



**Commissioner Chloe Eudaly**  
City of Portland

**January 25, 2017**

**To: Mayor Ted Wheeler**  
**Commissioner Nick Fish**  
**Commissioner Amanda Fritz**  
**Commissioner Dan Saltzman**

**From: Commissioner Chloe Eudaly**

**CDE**

**Subject: FY 2017-18 Requested Budget for the Bureau of Development Services**

I am pleased to present the Bureau of Development Services' (BDS) Requested Budget for fiscal year (FY) 2017-18. This budget request will enable the bureau to continue moving toward its goal of providing the highest level of services to neighborhoods, permit applicants, the development industry, and Portland's residents.

The single decision in BDS's FY 2017-18 Requested Budget is the mandatory 5% General Fund cut. BDS receives partial General Fund support for its Neighborhood Inspections and Land Use Services programs, and relies on building permit and other fees to support the rest of its operation. Both of these programs provide services that benefit the entire community by enhancing neighborhood livability, public health, and safety, and they are well-deserving of support from the General Fund.

BDS is addressing the required 5% cut by reducing its nuisance abatement budget in the Neighborhood Inspections program. I support this approach, as it avoids cutting staff positions. However, I also recognize that a reduction in nuisance abatements will have a negative impact on neighborhood livability and public health, particularly during the warm months of the year. While BDS has been able to absorb 5% General Fund cuts the last couple budget cycles by backfilling with program reserves, this is not a sustainable long-term approach to fund these important services. I therefore support the restoration of these monies from the General Fund.

BDS has experienced historically high workloads over the past few years as a result of the strong economy and development industry. The bureau has identified several needs for additional staff positions to address remaining gaps in service levels. In order to fill those positions sooner, BDS will include them in their 2017 Spring Budget Monitoring Process (BMP) request, rather

than in their FY 2017-18 Requested Budget. I support this move, as it will enable BDS to address important service needs quickly.

I am encouraged that, as it has for the past few years, BDS will again avoid increases to almost all bureau fees in FY 2017-18. The bureau's commitment to operating efficiently and controlling costs has been a benefit to the development industry.

The work and progress on the Portland Online Permitting System (POPS), formerly the Information Technology Advancement Project, will be one of my highest priorities in FY 2017-18. The successful completion of this project will make bureau services more efficient and provide much greater access to programs and information for customers and the community.

Another major area of focus for me, as well as the Council, is to ensure the permit and development review process is streamlined for affordable housing to meet the Housing Emergency crisis that is currently in place. BDS will continue to work with other City bureau staff and the industry to accomplish this goal.

As in years past, BDS has received considerable input into its budget planning process from staff, advisory groups, and key stakeholders. The BDS Labor Management Committee (LMC), the Development Review Advisory Committee (DRAC), and the BDS Budget Advisory Committee have reviewed BDS' financial status and voiced their support for the bureau's Requested Budget. In addition, BDS's Financial Advisory Committee reviewed the bureau's financial modeling and projections and concurred that its financial projections are reasonable and sound.

BDS has established a reputation for excellent customer service, innovation, and labor/management collaboration. The bureau and I are committed to the vision and goal of making Portland's Bureau of Development Services the best development agency in the country.



## Labor Management Committee

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

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January 27, 2017

Commissioner Chloe Eudaly  
1221 SW Fourth Avenue  
Portland, OR 97204

Re: Bureau of Development Services FY 2017-18 Requested Budget

Dear Commissioner Eudaly,

Once again, the Bureau of Development Services' (BDS) management and labor employees joined together to develop the bureau's annual Requested Budget. Along with BDS's Budget Advisory Committee (BAC), Financial Advisory Committee, and the Development Review Advisory Committee (DRAC), the BDS Labor/Management Committee (LMC) reviewed the bureau's financial status, revenue projections, and budget goals.

The participation of the LMC in the budget process is a critical element of the LMC's mission to promote a collaborative and positive relationship between labor and management through building trust, fairness, and open communication. In addition, all BDS employees were asked for their input into the budget process through multiple open budget "drop-in" sessions. These suggestions were reviewed by the LMC, BAC, and DRAC as part of the budget development process. The plan is to incorporate and advance ideas that are feasible and practical in either the current or next fiscal year.

After reviewing BDS's financial status, budget goals, and proposed budget decisions, the LMC unanimously supports BDS's FY 2017-18 Requested Budget, including all budget Decision Packages. We agree on the following recommendations related to BDS's Requested Budget:

**1. We endorse BDS's budget goals.**

We find the stated goals to be in alignment with BDS's mission and vision:

- Enhance access to services and programs
- Workforce development and training
- Equity – internal and external service delivery
- Leverage advanced technology

Pursuing these goals will help BDS achieve its mission and will result in the highest benefit to BDS staff, customers, and the community. BDS employees submitted numerous budget ideas related to these goals, as well as ideas on improving bureau operations. The bureau is evaluating all submitted ideas for possible implementation.

**2. We urge City Council to restore the required 5% General Fund cut proposed in budget Decision Package DS\_01.**

We recognize that the money saved from this cut will go toward affordable housing and we applaud the Council's commitment to addressing this serious issue. We also acknowledge and are encouraged by BDS's effort to avoid cuts that would impact permanent staff positions. However, we cannot support the resulting proposed cuts, which would reduce the number of nuisance abatements performed by the bureau. A reduction in nuisance abatements will have tangible negative effects on neighborhood livability. We strongly urge the City Council to restore this cut.

**3. We support BDS's decision to place its request for fee-supported positions in the 2017 Spring Budget Monitoring Process (BMP), rather than in the Requested Budget.**

As it did for the last two years, BDS intends to add permanent fee-supported positions through the Spring BMP in order to expedite filling the positions. These positions will address significant workload needs and allow BDS to meet gaps in service levels. We support BDS's approach as a practical way to quickly meet these needs, ideally before the start of the traditional construction season.

By approving BDS's FY 2017-18 Requested Budget, including its Decision Packages, the City Council will help ensure that BDS can provide timely, effective services to its customers and community, while enhancing neighborhood livability and the good of the city.

Sincerely,



Rachel Whiteside  
LMC Co-Chair



Paul L. Scarlett, BDS Director  
LMC Co-Chair



City of  
**PORTLAND, OREGON**  
Development Review Advisory Committee



January 25, 2017

Portland City Council  
1221 SW Fourth Avenue  
Portland, OR 97204

Re: Bureau of Development Services FY 2017-18 Requested Budget

Dear Mayor Wheeler and City Commissioners,

As Chair of the City's **Development Review Advisory Committee (DRAC)**, I am writing to you on behalf of the Committee to express our support for the Bureau of Development Services' (BDS's) Requested Budget for fiscal year (FY) 2017-18. DRAC members represent significant construction, design, and neighborhood stakeholders and associations with interest in the outcome of policies, budgets, regulations, and procedures that affect development review processes in the City of Portland.

The DRAC annually reviews BDS's strategic direction, financial status, priorities, and proposed budget decisions. We have also consistently communicated with BDS managers and staff regarding our priorities for BDS and the development review process:

- Provide timely, quality services to customers and the community
- Continuously work to streamline and improve development review processes
- Keep fees as low as possible
- Secure ongoing General Fund support for local code programs that provide general public benefit

We believe that BDS reflects and contributes to these priorities in its FY 2017-18 budget request.

**Along with the BDS Budget Advisory Committee, we support BDS's plan to accomplish the required 5% cut in General Fund support by reducing the budget for nuisance abatements. We also recommend that this cut be restored.**

BDS receives General Fund support for its Neighborhood Inspections and Land Use Services Programs. The bureau is complying with the Mayor's requirement for a 5% cut in General Fund support by reducing the budget for nuisance abatements. We support this plan, since it does not require cutting any permanent staff positions.

However, we recognize that a reduction in nuisance abatements will negatively impact neighborhood livability and public health, particularly during the warm months of the year. While BDS has been able to absorb 5% General Fund cuts the last couple budget cycles by backfilling with program reserves, this is not a sustainable long-term approach to fund these important services. We therefore recommend that these monies be restored from the General Fund.

Development Review Advisory Committee  
Letter re: BDS FY 2017-18 Requested Budget  
January 25, 2017

**Together with BDS's Budget Advisory Committee, we support BDS's decision to add permit fee-supported staff positions through the 2017 Spring Budget Monitoring Process, rather than through their FY 2017-18 Requested Budget.**

BDS has indicated that approximately 12-15 additional permit fee-supported staff positions are needed in order to respond to workload increases and provide adequate service levels in all programs. We are supportive of adding positions that will result in service improvements, and BDS has demonstrated that there are sufficient permit revenues and reserves to support the positions.

As they have done the past two budget cycles, BDS has indicated that they intend to add the positions through the 2017 Spring Budget Monitoring Process, rather than in their FY 2017-18 Requested Budget. We support this decision as well because it will allow the bureau to fill the positions sooner.

We commend BDS's efforts to be efficient and control costs while it works to improve its services.

**We continue to encourage the City Council to be mindful of the cumulative impact of development fees and charges from all City development bureaus.**

While BDS has kept most of its permit fees constant for the last four years, the reality is that BDS fees make up only a small percentage of the total fees and charges levied by the City for development. For several years, we have advocated for greater awareness on the part of the City Council of the cumulative impact of development fees and charges from all the City development bureaus (Transportation, Water, Environmental Services, and Parks, as well as BDS), particularly Systems Development Charges (SDCs). Recent code changes, such as the Citywide Tree Code, have further added to the costs of development. These costs negatively impact housing affordability and act to inhibit development, causing economic harm to the city as a whole.

The DRAC has established a Fees and Regulations Subcommittee that has been meeting with staff from BDS and the other development bureaus to review fee methodologies and schedules. While individual bureaus estimate the impact of their own fees and fee increases, it appears no one is looking at the larger picture to see the combined effect of these fees.

The DRAC therefore respectfully requests that you approve BDS's FY 2017-18 Requested Budget. Approving BDS's budget will ensure needed support to neighborhoods and businesses and strengthen positive partnerships between the private sector, neighborhoods, and government.

The DRAC reviewed this letter and supported its submission.

Sincerely,



Maryhelen Kincaid, Chair  
Development Review Advisory Committee



City of  
PORTLAND, OREGON  
Bureau of Development Services  
Budget Advisory Committee



## FY 2017-18 Budget Advisory Committee Report

### Bureau of Development Services January 29, 2017

The Budget Advisory Committee (BAC) of the Bureau of Development Services (BDS) thanks Commissioners Dan Saltzman and Chloe Eudaly and the City Council for the opportunity to work with BDS on the development of its FY 2017-18 Requested Budget. The BDS BAC is composed of representatives from the Development Review Advisory Committee, community groups, the development industry, and BDS employees.

