



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

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FY 2019-20 Budget Preparation Process

November 13, 2018

I. Background

Historically, the Bureau of Development Services (BDS) receives input into its budget process from several sources, including:

- Development Review Advisory Committee
- BDS Labor Management Committee
- BDS Equity Committee
- BDS employees
- BDS Budget Advisory Committee
- BDS Financial Advisory Committee

Development Review Advisory Committee (DRAC) – The DRAC reviews the budget at a more global level. DRAC provides input on permit and land use fees and has been involved in ensuring that the development review process works well. Understanding other City development bureaus' budgets, service levels, and fees continues to be a high priority for the DRAC.

Labor Management Committee (LMC) –The LMC reviews and discusses BDS's budget during its regular monthly meetings. During the budget development process, the LMC will be provided with detailed financial information, such as budget line items for each bureau division. This will allow for better familiarity with the bureau's operation and aid in the LMC's review and endorsement of the final budget recommendations.

BDS Equity Committee

The BDS Equity Committee is committed to creating an inclusive, diverse and culturally competent workforce, understanding the value this brings to the work environment and BDS customers. The Equity Committee reviews bureau budget priorities, decisions and initiatives using an equity lens, and uses this information to prepare the Equity Assessment Tool that accompanies BDS's budget request.

BDS Employees

All BDS employees have opportunities to be involved in the budget development process. BDS work groups discuss the budget at staff meetings, and the bureau will hold Budget Drop-In Sessions where employees can share their ideas and feedback to bureau budget staff.

Budget Advisory Committee (BAC) – All City bureaus are required to form Budget Advisory Committees (BACs) that include representatives from bureau management, labor, customers, citizens, and internal and external stakeholders. The BDS BAC has representatives from the following groups:

- DRAC (Development Review Advisory Committee)
- Development Industry
- BDS (employees and managers)
- Community

The BAC evaluates BDS's budget request in light of the City's budget directions, the bureau's budget direction and goals, and the needs of customers and the community. The BAC will meet at least three times during the budget preparation process (November 2018 – January 2019) and will prepare a report to accompany BDS's Requested Budget. All BAC meetings are open to the public.

BDS Financial Advisory Committee (FAC) – The FAC is composed of local economists and industry representatives along with City economic and finance staff. The FAC reviews the bureau's long-range financial projections, which are instrumental in setting parameters for the budget. The FAC has provided valuable feedback and suggestions for improving BDS's financial planning, and will meet at least twice during the budget planning process.

II. Context for the Budget Preparation Process for FY 2019-20

BDS's Financial Situation

After several years of exceptional growth in the development industry, BDS is seeing signs of a cooling market. The bureau has rebuilt its financial reserves during the economic expansion, as well as increased staff levels to respond to the increased workload. As the market is cooling, so is demand for BDS services, and the bureau is experiencing lower revenue in the current fiscal year compared to the high levels of the previous year. As a precautionary measure, BDS has initiated a 3-month hiring freeze (November 2018 – January 2019) while it assesses and monitors the economic situation.

City's Budget Directions

Mayor Wheeler has not yet released his budget directions for FY 2019-20. This document will be updated once his goals are released.

BDS's Budget Goals

The bureau identifies key budget goals that provide direction and context to its budget planning process. This document will be updated once these goals are released.

III. FY 2019-20 Budget Preparation Process

Set the Goals

The BDS Director will provide both general direction and specific goals for the FY 2019-20 budget process. Overall, the budget should support the bureau's goal of providing the best and highest level of service of any development services department in the country. The budget should ensure that bureau staff is equipped with the appropriate tools and resources to effectively perform their jobs. A key component of BDS's budget planning process is the integration of the budget request with the bureau's 5-Year Financial Plan. Current financial projections call for the bureau's reserve fund to decline over the next few years. It will be critical for annual budget requests to be structured in order to accomplish the bureau's longer-term financial goals.

Finally, the bureau must continue to be cognizant of customers' needs and find creative, innovative ways to meet those needs and deliver the best service possible.

Establish Budget Advisory Committee (BAC)

As mentioned previously, the bureau will form a BAC composed of representatives from the DRAC, development industry, the community, and bureau employees.

