



CITY OF  
**PORTLAND, OREGON**

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October 1, 2012

**TO:** Mayor Sam Adams  
Commissioner Nick Fish  
Commissioner Amanda Fritz  
Commissioner Randy Leonard  
City Auditor LaVonne Griffin-Valade  
Sara Lowe, Bureau of Financial Planning

**FROM:** Dan Saltzman   
Commissioner of Public Affairs

**SUBJECT:** Budget Monitoring Report – Fall 2012-13

Attached is the Fall 2012-13 Budget Monitoring Report for the Bureau of Development Services.

The report includes the following requests:

**1. Fall BMP FY 2012-13 Vacancy Savings Non-General Fund**

The Mayor and the Council in FY 2012-13 Adopted Budget expressed a strong desire to capture vacancy savings in all bureaus. The City hiring process generally takes about three months, beginning on July 1<sup>st</sup> 2012 and throughout the fiscal year, each bureau is expected to generate the equivalent of three months salary savings based on the budgeted amount for the vacant position. For the FY 2012-13 Fall BMP, the vacancy savings for BDS based on this three month requirement, calculated by Financial Planning Division analyst, amounted to \$209,731. BDS's total budget will be adjusted accordingly, General Fund savings (\$10,136) will be transferred to compensation set-aside, and non-General Fund Savings (\$199,595) will be transferred into bureau contingency. This request transfers \$199,595 from personnel services to bureau contingency.

**2. Program Specialist Position**

This position will be responsible for planning, organizing, developing and implementing Bureau-wide communication and outreach; identifying, managing and coordinating new and updated webpage (including employee intranet webpage) content, creating and maintaining interactive web portals, including social media applications, and answering customer questions concerning technical aspects of webpage; planning, coordinating and implementing internal and external Information Technology Advancement Project (ITAP) communication, outreach and coordination; media outlet inquiry research, coordination, response development and tracking of interactions and resulting articles; and other duties as assigned.

**3. Rent Payments to BDS from Bureau of Environmental Services (BES) (\$552) and Portland Bureau of Transportation (PBOT) (\$138)**

The interagency agreements for BES and PBOT to make rent payments to BDS need to be increased by \$552 and \$138 to account for the additional parking spaces requested by these bureaus.

**4. Illegal dumps and no garbage service cases IA with the Bureau of Planning and Sustainability**

An adjustment of \$40,245 to add appropriation to the interagency agreement with the Bureau of Planning and Sustainability. Bureau of Development Services is providing services to the Bureau of Planning and Sustainability associated with illegal dumps and no garbage service cases.

**5. Historic Resources Code Improvement Project IA with the Bureau of Planning and Sustainability**

An adjustment of \$30,000 to add appropriation to the interagency agreement with the Bureau of Planning and Sustainability. Bureau of Planning and Sustainability is providing services to the Bureau of Development Services associated with the Historic Resources Code Improvement Project.

**6. Fall BMP FY 2012-13 Vacancy Savings General Fund**

The Mayor and the Council in FY 2012-13 Adopted Budget expressed a strong desire to capture vacancy savings in all bureaus. The City hiring process generally takes about three months, beginning on July 1<sup>st</sup> 2012 and throughout the fiscal year, each bureau is expected to generate the equivalent of three months salary savings based on the budgeted amount for the vacant position. For the FY 2012-13 Fall BMP, the vacancy savings for BDS based on this three month requirement, calculated by Financial Planning Division analyst, amounted to \$209,731. BDS's total budget will be adjusted accordingly, General Fund savings (\$10,136) will be transferred to compensation set-aside, and non-General Fund Savings (\$199,595) will be transferred into bureau contingency. This request reflects transfer of General fund savings of \$10,136.

If you have any questions, please contact Denise Kleim in the Bureau of Development Services at 823-7338.

# BUDGET AMENDMENT REQUEST

Bureau of Development Services

PERIOD Fall BuMP

FISCAL YEAR FY 2012-13

## **DS\_001 - Fall BMP FY 2012-13 Vacancy Savings NON GF**

The Mayor and the Council in FY 2012-13 Adopted Budget expressed a strong desire to capture vacancy savings in all bureaus. The City hiring process generally takes about three months, beginning on July 1st 2012 and throughout the fiscal year, each bureau is expected to generate the equivalent of three months salary savings based on the budgeted amount for the vacant position. For the FY 2012-13 Fall BMP, the vacancy savings for BDS based on this three month requirement, calculated by Financial Planning Division analyst, amounted to \$209,731. BDS's total budget will be adjusted accordingly, General Fund savings (\$10,136) will be transferred to compensation set-aside, and non-General Fund Savings (\$199,595) will be transferred into bureau contingency. This request transfers \$199,595 from personnel services to bureau contingency.

