\$ 37,529,630	\$ 43,888,038

FTE SUMMARY

Class	Title	Salary Range		Revised FY 2008-09		Requested FY 2009-10		Proposed FY 2009-10	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
7103	Administrative Assistant	43,493	67,004	2.00	120,180	2.00	122,696		
7107	Administrative Supervisor II	55,436	73,894	1.00	73,608	1.00	73,896		
7375	Assistant Financial Analyst	43,493	67,004	1.00	70,092	1.00	70,092		
7152	Assistant Program Specialist	43,493	67,004	3.00	170,808	2.00	129,704		
6131	Associate Planner	47,168	54,601	1.00	49,328	1.00	51,790		
7120	Asst Business Systems Analyst	43,493	67,004	1.00	52,956	1.00	55,128		
2146	Building Insp/Plans Exam Trainee	29,629	34,306	3.00	92,715	0.00	0		
2140	Building Inspector II	60,343	69,823	15.01	1,000,160	12.00	839,604		
2141	Building Inspector Senior	67,756	78,404	15.00	1,143,320	14.00	1,089,432		
7110	Business Operations Supervisor	64,269	85,984	1.00	80,220	1.00	80,495		
7121	Business Systems Analyst	55,436	73,894	4.00	260,508	3.00	207,770		
6132	City Planner I	51,991	60,009	7.00	397,512	7.00	407,691		
6133	City Planner II	57,169	66,043	25.00	1,588,048	25.00	1,624,803		
2201	Code Specialist I	31,111	40,194	1.00	37,228	1.00	39,320		
2202	Code Specialist II	40,841	52,513	7.00	343,551	6.00	309,420		
2204	Code Specialist III	44,036	56,042	2.00	101,660	2.00	106,226		
2127	Combination Inspector	64,373	74,542	21.00	1,526,845	18.00	1,348,081		
7202	Community Outreach & Info Asst	43,493	67,004	1.00	57,324	0.00	0		
7203	Community Outreach & Info Rep	52,806	70,366	1.00	61,356	1.00	63,246		
0131	Customer Accts Spec I	32,615	45,665	2.00	80,772	2.00	85,442		
7074	Development Services Director	111,353	159,586	1.00	147,864	1.00	153,924		
6041	Development Services Tech I	36,498	48,901	15.99	664,252	15.00	648,575		
6042	Development Services Tech II	48,901	62,389	15.99	896,460	14.00	825,543		
6043	Development Services Tech III	59,404	75,878	3.00	181,188	2.00	127,209		
7767	Development Supervisor	61,158	81,662	1.00	60,924	1.00	61,548		
7766	Development Supervisor II	67,380	90,557	1.00	81,888	1.00	83,288		
6044	Development Svcs Proj Coord	59,404	75,878	8.00	549,163	6.00	446,148		
6040	Development Svcs Tech Trainee	29,629	29,629	1.00	29,628	0.00	0		
2122	Electrical Inspector	60,343	69,823	7.00	486,564	6.00	428,448		
2124	Electrical Inspector Senior	67,756	78,404	7.00	548,856	7.00	548,856		
6112	Engineer	78,112	94,941	16.00	1,331,960	12.00	1,029,593		
6110	Engineering Associate	55,520	74,395	1.00	74,400	0.00	0		
6022	Engineering Technician II	48,901	62,389	1.00	54,582	1.00	57,285		
6023	Engineering Technician III	59,404	75,878	1.00	59,400	1.00	61,890		
6052	Environmental Technician II	48,901	62,389	1.00	53,044	1.00	55,692		
7376	Financial Analyst	55,436	73,894	2.00	129,048	1.00	73,752		
6122	Graphics Designer II	48,901	62,389	1.00	59,649	0.50	37,932		
2135	Housing Inspector	43,368	54,873	6.00	319,818	5.00	281,658		
2136	Housing Inspector Senior	56,940	65,918	2.00	129,172	2.00	131,832		
7769	Housing Inspection Supervisor	67,380	90,557	1.00	85,548	1.00	87,592		
7771	Inspection Manager	83,791	113,566	4.02	409,632	4.00	416,163		
7770	Inspection Supervisor	72,474	96,549	9.00	800,196	6.00	586,567		
7131	Management Analyst	55,436	73,894	2.00	110,880	0.00	0		
7130	Management Assistant	43,493	67,004	1.00	57,324	1.00	58,892		
7773	Noise Control Officer	58,234	77,653	1.00	77,352	1.00	77,652		
0100	Office Support Spec I	27,687	38,419	5.00	178,990	4.00	153,696		
0102	Office Support Spec II	30,401	42,407	16.01	591,042	14.00	564,875		
0104	Office Support Spec III	38,899	50,070	9.50	434,190	9.50	452,668		
0106	Office Support Spec Lead	38,899	50,070	1.00	50,076	1.00	50,076		
3225	Plan Examiner Senior	68,633	79,448	3.00	218,412	2.00	155,160		
3221	Plan Examiner-Commercial	63,162	73,122	14.00	1,009,329	13.00	963,845		
7761	Plan Review Supervisor	72,474	96,549	1.00	91,248	1.00	92,808		
6130	Planning Assistant	30,547	38,983	2.00	62,120	2.00	65,224		
2110	Plumbing Inspector	60,343	69,823	7.00	477,724	6.00	427,332		
2111	Plumbing Inspector Senior	67,756	78,404	5.00	375,840	4.00	313,632		
7133	Principal Management Analyst	72,474	96,549	1.00	88,896	1.00	91,024		
7753	Principal Planner	83,791	113,566	1.00	113,136	1.00	113,568		
7154	Program Coordinator	58,234	77,653	1.00	73,356	1.00	75,866		
7153	Program Specialist	52,806	70,366	3.00	186,348	3.00	187,696		
7208	Public Information Manager	67,380	90,557	1.00	90,204	1.00	90,407		
7206	Public Information Officer	61,158	81,662	1.00	81,348	1.00	81,582		
7102	Senior Admin Specialist	40,507	62,348	6.00	302,220	6.00	307,525		
7113	Senior Business Operations Mgr	90,014	125,718	1.00	119,496	1.00	124,392		
7122	Senior Business Sys Analyst	61,158	81,662	2.00	154,764	1.00	97,564		
6134	Senior City Planner	59,404	75,878	14.00	1,017,082	12.00	920,588		