We met with BDS managers and staff three times from November 2016 – January 2017 to discuss BDS's finances, staffing, workload, programs and services, and budget needs. We also reviewed budget guidance from the Mayor and projections for City and bureau revenues in the coming year.

In light of these discussions, we are making the following budget and policy recommendations for FY 2017-18:

1. **We support BDS's plan to accomplish the required 5% cut in General Fund support by reducing the budget for nuisance abatements. We also recommend that this cut be restored.** BDS receives General Fund support for its Neighborhood Inspections and Land Use Services Programs. The bureau is complying with the Mayor's requirement for a 5% cut in General Fund support by reducing the budget for nuisance abatements. We support this plan, since it does not require cutting any permanent staff positions.

However, we recognize that a reduction in nuisance abatements will negatively impact neighborhood livability, safety, and public health, particularly during the warm months of the year. While BDS has been able to absorb 5% General Fund cuts the last couple budget cycles by backfilling with program reserves, this is not a sustainable long-term approach to fund these important services. We therefore recommend that these funds be restored from the General Fund.

2. **We support BDS's decision to place its request for permit fee-supported positions in the 2017 Spring Budget Monitoring Process (BMP), rather than in the Requested Budget.** As they have done for the previous two budget cycles, BDS intends to add a modest number of permit fee-supported positions (12-15) through the Spring BMP in order to fill the positions quickly. These positions will address significant workload needs and allow BDS to meet gaps in service levels. We support BDS's approach as a practical way to quickly meet these needs.

**3. We support the bureau's employee budget idea development process.**

BDS offered its employees opportunities to share their ideas regarding the budget through multiple open "drop-in sessions". Employees submitted 65 different ideas through the drop-in sessions and voted for the ideas they felt were most important for the bureau to pursue. Suggestions included the restoration of Residential Permit Night to improve access to the bureau's services, and the prioritization of outreach, mentoring, and workforce development for current staff. BDS management indicated that they will explore all the suggested ideas, which we support. We are also encouraged that BDS is implementing a number of employee ideas that were submitted in last year's budget process, such as enhancing the ability to answer technical questions over the phone and improving professional development and mentoring resources for bureau staff.

**4. We applaud the City Council's decision to activate the City's foreclosure program.**

In last year's FY 2016-17 BAC report, we recommended that the City implement the foreclosure process to address the relatively small number of properties that accounted for a significant portion of the unpaid liens held by BDS.

The Council's decision to move forward with the City's foreclosure list has allowed BDS's Neighborhood Inspections Program to begin to address unmaintained, primarily vacant properties that present ongoing health and safety hazards to Portland neighborhoods. Neighborhood Inspections has also begun to recover some of the outstanding liens as part of this process.

We are grateful for the opportunity to add our support to BDS's FY 2017-18 Requested Budget.

**BDS Budget Advisory Committee Members**

Stakeholders / Community Members

Andre Baugh, Group AGB, Ltd.

Claire Carder, Development Review Advisory Committee

Barrett Karnes, REACH CDC

Cristina Palacios, Community Alliance of Tenants

Joe Schneider, Development Review Advisory Committee

Susan Steward, Building Owners & Managers Association

BDS Employees

Charles Myrick, Represented Staff (DCTU) / Neighborhood Inspections

Raul Torres, Non-Represented Staff / Business Operations

Kim Tallant, Management / Land Use Services

Rachel Whiteside, Represented Staff (COPPEA) / Information Technology Advancement Project

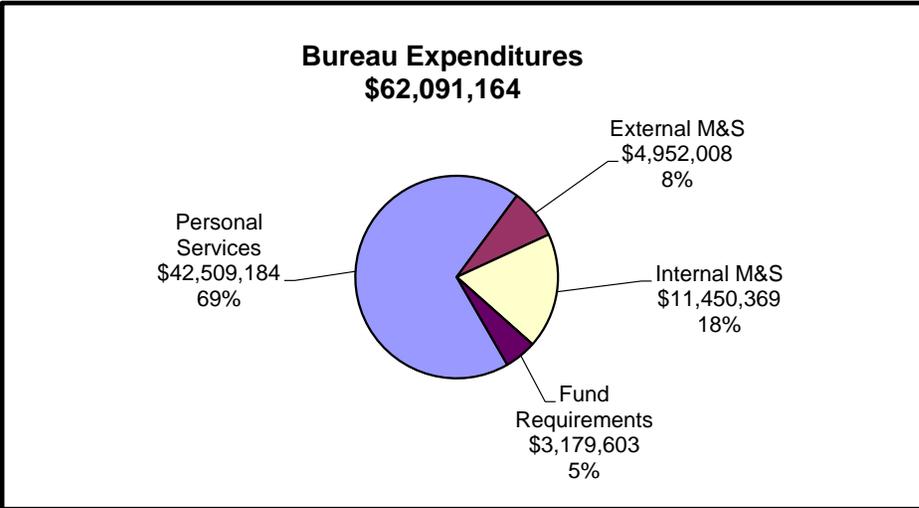
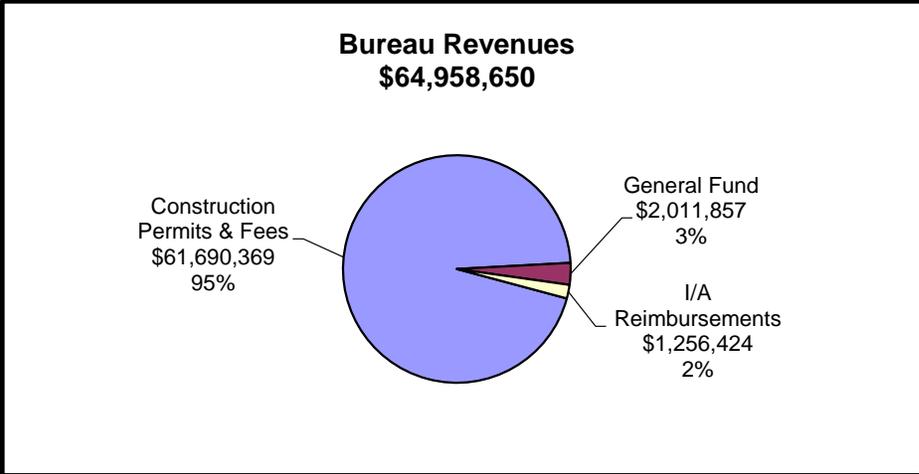
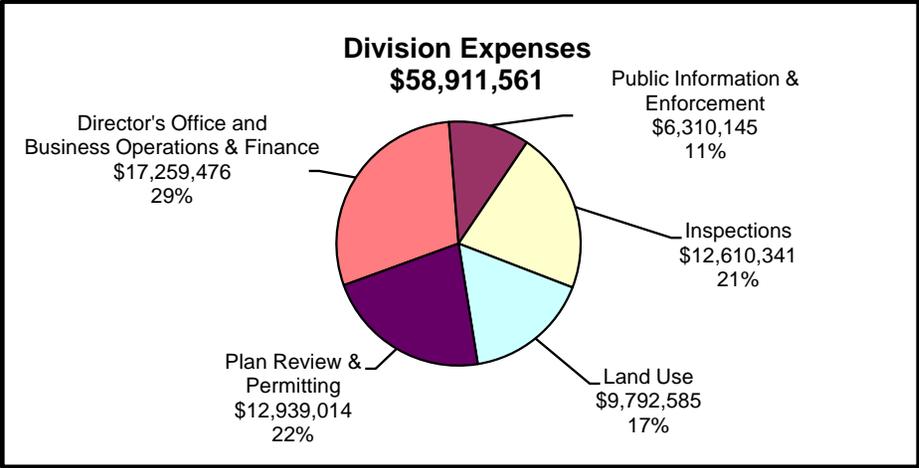
**City of Portland**  
**Bureau of Development Services**

**Requested Budget**  
**Fiscal Year 2017-18**

**Submitted January 30, 2017**

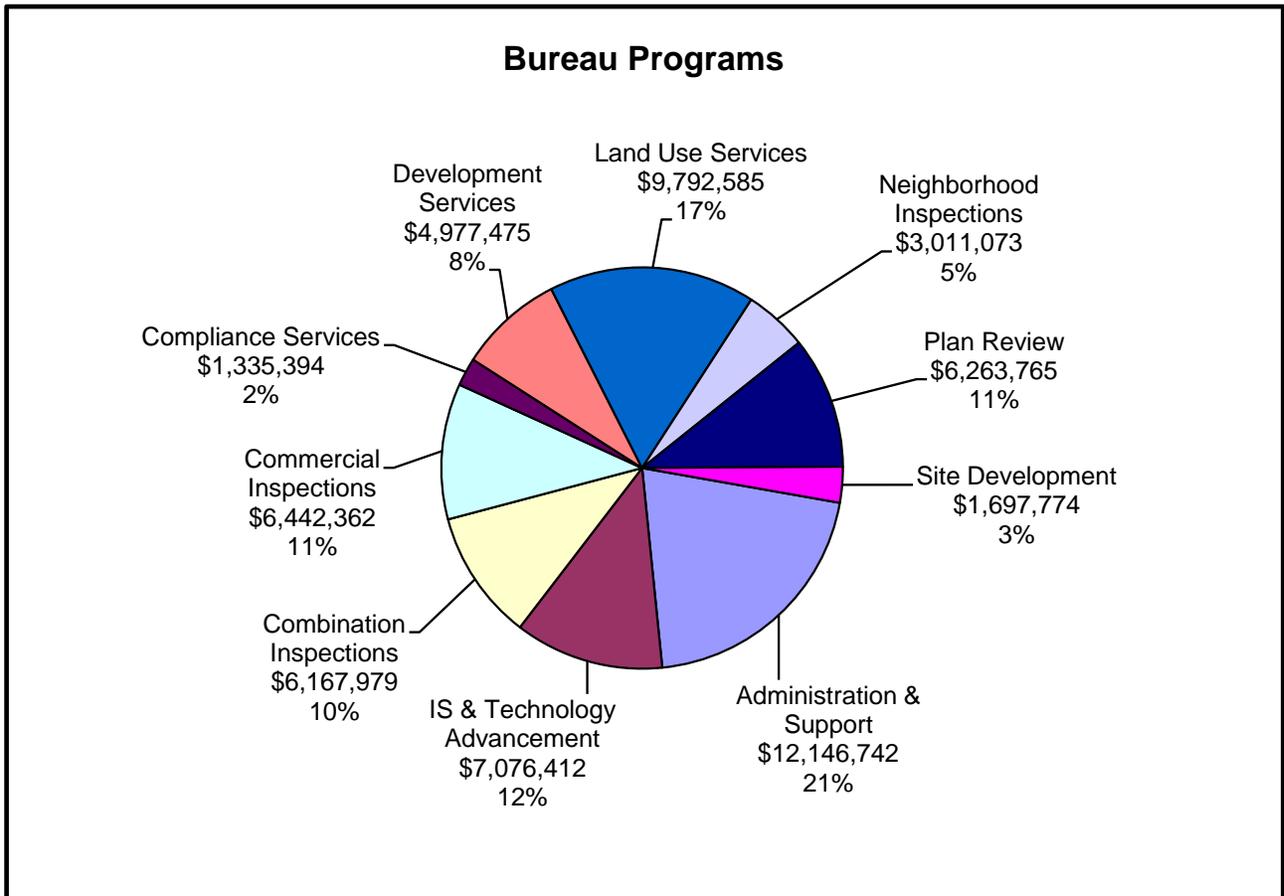


# Bureau of Development Services FY 2017-18 Budget



# Bureau of Development Services FY 2017-18 Budget

Community Development Service Area  
Chloe Eudaly, Commissioner-in-Charge  
Paul L. Scarlett, Director