Dollar Amount: \$0  
Type: Mid-Year Reductions  
Resources: Bureau Contingency

## **DS\_002 - Program Specialist Position**

This position will be responsible for planning, organizing, developing and implementing Bureau-wide communication and outreach; identifying, managing and coordinating new and updated webpage (including employee intranet webpage) content, creating and maintaining interactive web portals, including social media applications, and answering customer questions concerning technical aspects of webpage; planning, coordinating and implementing internal and external Information Technology Advancement Project (ITAP) communication, outreach and coordination; media outlet inquiry research, coordination, response development and tracking of interactions and resulting articles; and other duties as assigned.

Dollar Amount: \$0  
Type: New Request  
Resources: Bureau Contingency

## **DS\_003 - Rent Payments to BDS**

The interagency agreements for BES and PBOT to make rent payments to BDS need to be increased by \$552 and \$138 to account for the additional parking spaces requested by these bureaus.

Dollar Amount: \$690  
Type: Technical Adjustment  
Resources: Internal Transfer

## **DS\_004 - Illegal dumps and no garbage service cases IA**

An adjustment of \$40,245 to add appropriation to the interagency agreement with the Bureau of Planning and Sustainability. Bureau of Development Services is providing services to the Bureau of Planning and Sustainability associated with illegal dumps and no garbage service cases.

Dollar Amount: \$40,245  
Type: Technical Adjustment  
Resources: Internal Transfer

## BUDGET AMENDMENT REQUEST

Bureau of Development Services

PERIOD Fall BuMP

FISCAL YEAR FY 2012-13

### **DS\_005 - Historic Resources Code Improvement Project IA**

An adjustment of \$30,000 to add appropriation to the interagency agreement with the Bureau of Planning and Sustainability. Bureau of Planning and Sustainability is providing services to the Bureau of Development Services associated with the Historic Resources Code Improvement Project.

Dollar Amount: \$0  
Type: Technical Adjustment  
Resources: Internal Transfer

### **DS\_006 - Fall BMP FY 2012-13 Vacancy Savings GF**

The Mayor and the Council in FY 2012-13 Adopted Budget expressed a strong desire to capture vacancy savings in all bureaus. The City hiring process generally takes about three months, beginning on July 1st 2012 and throughout the fiscal year, each bureau is expected to generate the equivalent of three months salary savings based on the budgeted amount for the vacant position. For the FY 2012-13 Fall BMP, the vacancy savings for BDS based on this three month requirement, calculated by Financial Planning Division analyst, amounted to \$209,731. BDS's total budget will be adjusted accordingly, General Fund savings (\$10,136) will be transferred to compensation set-aside, and non-General Fund Savings (\$199,595) will be transferred into bureau contingency. This request reflects transfer of General fund savings of \$10,136.

Dollar Amount: **(\$10,136)**  
Type: Mid-Year Reductions  
Resources: General Fund Discretionary

## Prior Year Fund Reconciliation Report

	FY 2011-12 Revised Budget	FY 2011-12 Year-End Actuals	Percent of Actuals to Revised
<b>203 - Development Services Fund</b>			
<b>EXPENDITURES</b>			
Personnel Services	19,216,653	18,348,270	95.48
External Materials and Services	2,501,387	955,117	38.18
Internal Materials and Services	6,860,813	6,133,237	89.40
Capital Outlay	10,000	3,520	35.20
Bond Expenses	2,285,372	2,245,529	98.26
Fund Transfers - Expense	2,172,972	2,172,972	100.00
Contingency	1,064,017	0	0.00
<b>TOTAL EXPENDITURES</b>	<b>34,111,214</b>	<b>29,858,645</b>	<b>87.53</b>
<b>REVENUES</b>			
Budgeted Beginning Fund Balance	515,338	0	0.00
Licenses & Permits	18,410,488	21,918,394	119.05
Charges for Services	6,632,427	8,287,583	124.96
Intergovernmental Revenues	5,000	4,215	84.30
Interagency Revenue	883,283	842,146	95.34
Fund Transfers - Revenue	3,031,800	3,031,800	100.00
Bond and Note	2,602,149	0	0.00
Miscellaneous	2,030,729	2,277,492	112.15
<b>TOTAL REVENUES</b>	<b>34,111,214</b>	<b>36,361,631</b>	<b>106.60</b>