Class	Title	Salary Range		Revised FY 2008-09		Requested FY 2009-10		Proposed FY 2009-10	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
7132	Senior Management Analyst	61,158	81,662	2.00	140,292	1.00	79,339		
7158	Senior Program Manager	72,474	96,549	1.00	84,204	1.00	86,213		
2159	Senior Site Development Insp.	67,756	78,404	1.00	78,408	1.00	78,408		
2160	Site Development Insp II	60,343	69,823	4.00	269,832	3.00	209,484		
2158	Site Development Inspector I	52,785	61,095	1.00	61,092	1.00	61,092		
2175	Structural Inspector	60,343	69,823	1.00	68,154	1.00	69,828		
7651	Supervising Engineer	72,474	96,549	2.00	196,644	2.00	196,644		
7752	Supervising Planner	72,474	96,549	8.00	704,724	7.00	634,550		
7271	Training & Development Off I	61,158	81,662	1.00	71,136	1.00	73,566		
TOTAL FULL-TIME POSITIONS				339.52	\$ 22,097,290	292.00	\$ 19,803,527		\$
6133	City Planner II	57,169	66,043	2.88	185,417	2.88	189,281		
2202	Code Specialist II	40,841	52,513	1.00	40,836	0.00	0		
0100	Office Support Spec I	27,687	38,419	1.00	27,684	0.00	0		
0102	Office Support Spec II	30,401	42,407	0.75	31,800	0.75	31,800		
3221	Plan Examiner-Commercial	63,162	73,122	0.50	32,364	0.00	0		
6130	Planning Assistant	30,547	38,983	2.88	89,564	1.33	45,357		
7102	Senior Admin Specialist	40,507	62,348	1.00	40,512	0.00	0		
TOTAL PART-TIME POSITIONS				10.01	\$ 448,177	4.96	\$ 266,438		\$
0514	Accountant I	36,728	51,260	0.67	26,740	0.00	0		
6131	Associate Planner	47,168	54,601	2.00	96,500	0.75	37,143		
2127	Combination Inspector	64,373	74,542	1.00	66,000	0.00	0		
6041	Development Services Tech I	36,498	48,901	1.00	48,900	0.00	0		
6042	Development Services Tech II	48,901	62,389	1.00	48,900	0.00	0		
6044	Development Svcs Proj Coord	59,404	75,878	1.00	67,444	0.00	0		
0100	Office Support Spec I	27,687	38,419	0.83	24,350	1.00	32,904		
3221	Plan Examiner-Commercial	63,162	73,122	1.00	64,734	0.00	0		
6134	Senior City Planner	59,404	75,878	0.25	15,348	0.00	0		
TOTAL LIMITED TERM POSITIONS				8.75	\$ 458,916	1.75	\$ 70,047		\$