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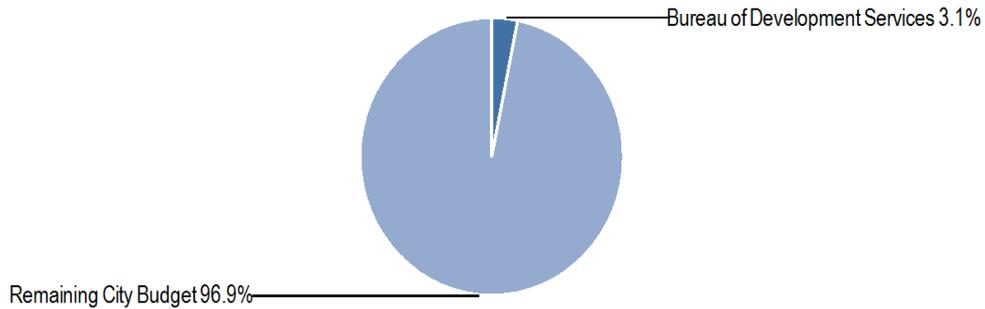
# Bureau of Development Services

Community Development Service Area

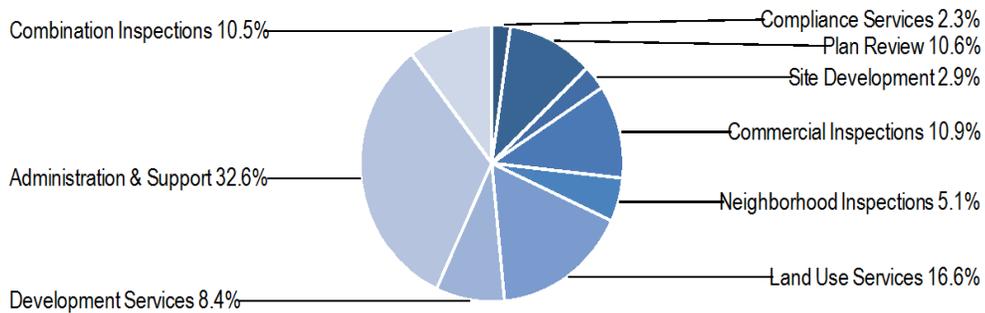
Chloe Eudaly, Commissioner-in-Charge

Paul L. Scarlett, Director

**Percent of City Budget**



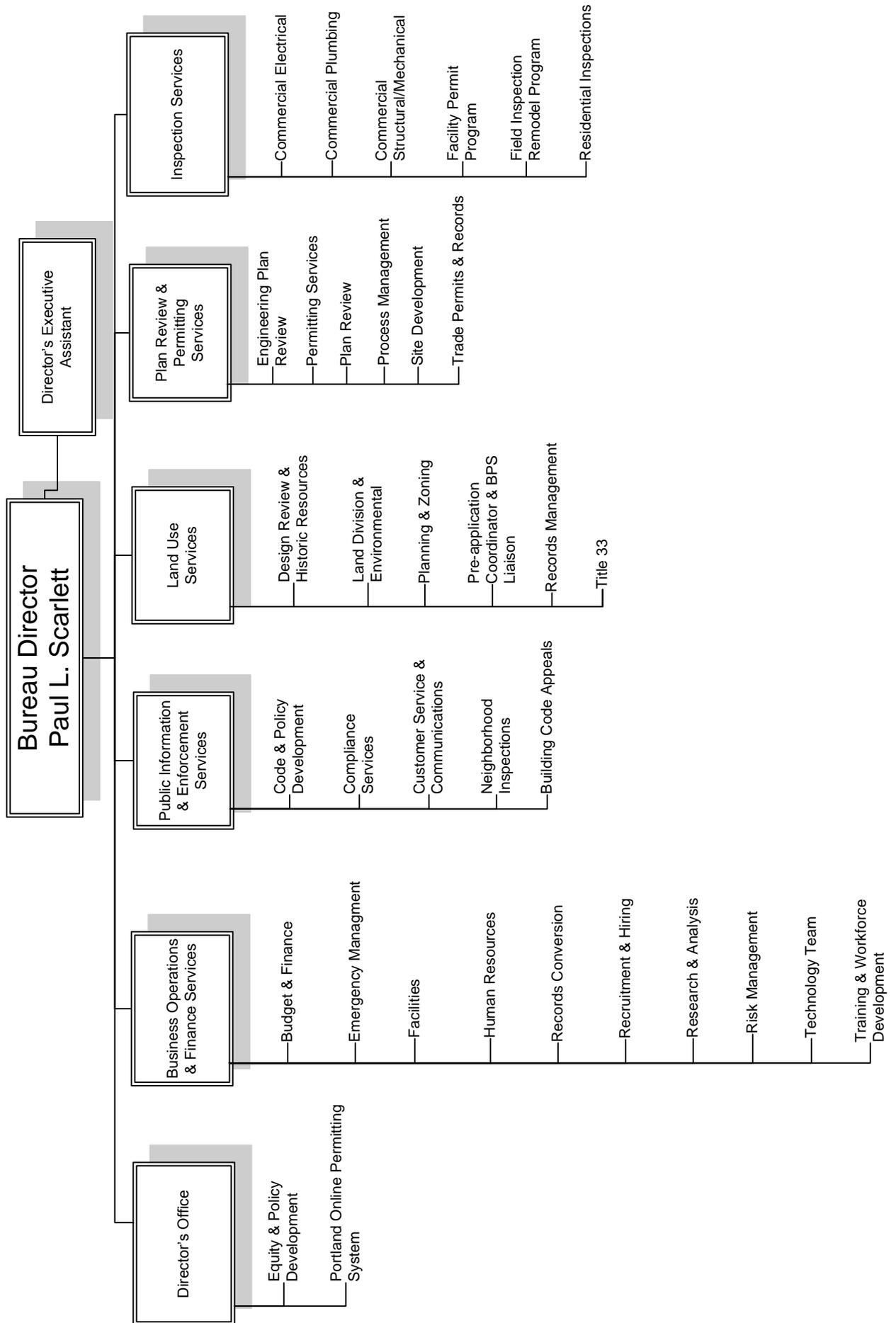
**Bureau Programs**



**Bureau Overview**

Expenditures	Revised FY 2016-17	Requested FY 2017-18	Change from Prior Year	Percent Change
Operating	119,050,611	144,482,922	25,432,311	21.36
Capital	3,021,103	766,975	(2,254,128)	(74.61)
<b>Total Requirements</b>	<b>122,071,714</b>	<b>145,249,897</b>	<b>23,178,183</b>	<b>18.99</b>
Authorized Positions	382.70	383.37	0.67	0.17

# Bureau of Development Services



## Bureau Summary

### Bureau Mission

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

### Bureau Overview

#### General Description

BDS plays an integral part of development in the City of Portland through administering and enforcing State building codes and local development codes to aid in the permitting and development review processes. Bureau staff works actively with developers, builders, homeowners, neighborhood associations, and the community to guide them through the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. BDS manages programs that ensure construction and land use codes are consistently followed, and BDS is instrumental in enhancing the safety of buildings along with the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance.

BDS also administers a variety of local City Codes. The bureau is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau enforces the City Zoning, Sign, and Property Maintenance Codes, as well as structural, mechanical, plumbing, and electrical code violation cases.

This budget includes 383.37 FTE and an operating budget of \$58.9 million; approximately 97% of the bureau's revenues come from permit fees and assessments. The remaining 3% comes from the City's General Fund, program fees, and fines and supports portions of BDS's local City Code enforcement programs, such as Land Use Services and Neighborhood Inspections.

#### Balancing Service Provision and Fiscal Responsibility

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

This commitment to provide excellent programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:

- ◆ Provide excellent programs and services, being responsive to customers and the community's changing needs;
- ◆ Pursue cost recovery for services whenever appropriate;
- ◆ Maintain prudent financial reserves to cushion the bureau against economic downturns;
- ◆ Set reasonable fees and keep fee increases as low as possible.

# Bureau of Development Services

## Community Development Service Area

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### **Bureau Revenues, Funding Sources, and Reserves**

In FY 1988-89, the City Council established an operating fund for BDS and charged the bureau with fully supporting its State-mandated construction programs through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit their revenue from being used for local City Code enforcement programs. BDS works to maintain full cost recovery for many of its construction programs and services. To this end, the bureau implements gradual fee increases as needed (to minimize the impact on customers and community members). The bureau has achieved full cost recovery for its state-mandated programs every year since FY 2011-12, and has not raised most permit fees since FY 2013-14. In FY 2016-17, BDS reduced building and site development permit fees by 3% in response to discussions with the development community and based on the bureau's ongoing high cost recovery rate and healthy reserve balance.

This requirement to be self-supporting, combined with the challenge of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations. For example, BDS experienced a sharp decline in permit revenues in 2008-2009 during the recession. By the end of FY 2009-10, BDS had laid off slightly more than 50% of its employees and bureau reserves had fallen from \$13.9 million to \$500,000. The bureau subsequently strengthened its reserve goals and has been gradually rebuilding its reserves since FY 2010-11. State statutes restrict these reserves, composed of permit fee revenues, for the support of BDS's State-mandated construction programs.

BDS's local City Code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Compliance, and Site Development) are funded through a combination of program fees, fines, and/or General Fund monies, and do not receive support from BDS permit fee revenues.

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

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

## **Strategic Direction**

In FY 2017-18 BDS will advance initiatives and address issues that are important to BDS's organizational health and culture, programs and services, and financial security.

### **BDS Racial Equity 5-Year Plan**

To ensure equitable access and opportunities for all, BDS is committed to pursuing equity in its staffing, programs and services, and interactions with customers and the community. To this end, the bureau launched a 5-Year Racial Equity Plan in December 2016. The Plan applies an equity lens, to bureau programs and services, focuses recruitment to produce a more diverse applicant pool, and employs extensive outreach to diverse communities. These efforts directly contribute to the City's Comprehensive Plan goal to include under-served and under-represented populations in decisions that affect them, as well as equity goals in the Portland Plan.

