

Bureau of Development Services

Management / Leadership Data

Commissioner in Charge: Randy Leonard
 Bureau Director: Paul L. Scarlett
 Website: www.portlandonline.com/bds
 Percent Administration: 54.89% (due to IT Advancement Pj)
 Percent M/W/ESB Contract \$: N/A (no contracts)

Workforce Data

Total FTE: 162.03
 Percent Minorities: 14.9%
 Percent Female: 41.9%
 Percent Non-Represented: 17.7%
 Management Span of Control: 1 to 23.5

Resource Summary

	FY 2010-11 Adopted	FY 2011-12 Base	FY 2011-12 Reductions	FY 2011-12 Add Packages	FY 2011-12 Requested
GF Ongoing	\$1,889,156	\$2,040,683	\$30,610	\$0	\$2,010,073
GF One-Time	0	0	0	0	0
Other Revenues	\$31,478,441	\$29,505,527	0	\$1,506,050	\$29,505,527
Total	\$33,367,597	\$31,546,210	\$30,610	\$1,506,050	\$31,515,600

Bureau Overview and Significant Issues

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

Significant Issues

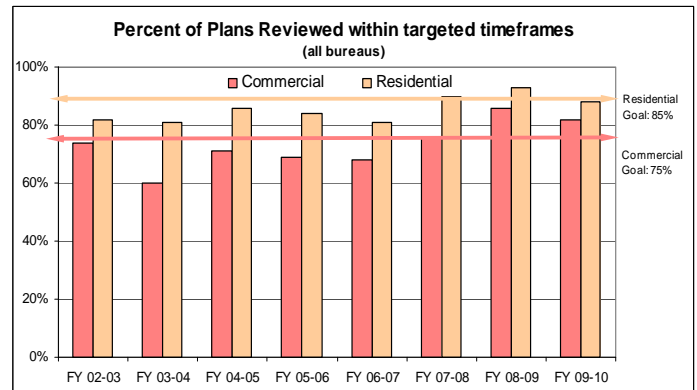
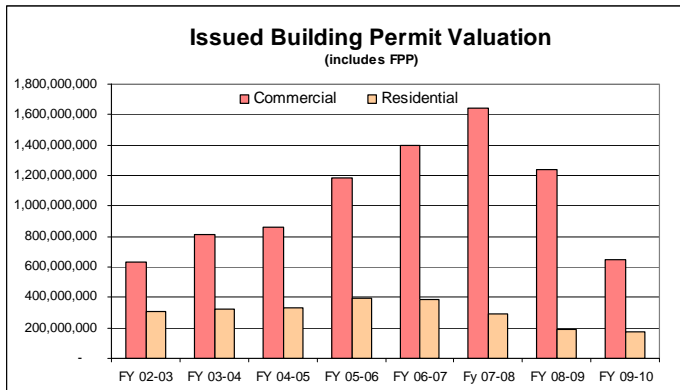
BDS's significant issues reflect the ongoing challenge to find balance between several competing goals:

- Rebuild and maintain prudent financial reserves
- Provide programs and services mandated by State and City codes
- Provide at least minimally-adequate customer service and be responsive to customer and stakeholder needs
- Pursue cost recovery for services wherever appropriate

BDS Financial Status – BDS has experienced a sharp decline in permit revenues since fall 2008. In 2009 and 2010, BDS implemented cost-saving measures, spent down reserves, and laid off about 50% of its staff. Bureau reserves have fallen from almost \$13.5 million to \$500,000. Revenues and expenditures have stabilized at low levels. In order to allow for gradual staff additions to meet critical workload needs, projections call for bureau reserves to be rebuilt slowly over the next 5 years.

Staffing & Service Levels – Permit revenues have declined much more than the workload, with the result that BDS is now insufficiently staffed. However, building inspections, plan review, permit issuance, and land use review services are mandated by law and cannot be eliminated. BDS has therefore ceased most non-mandatory, low-priority services and has significantly reduced most of the remaining services. Even with these adjustments, it remains very difficult to meet customers' needs with current staff levels.

BDS's FY 2011-12 Requested Budget includes two decision packages that would add staff to address the most critical needs. One package would add 13 positions funded by projected permit fees and revenues. The second package requests one-time General Fund support to add 5.5 positions to the Land Use Services, Neighborhood Inspections, Signs, and Noise Control programs. Most of these programs already receive some General Fund support. Financial projections show that fees and charges will support these positions in future years.



Operating and Capital Requirements

	FY 2009-10 Actuals	FY 2010-11 Adopted	FY 2011-12 Base	FY 2011-12 Request	FY 2012-13 Estimate
Operating - Base	\$28,927,434	\$28,164,045	\$29,022,353	\$28,991,743	\$30,327,686
Operating - One-Time Initiatives*	0	\$5,203,552	\$2,523,857	\$2,523,857	\$1,767,239
Capital - New Construction	0	0	0	0	0
Capital - Major Maintenance	0	0	0	0	0
Un-appropriated Ending Balance	0	0	0	0	0
Total	\$28,927,434	\$33,367,597	\$31,546,210	\$31,515,600	\$32,094,925

*Displays Information Technology Advancement Project (ITAP) costs. The entire project cost estimate was included in the FY 2010-11 budget, but BDS expects to spend only approximately \$1.4 million of the total in FY 2010-11.

Overview of Major Projects and Initiatives

Information Technology Advancement Project (ITAP): In November 2010 City Council authorized BDS to proceed with plans to purchase an online plan review and permitting system to enhance the level of technology and public access to information at BDS and improve the bureau's effectiveness and ability to be efficient with limited resources. The new system will provide these services online: access to all permit and land use records, land use and permit application and fee payment, plan review, inspection scheduling, and entry of inspection results. BDS is currently involved in negotiating a contract with a vendor and an intergovernmental agreement with the State of Oregon. Council directed the bureau to pursue a line of credit to pay for the costs of the new system, with repayment to take place over several years.

BDS Rebuilding Plan: BDS' 5-year Financial Plan shows a slow, but steady, increase in bureau revenues over the next 5 years. That mild growth, combined with moderate fee increases, will afford the ability to slowly begin to rebuild reserves and gradually hire back staff in order to provide minimally-acceptable levels of service and respond to anticipated mild increases in development activity. BDS has analyzed current workload trends and has documented bureau-wide staffing needs. As always, staff positions will be added only as sufficient funds are available. Even with gradual staff additions, BDS will remain understaffed for the next several years. Bureau reserves will not reach the bureau's 10% minimum reserve goal until FY 2013-14 and FY 2014-15, when BDS will repay the line of credit being secured to fund the ITAP.

Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	40.0%	20.0%	40.0%
Percent in Fair Condition	40.0%	40.0%	40.0%
Percent in Poor Condition	20.0%	20.0%	20.0%
Major Maintenance Backlog	\$0	\$0	\$0
Replacement Value Total	\$750,000	\$500,000	\$950,000