



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

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September 11, 2018

**TO:** Yung Ouyang, City Budget Office

**FROM:** Rebecca Esau, Director *RE*  
Bureau of Development Services

**SUBJECT:** Budget Monitoring Report – Fall FY 2018-19

Attached is the FY 2018-19 Fall Budget Monitoring Report for the Bureau of Development Services. The report includes the following requests:

**DS\_01 – Adjustment for Portland Online Permitting System projects**

This adds an appropriation for the Portland Online Permitting System program budget. BDS is budgeting the program in FY 2018-19 as four distinct projects, including: Amanda 7 & Inspections Scheduling; Contractor App & Inspector App; Public Permit Portal Phase I; and, Electronic Plan Review Phase I. This decision package removes the previously budgeted items and re-budgets under the current program structure, adding additional expenses to reflect the current estimates for each individual project. The net increase in budgeted funds to the program cost center is \$5,624,240.

**DS\_02 – Adjustment for DCTU Professional Development**

This is an adjustment of \$3,538 to carry over BDS' pro rata share of the DCTU Professional Development Fund expenses from FY 2017-18 to FY 2018-19.

**DS\_03 – Adjustment for PTE 17 Professional Development**

This is an adjustment of \$6,823 to carry over BDS' pro rata share of the PTE-17 Professional Development Fund expenses from FY 2017-18 to FY 2018-19.

**DS\_04 – Adjustment to IA with Office of Community & Civic Life**

This is a reduction of \$33,618 to the interagency agreement between BDS and the Office of Community & Civic Life for the use of the BDS Communications team.

**DS\_05 – Adjustment for City Occupational Health Program**

The City's Occupational Health program, including the flu shots program, is moving from Risk Management to the Bureau of Human Resources as part of the FY 2018-19 Fall BMP. This adjustment decreases the BDS IA with Risk Management by \$3,077 and increases the IA with the Bureau of Human Resources by the same amount to accommodate this change. The net change to the overall bureau budget is \$0.

**DS\_06 – IA with OMF for Procurement Division**

This is an adjustment of \$18,454 for BDS share of the cost allocation related to the OMF Procurement Division proposal.

**DS\_07 – IA with BPS for Rossi Farms Development Project**

This is an adjustment of \$1,500 for services BDS is providing to BPS related to the Rossi Farms Development Project.

**DS\_08 – Adjustment for PHB interfund loan remittance**

This adjustment budgets an interfund loan in FY 2018-19 to the Portland Housing Bureau of \$4,000,000, which includes \$3,500,000 for pre-construction costs associated with the 30<sup>th</sup> & Powell acquisition and \$500,000 for the 5827 NE Prescott Street acquisition.

**DS\_09 – Adjustment for PHB interfund loan proceeds**

This adjustment budgets a partial repayment of \$350,000 and interest of \$230,000 in FY 2018-19 on the \$15,100,000 interfund loan with the Portland Housing Bureau initially recorded in FY 2017-18 as well as interest associated with the \$500,000 remittance for 5827 NE Prescott Street.

**DS\_10 – Additional Position for Cannabis Program**

This request is for an additional 1.0 FTE for a Program Coordinator position to serve as a single point of contact for cannabis industry business owners and entrepreneurs, acting as the bureau Cannabis Program Liaison. The position is needed to develop the new Cannabis Program at BDS in order to better serve these customers and the unique challenges presented by the nascent cannabis industry. The position will develop proactive steps to be taken with cannabis facility applicants to ensure these buildings are properly permitted, safe, and do not present a hazard to the neighborhoods in which they reside.

If you have any questions about this BDS Budget Monitoring Report, please contact Kyle O'Brien, BDS Finance Manager, at 503-823-7323 or [kyle.obrien@portlandoregon.gov](mailto:kyle.obrien@portlandoregon.gov).