### Fund Reconciliation Narrative

The bureau is continuing its progress toward implementing the Information Technology Advancement Project (ITAP), which will greatly enhance the level of automation in development review and improve public access to information. In the FY 2011-12 budget development process, the bureau budgeted approximately \$2.6 million in costs for the ITAP, the majority was budgeted in "External Materials and Services" as payments for services provided by the contractor; funding for the project in the same amount was budgeted under "Bond and Note". During late FY 10-11, BDS re-evaluated the project direction and it was decided that a Request for Proposal was the appropriate route. Therefore the funds for a contract were not expended in FY 11-12.

ITAP is proceeding however. Already much work has been done to review business practices and then map those processes, so BDS will be ready for the selected vendor to begin work. In addition the BDS Finance Committee, an advisory committee composed of local economic and real estate experts, reviewed the bureau's revenue projections, contributed their advice and were satisfied with the outcome of the projections.

The bureau issued a Request for Proposal (RFP) for vendors in early February 2012, with vendor selection taking place in fall of 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are well-documented and streamlined in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in winter 2012-2013.

The differences in Budgeted Beginning Balance and Contingency are due to higher than anticipated revenue collections in late FY 2010-11 and FY 2011-12. In FY 2011-12 the bureau revenues were higher than projected due to better than anticipated recovery in construction activity in Portland Metropolitan area, especially in multi-family apartment construction. In FY 2011-12, the bureau also received the largest in terms of total valuation construction project to date, OHSU Collaborative Life and Science Building in South Waterfront. This project alone contributed approximately \$2.2 million in permit revenues in FY 2011-12.

## Prior Year Business Area Reconciliation Report

	FY 2011-12 Revised Budget	FY 2011-12 Year-End Actuals	Percent of Actuals to Revised
<b>Bureau of Development Services</b>			
<b>EXPENDITURES</b>			
Personnel Services	\$20,000	\$9,597	48%
External Materials and Services	\$8,000	\$7,190	90%
Capital Outlay	\$60,000	\$55,090	92%
<b>TOTAL EXPENDITURES</b>	<b>\$88,000</b>	<b>\$71,876</b>	<b>82%</b>
<b>REVENUES</b>			
Intergovernmental Revenues	\$88,000	\$85,876	98%
<b>TOTAL REVENUES</b>	<b>\$88,000</b>	<b>\$85,876</b>	<b>98%</b>

### Bureau Reconciliation Narrative

The difference in personnel services is due to lower than anticipated hours worked by the bureau staff on the Portland Milwaukee Light Rail project.

## **BUREAU OF DEVELOPMENT SERVICES**

### **Report on FY 2011-12 Budget Notes and Add Packages**

#### **FY 2011-12 Budget Notes – None**

#### **FY 2012-13 Budget Notes**

##### **Information Technology Advancement Project**

The Bureau of Development Services is directed to work with the Office of Management and Finance (OMF) to develop internal and external project monitoring controls for the Information Technology Advancement Project. The bureau and OMF should consider industry best practice when creating the controls, including looking at decision points and the development of formal project related plans and processes. Recommendations should be presented to Council in the Fall BMP.

##### **Update**

The Information Technology Advancement Project (ITAP) currently has external monitoring and control processes in place through the City's Technology Oversight Committee (TOC) and is assigned an independent Quality Assurance/Quality Control contractor (QA/QC). The independent QA/QC contractor currently assigned to the ITAP project will continue throughout the life of the project, with the QA/QC reporting directly to the TOC on a monthly basis. The QA/QC contractor and the ITAP Project Management Team provide independent in-person presentations at the monthly TOC meetings, with both presentations addressing project risks, deliverables, management, timeline and budget. Moreover, BDS and Financial Planning meet monthly to review project costs and potential project risk factors. Internal monitoring and control processes will be developed as part of the formal Project Management Plan during contract negotiations and the first phase of the formal project. BDS and FPD ask that the reporting period for this budget note be extended through the Spring BMP

#### **FY 2011-12 Decision Packages**

##### **DS\_01 – Improve Overall BDS Service Level**

###### **Package Summary:**

The staff additions in this \$1.5 million decision package will allow the bureau to return services to minimally-acceptable levels. Bureau revenues are projected to increase in FY 2011-12, providing sufficient funds to add approximately 13 positions and increase the level of service to customers. These positions will be added as revenues are realized. The expected workload for FY 2011-12 would dictate that another 10 positions are needed in addition to what is being requested in order to provide acceptable levels of service for the bureau's highest priority service improvement areas.