City of

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MEMORANDUM

November 19, 2008

To: BDS Division Budget Subcommittees

From: Paul L. Scarlett, Director

Subject: BDS Budget Goals for Fiscal Year 2009-2010

The development of the bureau's budget over the last four years has reflected the efforts of labor and management working collaboratively to identify priorities for the continued improvements and success of the bureau's operations. The same approach will be in place this time again.

We have heard from our customers and industry partners on an ongoing basis that overall they are satisfied with the level of service delivery, programs and customer service focus of the bureau. The bureau has made great strides over the past several years in many of its programs and service delivery efforts.

We want the bureau's budget for the next fiscal year to support its goal and priorities of providing the best and highest level of service anywhere in the USA.

Strategic Plan

In September 2008, we began our Strategic Planning process to set strategic direction and goals for the next three to five years. This effort builds on the bureau's considerable successes over the last several years and will move the organization to the next level of performance.

Based on stakeholder input to the plans drafted by staff, we are currently redrafting the action plans that cover the following areas:

- Customer Experience
- Workforce Development
- Successful Partnerships
- Effective Programs & Services
 - Quality Assurance / Quality Control
 - Residential Remodels & Alterations
 - Sustainable Development
- Technology

Even though the Strategic Plan is not yet finalized, budget decisions should be guided and informed by directions, goals, and strategies from the Strategic Plan. This will help ensure the Strategic Plan's relevance and successful implementation.

Technology

We will continue our emphasis on implementing new technologies to improve the efficiency and effectiveness of our services and to make information more broadly available. Projects currently in process include mobile TRACS, online permitting, electronic plan review, and web-based programs. We will be reviewing implementation timelines in order to respond to budgetary constraints and programmatic needs.

Prioritize Programs

You already know that we are faced with reductions in our workload and revenues. However, now even more than before, it is important to maintain excellent customer service levels and advance the goals of the bureau.

Since our revenues for next fiscal year are difficult to project, building our budget will be a challenge. So rather than the process that we have used in the past, I want you to work on prioritizing the bureau's programs and/or service levels. Each division manager is preparing a summary of divisional programs/functions. I would like each Division's Budget Subcommittee to review these lists and put them into priority order. More details on this will be forthcoming once we have the City's budget instructions available. Once the revenue projections are in, we will be able to build the budget based on the input that you have given me on priorities.

Cost Savings/Program Efficiencies

I also want you to examine cost saving measures and ways that we can work smarter and more efficiently. So please provide any ideas on cost savings, improvements to efficiency and effectiveness, and revenue enhancements that have minimal impact upon our customers and stakeholders.

Operating at full cost recovery, meeting the bureau's five-year reserve goals and being responsive to our customer's needs will continue to be the foundation of the bureau's operation and budget planning process. The due date for the FY 09/10 budget is either the last week of January or the first week of February. When the deadline date is set, we will let you know.

Thank you in advance for your participation and contribution in developing the bureau's budget for next fiscal year.