City of Portland

Bureau of Development Services

FROM CONCEPT TO CONSTRUCTION





Five-Year Financial Plan

Fiscal Years 2012-13 through FY 2016-17

Submitted January 30, 2012



City of Portland, Oregon Bureau of Development Services

Office of the Director

FROM CONCEPT TO CONSTRUCTION

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January 30, 2012

To: Mayor Sam Adams

Commissioner Nick Fish Commissioner Amanda Fritz Commissioner Randy Leonard Commissioner Dan Saltzman

From: Paul L. Scarlett, Director

Subject: Five-Year Financial Plan for the Bureau of Development Services

FY 2012-13 through FY 2016-17

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

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

Financial Forecasting Model

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

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

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

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

Financial Projection

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

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

Repayment of Loan and Line of Credit

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

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

Summary

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

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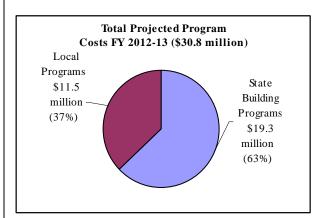
EXECUTIVE SUMMARY

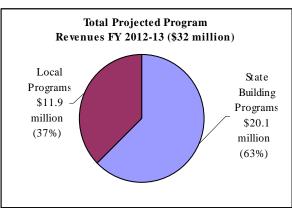
Financial Forecast

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

Financial Issues

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





OVERVIEW

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

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

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

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

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

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

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

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

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

BACKGROUND

Mission

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

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

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

Our values include:

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

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

The Bureau's Work and Sources of Funding

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are currently funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs being used for other local programs. Fees support the site development, code compliance, signs, zoning, and environmental soils programs. Land use review is also housed in BDS; land use review fees, General Fund monies, and the Development Services Fee support this program. Both the Noise and the Neighborhood Inspections programs are supported by fees and some General Fund dollars.

History of the Operating Fund

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

In 1992 a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05 the bureau was directed to work with the Office of Management and Finance (OMF) to review the reserve goals for all programs. As a result of the review, the bureau lowered its reserve goals for several programs. The bureau's reserve policy is outlined in Appendix A.

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

In late FY 2002-03, the Neighborhood Inspections and Noise Control programs were moved from BDS to the Office of Neighborhood Involvement. The Noise Control Program returned to BDS in FY 2005-06, and Neighborhood Inspections returned to BDS in FY 2006-07.

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

Due to the recession and its impact on the development industry, bureau reserves were spent down to maintain operations from almost \$13.5 million in July 2008 to \$500,000 in July 2010. Reserves began to recover in 2011 and stood at just over \$5 million on January 1, 2012. This Financial Plan outlines the bureau's goal of returning to a more appropriate reserve fund balance.

Financial Planning Process

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the Office of Management and Finance. In the aftermath of the recent recession and its unprecedented impact on construction activity in the Portland Metropolitan area and on the bureau's fee-generated revenues, BDS made significant changes to its revenue forecasting model. The model is described in great detail in the Financial Forecasts and Comparisons section of this financial plan, under Revenue Forecast.

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

SIGNIFICANT AND CRITICAL ISSUES

BDS Reserve Fund and Financial Status

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

BDS experienced a sharp decline in permit revenues beginning in the fall of 2008 with the onset of the recession. As permit revenues continued to fall precipitously in 2009, the bureau responded by implementing widespread cost saving measures, spending down bureau reserves, and laying off approximately 50% of its employees. Between FY 2008-09 and FY 2009-10, bureau reserves fell from almost \$13.5 million to \$500,000.

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

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

This Financial Plan seeks to balance these goals by slowly rebuilding the reserve while gradually adding back staff to bring services up to acceptable levels. In light of BDS's experiences in the recession, the bureau raised reserve goals in FY 2010-11 for the Building/Mechanical, Facilities Permit, and Neighborhood Inspections programs. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan if necessary.

Funding & Cost Recovery

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

State-Mandated Construction Programs

For several years, BDS has been striving to reach full cost recovery for many of its fee-supported construction programs and services. In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery will not be achievable. For other services, full cost recovery is an appropriate long-term goal. To this end, the bureau has been implementing gradual fee increases (to minimize the impact on customers and stakeholders), as well as charging for (or ceasing) some services that were previously provided free of charge.

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

Local Programs

City Council adopted all of the ordinances which serve as the foundation for the Local Code programs. As with most of the State-mandated construction programs, full cost recovery is an appropriate long-term goal; Signs, Zoning Compliance, and Site Development all reach cost recovery in the Financial Plan.

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

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

Neighborhood Inspections Program

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

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

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

Information Technology Advancement Project (ITAP)

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

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

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

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

Staffing & Service Levels

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

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

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

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

Financial Plan – Worst Case Scenario

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

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

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

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

FINANCIAL FORECASTS AND COMPARISONS

Comparison of FY 2010-11 Actuals to Previous Financial Plan

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

Current Revenues

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

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

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

Economic Outlook

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

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

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

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

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

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

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

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

Revenue Forecast

BDS's revenues are directly related to commercial and residential construction activity in the larger Portland Metropolitan area. The revenues are very susceptible to changes in the economic conditions of both the state and the nation. The list of macroeconomic parameters influencing the bureau's revenues includes but is not limited to: total wage and salary employment; construction employment; housing starts; population; measures of income; short and long-term interest rates; housing prices; loan delinquency and charge off rates for loans secured by residential and commercial real estate; homeownership rates; and inflation. The high susceptibility of the bureau's revenue to so many volatile macroeconomic parameters makes it difficult to project exact revenues.

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

Based on this input, City Council directed the bureau to convene a committee to review the feasibility of repaying a line of credit which would be needed to finance bureau's Information Technology Advancement Project (ITAP). The committee included local economists with expertise in commercial and residential real estate, as well as members of Portland's Small Business Advisory Committee (SBAC) and the City's Development Review Advisory Committee (DRAC). In fall 2010, the bureau received significant input from the committee regarding the forecasting model. Committee members agreed with Johnson-Reid's findings and suggested that the forecasting model could be improved by including more variables from the real estate market.

The bureau researched options and resources for data closely related to real estate activity in the Portland Metropolitan area and has implemented several improvements to the forecasting model. Several criteria were employed in the model development and selection process. The most important ones are the following:

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

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

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

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

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

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

Building/Mechanical Program

The Building/Mechanical Program is funded through a set of fees. The largest ones in terms of the revenue collected are: Commercial and Residential Building Permits, Building Plan Review, and Fire and Life Safety Review Fee. The fee amounts and revenues collected for the above-mentioned fees are directly related to the total value of construction work to be performed. Therefore, the trends and growth rates exhibited in revenue collections for one of the fee items are very likely to be present in revenue collections for other fee items as well. Several models have been developed that relate the Building Plan Review revenues to the measures of construction activity in the Portland Metropolitan area and the state, such as construction employment and housing starts, as well as interest rates, population, housing prices, personal income, home ownership rates, delinquency and charge off rates, and inflation. The following model was selected as a final model based on its superior characteristics and past performance. This is the same model that was used in the last year's Financial Plan for the Building Plan Review Revenues.

Revenue Item	Variables used	Explanatory Power
Building	Portland Construction Employment	94.1%
Plan	 Homeownership rates for Portland 	
Review	Metropolitan area	
	• Charge-off rate on commercial real estate	
	loans ¹	
	• Delinquency rate on commercial real estate	
	loans ²	

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

Revenue Item	Variables used	Explanatory Power
Mechanical	Number of households in Portland	96.6%
Permits	Metropolitan area	
	Mortgage Originations - Purchase for	
	Portland Metropolitan area	
	Affordability Index for Portland	
	Metropolitan are	

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

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

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

The growth rate for the Building/Mechanical program is a weighted average of the growth rates for the Building and Mechanical sections of the program weighted by the respective shares of revenues collected for each program in the last two years.

Electrical Program

The Electrical Program is funded through a set of dedicated permit and plan review fees. Based on the data for the last five fiscal years, the revenue generated by the electrical commercial and residential permit fees constitutes more than 90% of the total program revenue. Therefore, electrical permit fee revenues were modeled and several competing econometric models were developed. The final model is presented in the table below.

Revenue Item	Variables used	Explanatory Power
Electrical Permit Revenue	 Conventional and Conforming Home Price Index for Portland Metropolitan area Charge-off rate on commercial real estate loans Homeownership rates for Portland Metropolitan area Standard and Poor 500 index Portland Construction Employment Delinquency rate on commercial real estate loans 	98.4%

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

Plumbing Program

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

Revenue Item	Variables used	Explanatory Power
Plumbing Permits	 Mortgage Originations - Purchase for Portland Metropolitan area Portland construction employment Measure of risk Delinquency rate on commercial real estate loans Homeownership rates for Portland Metropolitan area 	97.9%

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

Facilities Permits Program

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

Site Development Program

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

Environmental Soils Program

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

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

Signs Program

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

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

Zoning Enforcement Program

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

Noise Program

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

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

Neighborhood Inspections Program

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

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

Land Use Services Program

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

Summary of All Programs

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

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

Expenditure Projections

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

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

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

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

Threats to the Forecast

The revenue and expenditure forecast presented in the Financial Plan is "realistic" (neither optimistic nor pessimistic). However, bureau revenues and expenditures are very susceptible to changes in the political and economic climate of the state, the nation, and the world.

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

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

FINANCIAL ANALYSIS OF PROGRAMS

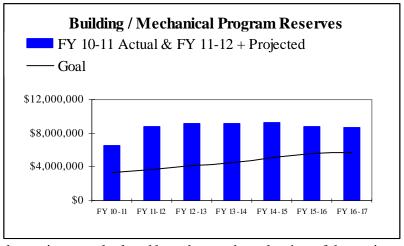
State Mandated Construction Inspection Programs

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

Building/Mechanical Program

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

Historically, funding has been strong and stable for this program. Fees for building



permits and commercial mechanical permits are calculated based upon the valuation of the projects, so as valuation grows, revenues also grow. As a result, this program has been the bureau's financial foundation over the years.

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

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

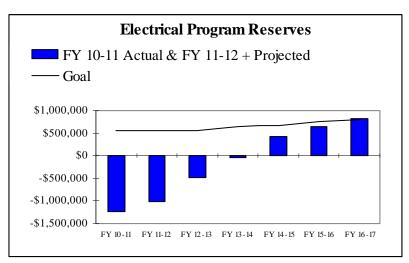
Beginning in FY 2010-11, the program started receiving back \$1,272,845 from the Facilities Permit Program in three equal annual installments. This amount was transferred from the Building program to the Facilities Permit Program in FY 2005-06 to eliminate that program's deficit. And finally the ongoing transfer of \$579,848 to the Land Use Services Program for services ceased in FY 2011-12.

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

Electrical Program

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

FY 2006-07 was the first year since FY 1998-99 in which the

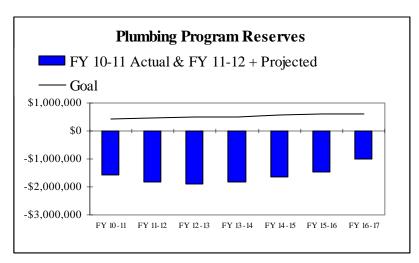


program had a positive reserve. However, in FY 2008-09 the program's cost recovery rate dropped to 76% due to a sharp drop in construction activity. The program's cumulative deficit reached \$1.4 million by the end of FY 2009-10. The bureau took actions to decrease the deficit and bring the program back to the cost recovery. By the end of FY 2011-12 the deficit is expected to be down to \$1.0 million, and cost recovery up to 108%.

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

Plumbing Program

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

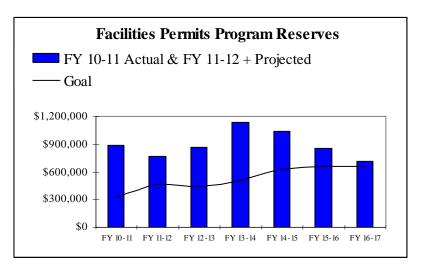


for the Plumbing Program dropped to 63% in FY 2008-09 due to the decrease in construction activity. The cost recovery rate is projected to stay below 100% in FY 2011-12, and the program's cumulative deficit is expected to reach \$1.8 million by the end of FY 2011-12.

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

Facilities Permit Program

The Facilities Permit Program (FPP) began in FY 1998-99 as a new, innovative way for BDS to provide services. The program is designed to serve customers with on-going interior tenant improvements where facility maintenance, upgrade renovations are frequent. Instead of paying standard permit fees, businesses and institutions enrolled in the program pay an hourly rate for plan review and



inspection services. The program started slowly with a limited number of inspectors, and then was expanded in FY 2000-01 and FY 2004-05. The program recovered costs in FY 2001-02 and again in FY 2005-06.

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

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

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

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

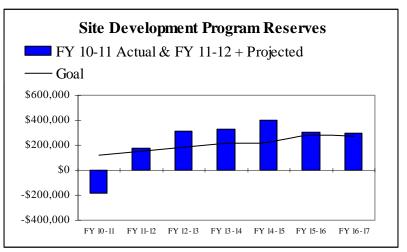
Local Programs

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

Site Development Program

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

In November 2002 BDS restructured the fee schedule for this program. For residential



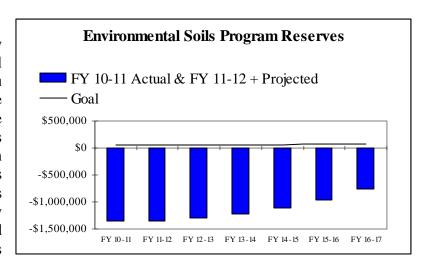
projects, several old fees were consolidated into a Residential Site Development Fee, but overall these fees were not increased. Fees for commercial projects were increased by 5.1%, mirroring inflation over a two-year period. In addition, the bureau reviewed the work done by this section. As a result, work that is more appropriately funded by building inspection and plan review fees is now supported by building permit fees.