Positions were filled.

## **DS\_02 – Healthy Homes**

### **Package Summary:**

This decision package adds one-time General Fund support of \$231,484 for two Housing Inspector FTEs that had previously been supported with federal CDBG funds (no new FTE are created) through the Portland Housing Bureau (PHB). The positions will continue a pilot project in East Portland for enhanced complaint inspections, as recommended by the Quality Rental Housing Workgroup and approved by City Council in 2008. It is projected that the inspectors will be able to conduct approximately 1,200 rental inspections in FY 2011-12.

### **Update**

Positions were filled. In FY 2011-12 the two Housing Inspectors completed 972 enhanced complaint inspections in East Portland. Under the enhanced inspection model these inspections resulted in a total of 1,520 units inspected and yielded a total of 3,242 cited violations of the City's Property Maintenance Code.

## **DS\_03 – Tree Program**

### **Package Summary:**

This decision package adds \$58,570 in one-time General Fund resources for 0.5 City Planner II FTE in BDS to help implement the City's new Tree Code. The position will perform tasks that are critical to enabling BDS and the Parks Bureau to administer the new Tree Code, including website design, public outreach, and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

### **Update**

The full-time, limited-term one-year Program Coordinator position was filled in August 15, 2011 with an original anticipated end date of August 14, 2012. This position was extended for a year to August 14, 2013 due to the volume of work that must be completed prior to implementation of the Citywide Tree Code in July 2013.

### Status update:

- As part of the FY 2012-13 Budget, City Council agreed to delay implementation of Phase II of the Citywide Tree Code from Feb. 1, 2013 to July 1, 2013.
- Code Amendments -
  - Public outreach was completed, and public hearings before the Forestry Commission and the Planning & Sustainability Commission were held to consider the proposed amendments to Title 11 and Title 33.
  - The public hearing at City Council to consider the amendments to Title 11 and Title 33 was held on September 19, 2012. The City Council will vote on these amendments the week of September 24th.
- Planning Outreach, Education, and Training -

09/28/12



- An interagency group of Public Information Officers has been convened, and are working with the Program Coordinator to draft an Outreach Plan.
  - The Program Coordinator is also drafting a Training Plan, for internal and external training.
  - New Citywide Tree Website - Initial "outline/skeleton" of the website (identifying the tabs on the main page) completed. Currently compiling existing brochures and website info (BDS and Parks and BES) related to trees; all existing application forms (BDS and Parks) related to tree removal, tree planting, tree pruning, etc.; and commonly asked questions from customers, and drafting what the answers are under the new regulations.
- Processes and Tools and the Development of Monitoring Systems
    - Process mapping - Completed process mapping for Type A and Type B Tree Removal Permits, tree questions when the tree is regulated by Title 33 overlay zones or plan districts, and street tree pruning.
    - Several instruction guides for staff to help them navigate the new code and assist customers, to ensure the right questions are asked, and consistent steps taken
    - TRACS Programming Project - Staff are scoping the computer programming work needed for the Type A and B Tree Removal Permit folders in TRACS, as well as the changes that need to be made to the Residential and Commercial Building Permit Folders in TRACS. Part of these changes in TRACS are adding the mechanisms to collect data necessary for monitoring the new Citywide Tree Code.
    - Online Tree Pruning Permits - September 19, 2012, began implementing the new online Tree Pruning Permit system.

#### **DS\_04 – Improve Neighborhood Inspections Program**

##### **Package Summary:**

This decision package provides \$372,327 in one-time General Fund resources to add 3 FTE to BDS's Neighborhood Inspections program. Adding these positions will bring substantial improvements to the program, including:

- Significantly increased responsiveness to fire, life, safety and health, and sanitation issues for occupied rentals; housing complaints will be investigated within 3-5 days.
- Case management duties (re-inspections, code hearings) will be restored, facilitating more timely compliance.
- Staff will be able to respond to housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties.
- The number of housing inspections and nuisance inspections will increase to 5,000 and 7,900 per year, respectively.

##### **Update**

Positions were filled. In FY 2011-12 the three Housing Inspectors completed 1,441 inspections resulting

in 1,456 units being inspected. Since adding the three positions initial inspection response times are more closely meeting service level goals and staff is able to respond to all housing complaints, including owner-occupied and non-residential properties.