Capacity building, employee understanding, and community impact are the primary focus for the first year of implementation (FY 2016-17). For FY 2017-18, the Plan will focus on incorporating community impact in program evaluation, building data and metrics tracking tools, and normalizing the objectives met in the first year.

**Portland Online Permitting Project (POPS)**

From 2013 to 2016, BDS was working with Sierra Cedar Inc. to design and implement the Information Technology Advancement Project (ITAP). ITAP was intended as a web-based system that would support electronic plan submission and review and provide 24/7 online access to BDS's records and services, greatly benefitting City staff, customers, and the community.

In 2016, the project experienced considerable change. In June 2016, BDS officially parted ways with Sierra Cedar, Inc., changed project managers, and chose to further evaluate the project over a 6-month timeframe and determine its direction prior to going forward. This 6-month project discovery phase will take place from January through June 2017. During this period a new project plan will be developed and potential vendors will be explored. As part of this process, to better reflect the nature of the work, the project has been renamed the Portland Online Permitting System (POPS).

Once the discovery phase is complete, the project will continue with the chosen vendor. The bureau remains committed to moving forward with POPS; at the same time, recognizing the immediate need for technology infrastructure improvement, BDS is exploring options to upgrade its existing permit database system to a newer version in the interim.

POPS moves the City closer to meeting the goals outlined in the Portland Plan and the 2009 Climate Action Plan by eliminating an estimated 33,000 customer vehicle trips to downtown annually.

**Staffing / Filling Vacancies**

After losing over half its employees during the recession in 2009-2010, BDS began gradually adding back staff as the economy improved and workloads grew. In recent years, the development industry has strongly rebounded and bureau workloads have reached historic levels. BDS has rapidly added staff positions over the last few fiscal years to address the work and restore services. Since June 1, 2016, the bureau has hired 76.7 permanent positions, but approximately 60 vacant positions remain. For FY 2017-18, the bureau's focus will be on filling those remaining vacant positions. BDS will continue to work intensively with the Bureau of Human Resources to quickly complete recruitments and fill these remaining positions.

Along with filling vacancies, the bureau has identified a modest number of additional positions (approximately 15) that will be needed to fully address workload needs and implement service enhancements that have been requested by customers and the community. BDS intends to include these positions in its 2017 Spring Budget Monitoring Process (BMP) request, in order to be able to fill the positions sooner. The BDS Budget Advisory Committee and the Development Review Advisory Committee (DRAC) have endorsed this plan. The City Budget Office has also indicated their support for this approach.

# Bureau of Development Services

## Community Development Service Area

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### **Inclusionary Housing**

Beginning February 1, 2017, buildings with 20 or more residential units will be part of Portland's Inclusionary Housing Program, making affordable housing units available throughout the city. The program requires a minimum amount of units be affordable to households earning no more than 80% of area median income, with five alternatives for providing affordability, and varying incentives.

Inclusionary Housing could potentially have significant positive and/or negative impacts on multi-family residential development projects in the city. Some economists have indicated that the regulations could result in less multi-family development, leading to higher housing costs. BDS will closely monitor the implementation of the regulations and their impact. The bureau has already been experiencing increased numbers of project submittals ahead of Inclusionary Housing implementation.

### **Service & Program Enhancements**

In FY 2017-18 BDS will engage in several projects to enhance the effectiveness of bureau programs and the timeliness of (and access to) bureau services, including:

- ◆ Reinstitution of customer and community satisfaction surveys;
- ◆ Employee survey;
- ◆ Remodel of the Development Services Center (DSC) and the 2nd floor Permitting Services Center in the 1900 Building, improving customers' experience and security for employees;
- ◆ Implementation of an electronic queuing system in the DSC, providing customers with more predictable service wait times;
- ◆ Restoration of Residential Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community (Permit Night was suspended in February 2009 as part of the bureau's response to recession-related service changes);
- ◆ Potential restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. Get Legal will be available to residential and commercial low-income or special-needs property owners.

### **BDS Strategic Plan**

BDS will begin implementation of a new 5-year Strategic Plan in Spring 2017. The purpose of the plan is to create a living, relevant, and practical guide for the bureau in all areas of work. Focus areas include efficient and effective services, high performing and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

## Capital Summary

### CIP Highlights

The Portland Online Permitting System (POPS; formerly the Information Technology Advancement Project) is a BDS initiative to upgrade the City's legacy permit and case management system (TRACS) which has been in use since 1999. In November 2010, the City Council granted approval to BDS to pursue an upgrade from TRACS to a new system. The goal of POPS is to provide the City of Portland, its development community, and the general public with more efficient and effective development review through the implementation of a web-based permit application, plan review, and inspection software system. The system will be accessible to City review staff, development review customers, and the general public 24 hours a day, 7 days a week. The total project cost was initially estimated at approximately \$12 million.

### Major Issues

BDS's current legacy permit and case management system (TRACS) lacks an online capacity and does not support electronic application submittal, plan review, or information access for customers and the community. This leads to a paper-based development review process that is inefficient and costly compared to web-based digital software systems already in use in numerous jurisdictions around the country. POPS will address these issues by providing web-based digital plan submittal and review services and by making information more easily available.

### Changes from Prior Year

In FY 2016-17, the project has experienced considerable change. In summer 2016, the bureau officially parted ways with the project vendor, Sierra Cedar, Inc., changed project managers, and took a step back to evaluate the project and determine its direction going forward. A third-party vendor (Virtual Information Executives) was contracted to conduct an assessment of the project in fall 2016. As part of this process, to better reflect the nature of the work and project goals, the project was renamed the Portland Online Permitting System (POPS).

A 6-month project discovery phase will continue through June 2017. During this period the current state of the project will be reviewed, a new project plan will be developed, and potential vendors will be explored. Once the discovery phase is complete, the project will continue with a chosen vendor. The bureau remains committed to moving forward with POPS; at the same time, recognizing the immediate need for technology infrastructure improvement, BDS is exploring options to upgrade its existing permit database system to a newer version in the interim.

Currently BDS's capital budget includes only positions that have been designated to work on the project. Vendor costs and other expenses will be estimated after the discovery phase is completed and the new project timeline, scope, and budget are developed. Most likely the bureau will revise and update its capital project budget through the FY 2017-18 Budget Monitoring Process (BMP).

# Bureau of Development Services

## Community Development Service Area

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### Council Goals and Priorities

POPS will significantly contribute to the City Council's budget goals and priorities, including:

- ◆ Improve the quality of life in neighborhoods - POPS will help ensure that growth and development are well-managed by streamlining the development review process and providing much greater transparency and access to information.
- ◆ Deliver efficient, effective, and accountable municipal services - POPS will greatly increase the efficiency of the development review process by moving the City from its current paper-based review system to an electronic system, and by providing 24/7 online access to services and information.

POPS will also contribute to the Portland Plan strategy of economic prosperity and affordability:

- ◆ Thousands of trips to the bureau's downtown permitting offices will be avoided each year for customers and community members, since services and records will be available remotely. This will create significant efficiencies for customers and BDS staff and will contribute to the City's Climate Action Plan sustainability initiatives.
- ◆ Paper and print cost savings will be realized for BDS and its customers, since plan submittal, plan review, permit issuance, and inspections will be performed electronically.

### Criteria

POPS is BDS's only Capital Improvement Project (CIP). The bureau's decision to move forward with POPS as a CIP included:

- ◆ Analyzing available solutions.
- ◆ Consulting with other jurisdictions using similar software solutions, and visiting those jurisdictions to see how those solutions are being implemented.
- ◆ Analyzing the cost and time associated with implementation of the solutions available.
- ◆ Analyzing the sustainability of the solutions available for long term benefit.
- ◆ Coordinating with the Bureau of Technology Services (BTS) to ensure the new system can be supported by BTS and will work well with other City systems, such as SAP.

## Capital Planning and Budgeting

### Capital Planning Process

BDS's capital planning process began in fall 2009 and included a host of stakeholders. Sierra Cedar, Inc. was selected as the project vendor in December 2012, but was removed from the project in 2016. A re-evaluation of POPS is currently underway and will result in the selection of a new vendor later in 2017. The project is now co-sponsored by the Bureau of Technology Services.

The project has been and continues to be reviewed by the Commissioner-in-Charge, the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all of the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

**City Comprehensive Plan**

POPS will streamline the development review process, create significant efficiencies and cost savings for City bureaus and customers, and increase access to information for customers, neighborhoods, and the community. POPS will contribute to several Comprehensive Plan goals and policies, including:

- ◆ 3.5 Neighborhood Involvement - Provide for active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- ◆ 4.1 Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.
- ◆ 4.15 Regulatory Costs and Fees - Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

**Financial Forecast Overview**

Revenues for many of the bureau's programs are projected to remain stable, with a slight increase over the next two years, then a slight decrease over the last three years of BDS's 5-Year Financial Plan. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Financial Plan, contributed their advice, and were satisfied with the outcome of the projections. An approximation of POPS implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan.

**Asset Management and Replacement Plan**

BDS currently projects that vendor costs for the ongoing maintenance of POPS will be \$200,000 annually. The bureau's Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

## Administration & Support

<b>Description</b>	<p>The Administration Program provides overall direction to the bureau in order to meet program objectives. Included within this program's budget are:</p> <ul style="list-style-type: none"><li>◆ The Office of the Director, including Equity and Policy Development;</li><li>◆ The Business Operations and Finance Services Division, which includes Budget and Finance, Emergency Management and Safety, Training and Workforce Development, the Technology Team, human resources, recruitment, loss control/risk management, digital records conversion, and office management;</li><li>◆ Customer Service and Communications, which resides in the Public Information and Enforcement Division.</li></ul>
<b>Goals</b>	<p>The Administration program supports the Citywide goal to protect and enhance the natural and built environment.</p> <p>The program provides services to all bureau staff and supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Ensure appropriate staffing levels</li><li>◆ Improve access to services and programs</li><li>◆ Workforce development and training</li><li>◆ Ensure General Fund support for local code enforcement programs</li><li>◆ Review permit fees and financial reserve goals</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Changes to Services and Activities</b>	<p><b>BDS Racial Equity 5-Year Plan</b></p> <p>The Equity and Policy Development section will lead the implementation of BDS's 5-Year Racial Equity Plan, launched in December 2016. The Plan applies an equity lens to bureau programs and services, focuses recruitment to produce a more diverse applicant pool, and employs extensive outreach to diverse communities. Capacity building, employee understanding, and community impact are the primary focus for the first year of implementation (FY 2016-17). For FY 2017-18, the Plan will focus on incorporating community impact in program evaluation, building data and metrics tracking tools, and normalizing the objectives met in the first year..</p> <p><b>Portland Online Permitting System (formerly Information Technology Advancement Project)</b></p> <p>The Portland Online Permitting System (POPS) project is currently in a 6-month evaluative discovery phase through June 2017. During this period a new project plan will be developed and potential vendors will be explored. Once the discovery phase is complete, the project will continue with the chosen vendor in FY 2017-18. BDS is also exploring options to upgrade its existing permit database system to a newer version in the interim.</p>

**Filling Staff Vacancies**

In FY 2017-18, BDS recruitment staff will continue working diligently with the Bureau of Human Resources to fill vacant staff positions. Since June 1, 2016, recruitment staff has facilitated the hiring of 76.7 permanent positions, but approximately 60 positions remain vacant. Filling these positions quickly will be crucial in helping BDS address historically high workload levels.