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

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

Environmental Soils Program

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



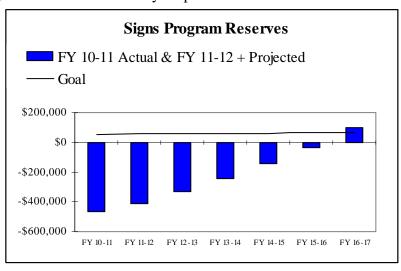
Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases were implemented in FY 1999-2000 to bring the fees up to the State of Oregon fee schedule. In FY 2001-02, staffing was reduced to match the workload. Fees were increased by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

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

By the end of FY 2010-11, the program had a cumulative deficit of approximately \$1.4 million. The bureau, in order to eliminate the deficit and improve program's cost recovery, raised the fees by 70% in FY 2011-12. The bureau is working with Multnomah County on possible solutions to the program's ongoing distressed situation. The Financial Plan includes a proposal to raise program fees by 10% per year for the next five years, which should help the program achieve cost recovery and substantially reduce the deficit to \$1 million over the five year period.

Sign Program

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



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

The sign permit fees are set at a flat rate; they do not increase based on the cost of living. Only an increase in the number of sign permits would increase revenues. Unfortunately, the program had drawn down its reserve for eight consecutive years through FY 2001-02 and had a negative reserve of over \$400,000. Fees were increased in FY 2002-03 to fully fund the program, and the program contributed slightly to its reserve for three years, but by FY 2005-06 the deficit grew to \$500,000.

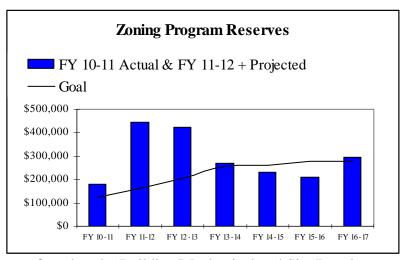
OMF included a budget note in the FY 2006-07 budget that BDS was to resolve the funding issue for the Sign Program. The bureau met with the sign industry which agreed to increase fees by 7.5% annually until the program meets its reserve goals.

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

Zoning Enforcement Program

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

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

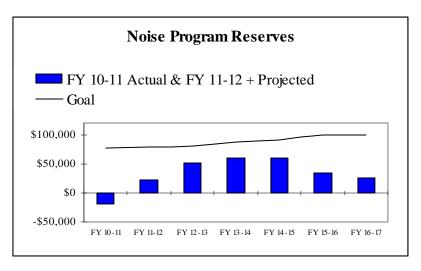


costs in any given fiscal year were transferred to the Building/Mechanical and Site Development Programs to support zoning inspection functions that are integrated into building and site development inspections. Therefore, the Zoning Program achieved 100% cost recovery in all years. However, since FY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

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

Noise Control Program

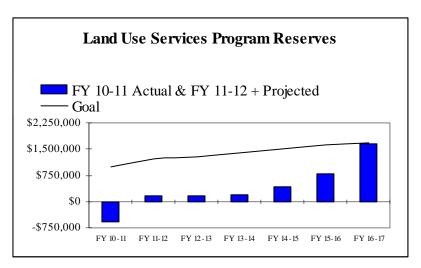
In FY 2003-04, the Noise Control Program was transferred to the Office of Neighborhood Involvement, and then transferred back to BDS in FY 2005-06. When it was returned to BDS. there was no funding to cover the program's administrative overhead in its revenue base, so no overhead was charged to this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



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

Land Use Services Program

The Land Use Services (LUS) Program is partially funded by program revenues and partially by the City's General Fund. In 1995, when LUS fees were increased, this program was part of the Bureau of Planning, and the recommendation was that program revenues cover 64% of the program's costs. But, the City Council set the fees to collect only 50% of costs.



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

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

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

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

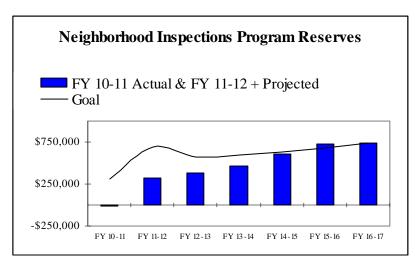
In May 2005 a new Development Services fee was created to assist in solving the critical funding issue in LUS. BDS worked with stakeholders to craft the fee. Since the new fee dramatically increased LUS' fee recovery rate, City Council directed BDS to revise the fee schedule for LUS by lowering some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

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

However, the program's cost recovery dropped to 69% in FY 2008-09 due to a sharp reduction in construction activity. The program depleted its reserves in FY 2008-09; the programmatic deficit reached \$1.7 million in FY 2009-10. The program is slowly recovering from the effects of the downturn. The program was able to achieve cost recovery in FY 2009-10 and is expected to eliminate the deficit by the end of FY 2011-12. Annual fee increases of 5% for next five years are necessary for the program to maintain a 100% cost recovery rate and to reach its reserve goal by FY 2016-17.

Neighborhood Inspections Program

In FY 2003-04, the Neighborhood Inspections **Program** was transferred to the City's Office of Neighborhood Involvement, and then transferred back to BDS in FY 2006-07. The program is receiving approximately 70% less General Fund support than it had when it was previously in BDS. In addition, funding to cover the program's administrative overhead was not included in its revenue



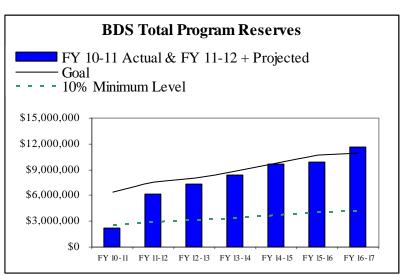
base, so no overhead was charged to this program in FY 2006-07. In FY 2007-08, the bureau began to fully charge the program for its share of the bureau's administrative overhead.

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

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

Bureau Overview

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



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

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

SUMMARY OF FINANCIAL POLICIES

Reserve Policy

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

During periods of strong construction activity, the reserve is built up to provide a funding source for times when revenues drop. In this way, the fund is able to weather the ups and downs of construction activity, to remain stable and efficient, and to maintain the staff necessary to provide services on work that has been paid for but not completed. The reserve is not intended to maintain existing budget levels in spite of reduced construction activity and BDS workloads, but rather to allow BDS time to recognize and respond to such downturns.

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

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

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

The table below illustrates the adjustments made to reserve goals:

	BDS Reserve (Goals	
Program		Reserve Goal	
	Goal Prior to	Goal FY 2004-	Current Goal as
	FY 2004-05	05	of FY 2011-12
Building/Mechanical	35-45%	25%	35-45%
Electrical	35-45%	20%	20%
Plumbing	35-45%	20%	20%
Facilities Permits	15%	15%	20%
Site Development	35-45%	20%	20%
Environmental Soils	20%	20%	20%
Signs	20%	20%	20%
Zoning	20%	20%	20%
Land Use Services	20%	20%	20%
Neighborhood Inspections	20%	20%	25%
Bureau Total	No goal	10% Minimum	10% Minimum
		Reserve Level	Reserve Level

In FY 2010-11 with the impact of the recession still fresh, the bureau revisited its reserve goals. The reserve goal for the Building Mechanical Program is being returned to the original 35-45% goal due to recent experience with the significant economic downturn. Since fees for building and mechanical permits are based upon the valuation of the construction project and are the most volatile, the 35% reserve goal for the Building/Mechanical Program is more prudent Smaller programs (Environmental Soils, Signs, and Zoning) have reserve goals of 20% of their annual budget. Likewise, the Land Use Services program has a 20% reserve goal because the program receives General Fund support. The Facilities Permit Program reserve goal was increased from 15% to 20% to be consistent with the reserve goals established for similar programs. The Neighborhood Inspections Program reserve goal was increased from 20% to 25% due to a greater volatility in lien collections, the largest revenue source for the program.

It is important to remember that the goal of the reserve is to allow BDS time to recognize and respond to unanticipated declines in revenues and to maintain the staffing needed to carry out its obligation to provide services on permits for which BDS has already been paid. The size of the reserve determines how much time BDS will have to adjust to change and still provide necessary services. The reserve goals will not insulate the programs from making significant budget adjustments in response to lower revenues and reduced workloads over the long term, but will allow

BDS to remain stable and to meet its prepaid obligations, will provide time to respond, and will reduce the severity of budget cuts in the short term.

Fee Increase Policy

BDS's fee increase policy was adopted by the Bureau of Buildings and the Bureau Advisory Committee in 1992. The policy is to review fees on an annual basis and increase them to cover increases in personnel and interagency costs. This policy of increasing fees slowly and steadily assists permit applicants. It is very difficult for customers to absorb large fee increases, because their operations are based on a fairly stable cost of doing business. They have a much easier time absorbing smaller and more predictable increases. Although the general policy is to increase fees on an annual basis, fee increases may not be necessary every year if a program's revenues are strong and its reserves are at an acceptable level. Fee increases should be avoided only when the bureau has enough excess reserves to operate through two fiscal years without depleting the program's reserves below the target set in BDS's reserve policy.

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

Limitations on Use of Revenues from Construction Permit Fees

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

State law requires that "fees collected by a municipality...shall be used for the administration and enforcement of a building inspection program for which the municipality has assumed responsibility" (ORS 455.210(1)(c). This statute applies to the permit and plan review fees for the Building, Mechanical and Plumbing programs. Under state statute, revenues from building, plumbing, and mechanical permits/plan review can be used interchangeably. Building departments are specifically prohibited from using these fees to fund inspection, review, implementation, or administration of local ordinances relating to development, or any other programs that are not related to the construction permit/plan review revenues. However, building permit revenues can be used to fund programs where implementation of local ordinances is interdependent and intertwined with the State construction codes. According to the State Building Codes Division, a portion of planning and zoning review incidental to the issuance of a building permit falls into this category.

There is a special provision for electrical permits and plan review. ORS 479.845 (3) states that "fees collected by a city or county for the enforcement or administration of the electrical specialty code and rules under ORS 479.730 (1) shall be used only for the enforcement and administration of those laws."

Bureau of Development Services 2012 Financial Plan

Fee Increases and Programmatic Revenue Growth Assumptions

Programmatic Revenue Growth Assumptions¹

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

Projected Fee Increases

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

Note

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

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

Bureau of	Development \$	Services	- 20	12 FIVE-	YEAR	RFINAN	ICIAL P	LAN								Append	ix C
	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserv	e Goals: Dollars	Excess / (shortage) vs. goal
	FY 88-89	6.679.932		7,226,016		1,207,513	0	8.420.078	1,740,146	108%	126%	1,740,146		26%			·
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
Bureau of	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
Development	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
Services	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
Total	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,186
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,725
	FY 10-11	25,480,615	-11.9%	25,270,727	2.6%	1,889,155	0	27,159,882	1,679,267	99%	107%	2,192,076		9%	25%	6,434,443	(4,242
	FY 11-12 estimate	29,411,183	15.4%	30,331,404	20.0%	3,031,800	0	33,363,204	3,952,021	103%	113%	6,144,097		21%	26%	7,595,092	(1,450
	FY 12-13 estimate	30,825,801	4.8%	30,088,675	-0.8%	1,966,241	0	32,054,916	1,229,115	98%	104%	7,373,212		24%	26%	8,037,706	(664
	FY 13-14 estimate	33,985,421	10.2%	32,983,472	9.6%	1,966,241	0	34,949,714	964,292	97%	103%	8,337,505		25%	26%	8,851,982	(514
	FY 14-15 estimate	37,254,700	9.6%	36,572,823	10.9%	1,966,241	0	38,539,064	1,284,364	98%	103%	9,621,868		26%	26%	9,741,101	(119
	FY 15-16 estimate	41,026,868	10.1%	39,285,870	7.4%	1,966,241	0	41,252,111	225,243	96%	101%	9,847,112		24%	26%	10,753,812	(906
	FY 16-17 estimate	41,779,281	1.8%	41,543,032	5.7%	1,966,241	0	43,509,273	1,729,992	99%	104%	11,577,104		28%	26%	10,933,712	643