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_001 - Adjustment for Portland Online Permitting System

	<b>Fall BMP Requested Adjustments</b>	<b>Fall BMP CBO/Council Changes</b>	<b>Fall BMP Total Adjustments</b>
<b>EXPENDITURES</b>			
Personnel Services	(823,706)	0	(823,706)
External Materials and Services	4,749,510	0	4,749,510
Internal Materials and Services	1,698,436	0	1,698,436
Contingency	(5,624,240)	0	(5,624,240)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>			
Interagency Revenue	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

This adds an appropriation for the Portland Online Permitting System program budget. BDS is budgeting the program in FY 18-19 as four distinct projects, including: Amanda 7 & Inspections Scheduling; Contractor App & Inspector App; Public Permit Portal Phase I; and, Electronic Plan Review Phase I. This decision package removes the previously budgeted items and re-budgets under the current program structure, adding additional expenses to reflect the current estimates for each individual project. The net increase in budgeted funds to the program cost center is \$5,624,240.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_002 - Adjustment for DCTU Professional Development

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
<b>EXPENDITURES</b>			
Internal Materials and Services	3,538	0	3,538
Contingency	(3,538)	0	(3,538)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

This is an adjustment of \$3,538 to carry over BDS' pro rata share of the DCTU Professional Development Fund expenses from FY 2017-18 to FY 2018-19.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_003 - Adjustment for PTE 17 Professional Development

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
<b>EXPENDITURES</b>			
Internal Materials and Services	6,823	0	6,823
Contingency	(6,823)	0	(6,823)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

This is an adjustment of \$6,823 to carry over BDS' pro rata share of the PTE-17 Professional Development Fund expenses from FY 2017-18 to FY 2018-19.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_004 - Adjustment to IA with Community & Civic Life

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
<b>EXPENDITURES</b>			
Contingency	(33,618)	0	(33,618)
<b>TOTAL EXPENDITURES</b>	<b>(33,618)</b>	<b>0</b>	<b>(33,618)</b>
<b>REVENUES</b>			
Interagency Revenue	(33,618)	0	(33,618)
<b>TOTAL REVENUES</b>	<b>(33,618)</b>	<b>0</b>	<b>(33,618)</b>

**Bureau Description:**

This is a reduction of \$33,618 to the interagency agreement between BDS and the Office of Community & Civic Life for the use of the BDS Communications team.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** Technical Adjustment

**Request:** DS\_005 - Adjustment for City Occupational Health Program

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
<b>EXPENDITURES</b>			
Internal Materials and Services	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

The City's Occupational Health program, including the flu shots program, is moving from Risk Management to the Bureau of Human Resources as part of the FY 2018-19 Fall BMP. This adjustment decreases the BDS IA with Risk Management by \$3,077 and increases the IA with the Bureau of Human Resources by the same amount to accommodate this change. The net change to the overall bureau budget is \$0.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_006 - IA with OMF for Procurement Division

	Fall BMP Requested Adjustments	Fall BMP CBO/Council Changes	Fall BMP Total Adjustments
<b>EXPENDITURES</b>			
Internal Materials and Services	18,454	0	18,454
Contingency	(18,454)	0	(18,454)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

This is an adjustment of \$18,454 for BDS share of the cost allocation related to the OMF Procurement Division proposal.

**CBO Discussion and Recommendation**



**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_007 - IA with BPS for Rossi Farms Development Project

	<b>Fall BMP Requested Adjustments</b>	<b>Fall BMP CBO/Council Changes</b>	<b>Fall BMP Total Adjustments</b>
<b>EXPENDITURES</b>			
Contingency	1,500	0	1,500
<b>TOTAL EXPENDITURES</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>
<b>REVENUES</b>			
Interagency Revenue	1,500	0	1,500
<b>TOTAL REVENUES</b>	<b>1,500</b>	<b>0</b>	<b>1,500</b>

**Bureau Description:**

This is an adjustment of \$1,500 for services BDS is providing to BPS related to the Rossi Farms Development Project.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_008 - Adjustment for PHB interfund loan remittance