Seek Input from BDS Employees

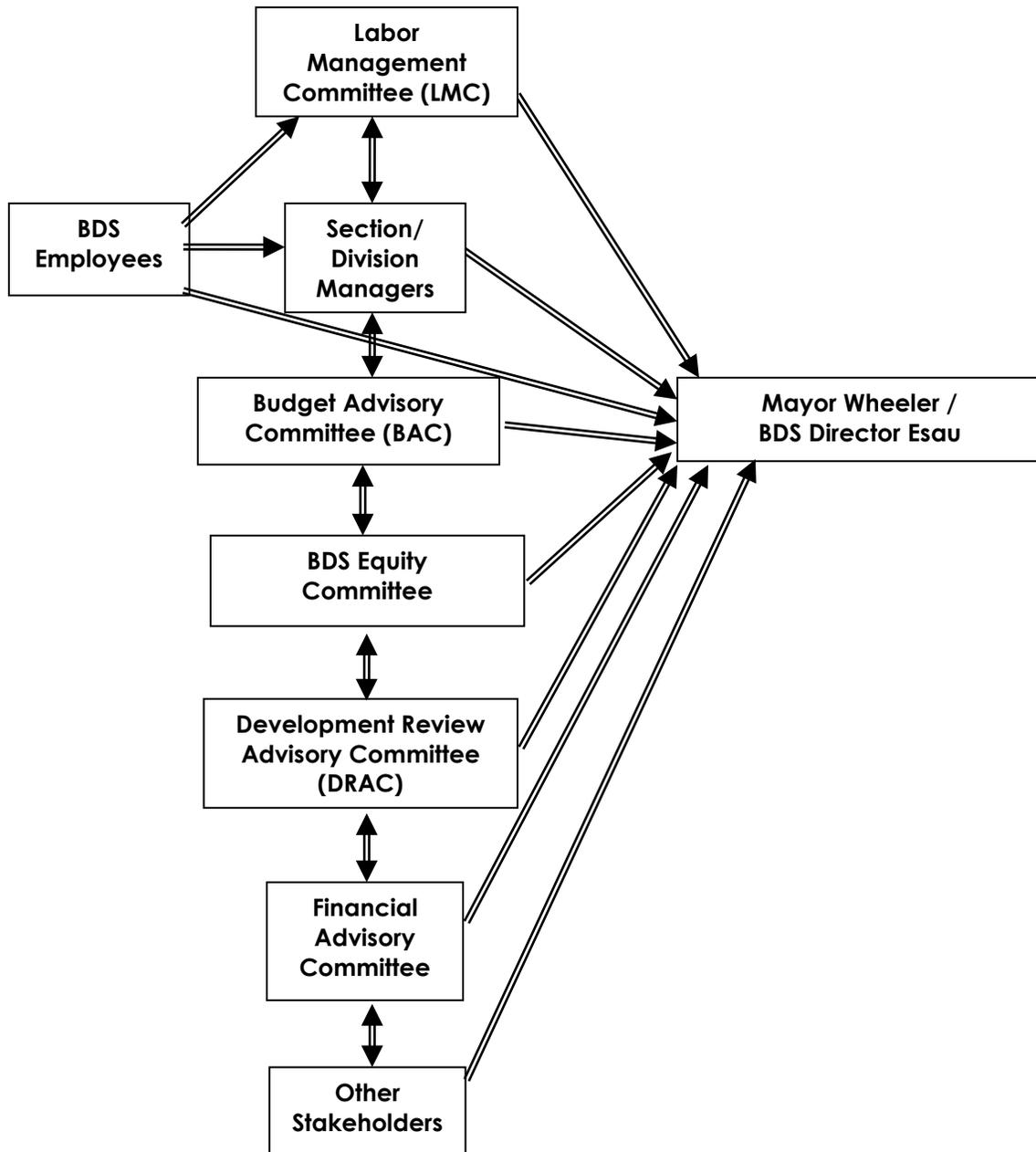
During the fall, BDS Section Managers will meet with their staffs to discuss ideas for the budget request. In December 2018, the bureau will conduct Budget Drop-In Sessions where employees can directly give their input to management and budget staff.

Seek DRAC Input

The DRAC will be reviewing the budget at a more global level during its regular monthly meetings in December 2018 and January 2019. The DRAC is very interested in fees and revenues and has been involved in ensuring that the development review process works well. Understanding the budgets of the other development bureaus continues to be a high priority for the DRAC, and those bureaus will make budget presentations at DRAC meetings as well.

Budget Recommendation and Approval Process

As the following graphic shows, budget recommendations will be shared amongst the various groups and will flow to the BDS Director and Mayor Wheeler for final approval:



BDS FY 2019-20 Budget Process Timeline (Projected)

September 2018

- Finalize BDS budget process and schedules

October 2018

- Formation of Budget Advisory Committee (BAC)
- Budget direction from City Council, Mayor Wheeler, & BDS Director
- BDS Sr. Team discusses budget priorities, needs, and funding
- Preliminary BDS revenue forecast

November 2018

- First meeting of Budget Advisory Committee (BAC)

December 2018

- Section and Division Managers review & give feedback on draft personnel & expenditure information
- BAC, LMC, and DRAC review and discuss budget recommendations and proposals
- First meeting of BDS Financial Advisory Committee

January 2019

- Section Managers discuss budget with their staff
- Division Managers review performance measures, goals, needs, and priorities
- Managers submit input on program narratives, performance measures, and decision package narratives
- BAC, LMC, and DRAC give final recommendations
- Director reviews and decides on recommendations from all groups
- Financial Advisory Committee reviews BDS Financial Model and Projections
- Budget decisions finalized; 5-Year Financial Plan numbers finalized
- BDS budget staff prepare Budget and Financial Plan documents
- BDS Budget Request & 5-Year Financial Plan submitted (near the end of the month)

February 2019

- City Budget Office reviews bureau budget submissions

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March 2019

- Citywide public forums and meetings on City budget
- BDS budget presentation to City Council
- City Budget Office makes budget recommendations to City Council

April 2019

- City Council work sessions on City budget
- Mayor makes decisions on proposed City budget

May 2019

- City Council work sessions on City budget
- Mayor's proposed budget document published
- City Council meets as Budget Committee

June 2019

- City Council adopts budget

July 1, 2019: FY 2019-20 Budget Takes Effect