	Program Detail																
_	Fiscal	TOTAL	Change From	Program	Change From	General	Internal Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual		e Goals:	Excess
Program	Year	COSTS	Prior Year	Revenue only	Prior Year	Fund Revenue	Program Transfers	REVENUES	Add / (Draw)	Cost Recovery	Cost Recovery	Reserve	Revenue Increase	Reserve %	%	Dollars	(shortag
	FY 88-89	3,360,020		4,666,774		197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	18.5%	45%			
Building /	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%			
Mechanical	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%			L
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76% 78%			
	FY 93-94 FY 94-95	5,583,359 6,198,693	8.9% 11.0%	6,070,067 6,651,588	15.0% 9.6%	0	0	6,070,067 6,651,588	486,708 452,895	109% 107%	109% 107%	4,359,849 4,812,744	0% 0%	78% 78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5.544.536	0%	81%	45%	3,075,679	2,46
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7.340.867	0%	92%	45%	3,589,515	3,75
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8.010.091	0%	85%	35%	3,286,725	4,72
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,18
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	77
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,10
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,51
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,76
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,24
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,57
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(, , ,	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,4
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,24
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,5
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79% 89%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,8
	FY 09-10 FY 10-11	11,311,062 9,652,201	-28.6% -14.7%	10,018,125 9,376,133	-20.3% -6.4%	0	(579,848) (155,566)	9,438,277 9,220,567	(1,872,785)	97%	83% 96%	6,977,136 6,545,502	8.0%	62% 68%	25% 35%	2,827,766 3,378,270	4,14 3,10
	FY 10-11 FY 11-12 estimate	10,490,733	8.7%	12,359,822	31.8%	0	424,282	12,784,104	2,293,370	118%	122%	8.838.872	8.0%	84%	35%	3,378,270	5,16
	FY 12-13 estimate	11,727,295	11.8%	11,650,914	-5.7%	0	424,282	12,075,195	347,900	99%	103%	9,186,773	5.0%	78%	35%	4,104,553	5,08
	FY 13-14 estimate	12,901,170	10.0%	12,919,331	10.9%	0	0	12,919,331	18,162	100%	100%	9,204,934	5.0%	71%	35%	4,515,409	4,68
	FY 14-15 estimate	14,432,605	11.9%	14,544,022	12.6%	0	0	14,544,022	111,416	101%	101%	9,316,351	5.0%	65%	35%	5,051,412	4,26
	FY 15-16 estimate	16,090,231	11.5%	15,514,258	6.7%	0	0	15,514,258	(575,974)	96%	96%	8,740,377	0.0%	54%	35%	5,631,581	3,10
	FY 16-17 estimate	16,202,588	0.7%	16,166,266	4.2%	0	0	16,166,266	(36,323)	100%	100%	8,704,054	0.0%	54%	35%	5,670,906	3,03
	FY 88-89	1,020,319		1,100,300		59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	14%			
Electrical	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%			
	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%	4807	0.45 505	L
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87% 94%	87% 94%	800,933	0% 5%	38% 28%	45%	945,585	(1-
	FY 96-97 FY 97-98	2,365,452 2,594,712	12.6% 9.7%	2,217,832 2,293,287	21.1% 3.4%	0	0	2,217,832 2,293,287	(147,620)	88%	88%	653,313 351,888	16%	14%	45% 35%	1,064,453 908,149	(4
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(7
	FY 99-00	3.279.131	19.9%	2.671.333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,5
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,7
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,9
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,1
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,6
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,6
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(7
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%		744,330	(5
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,0
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,0
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,9
	FY 10-11	2,755,509	-0.2%	2,917,819	11.2%	0	0	2,917,819	162,310	106%	106%	(1,230,047)	8.0%	-45%	20%	551,102	(1,7
	FY 11-12 estimate	2,767,980	0.5%	2,985,588	2.3%	0		2,985,588	217,607	108%	108%	(1,012,440)	8.0%	-37%	20%	553,596	(1,5
	FY 12-13 estimate FY 13-14 estimate	2,822,127 3,181,235	2.0% 12.7%	3,357,329 3,619,345	12.5% 7.8%	0	0	3,357,329	535,202 438,110	119% 114%	119% 114%	(477,238) (39,128)	5.0% 0.0%	-17% -1%	20% 20%	564,425 636,247	(1,0
			12.7% 6.0%		7.8% 5.9%	0	0	3,619,345		114% 114%	114% 114%		0.0%	-1% 12%			(6
	FY 14-15 estimate	3,373,635	6.0% 12.9%	3,833,399 4,034,910	5.9% 5.3%	0	0	3,833,399 4,034,910	459,764	114% 106%	114% 106%	420,636 646,882	0.0%	12% 17%	20% 20%	674,727	(2
	FY 15-16 estimate FY 16-17 estimate	3,808,664 4,040,250	6.1%	4,034,910	5.3% 4.7%	0	0	4,034,910	226,246 184,616	106%	106%	831,498	0.0%	21%	20%	761,733	(1

	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior	Program Revenue	Change From Prior	General Fund	Internal Program to Program	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost	TOTAL Cost	Cumulative Reserve	Fee / Revenue	Actual Reserve	Reserv	e Goals: Dollars	Excess (shortag
			Year	only	Year	Revenue	Transfers			Recovery	Recovery		Increase	%			vs. goa
	FY 88-89	993,084		960,270		58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%			
Plumbing	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%			-
	FY 90-91	985,338	-13.0% 21.0%	1,074,871 1,029,372	-15.7% -4.2%	0	0	1,074,871 1,029,372	89,533 (162,578)	109%	109%	296,699 134,121	0% 0%	30% 11%			
	FY 91-92 FY 92-93	1,191,950 1,301,541	9.2%	1,130,975	9.9%	0	0	1,029,372	(170,566)	86% 87%	86% 87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,130,975	22.6%	0	0	1,386,390	44,519	103%	103%	8.074	15.0%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,13
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,30
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,26
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,44
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,36
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,41
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,64
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,4
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,9
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,5
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(3
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(4
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,8
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,9
	FY 10-11	2,173,822	-2.3%	2,150,048	19.9%	0	0	2,150,048	(23,774)	99%	99%	(1,566,238)	8.0%	-72%	20%	434,764	(2,0
	FY 11-12 estimate	2,402,672	10.5%	2,152,049	0.1%	0	0	2,152,049	(250,623)	90%	90%	(1,816,861)	8.0%	-76%	20%	480,534	(2,2
	FY 12-13 estimate	2,466,551	2.7%	2,388,797	11.0%	0	0	2,388,797	(77,755)	97%	97%	(1,894,616)	5.0%	-77%	20%	493,310	(2,3
	FY 13-14 estimate	2,572,980	4.3%	2,661,650	11.4%	0	0	2,661,650	88,670	103%	103%	(1,805,946)	5.0%	-70%	20%	514,596	(2,3
	FY 14-15 estimate	2,779,141	8.0%	2,952,210	10.9%	0	0	2,952,210	173,069	106%	106%	(1,632,877)	5.0%	-59%	20%	555,828	(2,1
	FY 15-16 estimate	3,034,584	9.2%	3,207,766	8.7%	0	0	3,207,766	173,182	106%	106%	(1,459,695)	5.0%	-48%	20%	606,917	(2,0
	FY 16-17 estimate	3,028,407	-0.2%	3,476,447	8.4%	0	0	3,476,447	448,040	115%	115%	(1,011,655)	5.0%	-33%	20%	605,681	(1,6
cilities Permits	FY 88-89 FY 89-90														!		
mues Permits	FY 89-90 FY 90-91								-								
	FY 90-91 FY 91-92								1						-		
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	FY 93-94								 				 	1	 		
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	FY 96-97								1					1	1		
	FY 97-98								İ								
	FY 98-99	351,984		64,992		0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(3
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(5
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(7
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(7
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(8
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,1
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,6
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(3
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(5
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	—
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	9
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	(404,000)	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918	8
	FY 10-11	2,190,212	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(252,358)	108%	88%	887,215	8.0%	41%	15%	328,532	
	FY 11-12 estimate	2,305,947	5.3%	2,605,599	10.3%	0	(424,282)	2,181,318	(124,629)	113%	95%	762,586	8.0%	33%	20%	461,189	;
	FY 12-13 estimate FY 13-14 estimate	2,198,051 2,534,040	-4.7% 15.3%	2,720,660 2,810,342	4.4% 3.3%	0	(424,282)	2,296,378	98,327 276,302	124% 111%	104% 111%	860,913 1,137,214	0.0%	39% 45%	20% 20%	439,610 506,808	4
							0	2,810,342									- 6
	FY 14-15 estimate	3,117,725	23.0%	3,021,463	7.5%	0	0	3,021,463	(96,262)	97%	97%	1,040,952	3.0%	33%	20%	623,545	
	FY 15-16 estimate FY 16-17 estimate	3,284,877 3,279,885	5.4% -0.2%	3,097,050 3,139,642	2.5% 1.4%	0	0	3,097,050	(187,827)	94%	94% 96%	853,125	0.0%	26%	20%	656,975	

Sureau of L	Development S	Services	- 20	12 FIVE-	YEAF	RFINAN	ICIAL P	LAN								Append	lix C
	Program Detail																
	Fiscal	TOTAL	Change From	Dragram	Change From	General	Internal	TOTAL	Reserves	Drogram	TOTAL	Cumulative	Fee /	Actual	Basari	e Goals:	Excess
Program	Year	COSTS	Prior	Program Revenue	Prior	Fund	Program to Program	REVENUES	Add / (Draw)	Program Cost	Cost	Reserve	Revenue	Reserve	%	Dollars	(shortage
. rogram		000.0	Year	only	Year	Revenue	Transfers	NEVENOES	rida / (D.d.i.)	Recovery	Recovery	11000110	Increase	%	,,	2011010	vs. goal
	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
State Programs	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
Subtotal	FY 90-91 FY 91-92	6,792,346 7,354,048	8.7% 8.3%	8,398,543 7,240,253	6.5% -13.8%	0	0	8,398,543 7,240,253	1,606,197 (113,795)	124% 98%	124% 98%	5,125,439 5,011,644					
	FY 91-92 FY 92-93	7,354,048	8.3%	7,240,253	9.0%	0	0		(77,077)	98%	98%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0		555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0		198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	,,	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037
	FY 97-98 FY 98-99	14,543,117 16,479,729	14.6% 13.3%	14,793,436 14,841,116	3.2% 0.3%	0	0		250,319 (1,638,613)	102% 90%	102% 90%	7,996,748 6,358,135		55% 39%	35% 35%	5,090,091 5,697,508	2,906 660
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2.739.591		15%	34%	6,398,118	(3,658
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0		238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0		1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109% 114%	8,007,174		38%	39%	8,150,389	(143
	FY 05-06 FY 06-07	21,749,572 24,051,763	4.2% 10.6%	25,349,813 26,375,546	8.7% 4.0%	0	(579,848) (579,848)	24,769,965 25,795,698	3,020,393 1,743,935	117% 110%	114%	11,027,567 12,771,502		51% 53%	23% 23%	4,913,385 5,433,384	6,114 7,338
	FY 07-08	26,464,793	10.6%	27,482,652	4.0%	0	(579,848)	26,902,804	438,011	104%	107%	13,209,513		50%	23%	6,001,955	7,330
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,020
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140
	FY 10-11	16,771,744	-9.6%	16,806,136	1.4%	0	(579,848)	16,226,288	(545,456)	100%	97%	4,758,314		28%	28%	4,692,668	65
	FY 11-12 estimate	17,967,333	7.1%	20,103,057	19.6%	0	0	-,,	2,135,725	112%	112%	6,894,039		38%	29%	5,167,077	1,726
	FY 12-13 estimate	19,214,024	6.9%	20,117,699	0.1%	0	0	20,117,699	903,675	105%	105%	7,797,713		41%	29%	5,601,899	2,195
	FY 13-14 estimate FY 14-15 estimate	21,189,425 23,703,106	10.3% 11.9%	22,010,668 24,351,093	9.4%	0	0	22,010,668 24,351,093	821,243 647,987	104% 103%	104% 103%	8,618,956 9,266,944		41% 39%	29% 29%	6,173,061 6,905,512	2,445 2,361
	FY 14-15 estimate FY 15-16 estimate	26,218,356	10.6%	25,853,984	6.2%	0	0		(364,373)	99%	99%	8.902.571		34%	29%	7,657,206	1,245
	FY 16-17 estimate	26,551,130	1.3%	27,007,220	4.5%	0	0		456,090	102%	102%	9,358,661		35%	29%	7,740,614	1,618
	FY 88-89								-								·
Site Development	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93 FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00 FY 00-01	765,481		601,783		0	0	601,783	(163,698)	79%	79%	(163,698)		-21%	35%	267,918	(43
	FY 00-01 FY 01-02	930.650	21.6%	1.124.324	86.8%	0	0		193,698)	121%	79% 121%	29,976	new 0%	3%	35%	325,728	(295
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0		242,516	124%	124%	272,492	10%	27%	35%	350,884	(78
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	, -,	77,964	107%	107%	350,456	0%	31%	35%	394,356	(4:
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(4:
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	27
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0		78,609	105%	105%	631,883	5%	41%	20%	307,759	324
	FY 07-08 FY 08-09	1,694,750 1,657,910	10.1% -2.2%	1,624,755 833,002	0.5% -48.7%	0	0	,- ,	(69,995) (824,908)	96% 50%	96% 50%	561,888 (263,020)	6.5% 7.3%	33% -16%	20% 20%	338,950 331,582	(59-
	FY 08-09 FY 09-10	1,076,820	-2.2%	869,247	4.4%	0	0	,	(824,908)	81%	81%	(470.593)	7.5%	-16%	20%	215,364	(68
	FY 10-11	588,428	-45.4%	876,995	0.9%	0	0	876,995	288,567	149%	149%	(182,026)	8.0%	-31%	20%	117,686	(29
	FY 11-12 estimate	767,815	30.5%	1,126,427	28.4%	0	0		358,611	147%	147%	176,585	8.0%	23%	20%	153,563	2
	FY 12-13 estimate	915,876	19.3%	1,047,660	-7.0%	0	0	1,047,660	131,784	114%	114%	308,370	0.0%	34%	20%	183,175	12
	FY 13-14 estimate	1,094,445	19.5%	1,114,183	6.3%	0	0		19,738	102%	102%	328,107	0.0%	30%	20%	218,889	10
	FY 14-15 estimate	1,125,969	2.9%	1,201,099	7.8%	0	0		75,130	107%	107%	403,238	0.0%	36%	20%	225,194	17
	FY 15-16 estimate	1,396,618	24.0%	1,301,209	8.3%	0	0	1,301,209	(95,409)	93%	93%	307,829	3.0%	22%	20%	279,324	2

