



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

Ted Wheeler, Mayor  
Rebecca Esau, Director  
Phone: (503) 823-7300  
Fax: (503) 823-6983  
TTY: (503) 823-6868  
[www.portlandoregon.gov/bds](http://www.portlandoregon.gov/bds)

September 9, 2019

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

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

**SUBJECT:** Budget Monitoring Report – Fall FY 2019-20

Attached is the FY 2019-20 Fall Budget Monitoring Report for the Bureau of Development Services. The report includes the following requests:

**9180 – Adjustment for DCTU Professional Development**

This is an adjustment of \$3,988 to carry over BDS' pro-rata share of the DCTU Professional Development Fund expenses from FY 2018-19 to FY 2019-20.

**9181 – Adjustment for PTE 17 Professional Development**

This is an adjustment of \$3,857 to carry over BDS' pro-rata share of the PROTEC (PTE-17) Professional Development Fund expenses from FY 2018-19 to FY 2019-20.

**9241 – Adjustment for IA with BPS for BSA**

This is an appropriation of \$72,000 for Business Systems Analyst services provided by BPS to BDS TRACs Support Team.

**9322 – Adjustment to IA with OMF BTS**

This is an adjustment of \$5,106 in interagency revenue from BTS for an additional parking pass at the 1900 Building PSU Parking Garage.

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).

**DS - Bureau of Development Services      DP Type      Contingency**

**Request Name:** 9180 -Adjustment for DCTU Professional Development

**Package Description**

This is an adjustment of \$3,988 to carry over BDS' pro-rata share of the DCTU Professional Development Fund expenses from FY 2018-19 to FY 2019-20.

**Service Impacts**

**Equity Impacts**

**CBO Analysis**

	2019-20 FALL Requested Adj	2019-20 FALL CBO Adj	2019-20 FALL Recom Total	
Contingency	-3,988		0	0
Internal Materials and Services	3,988		0	0

**DS - Bureau of Development Services      DP Type      Contingency**

**Request Name:** 9181 -Adjustment for PROTEC (PTE-17) Professional Development

**Package Description**

This is an adjustment of \$3,857 to carry over BDS' pro-rata share of the PROTEC (PTE-17) Professional Development Fund expenses from FY 2018-19 to FY 2019-20.

**Service Impacts**

**Equity Impacts**

**CBO Analysis**

	2019-20 FALL Requested Adj	2019-20 FALL CBO Adj	2019-20 FALL Recom Total
Contingency	-3,857	0	0
Internal Materials and Services	3,857	0	0

**DS - Bureau of Development Services                      DP Type                      Contingency**

**Request Name:** 9241 -Adjustment for IA with BPS for BSA

**Package Description**

This is an appropriation of \$72,000 for Business Systems Analyst services provided by BPS to BDS TRACs Support Team.

**Service Impacts**

**Equity Impacts**

**CBO Analysis**

	2019-20 FALL Requested Adj	2019-20 FALL CBO Adj	2019-20 FALL Recom Total
Contingency	-72,000	0	0
Internal Materials and Services	72,000	0	0

**DS - Bureau of Development Services      DP Type      Contingency**

**Request Name:** 9322 -Adjustment to IA with OMF BTS

**Package Description**

This is an adjustment of \$5,106 in interagency revenue from BTS for an additional parking pass at the 1900 Building PSU Parking Garage.

**Service Impacts**

**Equity Impacts**

**CBO Analysis**

	2019-20 FALL Requested Adj	2019-20 FALL CBO Adj	2019-20 FALL Recom Total
Contingency	5,106	0	0
External Materials and Services	0	0	0

	2019-20 FALL Requested Adj	2019-20 FALL CBO Adj	2019-20 FALL Recom Total
Interagency Revenue	5,106	0	0

## Prior Year Fund Reconciliation Report

Bureau of Development Services

### 203 - Development Services Fund

<b>EXPENDITURES</b>	<b>2018-19 Revised Budget</b>	<b>2018-19 Actuals</b>	<b>Percent of Actuals to Revised</b>
Personnel	53,324,845	47,941,177	89.9%
External Materials and Services	8,131,787	4,892,928	60.17%
Internal Materials and Services	13,995,466	12,852,407	91.83%
Capital Outlay	2,477,464	2,337,765	94.36%
Debt Service	1,860,492	1,852,639	99.58%
Contingency	79,962,243	0	0%
Fund Transfers - Expense	2,407,161	2,407,161	100%
<b>TOTAL EXPENDITURES</b>	<b>162,159,458</b>	<b>72,284,077</b>	<b>44.58%</b>

<b>REVENUES</b>	<b>2018-19 Revised Budget</b>	<b>2018-19 Actuals</b>	<b>Percent of Actuals to Revised</b>
Licenses & Permits	45,771,580	42,663,236	93.21%
Charges for Services	18,044,287	16,011,723	88.74%
Bond & Note Proceeds	15,600,000	15,600,000	100%
Miscellaneous	4,262,724	5,915,778	138.78%
Fund Transfers - Revenue	982,528	982,528	100%
Interagency Revenue	930,244	775,287	83.34%
Beginning Fund Balance	76,568,095	0	0%
<b>TOTAL REVENUES</b>	<b>162,159,458</b>	<b>81,948,553</b>	<b>50.54%</b>

#### Expenditure Discussion

The bureau underspent its personnel budget due to vacancies and a bureauwide hiring freeze. Internal and external materials and services expenditures were lower than projected primarily due to Portland Online Permit System costs during the fiscal year being lower than budgeted amounts.