### **DS\_05 – Extremely Distressed Properties Enforcement Program**

#### **Package Summary:**

This decision package added \$271,736 to the Bureau of Development Services for a focused code enforcement program, EDPEP, for chronic unmaintained property violations (often caused by abandoned, illegal squatting, and foreclosures) with nuisance and housing conditions that create risks of fire, public health hazards, and encourage criminal activity such as trespass, vandalism, graffiti, drug use and sale, prostitution, and additional serious public safety threats.

#### **Update**

There have been 73 property referrals to the EDPEP program for enforcement action, of which 25 are associated with police actions or referrals. Currently, 27 properties are being actively worked on. 18 properties have had or have scheduled Code Hearings to address violations. EDPEP has executed 13 property vacations with Portland Police assistance and several other properties have received vacation orders from the Code Hearings Officer. EDPEP has secured demolition orders for 9 properties and is still working with City Procurement to enter into a contract to demolish those structures. 9 EDPEP cases have been resolved with all violations being cured.



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

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**FY 2011-12 Service Improvement Plan**  
**Bureau of Development Services**  
**Fall BuMP Update**  
**October 1, 2012**

The Bureau of Development Services (BDS) is committed to continuously improving its services to customers and the community. The bureau remains dedicated to this commitment in Fiscal Year (FY) 2011-12 as it copes with the serious financial challenges facing the development industry and the overall economy. BDS began implementing a variety of cost-saving measures in 2008 as permit revenues began to decline, and was eventually compelled to reduce its staff in 2009 and 2010 by over one-half in order to maintain financial stability. Since the layoffs, the bureau has been struggling to meet its workload demands.

BDS continues to communicate with customers and stakeholders regarding their needs and the bureau's ability to provide services while experiencing serious financial and staffing constraints.

In light of these realities, this Service Improvement Plan focuses on obtaining the resources that will enable BDS to continue to provide quality services to its customers and the community.

**Information Technology Advancement Project (ITAP)**

The budget and staff reductions at BDS have compelled the bureau to downsize and re-engineer some of its processes. In the course of reshaping the organization, it became clear that BDS's current levels of automation, transparency, and public access to information hinder the bureau's effectiveness and ability to be efficient with limited resources. The bureau had been proceeding with implementing an 18-month plan to improve its technology tools; however, significant cuts in the budget stalled this plan.

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

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

Customers and stakeholders will be able to perform much of their land use review, permitting, inspection, and research work online, including submitting applications, retrieving inspection results in real-time, and being notified of issued checksheets electronically. This system will save customers and stakeholders time and money by giving them remote access to information and services, decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

BDS is currently working with the Office of Management and Finance and the City Attorney's Office to: negotiate a contract with the system vendor; write an intergovernmental agreement with the State of Oregon; and secure a line of credit to fund the project. ITAP will be key to BDS's ability to provide services effectively and efficiently into the future.

Status: Underway

Estimated Completion Date: 2014

Update (September, 2011): On March 9, 2011, City Council authorized a financing package for ITAP in the form of a line of credit not to exceed \$6.6 million, which BDS must repay with five years. Under Commissioner Saltzman's direction, BDS is preparing an ordinance (to be heard in October 2011) that will authorize the publication of an RFP (Request for Proposals) for the project. Pending approval of the ordinance, the bureau anticipates publishing the RFP in late October and receiving proposals by the end of the year.

In the meantime, ITAP staff continues to prepare for the project by reviewing bureau business practices and mapping processes.

The current scope of work and timeline estimates that ITAP will take up to two years to complete.

Update (March 27, 2012): The bureau issued a Request for Proposal (RFP) for vendors on February 7, 2012. Vendor selection will take place by summer 2012. In the meantime, BDS is working internally and with other development bureaus to ensure that review processes are improved, streamlined, and well-documented in order to support efficient and effective ITAP implementation. ITAP implementation will likely start in fall 2012, with project "go live" at the end of 2014.

Update (October 1, 2012): The bureau is scheduled to start contract negotiations with the Apparent Successful Vendor by the end of October 2012. Contract negotiations are expected to take 3-4 months, with a contract being signed during the first few months of 2013. BDS staff and interagency partners are using this time to resolve major process mapping issues and develop improved processes in preparation for project start. At this time the project "go-live" date is estimated to be winter 2014/15.