	Program Detail																
D	Fiscal	TOTAL COSTS	Change From	Program	Change From	General	Internal Program to	TOTAL REVENUES	Reserves	Program	TOTAL	Cumulative	Fee /	Actual		e Goals:	Excess /
Program	Year	COSTS	Prior Year	Revenue only	Prior Year	Fund Revenue	Program Transfers	REVENUES	Add / (Draw)	Cost Recovery	Cost Recovery	Reserve	Revenue Increase	Reserve %	%	Dollars	(shortage vs. goal
	FY 88-89							-									
nvironmental	FY 89-90							-									
Soils	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93 FY 93-94	185,104 307,602	-7.0% 66.2%	311,129 296,731	-0.6% -4.6%	0	0	311,129 296,731	126,025 (10,871)	168% 96%	168% 96%	342,700 331,829	0.0% 0%	185% 108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307.854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8.029	0%	2%	20%	91,675	(83
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115
	FY 07-08 FY 08-09	274,172 236,750	8.5% -13.6%	237,379 213,497	-9.5%	0	0	237,379 213,497	(36,793)	87%	87% 90%	(1,101,456)	5.1% 5.0%	-402% -475%	20% 20%	54,834 47,350	(1,156
	FY 08-09 FY 09-10	318,346	34.5%	172,906	-10.1% -19.0%	0	0	172,906	(23,253)	90% 54%	90% 54%	(1,124,709)	5.0%	-475%	20%	63,669	(1,172
	FY 10-11	294,136	-7.6%	210,514	21.8%	0	0	210,514	(83,622)	72%	72%	(1,353,771)	12.0%	-460%	20%	58,827	(1,412
	FY 11-12 estimate	292,994	-0.4%	297,248	41.2%	0	0	297,248	4,254	101%	101%	(1,349,517)	70.0%	-461%	20%	58,599	(1,412
	FY 12-13 estimate	284,299	-3.0%	329,922	11.0%	0	0	329,922	45,623	116%	116%	(1,303,893)	10.0%	-459%	20%	56,860	(1,360
	FY 13-14 estimate	296,600	4.3%	374,486	13.5%	0	0	374,486	77,886	126%	126%	(1,226,007)	10.0%	-413%	20%	59,320	(1,285
	FY 14-15 estimate	311,344	5.0%	425,589	13.6%	0	0	425,589	114,245	137%	137%	(1,111,762)	10.0%	-357%	20%	62,269	(1,174
	FY 15-16 estimate	336,447	8.1%	480,986	13.0%	0	0	480,986	144,538	143%	143%	(967,223)	10.0%	-287%	20%	67,289	(1,034
	FY 16-17 estimate	337,102	0.2%	540,807	12.4%	0	0	540,807	203,705	160%	160%	(763,519)	10.0%	-226%	20%	67,420	(830
	FY 88-89	67,780		72,265		3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
Signs	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%			
	FY 93-94	179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%			
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%	200/	44 242	154
	FY 95-96 FY 96-97	221,558 225,941	13.8% 2.0%	194,721 171,282	5.1%	0	0	194,721 171,282	(26,837) (54,659)	88% 76%	88% 76%	(6,767) (61,426)	0% 0%	-3% -27%	20% 20%	44,312 45,188	(51
	FY 96-97 FY 97-98	203,409	-10.0%	171,282	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(106
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593
	FY 07-08	377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643
	FY 08-09	364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665
	FY 09-10	302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628
	FY 10-11	256,826 283,183	-15.2% 10.3%	360,498 337.811	10.1% -6.3%	0	0	360,498 337,811	103,672 54.628	140% 119%	140% 119%	(463,980) (409,352)	8.0% 8.0%	-181% -145%	20% 20%	51,365 56.637	(51:
	FY 11-12 estimate FY 12-13 estimate	283,183 278,791	10.3% -1.6%	/-	-6.3% 5.8%	0	0		54,628 78,635	119% 128%	119% 128%	(330,716)	5.0%	-145% -119%	20%	56,637 55,758	(38)
	FY 12-13 estimate FY 13-14 estimate	278,791	-1.6% 5.6%	357,427 382,578	5.8% 7.0%	0	0	357,427 382,578	78,635 88,313	130%	128%	(242,404)	5.0%	-119% -82%	20%	55,758	(301
	FY 14-15 estimate	310,710	5.6%	412,230	7.0%	0	0	412.230	101,520	130%	130%	(140,883)	5.0%	-82% -45%	20%	62,142	(203
	FY 15-16 estimate	337,590	8.7%	442,508	7.8%	0	0	442,508	101,520	131%	131%	(35,966)	5.0%	-45% -11%	20%	67,518	(103
	FY 16-17 estimate	338,738	0.3%	472,441	6.8%	0	0	472,441	133,703	131%	131%	97.737	5.0%	29%	20%	67,748	29

Bureau of I	Development S	Services	- 20	12 FIVE-	YEAR	RFINAN	ICIAL P	LAN								Append	ix C
	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserv %	e Goals: Dollars	Excess / (shortage) vs. goal
-	FY 88-89	108,388		198,122		6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%			
Zoning	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
Enforcement	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0		(89,634)	67%	67%	45,457	20.0%	17%			
	FY 93-94 FY 94-95	336,650 414,163	24.4% 23.0%	264,909 285,806	46.3% 7.9%	0	0	264,909 285,806	(71,741) (128,357)	79% 69%	79% 69%	(26,284) (154,641)	0% 117%	-8% -37%			
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,46
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,59
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0		31,679	108%	108%	141,163	0%	37%	20%	76,442	64,72
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,18
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,13
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,10
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,24
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,12
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885
	FY 05-06 FY 06-07	624,882 790,822	-3.0%	624,882 790,822	-5.5%	0	0	624,882 790,822	0	100% 100%	100% 100%	118,950	6.0%	19% 15%	20%	124,976	(6,026
	FY 06-07 FY 07-08	682.143	26.6% -13.7%	682.143	26.6% -13.7%	0	0	682.143	0	100%	100%	118,950 118,950	4% 5.0%	17%	20%	158,164 136,429	(39,214
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,46
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(52,634
	FY 10-11	616,343	-13.9%	704,404	1.0%	0	0	704,404	88,061	114%	114%	178,677	8.0%	29%	20%	123,269	55,408
	FY 11-12 estimate	811,681	31.7%	1,077,040	52.9%	0	0	1,077,040	265,359	133%	133%	444,036	5.0%	55%	20%	162,336	281,700
	FY 12-13 estimate	1,020,105	25.7%	1,000,746	-7.1%	0	0	1,000,746	(19,360)	98%	98%	424,677	5.0%	42%	20%	204,021	220,656
	FY 13-14 estimate	1,271,473	24.6%	1,116,819	11.6%	0	0	1,116,819	(154,655)	88%	88%	270,022	5.0%	21%	20%	254,295	15,727
	FY 14-15 estimate	1,293,577	1.7%	1,253,151	12.2%	0	0	1,253,151	(40,426)	97%	97%	229,596	4.0%	18%	20%	258,715	(29,119
	FY 15-16 estimate	1,397,690	8.0%	1,377,612	9.9%	0	0	1,377,612	(20,078)	99%	99%	209,519	4.0%	15%	20%	279,538	(70,019
	FY 16-17 estimate	1,394,973	-0.2%	1,481,561	7.5%	0	0	1,481,561	86,589	106%	106%	296,107	3.0%	21%	20%	278,995	17,113
	FY 88-89 FY 89-90	5,549,591	16.9%	6,997,731 8,271,270	18.2%	326,232 217,488	0	7,323,963	1,774,372 1,999,158	126% 127%	132%	1,774,372 3,773,530		32%			
Construction	FY 90-91	6,489,600 7.370,629	13.6%	9.132.073	10.4%	217,488	0	8,488,758 9,132,073	1,999,158	121%	131% 124%	5,534,974		58% 75%			
Programs	FY 91-92	8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%			
Subtotal	FY 92-93	8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%			
	FY 93-94	9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%			
	FY 94-95	10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%			
	FY 95-96	11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744	1,204,738
	FY 96-97	13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351	2,021,50
	FY 97-98	15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52%	34%	5,298,890	2,760,13
	FY 98-99	17,618,590	13.0%	15,622,226	-0.6%	0	0	15,622,226	(1,996,364)	89%	89%	6,062,657		34%	34%	5,925,281	137,376
	FY 99-00	19,868,584	12.8%	15,699,322	0.5%	100,000	0	15,699,322	(4,169,262)	79%	79%	1,893,395 1,611,051		10%	33%	6,651,512	(4,758,11
	FY 00-01 FY 01-02	18,906,591 19,334,476	-4.8% 2.3%	18,444,247 19,519,867	17.5% 5.8%	180,000	0	18,624,247 19,519,867	(282,344) 185,391	98% 101%	99% 101%	1,796,442		9% 9%	38% 39%	7,262,974 7,447,647	(5,651,92
	FY 02-03	19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3.246.296		16%	38%	7,615,615	(4,369,319
	FY 03-04	21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5.006.816		23%	38%	8,168,097	(3,161,28
	FY 04-05	23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151	(1,839,729
	FY 05-06	24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255	4,765,764
	FY 06-07	27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874	5,914,732
	FY 07-08	29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702	5,613,02
	FY 08-09	28,856,462	-2.2%	23,202,678	-23.6%	0	(579,848)	22,622,830	(6,233,632)	80%	78%	5,987,090		21%	22%	6,447,112	(460,02
	FY 09-10	20,964,959	-27.3%	18,643,709	-19.6%	0	(579,848)	18,063,861	(2,901,098)	89%	86%	3,085,992	ļ	15%	22%	4,645,905	(1,559,91
	FY 10-11	18,527,477	-11.6%	18,958,547	1.7%	0	(579,848)	18,378,699	(148,778)	102%	99%	2,937,214		16%	27%	5,043,815	(2,106,60
	FY 11-12 estimate	20,123,006	8.6% 7.9%	22,941,583 22,853,454	21.0%	0	0	22,941,584	2,818,578 1,140,358	114% 105%	114% 105%	5,755,792 6,896,150		29% 32%	28%	5,598,211 6,101,713	157,58 794,43
	FY 12-13 estimate FY 13-14 estimate	21,713,096	7.9% 11.2%	22,853,454	-0.4% 9.4%	0	0	22,853,454	1,140,358 852,525	105% 104%	105% 104%	6,896,150 7,748,675		32%	28%	6,764,417	794,43 984,25
	FY 13-14 estimate FY 14-15 estimate	26,744,706	10.8%	27,643,163	10.6%	0	0	27,643,163	898,458	104%	104%	8.647.132		32%	28%	7,513,832	1.133.30
		20.144.100	10.070	21,040,103	10.070	U	U	21,043,103	030,430	103%	10376	0,047,132		3270	2070	1,010,002	
	FY 15-16 estimate	29,686,701	11.0%	29,456,298	6.6%	0	0	29,456,298	(230,403)	99%	99%	8,416,729		28%	28%	8,350,875	65,854

Bureau of I	Development S	Services	- 20	12 FIVE-	YEAF	RFINAN	ICIAL P	LAN								Append	ix C
	Program Detail																
			Change	_	Change		Internal		_	_					I		
_	Fiscal	TOTAL	From	Program	From	General	Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual		e Goals: Dollars	Excess /
Program	Year	COSTS	Prior Year	Revenue only	Prior Year	Fund Revenue	Program Transfers	REVENUES	Add / (Draw)	Cost Recovery	Cost Recovery	Reserve	Revenue Increase	Reserve %	%	Dollars	(shortage) vs. goal
	FY 89-90	66,841		5,503		61,338	0	66,841	0	8%	100%	0	0.0%	0%			Ŭ
Noise	FY 90-91	63,251	-5.4%	8,244	49.8%	55,007	0	63,251	0		100%	0	0%	0%			
	FY 91-92	34,270	-45.8%	5,900	-28.4%	28,370	0		0		100%	0	0%	0%			
	FY 92-93 FY 93-94	36,487	6.5% 26.2%	7,102 8.140	20.4% 14.6%	29,385 37,894	0	36,487	0		100%	0	0.0%	0%			
	FY 93-94 FY 94-95	46,034 57,945	25.9%	10,095	24.0%	47,850	0	46,034 57,945	0		100% 100%	0	0% 0%	0% 0%			
	FY 95-96	80,144	38.3%	10,095	-0.9%	70,144	0		0		100%	0	0%	0%			
	FY 96-97	40,915	-48.9%	10,025	0.3%	30,890	0	40,915	0		100%	0	0%	0%			
	FY 97-98	62,655	53.1%	16,599	65.6%	46,056	0	62,655	0		100%	0	0%	0%			
Noise Program	FY 98-99	67,212	7.3%	24,170	45.6%	43,042	0		0		100%	0	0%	0%			
transferred to ONI	FY 99-00	134,438	100.0%	27,400	13.4%	107,038	0		0	20%	100%	0	0.0%	0%			
in FY 2003-04	FY 00-01	260,678	93.9%	83,293	204.0%	177,385	0	260,678	0		100%	0	0%	0%			
	FY 01-02	272,034	4.4%	62,657	-24.8%	209,377	0	272,034	0		100%	0	0%	0%			
The program came	FY 02-03	283,975	4.4%	47,193	-24.7%	236,782	0	,	0		100%	0	0%	0%			
back to BDS	FY 03-04	0	0.0%	0	0.0%	0	0		0		0%	0	0%	0%			
in FY 2005-06	FY 04-05	0	0.0%	0	0.0%	0	0	329.261	0	0%	0%	0	0%	0%	0001	47.010	
	FY 05-06 FY 06-07	236,240 376,166	0.0% 59.2%	76,867 73,282	0.0% -4.7%	252,394 240,649	0	329,261 313,931	93,021 (62,235)	33% 19%	139% 83%	93,021 30,786	0.0% 4%	39% 8%	20% 20%	47,248 75,233	45 (44
	FY 06-07 FY 07-08	376,166	-4.9%	87,652	19.6%	240,649	0	336,348	(21,546)	24%	94%	9,240	5.0%	3%	20%	75,233	(62
	FY 08-09	354,879	-0.8%	88,284	0.7%	256,300	0	344,584	(10,295)	25%	97%	(1,055)	5.0%	0%	20%	70,976	(72
	FY 09-10	379,202	6.9%	101.445	14.9%	267,251	0	368,696	(10,506)	27%	97%	(11,561)	5.0%	-3%	20%	75,840	(87
	FY 10-11	381,755	0.7%	110,555	9.0%	264,098	0		(7,102)	29%	98%	(18,663)	8.0%	-5%	20%	76,351	(95
	FY 11-12 estimate	394,570	3.4%	149,530	35.3%	285,282	0	0,000	40,242	38%	110%	21,579	8.0%	5%	20%	78,914	(57
	FY 12-13 estimate	402,993	2.1%	158,430	6.0%	274,875	0	433,305	30,312	39%	108%	51,891	5.0%	13%	20%	80,599	(28
	FY 13-14 estimate	436,582	8.3%	169,756	7.1%	274,875	0	444,631	8,049	39%	102%	59,940	5.0%	14%	20%	87,316	(27
	FY 14-15 estimate	457,925	4.9%	182,310	7.4%	274,875	0	457,185	(740)	40%	100%	59,200	5.0%	13%	20%	91,585	(32)
	FY 15-16 estimate	494,509	8.0%	195,351	7.2%	274,875	0	470,226	(24,284)	40%	95%	34,916	5.0%	7%	20%	98,902	(63,
	FY 16-17 estimate	493,254	-0.3%	208,601	6.8%	274,875	0	483,476	(9,778)	42%	98%	25,138	5.0%	5%	20%	98,651	(73,
	FY 88-89																
	FY 89-90																
Land Use	FY 90-91																
Services	FY 91-92 FY 92-93																
	FY 93-94		-							-							
	FY 94-95									1							
	FY 95-96		-														
	FY 96-97									1							
	FY 97-98																
	FY 98-99											0					
	FY 99-00	4,237,785	1	2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70% 90%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646
	FY 05-06 FY 06-07	7,106,749 8,246,373	10.0% 16.0%	6,364,363 7,129,961	40.8% 12.0%	1,097,443 1,304,383	579,848 579,848	8,041,654 9,014,192	934,905 767,819	90% 86%	113% 109%	581,038 1.348.857	4.0% 5%	8% 16%	20% 20%	1,421,350 1,649,275	(840
	FY 06-07 FY 07-08	9,245,002	12.1%	7,129,961	4.8%	1,304,383	579,848	9,014,192	73,577	81%	109%	1,422,434	3.8%	15%	20%	1,849,000	(426
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1.669.661)	4.0%	-17%	20%	1,974,642	(3,644
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891
	FY 10-11	4,995,000	-15.6%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,120,048	86%	122%	(587,146)	8.0%	-12%	20%	999,000	(1,586
	FY 11-12 estimate	6,108,703	22.3%	5,407,334	25.9%	1,455,748	0	6,863,082	754,379	89%	112%	167,233	8.0%	3%	20%	1,221,741	(1,054
	FY 12-13 estimate	6,440,683	5.4%	5,143,997	-4.9%	1,291,290	0	6,435,288	(5,396)	80%	100%	161,837	5.0%	3%	20%	1,288,137	(1,126
	FY 13-14 estimate	7,008,184	8.8%	5,741,515	11.6%	1,291,290	0	7,032,805	24,622	82%	100%	186,459	5.0%	3%	20%	1,401,637	(1,215
	FY 14-15 estimate	7,546,660	7.7%	6,498,220	13.2%	1,291,290	0	7,789,511	242,851	86%	103%	429,310	5.0%	6%	20%	1,509,332	(1,080
	FY 15-16 estimate	8,147,578	8.0%	7,219,909	11.1%	1,291,290	0	8,511,200	363,622	89%	104%	792,932	5.0%	10%	20%	1,629,516	(836
	FY 16-17 estimate	8,340,123	2.4%	7,902,836	9.5%	1,291,290	0	9,194,127	854,003	95%	110%	1,646,935	5.0%	20%	20%	1,668,025	(21