**BDS Strategic Plan**

The Administration Program will lead the implementation of a new 5-year Strategic Plan in Spring 2017 and into FY 2017-18. The purpose of the plan is to create a living, relevant, and practical guide for the bureau in all areas of work. Focus areas include efficient and effective services, high performing and diverse workforce, communication and community engagement, high quality customer service, equity plan implementation, and technology integration.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	46.33	51.41	67.03	67.45	67.45
<b>Expenditures</b>					
Administration & Support	13,466,492	14,759,670	17,869,102	19,223,154	19,223,154
<b>Total Expenditures</b>	<b>13,466,492</b>	<b>14,759,670</b>	<b>17,869,102</b>	<b>19,223,154</b>	<b>19,223,154</b>

## **Commercial Inspections**

<b>Description</b>	<p>The Commercial Inspections Program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program also provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit Program (FPP).</p> <p>The services provided under the Commercial Inspections Program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Services Division, which also includes Combination Inspections.</p>
<b>Goals</b>	<p>The Commercial Inspections program supports the Citywide goal to protect and enhance the natural and built environment. The program also works together with both Portland Fire &amp; Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents. The program further supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>Commercial Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to increase from 74% in FY 2015-16 to 81% in FY 2016-17, then further to 85% in FY 2017-18. The bureau's target is to complete 98% of inspections with 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>The number of commercial inspections is projected to decrease slightly from 57,916 in FY 2015-16 to 56,360 in FY 2016-17, then rebound to 58,000 in FY 2017-18. Commercial inspectors averaged 13.64 inspections per day in FY 2015-16; that number is projected to remain constant in FY 2016-17 and increase slightly to 14.0 in FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Get Legal Program</b></p> <p>The bureau will be exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will involve the expertise of Commercial Inspectors.</p>

**Performance Improvements**

Commercial Inspections sections have been adding positions over the last few years, but the program is currently carrying 2.0 vacant FTE. Those positions will be filled in 2017, leading to projected improvements in the timeliness of inspections in FY 2017-18. For example, BDS projects that the percentage of inspections performed within 24 hours of request will increase from 68% in FY 2015-16 to 85% in FY 2017-18.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	37.55	42.40	46.79	46.79	46.79
<b>Expenditures</b>					
Commercial Inspections	4,556,356	5,045,215	5,465,424	6,442,362	6,442,362
<b>Total Expenditures</b>	<b>4,556,356</b>	<b>5,045,215</b>	<b>5,465,424</b>	<b>6,442,362</b>	<b>6,442,362</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of commercial inspections made within 24 hours of request	88%	74%	81%	85%	85%
<b>Effectiveness</b>					
Number of commercial inspections per day, per inspector	13.32	13.64	13.64	14.00	14.00
<b>Workload</b>					
Number of commercial inspections	52,923	57,916	56,360	58,000	58,000

## Site Development

<b>Description</b>	<p>The Site Development program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 of the City of Portland Code and all required erosion control measures.</p> <p>The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.</p>
<b>Goals</b>	<p>The Site Development program supports the Citywide goal to protect and enhance the natural and built environment. The Program also supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>The number of working days from site development plan submittal to the first review is projected to decrease from 7.92 days in FY 2015-16 to 6.64 days in FY 2016-17, then further to 6.2 days in FY 2017-18. The number of site development plan reviews performed is projected to decrease from 2,748 in FY 2015-16 to 2,492 in FY 2016-17, then increase slightly to 2,550 in FY 2017-18. The number of Site Development permit inspections performed is projected to increase from 253 in FY 2015-16 to 320 in FY 2016-17 and FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Environmental Soils Program Deficit</b></p> <p>Multnomah County and the City have an intergovernmental agreement that gives BDS responsibility for the County’s subsurface sewage program. BDS performs this work and is compensated with revenues that the bureau collects from permit fees for this program. The Board of County Commissioners sets the fees, and no additional compensation is given to the City for this work.</p> <p>Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases have been implemented several times since 1999, but the program still has a significant reserve deficit. In 2005, the City Council agreed to inflationary fee increases until the reserve deficit is paid off.</p> <p>The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 marked the final year of that agreement. The current forecast projects that the deficit should be eliminated by FY 2020-21.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	9.10	11.10	12.20	12.20	12.20
<b>Expenditures</b>					
Site Development	1,570,645	2,134,770	1,436,271	1,697,774	1,697,774
<b>Total Expenditures</b>	<b>1,570,645</b>	<b>2,134,770</b>	<b>1,436,271</b>	<b>1,697,774</b>	<b>1,697,774</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Effectiveness</b>					
Average number of working days to first review	7.44	7.92	6.64	6.20	6.20
<b>Workload</b>					
Number of site development plan reviews	2,828	2,748	2,492	2,550	2,550
Number of site development permit inspections	345	253	320	320	320
Number of site development land use cases reviews	831	937	1,100	1,100	1,100
Number of sanitation permits and evaluations issued	451	443	510	510	510

## **Compliance Services**

<b>Description</b>	<p>The Compliance Services Program is composed of Zoning and Construction Code compliance workgroups. These workgroups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau’s Enforcement Program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, Chapter 13/Systematic Inspections, and Chronic Offenders. For budgeting purposes, the Neighborhood Inspections Program is shown as a separate program.</p>
<b>Goals</b>	<p>Compliance Services supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Ensure General Fund support for local code enforcement programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>The bureau projects that the number of properties assessed code enforcement fees will increase from 320 in FY 2015-16 to 382 in FY 2016-17 and further to 441 in FY 2017-18. The total number of zoning code activities (violation cases, inspections, and letters) will increase from 5,110 in FY 2015-16 to 5,801 in FY 2016-17 and further to 6,121 in FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Get Legal Program</b></p> <p>The bureau will be exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will involve the expertise of Compliance Services staff.</p> <p><b>Accessory Short Term Rental (ASTR) Enforcement</b></p> <p>In FY 2017-18, BDS will work closely with Commissioner Eudaly’s office and the short-term rental industry to develop systems and processes to help ensure that accessory short-term rentals (ASTRs) are in compliance with City regulations. This issue is a high priority for the City given the current housing emergency and the scarcity of affordable housing.</p>

# Bureau of Development Services

## Community Development Service Area

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	10.20	11.59	12.03	12.03	12.03
<b>Expenditures</b>					
Compliance Services	0	0	1,183,422	1,335,394	1,335,394
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>1,183,422</b>	<b>1,335,394</b>	<b>1,335,394</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Workload</b>					
Number of enforcement cases prepared and presented to code hearings officer	2		2	4	4
Number of zoning code violation statistics (cases, inspections, and letters)	4,942	5,110	5,801	6,121	6,121
Number of home occupation permits issued	105	126	80	100	100
Number of properties assessed code enforcement fees	376	320	382	441	441
Number of construction code violation cases	340	124	317	397	397

## Development Services

<b>Description</b>	<p>The Development Services Program manages the flow of the public permitting process, from early assistance to permit issuance to maintaining the records for completed projects. Trade Permit staff reviewed and issued nearly 42,000 plumbing, electrical, mechanical, and sign permits in FY 2015-16. Permitting Services staff performed intakes for 12,273 building permit applications in FY 2015-16, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group.</p>
<b>Goals</b>	<p>The Development Services program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>Development Services' Key Performance Measure, the percentage of pre-issuance checks completed within 2 working days of the last review approval, is projected to increase significantly from 53% in FY 2015-16 to 67% in FY 2016-17 and further to 69% in FY 2017-18. Making progress in this area contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>53% of building permits were issued over-the-counter (on the same day as permit intake) in FY 2015-16; this number is projected to remain constant in FY 2016-17, then increase to 57% in FY 2017-18. The total number of building permits issued (commercial and residential) is projected to increase from 12,273 in FY 2015-16 to 12,868 in FY 2016-17 and further to 13,000 in FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Residential Permit Night</b></p> <p>BDS is preparing to restore Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau's response to recession-related service changes. Restoring Permit Night will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.</p> <p><b>Development Services Center (DSC) and Permitting Services Improvements</b></p> <p>BDS is working with a space planner and security consultant to redesign the Development Services Center (DSC) and the 2nd Floor Permitting Services Center in the 1900 Building, improving customers' experience and security for employees. In addition, the bureau will implement an electronic queuing system in the DSC, providing customers with more predictable service wait times.</p>

**Get Legal Program**

The bureau will be exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will involve the expertise of Development Services staff.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	37.14	41.14	44.14	44.14	44.14
<b>Expenditures</b>					
Development Services	489,740	573,842	5,097,709	4,977,475	4,977,475
<b>Total Expenditures</b>	<b>489,740</b>	<b>573,842</b>	<b>5,097,709</b>	<b>4,977,475</b>	<b>4,977,475</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of pre-issuance checks completed within two working days of last review approval	49.0%	53.0%	67.0%	69.0%	69.0%
<b>Efficiency</b>					
Percentage of building permits issued over the counter the same day as intake	55%	53%	53%	57%	57%
<b>Workload</b>					
Number of commercial building permits	4,260	4,570	4,824	4,900	4,900
Number of residential building permits	6,528	7,703	8,044	8,100	8,100
Total number of commercial and residential building permits	10,788	12,273	12,868	13,000	13,000
Number of electrical permits	18,422	19,159	18,864	19,204	19,204
Number of mechanical permits	10,621	11,277	11,120	11,410	11,410
Number of plumbing permits	10,512	10,657	10,776	10,852	10,852
Number of sign permits	876	804	646	658	658

## **Combination Inspections**

<b>Description</b>	<p>The Combination Inspections Program (also known as Residential Inspections) ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. This approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are using it as a model. The Combination Inspections Program resides in the bureau's Inspections Services Division, which also includes Commercial Inspections, the Facility Permit Program, and the Field Issuance Remodel Program.</p>
<b>Goals</b>	<p>Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these following budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>Combination Inspections' Key Performance Measure, the percentage of inspections made within 24 hours of request, is projected to decrease significantly from 90% in FY 2015-16 to 71% in FY 2016-17 due to sustained high numbers of requested inspections. The number is projected to rebound slightly to 75% in FY 2017-18. The bureau's target is to complete 98% of inspections with 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>119,023 inspections were performed in FY 2015-16; this number is projected to decrease slightly to 118,794 in FY 2016-17, then rebound to 120,000 in FY 2017-18. The average number of inspections per inspector per day is projected to increase from 25.34 in FY 2015-16 to 27.99 in FY 2016-17 and 28.0 in FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Permit Night</b></p> <p>BDS is preparing to restore Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau's response to recession-related service changes. Restoring Permit Night will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.</p>