### **Match Staffing to Workload**

BDS cut approximately 150 staff in 2009 due to declining permit revenues and workload. However, a pattern has emerged in which permit revenues have fallen more dramatically than the workload. The bureau's fee structure has been to charge lower fees to smaller projects and higher fees to larger projects due to the presumption that fees are less affordable for smaller projects. This practice is not unique to Portland and is used by many other jurisdictions. However, the economy has halted nearly all construction of large development projects, thereby significantly reducing the bureau's revenues. As a result, BDS cut staff positions to balance the budget and now does not have sufficient staff to meet its current workload. Service levels throughout the bureau have fallen significantly, impacting bureau customers, development projects, and neighborhood livability.

To help remedy this situation, BDS is requesting to add 13 new positions in its FY 2011-12 budget request. These new positions would be funded with bureau revenues (not General Fund monies) and would allow the addition of essential staff to bring key services up to minimally-acceptable levels. Even with these additional positions, not all high-priority bureau services will be restored to acceptable levels; workload projections indicate that 10 *more* positions (beyond the 13) would be needed to fully restore all high-priority services.

If the budget request is approved, BDS will fill staff positions as revenues recover. Customers will see improvements including: 85% of combination/ residential inspections and 98% of commercial inspections made within 24 hours of request.

Status: The budget request was approved by City Council and the positions have been filled.

Estimated Completion Date: June 2012

Update (September 2011): City Council approved BDS's request to add 13 positions with permit revenues. These additional FTE will improve service levels throughout the bureau by more closely matching staff levels with workload.

Update (March 30, 2012): BDS has filled the 13 positions approved by City Council, resulting in more responsive and timely services to customers.

Update (October 1, 2012): BDS continues to see improvements in its timeliness and responsiveness to customers from the additional staff, even as the bureau's overall workload has increased.

### **Neighborhood Inspections, Land Use Services, Sign Enforcement, & Noise Control**

BDS Land Use Services (LUS), Neighborhood Inspections, and the Noise Control Program provide a benefit to the public and have historically been supported in part by the City's General Fund. LUS enhances the City's livability through implementation of the Zoning Code. Neighborhood Inspections prevents the deterioration of existing housing and neighborhoods. The Noise Control Program improves neighborhood livability. The benefits of their services go well beyond their fee-paying customers.

All three of these programs have been under-funded and beset by deficits in their reserve funds for several years. Most recently the bureau has reduced services in these areas due to lack of revenues and General Fund support.

In addition, due to reductions in the Sign Enforcement Program, the bureau has ceased most sign enforcement that does not involve life/safety issues, and there have been many signs installed that do not meet the intent of the Sign Code.

To address these needs, BDS's FY 2011-12 Requested Budget includes a request for \$668,934 in one-time General Fund support to add 5.5 positions to these four programs. While adding these positions will not return all services to their previous levels, it will restore some key services that have been significantly reduced. BDS's Financial Plan shows that bureau revenues (fees and charges) would support these positions in future years.

Status: Request for 5.5 FTE denied by Council; subsequent request for 3.0 FTE for Neighborhood Inspections Program approved.

Estimated Completion Date: July 2011

Update (September 2011): City Council did not approve BDS' request for additional ongoing General Fund support for these programs for FY 2011-12. However, at Commissioner Saltzman's urging, City Council subsequently approved funding for 3.0 FTE in the Neighborhood Inspections Program. These additional FTE will enable the program to respond more quickly to complaints and to restore some re-inspection and case management activities.

In addition, City Council approved General Fund support for a 0.5 FTE City Planner II position to help implement the City's new Tree Code.

These additional FTE for FY 2011-12 have improved service levels throughout the bureau by more closely matching staff levels with workload.

Update (March 30, 2012): The additional 3 FTE in the Neighborhood Inspections Program have enhanced neighborhood livability by enabling the bureau to:

- Respond to all housing complaints involving exterior maintenance issues on owner-occupied and non-residential properties (to prevent neighborhood deterioration);
- Significantly increase responsiveness to fire/life/safety and health/sanitation issues for occupied residential rentals; and
- Restore case management duties to facilitate more timely compliance for violations impacting the community at large.

In its FY 2012-13 Requested Budget, BDS has asked that the funding for these 3 FTE be continued. If approved, this will result in 828 additional initial site inspections and 834

additional dwelling unit inspections concerning property maintenance violations on rental, owner occupied, and non-residential buildings. The increase to this basic citywide service will result in many more complaints being resolved and a reduction in the number of neglected properties that impact surrounding property values.