Bureau of D	Development S	Services	- 20	12 FIVE-	YEAF	RFINAN	ICIAL P	LAN								Append	ix C
	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserv	e Goals: Dollars	Excess / (shortage) vs. goal
	FY 88-89	1,130,341		228,285		881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1.073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%			
Neighborhood	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%			
Inspections	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
•	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%			
	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
Neighborhood	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
spections Program	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483
transferred to ONI	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999
in FY 2003-04	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,
The program came	FY 03-04																
back to BDS	FY 04-05																
in FY 2006-07	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064
	FY 10-11	1,576,383	-5.0%	1,907,091	3.7%	384,391		2,291,482	715,099	121%	145%	(17,447)	8.0%	-1%	20%	315,277	(332
	FY 11-12 estimate	2,784,904	76.7%	1,832,957	-3.9%	1,290,770		3,123,727	338,822	66%	112%	321,375	8.0%	12%	25%	696,226	(374
	FY 12-13 estimate	2,269,029	-18.5%	1,932,794	5.4%	400,076		2,332,870	63,841	85%	103%	385,216	5.0%	17%	25%	567,257	(182
	FY 13-14 estimate	2,394,446	5.5%	2,073,467	7.3%	400,076		2,473,543	79,097	87%	103%	464,313	5.0%	19%	25%	598,612	(134
	FY 14-15 estimate	2,505,410	4.6%	2,249,129	8.5%	400,076		2,649,205	143,795	90%	106%	608,108	5.0%	24%	25%	626,353	(18
	FY 15-16 estimate	2,698,079	7.7%	2,414,312	7.3%	400,076		2,814,388	116,309	89%	104%	724,417	5.0%	27%	25%	674,520	49
	FY 16-17 estimate	2.949.349	9.3%	2,566,833	6.3%	400.076		2.966.909	17.560	87%	101%	741,977	5.0%	25%	25%	737.337	4.

Bureau of Development Services 2012 Financial Plan - Worst Case Scenario

Fee Increases and Programmatic Revenue Growth Assumptions

Programmatic Revenue Growth Assumptions¹

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

Projected Fee Increases

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

Note

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

Bureau of	Development S	Services	- 20	12 FIVE-	YEAF	FINAN	ICIAL P	LAN								Append	ix D
	Program Detail																
	Fiscal	TOTAL	Change From	Program	Change From	General	Internal Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual	Peserv	e Goals:	Excess
Program	Year	COSTS	Prior	Revenue	Prior	Fund	Program	REVENUES	Add / (Draw)	Cost	Cost	Reserve	Revenue	Reserve	%	Dollars	(shortag
. rogram		000.0	Year	only	Year	Revenue	Transfers		/lau/ (5.au/	Recovery	Recovery	11000110	Increase	%	,,,	Donaid	vs. goa
	FY 88-89	6.679.932		7,226,016		1,207,513	0	8,420,078	1.740.146	108%	126%	1.740.146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1.117.002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
Bureau of	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
evelopment	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
Services	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
Total	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,78
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,03
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,09
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,62
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,66
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,60
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,79
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,72
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,70
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,18
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,72
	FY 10-11	25,480,615	-11.9%	25,270,727	2.6%	1,889,155	0	27,159,882	1,679,267	99%	107%	2,192,076		9%	25%	6,434,443	(4,24
	FY 11-12 estimate	29,411,183	15.4%	30,331,404	20.0%	3,031,800	0	33,363,204	3,952,021	103%	113%	6,144,097		21%	26%	7,595,092	(1,45
	FY 12-13 estimate	30,073,068	2.3%	29,952,375	-1.2%	1,966,241	0	31,918,616	1,845,549	100%	106%	7,989,646		27%	26%	7,853,738	13
	FY 13-14 estimate	32,604,703	8.4%	31,444,863	5.0%	1,966,241	0	33,411,104	806,401	96%	102%	8,796,046		27%	26%	8,494,461	30
	FY 14-15 estimate	35,264,983	8.2%	34,019,277	8.2%	1,966,241	0	35,985,519	720,535	96%	102%	9,516,581		27%	26%	9,246,445	27
	FY 15-16 estimate	38,678,390	9.7%	36,227,728	6.5%	1,966,241	0	38,193,969	(484,421)	94%	99%	9,032,161		23%	26%	10,153,056	(1,12
	FY 16-17 estimate	39,737,969	2.7%	38,048,196	5.0%	1,966,241	0	40,014,438	276,469	96%	101%	9,308,629		23%	26%	10,371,036	(1,06

	Program Detail																
	Fiscal	TOTAL	Change From	D	Change	General	Internal	TOTAL	Reserves	B	TOTAL	Cumulative	Fee /	Actual	B	ve Goals:	Fycess /
Program	Year	COSTS	Prior	Program Revenue	From Prior	General	Program to Program	REVENUES	Add / (Draw)	Program Cost	Cost	Reserve	Revenue	Reserve	Keserv %	e Goals: Dollars	(shortage)
			Year	only	Year	Revenue	Transfers		,	Recovery	Recovery		Increase	%			vs. goal
	FY 88-89	3,360,020		4,666,774		197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	18.5%	45%			
Building /	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%	<u> </u>	ļ	ļ
Mechanical	FY 90-91 FY 91-92	4,653,765 4,726,904	16.9% 1.6%	5,607,108 4,690,090	8.8% -16.4%	0	0	5,607,108 4,690,090	953,343 (36,814)	120% 99%	120% 99%	3,761,142 3,724,328	0% 0%	81% 79%			
	FY 91-92 FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,724,328	4.0%	76%	$\vdash \vdash$		
	FY 93-94	5.583.359	8.9%	6.070.067	15.0%	0	0	6,070,067	486,708	109%	109%	4.359.849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,8
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,3
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,3
	FY 98-99 FY 99-00	10,789,561 11,897,225	14.9% 10.3%	9,736,993 9,877,427	-3.2% 1.4%	0	0	9,736,993 9,877,427	(1,052,568)	90% 83%	90% 83%	6,957,523 4,937,725	0% 15.0%	64%	35% 35%	3,776,346 4,164,029	3,181,1 773,6
	FY 99-00 FY 00-01	11,897,225	-12.3%	11,118,980	1.4%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	42% 56%	35% 45%	4,164,029	1,105,1
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,290,960	529,696	107 %	105%	6.330.864	0%	59%	45%	4,811,516	1,519,3
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,8
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,6
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,0
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,6
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,9
	FY 07-08 FY 08-09	16,498,995 15,833,452	11.7% -4.0%	17,835,165 12.566.670	7.8% -29.5%	0	(579,848) (579,848)	17,255,317 11,986,822	756,322 (3.846.630)	108% 79%	105% 76%	12,696,551 8.849.921	0.0%	77% 56%	25% 25%	4,124,749 3,958,363	8,571,8 4,891.5
	FY 09-10	11,311,062	-28.6%	10,018,125	-29.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,
	FY 10-11	9,652,201	-14.7%	9,376,133	-6.4%	0	(155,566)	9,220,567	(431,634)	97%	96%	6,545,502	8.0%	68%	35%	3,378,270	3,167,2
	FY 11-12 estimate	10,490,733	8.7%	12,359,822	31.8%	0	424,282	12,784,104	2,293,370	118%	122%	8,838,872	8.0%	84%	35%	3,671,757	5,167,1
	FY 12-13 estimate	11,498,322	9.6%	11,630,721	-5.9%	0	424,282	12,055,002	556,681	101%	105%	9,395,553	5.0%	82%	35%	4,024,413	5,371,1
	FY 13-14 estimate	12,348,342	7.4%	12,234,621	5.2%	0	0	12,234,621	(113,721)	99%	99%	9,281,832	5.0%	75%	35%	4,321,920	4,959,9
	FY 14-15 estimate	13,769,914	11.5%	13,387,814	9.4%	0	0	13,387,814	(382,100)	97%	97%	8,899,732	5.0%	65%	35%	4,819,470	4,080,2
	FY 15-16 estimate FY 16-17 estimate	15,191,716 15,240,147	10.3% 0.3%	14,123,066 14,594,198	5.5% 3.3%	0	0	14,123,066 14,594,198	(1,068,649) (645,949)	93% 96%	93% 96%	7,831,082 7,185,134	0.0%	52% 47%	35% 35%	5,317,101 5,334,051	2,513,9 1,851,0
	FY 88-89	1,020,319		1,100,300	3.3%	59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	14%	35%	5,334,051	1,001,0
Electrical	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%			
Licotrioui	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	00,000	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%	450/	0.15.505	
	FY 95-96 FY 96-97	2,101,300 2,365,452	7.8% 12.6%	1,831,061 2,217,832	-3.6% 21.1%	0	0	1,831,061 2,217,832	(270,239) (147,620)	87% 94%	87% 94%	800,933 653,313	0% 5%	38% 28%	45% 45%	945,585 1,064,453	(144,6
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351.888	16%	14%	35%	908,149	(556,2
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25% -17%	35%	983,346	(1,699,
	FY 04-05 FY 05-06	3,151,912 3,338,567	12.2% 5.9%	3,331,696 3,794,535	4.2% 13.9%	0	0	3,331,696 3,794,535	179,785 455,969	106% 114%	106% 114%	(535,943) (79,975)	2% 3.0%	-17% -2%	35% 20%	1,103,169 667,713	(1,639
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592
	FY 07-08	4,037,382	8.5%	3.613.217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1.079
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944
	FY 10-11	2,755,509	-0.2%	2,917,819	11.2%	0	0	2,917,819	162,310	106%	106%	(1,230,047)	8.0%	-45%	20%	551,102	(1,781
	FY 11-12 estimate	2,767,980	0.5%	2,985,588	2.3%	0	0	2,985,588	217,607	108%	108%	(1,012,440)	8.0%	-37%	20%	553,596	(1,566
	FY 12-13 estimate	2,772,541	0.2%	3,310,113	10.9%	0	0	3,310,113	537,572	119%	119%	(474,869)	5.0%	-17%	20%	554,508	(1,029
	FY 13-14 estimate	2,954,459	6.6%	3,479,690	5.1%	0	0	3,479,690	525,231	118%	118%	50,362	0.0%	2%	20%	590,892	(540
	FY 14-15 estimate	3,192,025	8.0%	3,603,306	3.6%	0	0	3,603,306	411,281	113%	113%	461,643	0.0%	14%	20%	638,405	(176
	FY 15-16 estimate FY 16-17 estimate	3,636,664 3,849,454	13.9% 5.9%	3,779,108 3,897,199	4.9% 3.1%	0	0	3,779,108 3,897,199	142,444 47,745	104% 101%	104% 101%	604,087 651.832	0.0%	17% 17%	20% 20%	727,333 769,891	(123