	<b>Fall BMP Requested Adjustments</b>	<b>Fall BMP CBO/Council Changes</b>	<b>Fall BMP Total Adjustments</b>
<b>EXPENDITURES</b>			
Bond Expenses	4,000,000	0	4,000,000
Contingency	(4,000,000)	0	(4,000,000)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Bureau Description:**

This adjustment budgets an interfund loan in FY 2018-19 to the Portland Housing Bureau of \$4,000,000, which includes \$3,500,000 for pre-construction costs associated with the 30th & Powell acquisition and \$500,000 for the 5827 NE Prescott Street acquisition.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_009 - Adjustment for PHB interfund loan proceeds

	<b>Fall BMP Requested Adjustments</b>	<b>Fall BMP CBO/Council Changes</b>	<b>Fall BMP Total Adjustments</b>
<b>EXPENDITURES</b>			
Contingency	580,000	0	580,000
<b>TOTAL EXPENDITURES</b>	<b>580,000</b>	<b>0</b>	<b>580,000</b>
<b>REVENUES</b>			
Bond and Note	350,000	0	350,000
Miscellaneous	230,000	0	230,000
<b>TOTAL REVENUES</b>	<b>580,000</b>	<b>0</b>	<b>580,000</b>

**Bureau Description:**

This adjustment budgets a partial repayment of \$350,000 and interest of \$230,000 in FY 2018-19 on the \$15,100,000 interfund loan with the Portland Housing Bureau initially recorded in FY 2017-18 as well as interest associated with the \$500,000 remittance for 5827 NE Prescott Street.

**CBO Discussion and Recommendation**

**CBO Discussion and Recommendations  
FY 2018-19 Fall Supplemental Budget Ordinance**

**Bureau:** Bureau of Development Services

**Type:** New Request

**Request:** DS\_010 - Additional Position for Cannabis Program

	<b>Fall BMP Requested Adjustments</b>	<b>Fall BMP CBO/Council Changes</b>	<b>Fall BMP Total Adjustments</b>
<b>EXPENDITURES</b>			
Personnel Services	63,816	0	63,816
Internal Materials and Services	0	0	0
Contingency	(63,816)	0	(63,816)
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>			
Full-Time Positions	0.67	0.00	0.67
<b>TOTAL FTE</b>	<b>0.67</b>	<b>0.00</b>	<b>0.67</b>

**Bureau Description:**

This request is for an additional 1.0 FTE for a Program Coordinator position to serve as a single point of contact for cannabis industry business owners and entrepreneurs, acting as the bureau Cannabis Program Liaison. The position is needed to develop the new Cannabis Program at BDS in order to better serve these customers and the unique challenges presented by the nascent cannabis industry. The position will develop proactive steps to be taken with cannabis facility applicants to ensure these buildings are properly permitted, safe, and do not present a hazard to the neighborhoods in which they reside.

**CBO Discussion and Recommendation**

## Prior Year Fund Reconciliation Report

	FY 2017-18 Revised Budget	FY 2017-18 Year-End Actuals	Percent of Actuals to Revised
<b>203 - Development Services Fund</b>			
<b>EXPENDITURES</b>			
Unappropriated Fund Balance	50,000,000	0	0.00
Personnel Services	46,696,626	43,141,645	92.39
External Materials and Services	8,180,983	6,716,706	82.10
Internal Materials and Services	15,677,876	14,686,753	93.68
Capital Outlay	25,400	147,769	581.77
Bond Expenses	16,370,656	16,350,767	99.88
Fund Transfers - Expense	2,065,916	2,065,916	100.00
Contingency	20,704,123	0	0.00
<b>TOTAL EXPENDITURES</b>	<b>159,721,580</b>	<b>83,109,556</b>	<b>52.03</b>
<b>REVENUES</b>			
Budgeted Beginning Fund Balance	80,291,247	0	0.00
Licenses & Permits	45,147,232	47,972,604	106.26
Charges for Services	17,007,502	17,455,328	102.63
Interagency Revenue	1,274,241	1,152,531	90.45
Fund Transfers - Revenue	952,985	952,985	100.00
Bond and Note	10,220,699	10,220,699	100.00
Miscellaneous	4,827,674	5,289,731	109.57
<b>TOTAL REVENUES</b>	<b>159,721,580</b>	<b>83,043,878</b>	<b>51.99</b>

### **Fund Reconciliation Narrative**

In FY 17-18 all major fee revenue categories were higher than projected due to higher than anticipated construction activity in the City of Portland. The bureau underspent its personnel budget due to vacancies and difficulty finding qualified personnel for some classifications. The bureau overspent its capital budget because most of the capital expenditures were previously included in the budget as external materials and services.