**Get Legal Program**

The bureau will be exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will involve the expertise of Combination Inspections staff.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	37.90	45.15	48.92	48.92	48.92
<b>Expenditures</b>					
Combination Inspections	4,344,918	5,375,277	5,759,840	6,167,979	6,167,979
<b>Total Expenditures</b>	<b>4,344,918</b>	<b>5,375,277</b>	<b>5,759,840</b>	<b>6,167,979</b>	<b>6,167,979</b>

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of residential inspections made within 24 hours of request	85.0%	90.0%	71.0%	75.0%	75.0%
<b>Effectiveness</b>					
Number of inspections per day, per inspector	24.71	25.34	27.99	28.00	28.00
<b>Efficiency</b>					
Number of inspection trips reduced due to multi-certified inspectors	20,686	21,245	19,674	20,500	20,500
<b>Workload</b>					
Number of residential inspections	99,503	119,023	118,794	120,000	120,000

## Land Use Services

<b>Description</b>	<p>The Land Use Services Program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p>
<b>Goals</b>	<p>LUS supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Ensure General Fund support for local code enforcement programs</li><li>◆ Equity in internal and external service delivery</li></ul>
<b>Performance</b>	<p>LUS has two Key Performance Measures. First, the percentage of commercial new construction reviews completed within 20 days of application intake is projected to increase from 77% in FY 2015-16 to 80% in FY 2016-17 and FY 2017-18. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews is projected to remain constant at 42% from FY 2015-16 to FY 2016-17, then increase to 60% in FY 2017-18. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>The number of land use review and final plat applications is projected to remain constant at 880 from FY 2015-16 through FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Residential Permit Night</b></p> <p>BDS is preparing to restore Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau's response to recession-related service changes. Restoring Permit Night will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.</p> <p><b>Bureau of Planning &amp; Sustainability Projects</b></p> <p>In FY 2017-18 LUS will work closely with the Bureau of Planning and Sustainability (BPS) on the implementation of several projects related to the Portland Zoning Code, including:</p> <ul style="list-style-type: none"><li>◆ Inclusionary Housing</li><li>◆ Design Overlay Zone Assessment (DOZA)</li><li>◆ Regulatory Improvement Code Amendment Package (RICAP) 8</li><li>◆ Residential Infill Project</li></ul>

◆ Comprehensive Plan

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	63.70	76.98	81.70	81.70	81.70
<b>Expenditures</b>					
Land Use Services	6,242,524	7,332,978	9,140,992	9,792,585	9,792,585
<b>Total Expenditures</b>	<b>6,242,524</b>	<b>7,332,978</b>	<b>9,140,992</b>	<b>9,792,585</b>	<b>9,792,585</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	56%	77%	80%	80%	80%
Percentage of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake	41%	42%	42%	60%	60%
<b>Workload</b>					
Number of land use review and final plat applications	920	880	880	880	880

## Neighborhood Inspections

<b>Description</b>	<p>The Neighborhood Inspections program protects the health, safety, and welfare of Portland residents, prevents the deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau’s Enforcement Program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs &amp; A-Boards, Nuisance, Housing, Derelict Buildings, Chapter 13/ Systematic Inspections, and Chronic Offenders. For budgeting purposes, Neighborhood Inspections is shown as a separate program.</p>
<b>Goals</b>	<p>The Neighborhood Inspections program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"><li>◆ Improve access to services and programs</li><li>◆ Ensure General Fund support for local code enforcement programs</li><li>◆ Equity in internal and external service delivery</li><li>◆ Leverage advanced technology</li></ul>
<b>Performance</b>	<p>Neighborhood Inspections’ Key Performance Measure, the number of properties cleaned up, is projected to increase from 2,391 in FY 2015-16 to 3,088 in FY 2016-17 and further to 3,100 in FY 2017-18. Making progress in this area contributes to the Portland Plan goal to ensure quality housing and to equity goals in the City’s Comprehensive Plan.</p> <p>The number of housing units brought up to code is projected to increase from 1,896 in FY 2015-16 to 2,560 in FY 2016-17, then further to 2,625 in FY 2017-18.</p>
<b>Changes to Services and Activities</b>	<p><b>Mandatory 5% General Fund Cut (Budget Decision Package DS_01)</b></p> <p>All City bureaus were directed to develop budget reduction packages totaling 5% of the General Fund allocations in their operating budgets. BDS receives General Fund support for only its local City Code programs, including Neighborhood Inspections. The bureau is meeting this requirement by making a reduction of \$105,887 in funds for nuisance abatements through the Neighborhood Inspections Program.</p> <p>This reduction in funds will lead to approximately 40-50 fewer nuisance abatements completed in FY 2017-2018 (27.5% of total abatements in FY 2015-16), potentially resulting in serious health and sanitation concerns at those properties not being addressed and removed. Reducing this critical basic service for the community will impact services that are vital to communities of color, immigrant and refugee communities and/or people living with a disability. Nuisance abatements are often completed in non-affluent neighborhoods where responsible parties are unable or unwilling to maintain their properties in compliance with the City’s minimum nuisance standards. If left unabated, these health/sanitation violations will remain, impacting other properties and general neighborhood livability.</p>

**Residential Permit Night**

BDS is preparing to restore Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau’s response to recession-related service changes. Restoring Permit Night will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.

**Get Legal Program**

The bureau will be exploring the restoration of the Get Legal program, which was discontinued as a result of the recession. The program brings bureau specialists together to assess work done without permit and provide assistance to property owners on how to bring their property up to code. If restored, Get Legal will be available to residential and commercial low-income or special-needs property owners, and will involve the expertise of Neighborhood Inspections staff.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	18.02	21.61	22.48	22.48	22.48
<b>Expenditures</b>					
Neighborhood Inspections	1,828,133	2,474,933	2,992,969	3,116,960	3,011,073
<b>Total Expenditures</b>	<b>1,828,133</b>	<b>2,474,933</b>	<b>2,992,969</b>	<b>3,116,960</b>	<b>3,011,073</b>
Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	2,223	1,896	2,560	2,625	2,625
<b>Effectiveness</b>					
Number of properties cleaned up	2,391	2,391	3,088	3,100	3,100
Number of code enforcement fee waivers granted	390	721	648	666	666
<b>Workload</b>					
Number of nuisance inspections	8,194	8,887	9,531	10,033	10,033
Number of housing and derelict buildings inspections	2,701	3,216	4,110	4,367	4,367
Number of housing intakes	1,891	2,305	2,073	2,100	2,100
Number of nuisance intakes	4,435	4,880	4,243	4,300	4,300
Number of code enforcement fee waiver requests	410	723	700	720	720
Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11)	3,103	3,935	5,006	5,145	5,145

## Plan Review

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

**Goals** The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:

- ◆ Improve access to services and programs
- ◆ Equity in internal and external service delivery
- ◆ Leverage advanced technology

**Performance** Plan Review has two Key Performance Measures related to building plan review, which is performed by staff from BDS and as many as five other City bureaus. In FY 2015-16, the City as a whole met its plan review turnaround goals for 72% of residential plans and 57% of commercial plans. The bureau projects that the City will meet its turnaround goals for 69% of residential plans and 57% of commercial plans in FY 2016-17; in FY 2017-18, the percentages will increase slightly to 72% for residential plans and 62% for commercial plans. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.

**Changes to Services and Activities** **Residential Permit Night**  
 BDS is preparing to restore Permit Night, a weekly event where the DSC opens in the evening with services geared toward residential customers and the community. Permit Night had been very popular with residential customers, but was suspended in February 2009 as part of the bureau’s response to recession-related service changes. Restoring Permit Night will involve staff from BDS as well the other development review bureaus and will make BDS services more accessible to a broader segment of the community.

FTE & Financials	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
FTE	36.64	41.56	47.41	47.66	47.66
<b>Expenditures</b>					
Plan Review	7,374,641	8,781,437	6,076,198	6,263,765	6,263,765
<b>Total Expenditures</b>	<b>7,374,641</b>	<b>8,781,437</b>	<b>6,076,198</b>	<b>6,263,765</b>	<b>6,263,765</b>

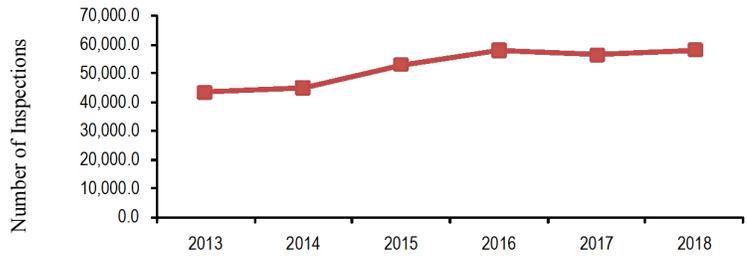
**Bureau of Development Services**  
Community Development Service Area

Performance	Actual FY 2014-15	Actual FY 2015-16	Yr End Est. FY 2016-17	Base FY 2017-18	Target FY 2017-18
<b>Key Performance Measure</b>					
Percentage of residential plans reviewed by all bureaus within scheduled end dates	77%	72%	69%	72%	72%
Percentage of commercial plans reviewed by all bureaus within scheduled end dates	65%	57%	57%	62%	62%

## Performance Measures

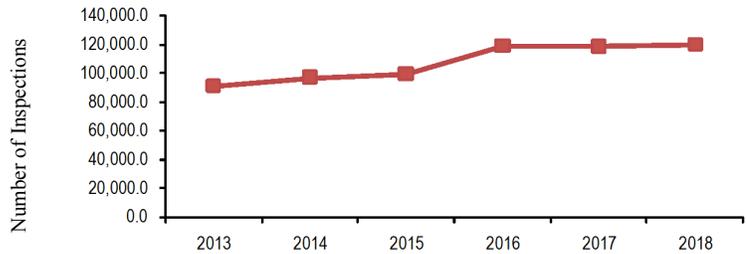
### Commercial Inspections

The number of commercial inspections is projected to remain at the same level in FY 2017-18.



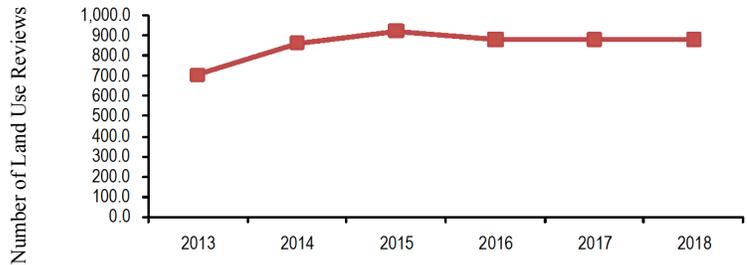
### Residential Inspections

Residential inspections are expected to remain at the same level in FY2017-18.