Bureau of D	Development S	Services	- 20	12 FIVE-	YEAF	RFINAN	ICIAL F	PLAN								Append	ix D
	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior	Program Revenue	Change From Prior	General Fund	Internal Program to Program	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost	TOTAL Cost	Cumulative Reserve	Fee / Revenue	Actual Reserve	Reserv	ve Goals: Dollars	Excess / (shortage)
			Year	only	Year	Revenue	Transfers			Recovery	Recovery		Increase	%		r	vs. goal
Plumbing	FY 88-89 FY 89-90	993,084 1,133,015	14.1%	960,270 1,275,713	32.8%	58,363 38,919	0	1,018,633 1,314,632	25,549 181,617	97% 113%	103% 116%	25,549 207,166	9.0% 9.0%	3% 18%			
Plumbing	FY 90-91	985,338	-13.0%	1,275,713	-15.7%	38,919	0	1,314,632	89,533	109%	109%	296,699	9.0%	30%			
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%			
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0		(170,566)	87%	87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,7
	FY 96-97 FY 97-98	2,345,075 2,557,762	19.3% 9.1%	2,343,148 2,440,282	37.5% 4.1%	0	0	2,343,148 2,440,282	(1,927)	100% 95%	100% 95%	(247,751)	5% 12%	-11% -14%	45% 35%	1,055,284 895,217	(1,303,0
	FY 98-99	2,557,762	1.8%	2,440,282	-0.3%	0	0	2,440,282	(170,631)	93%	93%	(535,862)	0%	-14%	35%	911.498	(1,447,3
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,6
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0		(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,3
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,2
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,5
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0		529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,8
	FY 04-05 FY 05-06	2,831,924 2,973,317	10.5% 5.0%	3,264,194 3,789,651	5.6% 16.1%	0	0	3,264,194 3,789,651	432,270 816,334	115% 127%	115% 127%	(579,722) 236,611	2% 0.0%	-20% 8%	35% 20%	991,173 594,663	(1,570,8
	FY 05-06 FY 06-07	3,236,681	5.0% 8.9%	3,789,651	-1.8%	0	0	3,789,651	483,053	115%	115%	719,664	0.0%	22%	20%	647,336	72,3
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0		(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,8
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,829,8
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,987,5
	FY 10-11	2,173,822	-2.3%	2,150,048	19.9%	0	0	2,150,048	(23,774)	99%	99%	(1,566,238)	8.0%	-72%	20%	434,764	(2,001,0
	FY 11-12 estimate	2,402,672	10.5%	2,152,049	0.1%	0	0	2,152,049	(250,623)	90%	90%	(1,816,861)	8.0%	-76%	20%	480,534	(2,297,3
	FY 12-13 estimate FY 13-14 estimate	2,412,556 2.575.473	0.4% 6.8%	2,355,258 2,606,044	9.4% 10.6%	0	0	2,355,258 2,606,044	(57,298) 30,571	98% 101%	98% 101%	(1,874,160) (1,843,588)	5.0% 5.0%	-78% -72%	20% 20%	482,511 515.095	(2,356,6 (2,358,6
	FY 14-15 estimate	2,575,473	8.5%	2,881,661	10.6%	0	0	2,881,661	87,791	101%	101%	(1,843,588)	5.0%	-72% -63%	20%	558,774	(2,358,6
	FY 15-16 estimate	2,929,767	4.9%	3,136,708	8.9%	0	0	3,136,708	206,941	107%	107%	(1,548,856)	5.0%	-53%	20%	585,953	(2,134,8
	FY 16-17 estimate	2,919,438	-0.4%	3,439,355	9.6%	0	0	3,439,355	519,917	118%	118%	(1,028,939)	5.0%	-35%	20%	583,888	(1,612,8
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	FY 98-99	351,984		64,992		0	0		(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,
	FY 00-01 FY 01-02	1,080,889 1,214,620	92.2% 12.4%	942,330 1,270,656	135.6% 34.8%	0	0	942,330 1.270.656	(138,559) 56.036	87% 105%	87% 105%	(587,758) (531,722)	0% 0%	-54% -44%	15% 15%	162,133 182,193	(749, (713.
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	, .,	(61,913)	96%	96%	(531,722)	13%	-44%	15%	209,142	(802,
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0		(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,
	FY 08-09 FY 09-10	2,317,060 2,252,789	-0.1% -2.8%	3,137,086 2,142,256	7.7% -31.7%	0	0	3,137,086 2,142,256	820,026 (110,533)	135% 95%	135% 95%	1,250,106 1,139,573	5.0% 4.0%	54% 51%	15% 15%	347,559 337,918	902, 801,
	FY 10-11	2,252,789	-2.8% -2.8%	2,142,256	10.3%	0	(424,282)	1,937,854	(252,358)	108%	95% 88%	1,139,573 887,215	4.0% 8.0%	51% 41%	15%	337,918	558,
	FY 11-12 estimate	2,305,947	5.3%	2,605,599	10.3%	0	(424,282)	2,181,318	(124,629)	113%	95%	762,586	8.0%	33%	20%	461,189	301,
	FY 12-13 estimate	2,212,542	-4.1%	2,703,864	3.8%	0	(424,282)	2,279,583	67,041	122%	103%	829,627	0.0%	37%	20%	442,508	387,
	FY 13-14 estimate	2,558,092	15.6%	2,656,299	-1.8%	0	0	2,656,299	98,207	104%	104%	927,834	0.0%	36%	20%	511,618	416,2
	FY 14-15 estimate	2,666,959	4.3%	2,768,927	4.2%	0	0	2,768,927	101,968	104%	104%	1,029,802	3.0%	39%	20%	533,392	496,4
	FY 15-16 estimate	2,899,539	8.7%	2,805,866	1.3%	0	0	2,805,866	(93,673)	97%	97%	936,129	0.0%	32%	20%	579,908	356,2
	FY 16-17 estimate	3,154,536	8.8%	2,813,088	0.3%	0	0	2,813,088	(341,448)	89%	89%	594,681	0.0%	19%	20%	630,907	(36,

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	Program Detail	_															
	Fiscal	TOTAL	Change From	Program	Change From	General	Internal Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual	Pocory	e Goals:	Excess
Program	Year	COSTS	Prior	Revenue	Prior	Fund	Program	REVENUES	Add / (Draw)	Cost	Cost	Reserve	Revenue	Reserve	%	Dollars	(shortage
			Year	only	Year	Revenue	Transfers		,	Recovery	Recovery		Increase	%			vs. goal
	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
State Programs	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
Subtotal	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	, ,	(77,077)	99%	99%	4,934,567					ļ
	FY 93-94 FY 94-95	8,651,339 9,775,069	8.6% 13.0%	9,206,897 10,185,833	16.7% 10.6%	0	0	9,206,897 10,185,833	555,558 410,764	106% 104%	106% 104%	5,490,125 5,900,889					
	FY 95-96	10.902.631	11.5%	11.101.387	9.0%	0	0		198.756	104%	104%	6.099.645		56%	45%	4.906.184	1,193
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0		250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117% 110%	114%	11,027,567		51%	23%	4,913,385	6,114
	FY 06-07 FY 07-08	24,051,763 26,464,793	10.6% 10.0%	26,375,546 27,482,652	4.0% 4.2%	0	(579,848) (579,848)	25,795,698 26,902,804	1,743,935 438,011	110%	107% 102%	12,771,502 13,209,513		53% 50%	23%	5,433,384 6,001,955	7,338 7,207
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,020
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140
	FY 10-11	16,771,744	-9.6%	16,806,136	1.4%	0	(579,848)	16,226,288	(545,456)	100%	97%	4,758,314		28%	28%	4,692,668	6
	FY 11-12 estimate	17,967,333	7.1%	20,103,057	19.6%	0	0	20,103,058	2,135,725	112%	112%	6,894,039		38%	29%	5,167,077	1,720
	FY 12-13 estimate	18,895,961	5.2%	19,999,956	-0.5%	0	0	19,999,956	1,103,995	106%	106%	7,998,034		42%	29%	5,503,940	2,494
	FY 13-14 estimate	20,436,365	8.2%	20,976,653	4.9%	0	0	20,976,653	540,288	103%	103%	8,538,321		42%	29%	5,939,524	2,598
	FY 14-15 estimate	22,422,767	9.7%	22,641,707	7.9%	0	0	22,641,707	218,941	101%	101%	8,757,262		39%	29%	6,550,040	2,207
	FY 15-16 estimate	24,657,685	10.0%	23,844,747	5.3%	0	0		(812,938)	97%	97%	7,944,324		32%	29%	7,210,294	734
	FY 16-17 estimate	25,163,574	2.1%	24,743,840	3.8%	0	0	24,743,840	(419,734)	98%	98%	7,524,590		30%	29%	7,318,737	205
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	FY 00-01			601,783		0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	
	FY 01-02 FY 02-03	930,650 1,002,527	21.6%	1,124,324 1,245,043	86.8% 10.7%	0	0	1,124,324 1,245,043	193,674 242,516	121% 124%	121% 124%	29,976 272,492	0% 10%	3% 27%	35% 35%	325,728 350,884	(295
	FY 02-03 FY 03-04	1,126,731	7.7% 12.4%	1,245,043	-3.2%	0	0	1,245,043	77.964	107%	107%	350.456	0%	31%	35%	394,356	(43
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,204,695	43,049	107%	107%	393,505	2%	32%	35%	437,043	(43
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	27
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0		(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	22
	FY 08-09	1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(59-
	FY 09-10	1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(68
	FY 10-11	588,428	-45.4%	876,995	0.9%	0	0	876,995	288,567	149%	149%	(182,026)	8.0%	-31%	20%	117,686	(29
	FY 11-12 estimate	767,815	30.5%	1,126,427	28.4%	0	0	1,126,427	358,611	147%	147%	176,585	8.0%	23%	20%	153,563	2
	FY 12-13 estimate	764,508	-0.4%	1,045,777	-7.2%	0	0	1,045,777	281,268	137%	137%	457,854	0.0%	60%	20%	152,902	30
	FY 13-14 estimate	961,068	25.7%	1,053,408	0.7%	0	0	1,053,408	92,340	110%	110%	550,194	0.0%	57%	20%	192,214	35
	FY 14-15 estimate	994,580	3.5% 27.4%	1,103,170	4.7%	0	0	1,103,170	108,590	111%	111% 93%	658,783 573,186	0.0%	66%	20%	198,916 253,404	459
	FY 15-16 estimate FY 16-17 estimate	1,267,022 1,417,801	11.9%	1,181,424 1,226,850	7.1% 3.8%	0	0	1,181,424 1,226,850	(85,598) (190,951)	93% 87%	93% 87%	382,235	3.0% 0.0%	45% 27%	20%	253,404 283,560	319 98

	Program Detail																
	Fiscal	TOTAL	Change From	Program	Change From	General	Internal Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual	Reserv	e Goals:	Excess /
Program	Year	COSTS	Prior Year	Revenue only	Prior Year	Fund Revenue	Program Transfers	REVENUES	Add / (Draw)	Cost Recovery	Cost Recovery	Reserve	Revenue Increase	Reserve %	%	Dollars	(shortage) vs. goal
	FY 88-89							-									
nvironmental	FY 89-90							-									
Soils	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%	-		
	FY 91-92	199,079	2.6%	312,908	5.4% -0.6%	0	0	312,908	113,829	157%	157%	216,675	0%	109%	i——		——
	FY 92-93 FY 93-94	185,104 307.602	-7.0% 66.2%	311,129 296,731	-0.6% -4.6%	0	0	311,129 296,731	126,025 (10,871)	168% 96%	168% 96%	342,700 331,829	0.0% 0%	185% 108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8.029	0%	2%	20%	91,675	(83
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111
	FY 06-07 FY 07-08	252,692 274,172	36.1% 8.5%	262,180 237,379	6.3% -9.5%	0	0	262,180 237,379	9,488 (36,793)	104% 87%	104% 87%	(1,064,663) (1,101,456)	4% 5.1%	-421% -402%	20% 20%	50,538 54,834	(1,115
	FY 08-09	236.750	-13.6%	213.497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,101,456)	5.0%	-402% -475%	20%	47,350	(1,172
	FY 09-10	318,346	34.5%	172,906	-10.1%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,172
	FY 10-11	294,136	-7.6%	210,514	21.8%	0	0	210,514	(83,622)	72%	72%	(1,353,771)	12.0%	-460%	20%	58,827	(1,412
	FY 11-12 estimate	292,994	-0.4%	297,248	41.2%	0	0	297,248	4,254	101%	101%	(1,349,517)	70.0%	-461%	20%	58,599	(1,408
	FY 12-13 estimate	286,232	-2.3%	328,960	10.7%	0	0	328,960	42,727	115%	115%	(1,306,789)	10.0%	-457%	20%	57,246	(1,364
	FY 13-14 estimate	299,037	4.5%	372,137	13.1%	0	0	372,137	73,100	124%	124%	(1,233,690)	10.0%	-413%	20%	59,807	(1,293
	FY 14-15 estimate	316,525	5.8%	420,347	13.0%	0	0	420,347	103,822	133%	133%	(1,129,867)	10.0%	-357%	20%	63,305	(1,193
	FY 15-16 estimate	344,108	8.7%	473,634	12.7%	0	0	473,634	129,526	138%	138%	(1,000,341)	10.0%	-291%	20%	68,822	(1,069
	FY 16-17 estimate	342,916	-0.3%	531,944	12.3%	0	0	531,944	189,027	155%	155%	(811,314)	10.0%	-237%	20%	68,583	(879
	FY 88-89	67,780		72,265		3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
Signs	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%	—		
	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%	—		
	FY 93-94 FY 94-95	179,771 194,767	5.4% 8.3%	179,934 185,270	19.4% 3.0%	0	0	179,934 185,270	163 (9.497)	100% 95%	100% 95%	29,567 20.070	0% 0%	16% 10%	$\vdash \vdash$		
	FY 94-95 FY 95-96	194,767	13.8%	185,270	5.1%	0	0	185,270	(26,837)	95% 88%	95% 88%	(6,767)	0% 0%	-3%	20%	44,312	(5
	FY 96-97	225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-3%	20%	45,188	(106
	FY 97-98	203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(100
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(48
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(46
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(46
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(50-
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(59:
	FY 07-08	377,668	0.7% -3.5%	327,561	8.9% 3.9%	0	0	327,561	(50,107)	87% 93%	87% 93%	(568,173) (592,143)	7.7%	-150% -163%	20%	75,534	(64:
	FY 08-09 FY 09-10	364,366 302.932	-3.5% -16.9%	340,396 327,423	-3.8%	0	0	340,396 327.423	(23,970) 24,491	93% 108%	93% 108%	(592,143)	7.5% 7.5%	-163% -187%	20% 20%	72,873 60.586	(66 (62
	FY 10-11	302,932 256,826	-16.9% -15.2%	360,498	-3.8% 10.1%	0	0	360,498	103,672	108%	108%	(463,980)	7.5% 8.0%	-187% -181%	20%	51,365	(51
	FY 11-12 estimate	283,183	10.3%	337,811	-6.3%	0	0	337,811	54,628	119%	119%	(409,352)	8.0%	-181%	20%	56,637	(46
	FY 12-13 estimate	279,369	-1.3%	356,540	5.5%	0	0	356.540	77,172	128%	128%	(332,180)	5.0%	-119%	20%	55.874	(38
	FY 13-14 estimate	292,294	4.6%	380,241	6.6%	0	0	380,241	87,947	130%	130%	(244,233)	5.0%	-84%	20%	58,459	(30
	FY 14-15 estimate	311.170	6.5%	409.013	7.6%	0	0	409,013	97,843	131%	131%	(146,390)	5.0%	-47%	20%	62,234	(20
	FY 15-16 estimate	340,138	9.3%	438,680	7.3%	0	0	438,680	98,543	129%	129%	(47,847)	5.0%	-14%	20%	68,028	(11
	FY 16-17 estimate	337,773	-0.7%	467,731	6.6%	0	0	467,731	129,958	138%	138%	82.110	5.0%	24%	20%	67,555	()