## Prior Year Business Area Reconciliation Report

	FY 2017-18 Revised Budget	FY 2017-18 Year-End Actuals	Percent of Actuals to Revised
<b>Bureau of Development Services</b>			
<b>EXPENDITURES</b>			
Unappropriated Fund Balance	\$50,000,000	\$0	0%
Personnel Services	\$46,696,626	\$43,141,645	92%
External Materials and Services	\$8,180,983	\$6,716,706	82%
Internal Materials and Services	\$15,677,876	\$14,686,753	94%
Capital Outlay	\$25,400	\$147,769	582%
Bond Expenses	\$16,370,656	\$16,350,767	100%
Fund Transfers - Expense	\$2,065,916	\$2,065,916	100%
Contingency	\$20,704,123	\$0	0%
<b>TOTAL EXPENDITURES</b>	<b>\$159,721,580</b>	<b>\$83,109,556</b>	<b>52%</b>
<b>REVENUES</b>			
Budgeted Beginning Fund Balance	\$80,291,247	\$0	0%
Licenses & Permits	\$45,147,232	\$47,972,604	106%
Charges for Services	\$17,007,502	\$17,455,328	103%
Interagency Revenue	\$1,274,241	\$1,152,531	90%
Fund Transfers - Revenue	\$952,985	\$952,985	100%
Bond and Note	\$10,220,699	\$10,220,699	100%
Miscellaneous	\$4,827,674	\$5,289,731	110%
<b>TOTAL REVENUES</b>	<b>\$159,721,580</b>	<b>\$83,043,878</b>	<b>52%</b>

### **Bureau Reconciliation Narrative**

In FY 17-18 all major fee revenue categories were higher than projected due to higher than anticipated construction activity in the City of Portland. The bureau underspent its personnel budget due to vacancies and difficulty finding qualified personnel for some classifications. The bureau overspent its capital budget because most of the capital expenditures were previously included in the budget as external materials and services.

## Budget Note Update

### Bureau of Development Services

**Date of Budget Note:** July 1, 2017 in the FY 2017-18 Adopted Budget

**Budget Note Title:** Funding for Code Development

**Budget Note Language:** Council directs the City Budget Office, Bureau of Development Services, and Bureau of Planning and Sustainability to develop a plan to provide long term funding for necessary code development and revision work using Land Use revenue as appropriate and permissible by law. Annual work plans and funding amounts for both bureaus should be included in the budget process for Council consideration.

**Summary Status:** Complete

**Budget Note Update:** September 11, 2018

The Bureau of Development Services (BDS) and the Bureau of Planning and Sustainability (BPS) entered an agreement to help fund code development projects, such as the RICAP, DOZA, Residential Infill, and Multi-Dwelling Projects, using revenue generated by the Development Services Fee. Land Use Services is currently operating below cost recovery and transferring funds to BPS contributes to an overall draw on reserves. BDS will need to evaluate ways to offset the loss in revenue from the transfer and put the Land Use Services program on solid financial footing, including making adjustments to the agreement with BPS. BDS is also working with the City Attorney's Office to determine if the Development Services Fee can be used to fund BPS activity.

**Date of Budget Note:** July 1, 2017 in the FY 2017-18 Adopted Budget

**Budget Note Title:** Strengthen the Financial Advisory Committee

**Budget Note Language:** Council directs the Financial Advisory Committee to review the Bureau of Development Services forecasted revenues, expenditures, and underlying assumptions in order to better assist bureau staff in developing a five-year sustainable financial plan.