The "broken window" theory suggests that this will help address neighborhood livability by reducing crime, squatters, vagrants, and service calls to City public safety agencies for neglected properties that have become an attractive nuisance. BDS will be able to investigate owner-occupied and non-residential property maintenance violations. Response times for initial inspections will be shortened and re-inspections, referral assistance, and code hearings to facilitate timely compliance will increase.

The 0.5 FTE City Tree Code position (Program Coordinator, rather than City Planner II) has been implementing Phase 1 of the Tree Code, which commenced in July 2011. This position performs tasks that are critical to enabling BDS and the Parks Bureau to administer the new code, including process mapping; development of brochures, application forms, and training materials for internal and external customers; website design and content; development of a code amendment package; public outreach; and coordination with programmers on incorporating tree permitting and code requirements into the existing permit database system.

Phase II of the project is scheduled to begin in February 2013. As was recognized by City Council previously, a great deal of work remains to be done to prepare for the 2013 effective date. In its FY 2012-13 Requested Budget, BDS asked for the continuation of \$144,882 in one-time General Fund monies to support this position and help ensure a timely and smooth implementation of the new code.

Update (October 1, 2012): In FY 2011-12 the three Housing Inspectors completed 1,441 inspections covering 1,456 units. Since adding the three positions, initial inspection response times are more closely meeting service level goals and staff is able to respond to all housing complaints, including owner-occupied and non-residential properties.

The City Tree Code Program Coordinator is coordinating the preparation work necessary to implement the City's new Tree Program and Phase II of the Citywide Tree Code that will go into effect July 1, 2013 (City Council approved a delay in the implementation of Phase II from Feb. 1, 2013 to July 1, 2013 in order to complete all of the preparatory work necessary for a successful implementation).

### **Operational Efficiencies - Self-Service Permits and Fee Payment**

BDS is reviewing the feasibility of upgrading its IVR (Interactive Voice Response) system as part of ITAP implementation. IVR provides phone access to permit information such as inspection results. The IVR upgrade would include adding notification when the limit on the number of inspections included with a permit is reached (inspection limitation), the ability to order more inspections, and the ability to pay for inspections over the phone with a credit card.

BDS is also reviewing the feasibility of adding inspection limitation functionality to its Internet Permits application. This application currently allows customers to order trade

permits (electrical, mechanical, and plumbing) that do not require plan review online, add fixtures to existing online permits, and pay for online permits with a credit card.

Phone and online customer service functionality is important because it allows customers to receive services and make payments without having to make a trip to bureau offices, and it reduces the use of staff time. This allows BDS staff to focus on providing customer service in other important areas.

Update (March 30, 2012):

BDS is upgrading its IVR (Interactive Voice Response) system as part of ITAP implementation. IVR provides phone access for customers to schedule inspections and obtain permit information such as inspection results and plan review status checks. The IVR upgrade includes adding notification when the limit on the number of inspections included with a permit is reached (inspection limitation), the ability to order more inspections, and the ability to pay for inspections over the phone with a credit card.

BDS is currently working with the IVR vendor to set up the new IVR server and upgrade IVR to the latest software version. The version upgrade involves reprogramming all the code. BDS is reviewing the IVR call flow with internal users, along with creating the final designs for inspection limitation functionality in both TRACS and IVR and credit card payments by phone on IVR. Go-live of the new IVR system is planned for late spring 2012; inspection limitation and credit card payments would follow in summer 2012.

Phone customer service functionality is important because it allows customers to receive services and make payments without having to make a trip to bureau offices, and it reduces the use of staff time. This allows BDS staff to focus on providing customer service in other important areas.

Update (October 1, 2012):

BDS is in the final stages of the upgrade to its IVR system. The vendor recommendation was to go live with the new server and the inspection limitation and credit card payments at the same time. The combined project, along with increased security requirements needed for handling credit card data, pushed the delivery date out to Fall 2012. The new IVR server will be undergoing final testing during October 2012 and will be live by November.