	Program Detail																
	Fiscal	TOTAL	Change From	Program	Change From	General	Internal Program to	TOTAL	Reserves	Program	TOTAL	Cumulative	Fee /	Actual	Reserv	e Goals:	Excess /
Program	Year	COSTS	Prior Year	Revenue	Prior Year	Fund Revenue	Program Transfers	REVENUES	Add / (Draw)	Cost Recovery	Cost Recovery	Reserve	Revenue Increase	Reserve %	%	Dollars	(shortage vs. goal
	FY 88-89	108,388		198,122		6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%	\Box		vo. gou.
Zoning	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
Enforcement	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%	\longrightarrow		
	FY 92-93 FY 93-94	270,658 336,650	-3.8%	181,024 264,909	15.1%	0	0	181,024 264,909	(89,634) (71,741)	67% 79%	67% 79%	45,457 (26,284)	20.0%	17% -8%	\longmapsto		.
	FY 93-94 FY 94-95	414,163	24.4% 23.0%	285,806	46.3% 7.9%	0	0	285,806	(128,357)	69%	79% 69%	(154,641)	0% 117%	-8%	$\vdash \vdash$		
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(1)
	FY 03-04 FY 04-05	819,773 644,175	37.7% -21.4%	819,773 661,291	37.7% -19.3%	0	0	819,773 661,291	0 17,116	100% 103%	100% 103%	101,834 118,950	0% 0%	12% 18%	20% 20%	163,955 128,835	(6
	FY 04-05 FY 05-06	624,882	-21.4%	624,882	-19.3% -5.5%	0	0	624,882	17,116	103%	103%	118,950	6.0%	18%	20%	128,835	(
	FY 06-07	790.822	26.6%	790.822	26.6%	0	0	790.822	0	100%	100%	118,950	4%	15%	20%	158,164	(3
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(1
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(5
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(5
	FY 10-11	616,343	-13.9%	704,404	1.0%	0	0	704,404	88,061	114%	114%	178,677	8.0%	29%	20%	123,269	5
	FY 11-12 estimate	811,681	31.7%	1,077,040	52.9%	0		1,077,040	265,359	133%	133%	444,036	5.0%	55%	20%	162,336	28
	FY 12-13 estimate	1,062,876	30.9%	998,920	-7.3%	0	0	998,920	(63,956)	94%	94%	380,080	5.0%	36%	20%	212,575	16
	FY 13-14 estimate	1,072,602	0.9%	1,054,440	5.6%	0	0	1,054,440	(18,162)	98%	98%	361,919	5.0%	34%	20%	214,520	14
	FY 14-15 estimate	1,134,887	5.8% 8.7%	1,149,464	9.0% 8.7%	0	0	1,149,464	14,577	101% 101%	101% 101%	376,496 392,309	4.0% 4.0%	33%	20% 20%	226,977 246,681	14
	FY 15-16 estimate FY 16-17 estimate	1,233,406 1,460,776	18.4%	1,249,219 1,332,115	6.6%	0	0	1,249,219 1,332,115	15,813 (128,660)	91%	91%	263,648	3.0%	32% 18%	20%	292,155	14
	FY 88-89	5,549,591	10.4 /0	6,997,731		326,232	0	7,323,963	1,774,372	126%	132%	1,774,372	3.0 /6	32%	2076	292,133	(2
	FY 89-90	6,489,600	16.9%	8,271,270	18.2%	217,488	0	8,488,758	1,999,158	127%	131%	3,773,530		58%	-		
Construction	FY 90-91	7,370,629	13.6%	9,132,073	10.4%	0	0	9,132,073	1,761,444	124%	124%	5,534,974		75%			
Programs	FY 91-92	8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%			
Subtotal	FY 92-93	8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%			
	FY 93-94	9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%			
	FY 94-95	10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%			
	FY 95-96	11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744	1,20
	FY 96-97	13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351	2,02
	FY 97-98	15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52% 34%	34%	5,298,890	2,76
	FY 98-99 FY 99-00	17,618,590 19,868,584	13.0% 12.8%	15,622,226 15,699,322	-0.6% 0.5%	0	0	15,622,226 15,699,322	(1,996,364) (4,169,262)	89% 79%	89% 79%	6,062,657 1,893,395		10%	34% 33%	5,925,281 6,651,512	13 (4,75
	FY 00-01	18,906,591	-4.8%	18,444,247	17.5%	180.000	0	18,624,247	(282,344)	98%	99%	1,693,395		9%	38%	7,262,974	(5,65
	FY 01-02	19,334,476	2.3%	19,519,867	5.8%	160,000	0	19,519,867	185,391	101%	101%	1,796,442		9%	39%	7,447,647	(5,65
	FY 02-03	19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3,246,296		16%	38%	7,615,615	(4,36
	FY 03-04	21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5,006,816		23%	38%	8,168,097	(3,16
	FY 04-05	23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151	(1,83
	FY 05-06	24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255	4,76
	FY 06-07	27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874	5,91
	FY 07-08	29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702	5,61
	FY 08-09	28,856,462	-2.2%	23,202,678	-23.6%	0	(579,848)	22,622,830	(6,233,632)	80%	78%	5,987,090		21%	22%	6,447,112	(46
	FY 09-10 FY 10-11	20,964,959	-27.3%	18,643,709	-19.6% 1.7%	0	(579,848)	18,063,861	(2,901,098)	89%	86% 99%	3,085,992		15%	22% 27%	4,645,905	(1,55
	FY 10-11 FY 11-12 estimate	18,527,477 20,123,006	-11.6% 8.6%	18,958,547 22,941,583	1.7% 21.0%	0	(579,848) 0	18,378,699 22,941,584	(148,778) 2,818,578	102% 114%	99% 114%	2,937,214 5,755,792		16% 29%	27%	5,043,815 5,598,211	(2,10 15
	FY 12-13 estimate	21,288,946	5.8%	22,941,583	-0.9%	0	0	22,730,153	1.441.207	107%	107%	7.196.999		34%	28%	5,982,537	1.21
	FY 13-14 estimate	23,061,366	8.3%	23,836,878	4.9%	0	0	23,836,878	775,512	107%	107%	7,196,999		35%	28%	6,464,525	1,50
	FY 14-15 estimate	25,179,928	9.2%	25,723,701	7.9%	0	0	25,723,701	543,773	102%	102%	8,516,284		34%	28%	7,101,473	1,41
	FY 15-16 estimate	27,842,358	10.6%	27,187,704	5.7%	0	0	27,187,704	(654,654)	98%	98%	7,861,630		28%	28%	7,847,229	1,41
	FY 16-17 estimate	28,722,840	3.2%	28,302,480	4.1%	0	0	28,302,480	(420,360)	99%	99%	7,441,270	 	26%	28%	8,030,590	(58