**Summary Status:** Complete

**Budget Note Update:** September 11, 2018

The Bureau of Development Services Financial Advisory Committee (FAC) has historically reviewed the forecasted revenues and underlying model assumptions in the development of its five-year financial plan. In the FY 2018-19 budget and financial plan development cycle, the scope of the FAC was expanded to include review of expenditures. BDS also enhanced the FAC to include representatives from the Development Review Advisory Committee in addition to the panel of local economists.

# Bureau of Development Services

## Performance Measures

Performance Measure	Type	FY 2015-16 Year-End Actuals	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget	FY 2017-18 Year-End Actuals	FY 2018-19 Adopted Budget
DS_0001 - Number of commercial inspections	WORKLOAD	57,916	60,030	58,000	65,892	62,000
DS_0002 - Number of commercial inspections per day, per inspector	KPM	13.64	13.35	14.00	13.70	13.60
DS_0003 - Percentage of commercial inspections made within 24 hours of request	EFFICIENCY	74%	83%	85%	87%	85%
DS_0004 - Number of enforcement cases prepared and presented to code hearings officer	WORKLOAD	2	1	4	2	2
DS_0005 - Number of zoning code violation statistics (cases, inspections, and letters)	WORKLOAD	5,110	5,626	6,121	5,121	5,350
DS_0006 - Number of home occupation permits issued	WORKLOAD	126	106	100	112	115
DS_0007 - Number of properties assessed code enforcement fees	WORKLOAD	320	377	441	270	340
DS_0008 - Number of residential inspections	WORKLOAD	119,023	117,675	120,000	125,254	126,000
DS_0009 - Number of residential inspections per day, per inspector	KPM	25.34	26.98	28.00	26.46	28.40
DS_0011 - Number of inspection trips reduced due to multi-certified inspectors	EFFICIENCY	21,245	19,130	20,500	19,196	19,450
DS_0012 - Number of land use review and final plat applications	WORKLOAD	880	916	880	775	730
DS_0016 - Number of nuisance inspections	WORKLOAD	8,887	8,178	10,033	7,845	8,400
DS_0017 - Number of housing and derelict buildings inspections	WORKLOAD	3,216	5,873	4,367	4,459	4,800
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)	KPM	1,896	2,509	2,625	1,604	1,730
DS_0019 - Number of properties cleaned up	OUTPUT	2,391	2,381	3,100	2,426	2,632
DS_0020 - Number of commercial building permits	WORKLOAD	3,455	3,481	4,900	3,419	4,850
DS_0021 - Number of residential building permits	WORKLOAD	6,618	6,922	8,100	6,905	8,100
DS_0022 - Total number of commercial and residential building permits	WORKLOAD	10,073	10,403	13,000	10,324	12,950
DS_0023 - Number of electrical permits	WORKLOAD	19,159	19,131	19,204	19,066	19,178
DS_0024 - Number of mechanical permits	WORKLOAD	11,277	11,203	11,410	11,913	12,218
DS_0025 - Number of plumbing permits	WORKLOAD	10,657	11,016	10,852	11,123	10,898
DS_0026 - Number of sign permits	WORKLOAD	804	733	658	835	774
DS_0027 - Percentage of building permits issued over the counter the same day as intake	EFFICIENCY	53%	54%	57%	52%	56%
DS_0028 - Percentage of pre-issuance checks completed within two working days of last review approval	KPM	53%	62%	69%	70%	70%
DS_0031 - Number of site development plan reviews	WORKLOAD	4,071	4,338	2,550	4,339	4,350