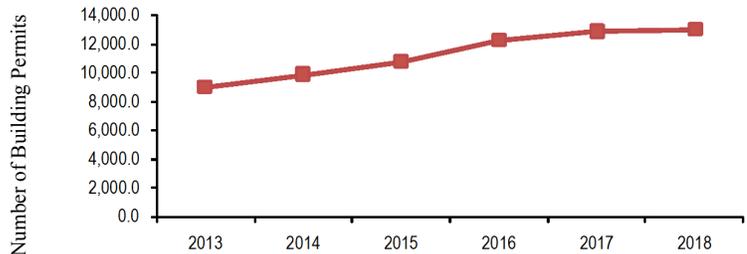
### Land Use Review and Final Plat Applications

The number of land use applications is projected to remain at the same level in FY 2017-18.



### Total Commercial and Residential Building Permits

The number of building permits is expected to remain at the same level in FY 2017-18.



	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18
<b>Resources</b>					
<b>External Revenues</b>					
Licenses & Permits	36,467,799	43,436,697	37,282,949	41,005,193	41,005,193
Charges for Services	15,229,118	17,347,110	15,909,098	17,007,502	17,007,502
Miscellaneous	3,037,615	4,627,543	3,459,447	3,677,674	3,677,674
<b>Total External Revenues</b>	<b>54,734,532</b>	<b>65,411,350</b>	<b>56,651,494</b>	<b>61,690,369</b>	<b>61,690,369</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	2,416,835	2,206,621	2,117,744	2,117,744	2,011,857
Interagency Revenue	931,983	1,013,547	1,143,386	1,256,424	1,256,424
<b>Total Internal Revenues</b>	<b>3,348,818</b>	<b>3,220,168</b>	<b>3,261,130</b>	<b>3,374,168</b>	<b>3,268,281</b>
Beginning Fund Balance	35,220,896	51,228,946	62,159,090	80,291,247	80,291,247
<b>Total Resources</b>	<b>\$93,304,246</b>	<b>\$119,860,464</b>	<b>\$122,071,714</b>	<b>\$145,355,784</b>	<b>\$145,249,897</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	27,503,553	33,729,868	40,163,770	42,509,184	42,509,184
External Materials and Services	2,263,444	2,968,976	2,887,657	5,057,895	4,952,008
Internal Materials and Services	8,890,749	9,077,087	10,359,383	11,450,369	11,450,369
Capital Outlay	1,215,763	702,191	1,611,117	0	0
<b>Total Bureau Expenditures</b>	<b>39,873,509</b>	<b>46,478,122</b>	<b>55,021,927</b>	<b>59,017,448</b>	<b>58,911,561</b>
<b>Fund Expenditures</b>					
Debt Service	945,017	1,038,216	1,165,052	1,270,656	1,270,656
Contingency	0	0	24,150,478	33,158,733	33,158,733
Fund Transfers - Expense	1,256,774	1,181,691	1,734,257	1,908,947	1,908,947
<b>Total Fund Expenditures</b>	<b>2,201,791</b>	<b>2,219,907</b>	<b>27,049,787</b>	<b>36,338,336</b>	<b>36,338,336</b>
Ending Fund Balance	51,228,946	71,162,435	40,000,000	50,000,000	50,000,000
<b>Total Requirements</b>	<b>\$93,304,246</b>	<b>\$119,860,464</b>	<b>\$122,071,714</b>	<b>\$145,355,784</b>	<b>\$145,249,897</b>
<b>Programs</b>					
Administration & Support	13,466,552	14,759,670	17,869,102	19,223,154	19,223,154
Combination Inspections	4,344,918	5,375,277	5,759,840	6,167,979	6,167,979
Plan Review	7,374,641	8,781,437	6,076,198	6,263,765	6,263,765
Development Services	489,740	573,842	5,097,709	4,977,475	4,977,475
Land Use Services	6,242,524	7,332,978	9,140,992	9,792,585	9,792,585
Compliance Services	0	0	1,183,422	1,335,394	1,335,394
Neighborhood Inspections	1,828,133	2,474,933	2,992,969	3,116,960	3,011,073
Commercial Inspections	4,556,356	5,045,215	5,465,424	6,442,362	6,442,362
Site Development	1,570,645	2,134,770	1,436,271	1,697,774	1,697,774
<b>Total Programs</b>	<b>39,873,509</b>	<b>\$46,478,122</b>	<b>\$55,021,927</b>	<b>\$59,017,448</b>	<b>\$58,911,561</b>

**Community Development Service Area**

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

Bureau Capital Program Project	Prior Years	Revised	Requested	Capital Plan				5-Year Total
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
<b>Special Projects</b>								
Information Technology Advancement Project	2,296,044	3,021,103	766,975	0	0	0	0	766,975
<b>Total Special Projects</b>	<b>2,296,044</b>	<b>3,021,103</b>	<b>766,975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>766,975</b>
<b>Total Requirements</b>	<b>2,296,044</b>	<b>3,021,103</b>	<b>766,975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>766,975</b>

Class	Title	Salary Range		Revised FY 2016-17		Requested No DP FY 2017-18		Requested FY 2017-18	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	69,139	3.00	188,844	3.00	195,009	3.00	195,009
30000434	Administrative Assistant	49,774	76,648	1.00	80,520	1.00	80,520	1.00	80,520
30000433	Administrative Specialist, Sr	46,342	71,344	8.00	469,752	8.00	470,736	8.00	470,736
30000437	Administrative Supervisor II	63,419	84,552	1.00	63,420	1.00	65,156	1.00	65,156
30000173	Building Inspector II	69,056	79,872	16.00	1,183,257	16.00	1,210,553	16.00	1,210,553
30000174	Building Inspector, Sr	77,501	89,690	20.00	1,754,388	20.00	1,773,168	20.00	1,773,168
30000442	Business Operations Manager, Sr	102,981	143,811	1.00	132,456	1.00	136,072	1.00	136,072
30000448	Business Systems Analyst	63,419	84,552	5.00	363,948	5.00	366,967	5.00	366,967
30000447	Business Systems Analyst, Assistant	49,774	76,648	2.00	109,536	2.00	114,028	2.00	114,028
30000449	Business Systems Analyst, Sr	69,971	93,413	1.00	75,816	1.00	78,147	1.00	78,147
30000184	Code Specialist II	46,717	61,859	5.00	279,012	5.00	279,012	5.00	279,012
30000186	Code Specialist III	50,357	66,040	1.00	57,660	1.00	59,919	1.00	59,919
30000170	Combination Inspector	73,632	85,322	12.00	1,008,000	12.00	1,011,806	12.00	1,011,806
30000492	Community Outreach & Informtn Rep	60,403	80,517	1.00	80,520	1.00	80,520	1.00	80,520
30000426	Development Services Director	127,400	182,562	1.00	182,556	1.00	182,556	1.00	182,556
30000335	Development Services Project Coord	67,974	86,798	6.00	493,836	6.00	496,188	6.00	496,188
30000332	Development Services Technician I	41,766	55,973	9.00	387,497	9.00	398,347	9.00	398,347
30000333	Development Services Technician II	55,973	71,406	32.00	2,018,758	32.00	2,075,257	32.00	2,075,257
30000334	Development Services Technician III	67,974	86,798	4.00	323,508	4.00	333,263	4.00	333,263
30000836	Development Supervisor II	77,064	103,563	2.00	184,968	2.00	188,026	2.00	188,026
30000168	Electrical Inspector	69,056	79,872	10.00	744,150	10.00	761,456	10.00	761,456
30000169	Electrical Inspector, Sr	77,501	89,690	7.00	624,316	7.00	627,816	7.00	627,816
30000680	Engineer, Sr	89,627	119,475	2.00	209,100	2.00	209,100	2.00	209,100
30000681	Engineer, Supervising	96,325	128,440	1.00	128,436	1.00	128,436	1.00	128,436
30000367	Engineer-Geotechnical	89,357	108,597	6.00	607,212	6.00	623,398	6.00	623,398
30000368	Engineer-Mechanical	89,357	108,597	2.00	192,768	2.00	196,224	2.00	196,224
30000369	Engineer-Structural	89,357	108,597	12.00	1,194,916	12.00	1,219,935	12.00	1,219,935
30000360	Engineering Associate, Sr-Geotechnical	77,272	98,509	1.00	77,268	1.00	77,268	1.00	77,268
30000567	Financial Analyst	63,419	84,552	2.00	132,614	2.00	135,452	2.00	135,452
30000569	Financial Analyst, Principal	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000568	Financial Analyst, Sr	69,971	93,413	1.00	75,101	1.00	78,182	1.00	78,182
30000372	Graphics Designer II	55,973	71,406	1.00	64,977	1.00	68,266	1.00	68,266
30000028	Hearings Clerk	48,173	63,357	2.00	109,812	2.00	115,212	2.00	115,212
30000734	Housing Inspection Supervisor	77,064	103,563	1.00	103,560	1.00	103,560	1.00	103,560
30000171	Housing Inspector	52,562	66,539	12.00	716,685	12.00	738,732	12.00	738,732
30000172	Housing Inspector, Sr	69,368	80,288	4.00	307,754	4.00	315,031	4.00	315,031
30000736	Inspection Manager	95,888	129,917	3.00	377,215	3.00	382,192	3.00	382,192
30000735	Inspection Supervisor	82,909	110,448	4.00	414,822	4.00	425,754	4.00	425,754
30000451	Management Analyst	63,419	84,552	4.00	309,324	4.00	313,840	4.00	313,840
30000453	Management Analyst, Principal	82,909	110,448	1.00	108,268	1.00	110,448	1.00	110,448
30000452	Management Analyst, Sr	69,971	93,413	3.00	273,678	3.00	278,791	3.00	278,791
30000450	Management Assistant	49,774	76,648	6.00	324,996	6.00	332,113	6.00	332,113
30000011	Office Support Specialist I	31,678	45,261	1.00	45,264	1.00	45,264	1.00	45,264
30000012	Office Support Specialist II	34,798	49,962	15.00	629,412	15.00	659,048	15.00	659,048
30000013	Office Support Specialist III	44,512	58,989	7.00	344,488	7.00	355,050	7.00	355,050
30000730	Plan Review Supervisor	82,909	110,448	3.00	276,264	3.00	276,264	3.00	276,264
30000377	Planner I, City-Land Use	59,488	68,640	10.00	631,955	10.00	650,003	10.00	650,003
30000381	Planner I, City-Urban Design	59,488	68,640	2.00	122,434	2.00	128,400	2.00	128,400
30000384	Planner II, City-Environmental	65,395	75,587	1.00	65,400	1.00	68,370	1.00	68,370
30000385	Planner II, City-Land Use	65,395	75,587	15.00	1,079,010	15.00	1,096,775	15.00	1,096,775