# Bureau of Development Services

## Performance Measures

Performance Measure	Type	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14
		Year-End Actuals	Year-End Actuals	Revised Budget	Performance No Dec Pkg	Performance With Dec Pkg
DS_0001 - Commercial inspections	WORKLOAD	47,076	38,275	52,000	0	0
DS_0002 - Number of inspections per day, per inspector	EFFECTIVE	15.84	12.26	16.00	0.00	0.00
DS_0003 - Percent of inspections made within 24 hours of request	EFFECTIVE	92%	95%	95%	0%	0%
DS_0004 - Enforcement cases prepared and presented to code hearings officer	WORKLOAD	2	4	6	0	0
DS_0005 - Zoning code violation statistics (cases, inspections, and letters)	WORKLOAD	2,501	3,593	3,250	0	0
DS_0006 - Home occupation permits	WORKLOAD	132	123	100	0	0
DS_0007 - Number of properties assessed code enforcement fees	WORKLOAD	206	276	250	0	0
DS_0008 - Residential inspections	WORKLOAD	77,018	71,220	76,000	0	0
DS_0009 - Number of inspections per day, per inspector	EFFECTIVE	24.52	21.56	22.00	0.00	0.00
DS_0010 - Percent of inspections made within 24 hours of request	EFFECTIVE	80.0%	93.0%	95.0%	0.0%	0.0%
DS_0011 - Number of inspection trips reduced due to multi-certified inspectors	EFFICIENCY	16,145	15,994	16,000	0	0
DS_0012 - Land Use Review and Final Plat Applications	WORKLOAD	560	528	520	0	0
DS_0013 - Zoning plan checks processed or in process	WORKLOAD	4,286	4,591	4,400	0	0
DS_0014 - Noise violation inspections	WORKLOAD	111	342	300	0	0
DS_0015 - Noise variances processed	WORKLOAD	485	644	560	0	0
DS_0016 - Nuisance inspections	WORKLOAD	5,210	7,360	11,390	0	0
DS_0017 - Housing/derelict buildings inspections	WORKLOAD	2,857	4,326	3,800	0	0
DS_0018 - Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11)	EFFECTIVE	1,249	1,983	1,310	0	0
DS_0019 - Number of properties cleaned up	EFFECTIVE	2,904	2,199	2,400	0	0
DS_0020 - Building permits - commercial	WORKLOAD	3,060	3,456	3,700	0	0
DS_0021 - Building permits - residential	WORKLOAD	4,430	4,561	4,700	0	0
DS_0022 - Total building permits (commercial and residential)	WORKLOAD	7,490	8,017	8,400	0	0
DS_0023 - Electrical permits	WORKLOAD	14,283	14,121	14,500	0	0
DS_0024 - Mechanical permits	WORKLOAD	10,164	9,188	10,000	0	0
DS_0025 - Plumbing permits	WORKLOAD	8,984	8,895	9,200	0	0
DS_0026 - Sign permits	WORKLOAD	795	811	700	0	0
DS_0027 - Percent of building permits issued over the counter the same day as intake	EFFICIENCY	61%	58%	65%	0%	0%
DS_0028 - Pre-issuance checks completed within two working days of last review approval	EFFICIENCY	71.0%	82.0%	80.0%	0.0%	0.0%
DS_0031 - Site development plan reviews	WORKLOAD	1,239	1,554	1,500	0	0
DS_0032 - Average number of working days to first review	EFFECTIVE	12.75	9.77	8.10	0.00	0.00
DS_0034 - Percent of residential plans reviewed by all bureaus within scheduled end dates	EFFECTIVE	87%	87%	87%	0%	0%
DS_0035 - Percent of commercial plans reviewed by all bureaus within scheduled end dates	EFFECTIVE	74%	73%	70%	0%	0%
DS_0037 - Noise code violation cases	WORKLOAD	607	828	800	0	0
DS_0040 - Housing intakes	WORKLOAD	1,323	1,637	1,400	0	0
DS_0041 - Nuisance intakes	WORKLOAD	4,400	4,343	4,500	0	0

# Bureau of Development Services

## Performance Measures

Performance Measure	Type	FY 2010-11 Year-End Actuals	FY 2011-12 Year-End Actuals	FY 2012-13 Revised Budget	FY 2013-14 Performance No Dec Pkg	FY 2013-14 Performance With Dec Pkg
DS_0042 - Code Enforcement fee waiver requests	WORKLOAD	159	301	170	0	0
DS_0043 - Code Enforcement fee waivers granted	EFFECTIVE	159	301	170	0	0
DS_0044 - Number of Housing Units Inspected (includes enhanced inspection pilot beginning in 2010-11)	WORKLOAD	2,398	3,564	3,078	0	0
DS_0045 - Site Development Permit Inspections	WORKLOAD	291	213	210	0	0
DS_0046 - Site Development Land Use Cases Reviews	WORKLOAD	545	643	609	0	0
DS_0047 - Sanitation Permits & Evaluations Issued	WORKLOAD	387	354	367	0	0