## Bureau of Development Services

### Performance Measures

Performance Measure	Type	FY 2015-16 Year-End Actuals	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget	FY 2017-18 Year-End Actuals	FY 2018-19 Adopted Budget
DS_0032 - Average number of working days to first review	EFFICIENCY	9.12	10.58	6.20	10.65	8.50
DS_0034 - Percentage of residential plans reviewed by all bureaus within scheduled end dates	KPM	72%	71%	72%	68%	72%
DS_0035 - Percentage of commercial plans reviewed by all bureaus within scheduled end dates	KPM	57%	57%	62%	60%	60%
DS_0040 - Number of housing intakes	WORKLOAD	2,305	2,105	2,100	2,105	2,165
DS_0041 - Number of nuisance intakes	WORKLOAD	4,880	4,148	4,300	4,275	4,530
DS_0042 - Number of code enforcement fee waiver requests	WORKLOAD	723	700	720	360	710
DS_0043 - Number of code enforcement fee waivers granted	OUTCOME	721	682	666	343	685
DS_0044 - Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11)	WORKLOAD	3,935	5,080	5,145	3,596	3,850
DS_0045 - Number of site development permit inspections	WORKLOAD	253	268	320	426	250
DS_0046 - Number of site development land use cases reviews	WORKLOAD	937	1,074	1,100	939	980
DS_0047 - Number of sanitation permits and evaluations issued	WORKLOAD	443	485	510	523	550
DS_0048 - Number of construction code violation cases	WORKLOAD	124	333	397	276	260
DS_0050 - Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	KPM	77%	74%	80%	77%	75%
DS_0051 - Percentage of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake	KPM	42%	37%	60%	50%	40%

# Bureau of Development Services

## Performance Measures

Performance Measure	Type	FY 2015-16 Year-End Actuals	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget	FY 2017-18 Year-End Actuals	FY 2018-19 Adopted Budget
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**Performance Measure Variance Descriptions**

DS\_0002 Number of commercial inspections per day, per inspector

In FY 2017-18, the year-end actual of 13.70 number of commercial inspections per day, per inspector was less than the target of 14. High development activity in the Portland Metropolitan Area has increased the demand for services and subsequently the number of new inspectors, while BDS has had difficulty recruiting qualified personnel. BDS has added inspector positions consistently over multiple fiscal years; however, the training time required for new employees have limited performance measure gains as it can take an extended period to fully train new inspectors. In the past four fiscal years, BDS has seen gradual increases in the number of commercial inspections per day, per inspector as processes are improved and staff are fully trained.

DS\_0009 Number of residential inspections per day, per inspector

In FY 2017-18 the number of combination inspections per day, per inspector was 26.46. BDS did not meet the target of 28 number of inspections per day, per inspector. High development activity in the Portland Metropolitan Area has increased the demand for services and subsequently the number of new inspectors, while BDS has had difficulty recruiting qualified personnel. BDS has added inspector positions consistently over multiple fiscal years; however, the training time required for new employees have limited performance measure gains as it can take an extended period to fully train new inspectors. In the past four fiscal years, BDS has seen gradual increases in the number of commercial inspections per day, per inspector as processes are improved and staff are fully trained.

DS\_0018 Number of housing units brought up to code because of Neighborhood Inspection Division efforts

The FY 2017-18 year-end actual of 1,604 number of housing units brought up to code because of Neighborhood Inspection section efforts was less than the target of 2,625 due to the number of reported complaints from the public which is directly related to this KPM. The dependency of complaints received from the public creates difficulty in predicting targets year to year.

DS\_0028 Percentage of pre-issuance checks completed within two working days of last review approval

The FY 2017-18 year-end actual of 70% was less than the strategic target 80% due to continued high development activity in the Portland Metropolitan Area that has led to sustained high volumes of permit intakes. BDS has added Development Services Center positions consistently over multiple fiscal years. There has been difficulty recruiting qualified personnel coupled with long training times for new employees. The training time required for new employees have limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position. Additionally, there were a high number of higher level positions filled by promotion, which led to continuous vacancies. In response to these issues BDS has created a dedicated Recruitment & Hiring team with the goal of speeding up the hiring process, as well as utilizing contracted staff.