# Bureau of Development Services

# FTE Summary

## Community Development Service Area

Class	Title	Salary Range		Revised FY 2016-17		Requested No DP FY 2017-18		Requested FY 2017-18	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000389	Planner II, City-Urban Design	65,395	75,587	8.00	566,074	8.00	579,668	8.00	579,668
30000375	Planner, Associate	53,976	62,462	8.00	453,720	8.00	466,755	8.00	466,755
30000725	Planner, Principal	95,888	129,917	1.00	129,912	1.00	129,912	1.00	129,912
30000393	Planner, Sr City-Land Use	67,974	86,798	11.00	911,136	11.00	929,296	11.00	929,296
30000397	Planner, Sr City-Urban Design	67,974	86,798	3.00	252,204	3.00	256,978	3.00	256,978
30000724	Planner, Supervising	82,909	110,448	5.00	522,600	5.00	531,117	5.00	531,117
30000374	Planning Assistant	34,944	44,595	3.00	115,560	3.00	120,229	3.00	120,229
30000231	Plans Examiner, Commercial	72,259	83,658	19.00	1,521,759	19.00	1,535,196	19.00	1,535,196
30000230	Plans Examiner, Residential	59,446	68,786	4.00	243,864	4.00	251,560	4.00	251,560
30000232	Plans Examiner, Sr	78,520	90,896	4.00	342,672	4.00	350,148	4.00	350,148
30000164	Plumbing Inspector	69,056	79,872	5.00	384,288	5.00	392,759	5.00	392,759
30000165	Plumbing Inspector, Sr	77,501	89,690	4.00	358,752	4.00	358,752	4.00	358,752
30000464	Program Coordinator	66,622	88,837	1.00	69,030	1.00	71,856	1.00	71,856
30000465	Program Manager	69,971	93,413	1.00	93,408	1.00	93,408	1.00	93,408
30000466	Program Manager, Sr	82,909	110,448	1.00	110,448	1.00	110,448	1.00	110,448
30000463	Program Specialist	60,403	80,517	3.00	213,360	3.00	215,830	3.00	215,830
30000177	Site Development Inspector I	60,382	69,867	2.00	126,948	2.00	129,148	2.00	129,148
30000178	Site Development Inspector, Sr	77,501	89,690	2.00	175,176	2.00	178,326	2.00	178,326
30000531	Training & Development Analyst	63,419	84,552	1.00	66,024	1.00	68,499	1.00	68,499
<b>TOTAL FULL-TIME POSITIONS</b>						357.00	26,496,834	357.00	26,995,963
30000385	Planner II, City-Land Use	65,395	75,587	0.90	68,028	0.90	68,028	0.90	68,028
30000392	Planner, Sr City-Environmental	67,974	86,798	0.90	78,120	0.90	78,120	0.90	78,120
30000393	Planner, Sr City-Land Use	67,974	86,798	0.90	78,120	0.90	78,120	0.90	78,120
<b>TOTAL PART-TIME POSITIONS</b>						2.70	224,268	2.70	224,268
30000448	Business Systems Analyst	63,419	84,552	1.00	74,880	1.00	77,946	1.00	77,946
30000333	Development Services Technician II	55,973	71,406	3.00	189,435	3.00	198,037	3.00	198,037
30000334	Development Services Technician III	67,974	86,798	2.00	155,062	2.00	158,507	2.00	158,507
30000168	Electrical Inspector	69,056	79,872	1.00	79,872	1.00	79,872	1.00	79,872
30000369	Engineer-Structural	89,357	108,597	1.00	98,917	1.00	103,848	1.00	103,848
30000450	Management Assistant	49,774	76,648	2.00	141,967	2.00	144,651	2.00	144,651
30000011	Office Support Specialist I	31,678	45,261	0.67	21,120	1.00	34,399	1.00	34,399
30000012	Office Support Specialist II	34,798	49,962	2.00	76,572	2.00	79,012	2.00	79,012
30000013	Office Support Specialist III	44,512	58,989	1.58	77,370	2.00	103,014	2.00	103,014
30000381	Planner I, City-Urban Design	59,488	68,640	1.00	68,640	1.00	68,640	1.00	68,640
30000384	Planner II, City-Environmental	65,395	75,587	1.00	65,400	1.00	65,400	1.00	65,400
30000385	Planner II, City-Land Use	65,395	75,587	2.00	151,176	2.00	151,176	2.00	151,176
30000231	Plans Examiner, Commercial	72,259	83,658	1.00	72,264	1.00	76,504	1.00	76,504
30000230	Plans Examiner, Residential	59,446	68,786	0.75	45,324	1.00	64,740	1.00	64,740
30000164	Plumbing Inspector	69,056	79,872	1.00	77,304	0.67	53,248	0.67	53,248
30000497	Public Information Manager	77,064	103,563	1.00	77,064	1.00	77,064	1.00	77,064
30001031	Technology Capital Project Manager I	95,888	129,917	1.00	95,892	1.00	95,892	1.00	95,892
<b>TOTAL LIMITED TERM POSITIONS</b>						23.00	1,568,259	23.67	1,631,950
<b>GRAND TOTAL</b>						382.70	28,289,361	383.37	28,852,181

	Actual FY 2014-15	Actual FY 2015-16	Revised FY 2016-17	Requested No DP FY 2017-18	Requested FY 2017-18	Proposed FY 2017-18
<b>Resources</b>						
Licenses & Permits	36,467,799	43,436,697	37,282,949	41,005,193	41,005,193	
Charges for Services	15,229,118	17,347,110	15,909,098	17,007,502	17,007,502	
Miscellaneous	3,037,615	4,627,543	3,459,447	3,677,674	3,677,674	
<b>Total External Revenues</b>	<b>54,734,532</b>	<b>65,411,350</b>	<b>56,651,494</b>	<b>61,690,369</b>	<b>61,690,369</b>	
Fund Transfers - Revenue	2,416,835	2,206,621	2,117,744	2,117,744	2,011,857	
Interagency Revenue	931,983	1,013,547	1,143,386	1,256,424	1,256,424	
<b>Total Internal Revenues</b>	<b>3,348,818</b>	<b>3,220,168</b>	<b>3,261,130</b>	<b>3,374,168</b>	<b>3,268,281</b>	
Beginning Fund Balance	35,220,896	51,228,946	62,159,090	80,291,247	80,291,247	
<b>Total Resources</b>	<b>93,304,246</b>	<b>119,860,464</b>	<b>122,071,714</b>	<b>145,355,784</b>	<b>145,249,897</b>	
<b>Requirements</b>						
Personnel Services	27,503,553	33,726,102	40,163,770	42,509,184	42,509,184	
External Materials and Services	2,263,444	2,968,976	2,887,657	5,057,895	4,952,008	
Internal Materials and Services	8,890,749	9,077,087	10,359,383	11,450,369	11,450,369	
Capital Outlay	1,215,763	702,191	1,611,117	0	0	
<b>Total Bureau Expenditures</b>	<b>39,873,509</b>	<b>46,474,356</b>	<b>55,021,927</b>	<b>59,017,448</b>	<b>58,911,561</b>	
Debt Service	945,017	1,038,216	1,165,052	1,270,656	1,270,656	
Contingency	0	0	24,150,478	33,158,733	33,158,733	
Fund Transfers - Expense	1,256,774	1,181,691	1,734,257	1,908,947	1,908,947	
<b>Total Fund Expenditures</b>	<b>2,201,791</b>	<b>2,219,907</b>	<b>27,049,787</b>	<b>36,338,336</b>	<b>36,338,336</b>	
Ending Fund Balance	51,228,946	71,166,201	40,000,000	50,000,000	50,000,000	
<b>Total Requirements</b>	<b>93,304,246</b>	<b>119,860,464</b>	<b>122,071,714</b>	<b>145,355,784</b>	<b>145,249,897</b>	

## Fund Overview

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

**Managing Agency** Bureau of Development Services

## Significant Changes from Prior Year

### Peaking Construction Activity

Construction activity in the Portland metropolitan area is expected to peak at its current high level. Furthermore, the new Inclusionary Housing policy, implemented February 1, 2017, may impact the timing, characteristics, and number of multifamily housing development projects serviced by the bureau. Beginning in FY 2017-18, new positions are expected to be added to meet and improve service levels as workload demands.

### Portland Online Permitting System (POPS)

The bureau remains committed to improving its technology infrastructure, providing an online plan review and permitting system; the project formerly known as the Information Technology Advancement Project (ITAP) has been renamed as the Portland Online Permitting System (POPS) to better reflect the nature of the work. The project is currently in a discovery phase in which a new project plan will be developed, as well as the exploration of potential vendors.

**Fee Changes**

The FY 2017-18 Requested Budget includes no fee increases.

## Decision Package Summary

<b>Bureau:</b> Bureau of Development Services	<b>Priority:</b> 01	<b>Type:</b> Reductions
<b>Decision Package:</b> DS_01 - Mandatory 5% General Fund Cut		
<b>Program:</b> Neighborhood Inspections		

	FY 2017-18 Requested 1 Time DP	FY 2017-18 Requested Ongoing DP	FY 2017-18 Requested Budget	FY 2018-19 Estimated Budget	FY 2019-20 Estimated Budget	FY 2020-21 Estimated Budget	FY 2021-22 Estimated Budget
<b>EXPENDITURES</b>							
External Materials and Services	0	(105,887)	(105,887)	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(105,887)</b>	<b>(105,887)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>							
Fund Transfers - Revenue	0	(105,887)	(105,887)	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(105,887)</b>	<b>(105,887)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

All City bureaus were directed to develop budget reduction packages totaling 5% of the General Fund allocations in their operating budgets. For BDS, this 5% cut equates to a reduction of \$105,887. The bureau is meeting this requirement by making reductions to funds for nuisance abatements Neighborhood Inspections Program.

**Expected Results:**

For the Neighborhood Inspections Program, the 5% reduction will result in a \$105,887 reduction in current nuisance abatement funds. There will be 52 fewer nuisance abatements completed in FY 2017-2018, or 27.5% of the total nuisance abatements performed in FY 15-16 and serious health and sanitation concerns at these 52 properties not being addressed and removed. Reducing this critical basic service for the community will impact services that are vital to communities of color, immigrant and refugee communities and/or people living with a disability. Nuisance abatements are often completed in non-affluent neighborhoods where responsible parties are unable or unwilling to maintain their properties in compliance with the City's minimum nuisance standards. If left unabated, these health/sanitation violations will remain, impacting other properties and general neighborhood livability.