Fiscal Year FY 89-9	Year / 89-90 / 90-91 / 91-92 / 92-93 / 93-94 / 94-95 / 95-96 / 96-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	TOTAL COSTS 66,841 63,251 34,270 36,487 46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975 0	Change From Prior Year 	Program Revenue only 5,503 8,244 5,900 7,102 8,140 10,095 10,000 10,025 16,599 24,170	Change From Prior Year 49.8% -28.4% 20.4% 14.6% 24.0% -0.9%	General Fund Revenue 61,338 55,007 28,370 29,385 47,850	Internal Program to Program Transfers 0 0 0 0	34,270	Reserves Add / (Draw)	Program Cost Recovery 8%	TOTAL Cost Recovery 100% 100%	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve %	e Goals: Dollars	Excess / (shortage) vs. goal
Noise	Year / 89-90 / 90-91 / 91-92 / 92-93 / 93-94 / 94-95 / 95-96 / 96-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	66,841 63,251 34,270 36,487 46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975	From Prior Year 	Revenue only 5,503 8,244 5,900 7,102 8,140 10,095 10,000 10,025 16,599	From Prior Year 49.8% -28.4% 20.4% 14.6% 24.0% -0.9%	Fund Revenue 61,338 55,007 28,370 29,385 37,894	Program to Program Transfers 0 0 0 0	66,841 63,251 34,270	Add / (Draw) 0 0	Cost Recovery 8%	Cost Recovery		Revenue Increase 0.0%	Reserve % 0%			(shortage)
Noise Program transferred to ONI in FY 2003-04 FY 01-0	/ 90-91 / 91-92 / 92-93 / 93-94 / 94-95 / 95-96 / 95-96 / 98-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	63,251 34,270 36,487 46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975	-5.4% -45.8% 6.5% 26.2% 25.9% 38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	5,503 8,244 5,900 7,102 8,140 10,095 10,000 10,025 16,599	49.8% -28.4% 20.4% 14.6% 24.0% -0.9%	61,338 55,007 28,370 29,385 37,894	0 0 0	63,251 34,270	0	8% 13%	100%	0	0.0%	0%			vs. goai
Noise Program transferred to ONI in FY 2003-04 FY 90-9	/ 90-91 / 91-92 / 92-93 / 93-94 / 94-95 / 95-96 / 95-96 / 98-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	63,251 34,270 36,487 46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975	-5.4% -45.8% 6.5% 26.2% 25.9% 38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	8,244 5,900 7,102 8,140 10,095 10,000 10,025 16,599	49.8% -28.4% 20.4% 14.6% 24.0% -0.9%	55,007 28,370 29,385 37,894	0 0	63,251 34,270	0	13%		. 0					
FY 91-9 FY 92-9 FY 92-9 FY 93-9 FY 95-9 FY 96-9 FY 97-9 Noise Program transferred to ONI in FY 2003-04 FY 01-0 FY 01-0 FY 01-0 FY 02-0 FY 03-0 FY 06-0 FY 06-0 FY 06-0 FY 06-0 FY 06-0 FY 01-1 FY 11-1	7 91-92 92-93 93-94 94-95 95-96 96-97 97-98 7 98-99 99-00 7 00-01 7 01-02 02-03 03-04 04-05	34,270 36,487 46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975	-45.8% 6.5% 26.2% 25.9% 38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	5,900 7,102 8,140 10,095 10,000 10,025 16,599	-28.4% 20.4% 14.6% 24.0% -0.9%	28,370 29,385 37,894	0	34,270					0%	0%			
FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 98-9 FY 00-0 FY 01-0 FY 01-0 FY 05-0 FY 05-	/ 93-94 / 94-95 / 95-96 / 96-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	46,034 57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975 0	26.2% 25.9% 38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	8,140 10,095 10,000 10,025 16,599	14.6% 24.0% -0.9%	37,894			U	17%	100%	0	0%	0%			
Noise Program transferred to ONI in FY 2003-04 FY 05-9 FY 05-0	/ 94-95 / 95-96 / 96-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	57,945 80,144 40,915 62,655 67,212 134,438 260,678 272,034 283,975	25.9% 38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	10,095 10,000 10,025 16,599	24.0% -0.9%				0	19%	100%	0	0.0%	0%			
Noise Program transferred to ONI in FY 2003-04 FY 99-9 FY 98-9	/ 95-96 / 96-97 / 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	80,144 40,915 62,655 67,212 134,432 260,678 272,034 283,975 0	38.3% -48.9% 53.1% 7.3% 100.0% 93.9%	10,000 10,025 16,599	-0.9%	47,850			0	18%	100%	0	0%	0%			
Noise Program transferred to ONI in FY 2003-04 FY 99-0 FY 09-0 FY 01-0 FY 05-0 FY 05-0 FY 06-0 FY 09-1 FY 10-1	/ 96-97	40,915 62,655 67,212 134,438 260,678 272,034 283,975	-48.9% 53.1% 7.3% 100.0% 93.9%	10,025 16,599			0	4.14.4	0	17%	100%	0	0%	0%			
Noise Program transferred to ONI in FY 2003-04 FY 99-0 FY 99-0 FY 05-0	/ 97-98 / 98-99 / 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	62,655 67,212 134,438 260,678 272,034 283,975	53.1% 7.3% 100.0% 93.9%	16,599		70,144	0		0	12% 25%	100%	0	0%	0%			
Noise Program transferred to ONI in FY 2003-04 FY 99-9	7 98-99 7 99-00 7 00-01 7 01-02 7 02-03 7 03-04 7 04-05	67,212 134,438 260,678 272,034 283,975	7.3% 100.0% 93.9%		0.3% 65.6%	30,890 46,056	0		0	25%	100% 100%	0	0% 0%	0% 0%			
transferred to ONI in FY 2003-04 FY 99-0 FY 99-0 FY 99-0 FY 99-0 FY 02-0 FY 03-0 FY 03	/ 99-00 / 00-01 / 01-02 / 02-03 / 03-04 / 04-05	134,438 260,678 272,034 283,975	100.0% 93.9%	2/1170	45.6%	43,042	0		0	36%	100%	0	0%	0%			
in FY 2003-04 FY 010-0 FY 010-0 FY 010-0 FY 02-0 FY 05-0 FY 10-1 FY 11-1 FY 11-1 FY 12-1 FY 15-1 FY 15-1 FY 15-1 FY 15-1 FY 15-1 FY 15-1 FY 15-2 FY 95-9 FY 95	7 00-01 7 01-02 7 02-03 7 03-04 7 04-05	260,678 272,034 283,975 0	93.9%	27,400	13.4%	107,038	0		0	20%	100%	0	0.0%	0%			
The program came back to BDS in FY 2005-06 FY 03-0 FY 05-0 FY	/ 01-02 / 02-03 / 03-04 / 04-05	272,034 283,975 0	4.401	83,293	204.0%	177,385	0		0	32%	100%	0	0%	0%			
back to BDS in FY 2005-06 FY 03-0 FY 05-0 FY 06-0 FY 08-0 FY 08-0 FY 10-1 FY 11-1 FY 11-1 FY 12-1 FY 13-1 FY 16-1 FY 16-1 FY 88-8 FY 89-9 Land Use Services FY 99-9 FY 99-0 FY 01-0 FY	′ 03-04 ′ 04-05	0	4.4%	62,657	-24.8%	209,377	0		0	23%	100%	0	0%	0%			
in FY 2005-06 FY 04-0 FY 05-0 FY 05-0 FY 08-0 FY 07-0 FY 08-0 FY 09-1 FY 11-1 FY 11-1 FY 12-1 FY 13-1 FY 15-1 FY 15-1 FY 18-8 FY 89-9 FY 98-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-0 FY 01-0	′ 04-05		4.4%	47,193	-24.7%	236,782	0	283,975	0	17%	100%	0	0%	0%			
FY 05-0 FY 06-0 FY 07-0 FY 08-0 FY 09-0 FY 09-0 FY 09-1 FY 11-1 FY 12-1 FY 12-1 FY 15-1 FY 15-1 FY 16-1 FY 99-9 FY 99-0 FY 01-0 FY 01-			0.0%	0	0.0%	0	0		0	0%	0%	0	0%	0%			
FY 06-0 FY 07-0 FY 08-0 FY 09-1 FY 10-1 FY 10-1 FY 11-1 FY 12-1 FY 13-1 FY 15-1 FY 16-1 FY 16-1 FY 88-9 FY 98-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 98-9 FY 99-9 FY 98-9 FY 98-		0	0.0%	0	0.0%	0	0		0	0%	0%	0	0%	0%	لبا		
FY 07-0 FY 08-0 FY 09-1 FY 10-1 FY 11-1 FY 12-1 FY 13-1 FY 15-1 FY 15-1 FY 16-1 FY 88-8 FY 89-9 FY 99-9 FY 99-0 FY 01-0 FY 01-		236,240	0.0%	76,867	0.0%	252,394	0		93,021	33%	139%	93,021	0.0%	39%	20%	47,248	45
FY 08-0 FY 09-1 FY 09-1 FY 10-1 FY 11-1 FY 12-1 FY 12-1 FY 15-1 FY 16-1 FY 88-8 FY 89-9 FY 89-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-0 FY 01-0 FY 01-		376,166	59.2%	73,282	-4.7%	240,649	0		(62,235)	19%	83%	30,786	4%	8%	20%	75,233	(44
FY 09-1 FY 10-1 FY 10-1 FY 12-1 FY 13-1 FY 13-1 FY 13-1 FY 15-1 FY 16-1 FY 16-1 FY 89-9 FY 89-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 98-9 FY 98-		357,894 354,879	-4.9% -0.8%	87,652 88,284	19.6% 0.7%	248,696 256,300	0		(21,546) (10,295)	24% 25%	94% 97%	9,240 (1,055)	5.0% 5.0%	3% 0%	20% 20%	71,579 70,976	(62, (72,
FY 10-1 FY 11-1 FY 12-1 FY 13-1 FY 14-1 FY 16-1 FY 88-8 FY 89-9 FY 90-9 FY 90-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-0 FY 99-		379,202	6.9%	101,445	14.9%	267,251	0		(10,295)	27%	97%	(11,561)	5.0%	-3%	20%	75,840	(87.
FY 11-1 FY 12-1 FY 12-1 FY 13-1 FY 15-1 FY 15-1 FY 16-1 FY 88-8 FY 89-9 FY 99-9 FY 99-0		381,755	0.7%	110,555	9.0%	264,098	0		(7,102)	29%	98%	(18,663)	8.0%	-5%	20%	76,351	(95
FY 12-1 FY 13-1 FY 13-1 FY 15-1 FY 16-1 FY 88-8 FY 89-9 FY 91-9 FY 91-9 FY 92-9 FY 93-9 FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 98-0 FY 90-0 FY 01-0 FY 01-0 FY 01-0 FY 01-0 FY 03-0	/ 11-12 estimate	394,570	3.4%	149,530	35.3%	285,282	0	0,000	40,242	38%	110%	21,579	8.0%	5%	20%	78,914	(57
FY 14-1 FY 15-1 FY 16-1 FY 88-8 FY 89-9 FY 90-9 FY 90-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-9 FY 99-0 FY 90-0 FY 01-0 FY 01-		371,572	-5.8%	158,229	5.8%	274,875	0		61,531	43%	117%	83,110	5.0%	22%	20%	74,314	8
FY 15-1 FY 16-1 FY 88-8 FY 89-9 Services FY 91-9 FY 92-9 FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 99-0 FY 90-0 FY 01-0 FY 01-0 FY 01-0 FY 01-0 FY 01-0 FY 01-0 FY 01-0	/ 13-14 estimate	411,804	10.8%	169,373	7.0%	274,875	0	444,248	32,444	41%	108%	115,554	5.0%	28%	20%	82,361	33,
FY 16-1 FY 88-8 FY 89-9 FY 91-9 FY 92-9 FY 95-9 FY 95-9 FY 95-9 FY 96-9 FY 99-0 FY 90-0 FY 01-0	14-15 estimate	435,483	5.8%	181,860	7.4%	274,875	0	456,735	21,251	42%	105%	136,805	5.0%	31%	20%	87,097	49,
FY 88-8 FY 89-9 Services FY 91-9 FY 92-9 FY 93-9 FY 93-9 FY 95-9 FY 95-9 FY 96-9 FY 97-9 FY 97-9 FY 97-0		472,991	8.6%	194,889	7.2%	274,875	0		(3,227)	41%	99%	133,579	5.0%	28%	20%	94,598	38,
End Use FY 89-9 Services FY 91-9 FY 92-9 FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 99-0 FY 01-0 FY 01		510,717	8.0%	208,122	6.8%	274,875	0	482,997	(27,720)	41%	95%	105,859	5.0%	21%	20%	102,143	3,
Land Use Services FY 91-9 FY 91-9 FY 93-9 FY 94-9 FY 96-9 FY 98-9 FY 98-9 FY 98-0 FY 00-0 FY 01-0 FY 0																	
Services FY 91-9 FY 92-9 FY 92-9 FY 93-9 FY 93-9 FY 95-9 FY 95-9 FY 97-9 FY 98-9 FY 99-0 FY 00-0 FY 01-0 FY 02-0 FY 03-0 FY 03-0																	
FY 92-9 FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 99-0 FY 01-0 FY 01-0 FY 02-0 FY 03-0																	
FY 93-9 FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 98-9 FY 99-0 FY 01-0 FY 01-0 FY 02-0 FY 03-0		1															
FY 94-9 FY 95-9 FY 96-9 FY 97-9 FY 98-9 FY 90-0 FY 01-0 FY 02-0 FY 03-0																	
FY 95-9 FY 96-9 FY 97-9 FY 98-9 FY 90-0 FY 01-0 FY 02-0 FY 03-0																	
FY 96-9 FY 97-9 FY 98-9 FY 99-0 FY 01-0 FY 01-0 FY 02-0 FY 03-0																	
FY 98-9 FY 99-0 FY 00-0 FY 01-0 FY 02-0 FY 03-0																	
FY 99-0 FY 00-0 FY 01-0 FY 02-0 FY 03-0	′ 97-98																
FY 00-0 FY 01-0 FY 02-0 FY 03-0												0					
FY 01-0 FY 02-0 FY 03-0		4,237,785	00.50	2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509
FY 02-0 FY 03-0		5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	-, -,	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383
FY 03-0		5,744,438 6,288,885	7.2% 9.5%	3,291,398 3,578,681	-2.8% 8.7%	2,161,459 1,917,012	0	0,:0=,00:	(291,581) (793,192)	57% 57%	95% 87%	396,984 57,792	0% 8%	7% 1%	20%	1,148,888 1,257,777	(751 (1,199
		6,288,885	9.5% -1.4%	3,578,681	3.1%	1,143,072	579.848	5,495,693	(789,718)	59%	87% 87%	(144,312)	0%	-2%	20%	1,240,359	(1,199
		6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646
FY 05-0		7,106,749	10.0%	6,364,363	40.8%	1.097.443	579,848	8.041.654	934,905	90%	113%	581.038	4.0%	8%	20%	1,421,350	(840
FY 06-0	′ 04-05	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300
FY 07-0	′ 04-05 ′ 05-06	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426
FY 08-0	/ 04-05 / 05-06 / 06-07	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644
FY 09-1	7 04-05 7 05-06 7 06-07 7 07-08 7 08-09	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891
FY 10-1	7 04-05 7 05-06 7 06-07 7 07-08 7 08-09 7 09-10	4,995,000	-15.6%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,120,048	86%	122%	(587,146)	8.0%	-12%	20%	999,000	(1,586
	/ 04-05 / 05-06 / 06-07 / 07-08 / 08-09 / 09-10 / 10-11		22.3%	5,407,334	25.9%	1,455,748	0	6,863,082	754,379	89%	112%	167,233	8.0%	3%	20%	1,221,741	(1,054
	7 04-05 7 05-06 7 06-07 7 07-08 7 08-09 7 09-10 7 10-11 7 11-12 estimate	6,108,703	0.3%	5,134,682	-5.0%	1,291,290	0		300,945	84%	105%	468,178	5.0%	8%	20%	1,225,005	(756
	/ 04-05 / 05-06 / 06-07 / 07-08 / 08-09 / 09-10 / 10-11 / 11-12 estimate / 12-13 estimate	6,108,703 6,125,027	9.5% 5.7%	5,423,056	5.6%	1,291,290	0		8,193	81% 84%	100% 102%	476,370 635,852	5.0%	7%	20%	1,341,231	(864
	7 04-05 7 05-06 7 06-07 7 07-08 8 08-09 7 09-10 7 10-11 7 11-12 estimate 7 12-13 estimate 7 13-14 estimate	6,108,703 6,125,027 6,706,154		5,958,535 6,542,862	9.9%	1,291,290 1,291,290	0	.,,	159,482	84% 86%		635,852 879,384	5.0%	9% 12%	20%	1,418,069	(782,
FY 15-1 FY 16-1	/ 04-05 / 05-06 / 06-07 / 07-08 / 08-09 / 09-10 / 10-11 / 11-12 estimate / 12-13 estimate	6,108,703 6,125,027	7.1%			1.291.290	. 0	7,834,152	243,531	86%	103%	8/9.384	5.0%	12% 20%	20% 20%	1,518,124 1,551,202	(638,

Bureau of D	Development S	Services	- 20	12 FIVE-	YEAR	FINAN	ICIAL P	PLAN								Append	ix D
	Program Detail																
Program	Fiscal Year	TOTAL COSTS	Change From Prior	Program Revenue	Change From Prior	General Fund	Internal Program to Program	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost	TOTAL Cost	Cumulative Reserve	Fee / Revenue	Actual Reserve	Reserv	e Goals: Dollars	Excess /
	E)/ 00 00	4 400 044	Year	only	Year	Revenue	Transfers	1 000 115	(0.4.000)	Recovery	Recovery	(0.4.000)	Increase	%			vs. goal
	FY 88-89	1,130,341		228,285		881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
Natable autonal	FY 89-90 FY 90-91	1,248,398 1,550,748	10.4% 24.2%	179,602 257,143	-21.3% 43.2%	1,073,608 1,185,341	0	1,223,226 1,442,474	(25,172) (108,274)	14% 17%	98% 93%	(59,398) (167,672)	0.0%	-5% -11%			
Neighborhood	FY 90-91 FY 91-92	1,550,748	10.5%	589.843	129.4%	1,185,341	0	1,442,474	(47,455)	34%	93%	(215,127)	0%	-11%			
Inspections	FY 91-92 FY 92-93	1,713,249	7.9%	720.920	22.2%	1,088,632	0	1,864,773	16,427	34%	101%	(215,127)	0.0%	-13%			
	FY 93-94	1,964,276	6.3%	854.576	18.5%	1.071.138	0	1,925,541	(38.735)	44%	98%	(237.435)	0.0%	-11%			-
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1.176.038	0	2.421.019	287,892	59%	113%	50,457	0%				
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,170,030	0	2,663,285	328.505	63%	114%	378.962	0%				
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418.602	0%				
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1.043.346	0	2,602,969	132.089	63%	105%	550,691	0%	22%			
Neighborhood	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1.083.227	0	2.811.233	543,351	76%	124%	1.094.042	0%	48%			
nspections Program	FY 99-00	2,721,664	20.0%	2.014.977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952.582	483.
transferred to ONI	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,
in FY 2003-04	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,
The program came	FY 03-04								, ,								
back to BDS	FY 04-05																
in FY 2006-07	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064,
	FY 10-11	1,576,383	-5.0%	1,907,091	3.7%	384,391		2,291,482	715,099	121%	145%	(17,447)	8.0%	-1%	20%	315,277	(332,
	FY 11-12 estimate	2,784,904	76.7%	1,832,957	-3.9%	1,290,770		3,123,727	338,822	66%	112%	321,375	8.0%	12%	25%	696,226	(374,
	FY 12-13 estimate	2,287,522	-17.9%	1,929,312	5.3%	400,076		2,329,388	41,866	84%	102%	363,241	5.0%	16%	25%	571,881	(208,
	FY 13-14 estimate	2,425,380	6.0%	2,015,555	4.5%	400,076		2,415,632	(9,748)	83%	100%	353,493	5.0%	15%	25%	606,345	(252
	FY 14-15 estimate	2,559,229	5.5%	2,155,182	6.9%	400,076		2,555,258	(3,971)	84%	100%	349,522	5.0%	14%	25%	639,807	(290,
	FY 15-16 estimate	2,772,421	8.3%	2,302,273	6.8%	400,076		2,702,349	(70,071)	83%	97%	279,450	5.0%	10%	25%	693,105	(413,
	FY 16-17 estimate	2,748,402	-0.9%	2,438,860	5.9%	400,076		2,838,937	90,535	89%	103%	369,985	5.0%	13%	25%	687,101	(317