DS\_0034 Percent residential plans reviewed by all bureaus within scheduled end dates

The FY 2017-18 year-end actual of 68% of residential plans reviewed by all bureaus within scheduled end dates was less than the strategic target of 85% due to a variety of reasons both internal and external. One important factor is that this performance measure is constrained by all other bureaus involved in permit plan review. Furthermore, continued high development activity in the Portland Metropolitan Area has led to sustained high volumes of permit intakes. BDS has added Development Services Center positions consistently over multiple fiscal years. However, difficulty recruiting qualified personnel coupled with long training times for new employees have limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position. Additionally, there were a high number of senior le

# Bureau of Development Services

## Performance Measures

Performance Measure	Type	FY 2015-16 Year-End Actuals	FY 2016-17 Year-End Actuals	FY 2017-18 Adopted Budget	FY 2017-18 Year-End Actuals	FY 2018-19 Adopted Budget
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# Capital Program Status Report

## Bureau of Development Services

CIP Program	FY 2017-18 Adopted Budget	FY 2017-18 Revised Budget	FY 2017-18 Year-End Actuals	Variance \$	Variance %	FY 2018-19 Adopted Budget	Fall BMP Revised Budget	FY 2018-19 Year to Date Actuals	Variance \$	Variance %
Special Projects	\$766,975	\$2,555,096	\$2,343,024	(\$212,072)	(8%)	\$4,275,904	\$11,997,231	\$89,143	\$7,721,327	181%
<b>Total</b>	<b>\$766,975</b>	<b>\$2,555,096</b>	<b>\$2,343,024</b>	<b>(\$212,072)</b>	<b>(8%)</b>	<b>\$4,275,904</b>	<b>\$11,997,231</b>	<b>\$89,143</b>	<b>\$7,721,327</b>	<b>181%</b>

\* Prior Year variances compare Year-End Actuals to Revised Budget  
 \*\* Current Year variances compare Revised Budget to Adopted Budget

**Prior Year Variance Description**

The POPS project continued its transition from the previous Information Technology Advancement Project to the current Portland Online Permitting System. The project was in discovery phase for part of the year while contracts were being negotiated and the project plan developed. Overall program expenses were within 10% of budgeted amounts.

**Current Year Variance Description**

The bureau is currently proceeding with the Portland Online Permitting System. A new program budget has been developed which aligns with the project plan. This plan includes four distinct projects, including: Amanda 7 & Inspections Scheduling; Contractor App & Inspector App; Public Permit Portal Phase I; and, Electronic Plan Review Phase I. The current year budget variance is due to the project not being fully budgeted until the FY 2018-19 Fall BMP.

**BDS****Performance Measure Variance Descriptions****DS\_0002 Number of commercial inspections per day, per inspector**

In FY 2017-18, the year-end actual of 13.70 number of commercial inspections per day, per inspector was less than the target of 14. High development activity in the Portland Metropolitan Area has increased the demand for services and subsequently the number of new inspectors, while BDS has had difficulty recruiting qualified personnel. BDS has added inspector positions consistently over multiple fiscal years; however, the training time required for new employees have limited performance measure gains as it can take an extended period to fully train new inspectors. In the past four fiscal years, BDS has seen gradual increases in the number of commercial inspections per day, per inspector as processes are improved and staff are fully trained.

**DS\_0009 Number of residential inspections per day, per inspector**

In FY 2017-18 the number of residential inspections per day, per inspector was 26.46. BDS did not meet the target of 28 number of inspections per day, per inspector. High development activity in the Portland Metropolitan Area has increased the demand for services and subsequently the number of new inspectors, while BDS has had difficulty recruiting qualified personnel. BDS has added inspector positions consistently over multiple fiscal years; however, the training time required for new employees have limited performance measure gains as it can take an extended period to fully train new inspectors. In the past four fiscal years, BDS has seen gradual increases in the number of residential inspections per day, per inspector as processes are improved and staff are fully trained.

**DS\_0018 Number of housing units brought up to code because of Neighborhood Inspection Division efforts**

The FY 2017-18 year-end actual of 1,604 number of housing units brought up to code because of Neighborhood Inspection section efforts was less than the target of 2,625 due to the number of reported complaints from the public which is directly related to this KPM. The dependency of complaints received from the public creates difficulty in predicting targets year to year.

**DS\_0028 Percentage of pre-issuance checks completed within two working days of last review approval**

The FY 2017-18 year-end actual of 70% was less than the strategic target 80% due to continued high development activity in the Portland Metropolitan Area that has led to sustained high volumes of permit intakes. BDS has added Development Services Center positions consistently over multiple fiscal years. There has been difficulty recruiting qualified personnel coupled with long training times for new employees. The training time required for new employees have limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position. Additionally, there were a high number of higher level positions filled by promotion,



which led to continuous vacancies. In response to these issues BDS has created a dedicated Recruitment & Hiring team with the goal of speeding up the hiring process, as well as utilizing contracted staff.

#### **DS\_0034 Percent residential plans reviewed by all bureaus within scheduled end dates**

The FY 2017-18 year-end actual of 68% of residential plans reviewed by all bureaus within scheduled end dates was less than the strategic target of 85% due to a variety of reasons both internal and external. One important factor is that this performance measure is constrained by all other bureaus involved in permit plan review. Furthermore, continued high development activity in the Portland Metropolitan Area has led to sustained high volumes of permit intakes. BDS has added Development Services Center positions consistently over multiple fiscal years. However, difficulty recruiting qualified personnel coupled with long training times for new employees have limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position. Additionally, there were a high number of senior level positions filled by promotion, which led to continuous vacancies. In response to these issues BDS has is utilizing contracted staff and exploring ways to improve recruitment timelines, including collaborating with BHR to create an open and continuous recruitment plan for plan review positions.

#### **DS\_0035 Percentage of commercial plans reviewed by all bureaus within scheduled end dates**

The FY 2017-18 Year-end Actual of 60% was less than the strategic target of 75% due to a variety of reasons both internal and external. One important factor, is that this performance measure is constrained by all other Bureaus involved in permit plan review. Additionally, continued high development activity in the Portland Metropolitan Area has led to sustained high volumes of permit intakes. BDS has added Development Services Center positions consistently over multiple fiscal years. However, difficulty recruiting qualified personnel coupled with long training times for new employees have limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position. Additionally, there were a high number of senior level positions filled by promotion, which led to continuous vacancies. In response to these issues BDS has is utilizing contracted staff and exploring ways to improve recruitment timelines, including collaborating with BHR to create an open and continuous recruitment plan for plan review positions.

#### **DS\_0050 Percentage of commercial permit (new construction) first review done within 20 days of application intake**

The FY 2017-18 year-end actual of 77% was less than the strategic target of 90% due to a variety of reasons both internal and external. Continued high development activity in the Portland Metropolitan Area has led to sustained high volumes of permit intakes. BDS has added positions consistently over multiple fiscal years. However, the volume of new hires has shifted substantial levels of staff time from reviewing plans to training activities.



Additionally, within the nine-month probationary period, new hires are required to have all their documents reviewed by a Senior Planner or Supervisor. As staff gains experience, the negative performance effects of a large new hire workforce should diminish.

**DS\_0051 Percentage of Type II Land Use Reviews – application completeness review done within 14 days of application intake**

The FY 2017-18 Year-end Actual of 50% was less than the strategic target of 90% due to a variety of reasons both internal and external. BDS experienced a large volume of permit applications because of SDC changes to ADUs (May 24<sup>th</sup> Comprehensive Plan Changes and July 9<sup>th</sup> Central City Code Changes). The high permits submittals in the condensed period caused all permit reviews to become longer. Also, plan reviewers may have questions for the customers and depending on response time—this variable is counted in the number of days for first review. BDS has added Land Use Services positions consistently over multiple fiscal years. However, the volume of new hires has shifted substantial levels of staff time from reviewing plans to training activities. Additionally, within the nine-month probationary period, new hires are required to have all their documents reviewed by a Senior Planner or Supervisor. As staff gains experience, the negative performance effects of a large new hire workforce should diminish.