#### Revenue Discussion

In FY 18-19, major fee revenue categories were lower than projected due to lower than anticipated development activity in the City of Portland. Interagency revenues were lower than projected due to actual nuisance abatement activity being to lower than expected during the fiscal year.

## Capital Program Status Report

### Bureau of Development Services

CIP Program Name	2018-19 Adopted Budget	2018-19 Revised Budget	2018-19 Actuals	PY Variance	PY Percent of Actuals to Revised	2019-20 Adopted Budget	2019-20 FALL Requested Total	2019-20 Actuals	Fall Req. to Adopted Variance	Fall Req. to Adopted % Variance
Special Projects	0	11,997,231	4,930,628	-7,066,603	41.1%	5,102,648	5,102,648	205,926.93	0	0%
<b>Sum:</b>	<b>0</b>	<b>11,997,231</b>	<b>4,930,628</b>	<b>-7,066,603</b>	<b>-58.9%</b>	<b>5,102,648</b>	<b>5,102,648</b>	<b>205,926.93</b>	<b>0</b>	<b>0%</b>

### Prior Year Variance Description

The Portland Online Permitting System ended the year significantly below budgeted amounts while considerable progress was made on the four distinct projects, including: Amanda 7 & Inspections Scheduling; Contractor App & Inspector App; DevHub PDX (formerly Public Portal) Phase I; and, Electronic Plan Review Phase I. Electronic Plan Review was successfully rolled out for process managed customers, and phase one of DevHub PDX was near completion by the end of the fiscal year.

### Current Year Variance Description

The bureau is currently proceeding with the Portland Online Permitting System. DevHub PDX was successfully rolled out to customers in August 2019. Electronic Plan Review use for process managed customers continues, with subsequent phases in progress to expand use of the technology to more customers. Amanda 7 is expected to go-live in February/March 2020.

**Bureau Performance Narrative**

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

In FY 2018-19, the year-end actual of 11.80 number of commercial inspections per day, per inspector was less than the strategic target of 14. A new scheduling policy was implemented capping the number of inspections scheduled per day for Commercial Inspections in order to reduce the number of inspection rollovers and provide customers with greater certainty regarding their inspection time and date. BDS has also hired new inspectors over the past year and is affected by the retirements of more experienced inspectors. The extended period required to fully train inspectors can put downward pressure on the number of commercial inspections per day, per inspector.

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

In FY 2018-19 the number of combination inspections per day, per inspector was 24.40, below the strategic target of 28 inspections per day, per inspector. A new scheduling policy was implemented capping the number of inspections scheduled per day for Residential Inspections in order to reduce the number of inspection rollovers and provide customers with greater certainty regarding their inspection time and date. BDS has also hired new inspectors over the past year and is affected by the retirements of more experienced inspectors. The extended period required to fully train inspectors can put downward pressure on the number of residential inspections per day, per inspector.

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

The FY 2018-19 year-end actual of 1,962 number of housing units brought up to code because of Neighborhood Inspection section efforts was higher than the target of 1,731 due to the higher than expected number of reported complaints from the public. The dependency on complaints received 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 2018-19 year-end actual of 60% was less than the strategic target 80% due to the training time required for new employees to be fully up to speed on processes. Frequent employee turnover has limited performance measure gains, as it can take between 6 months and 2 years to fully train new employees, depending on the position.

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

The FY 2018-19 year-end actual of 66% of residential plans reviewed by all bureaus within scheduled end dates was less than the strategic target of 85%. One important factor is that this performance measure is constrained by all other bureaus involved in permit plan review.

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

The FY 2018-19 Year-end Actual of 61% was less than the strategic target of 75%. One important factor is that this performance measure is constrained by all other Bureaus involved in permit plan review.

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

The FY 2018-19 year-end actual of 92% was higher than the strategic target of 90%. One important factor has been the number of applications from customers has significantly decreased. In addition, BDS supervisors are monitoring reviews weekly for timeliness.

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

The FY 2018-19 Year-end Actual of 81% was less than the strategic target of 90%, but significantly higher than levels reached in previous years. BDS has experienced a decline in land use review submittals, decreasing workload and helping to increase timeliness. In addition, BDS supervisors are monitoring reviews weekly to ensure reviews are not taking longer than 14 days of application intake.

	Key Performance Measures	Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Target	FY 2018-19 Actuals	FY 2019-20 Target	Strategic Target	Details
DS_0002	Number of commercial inspections per day, per inspector	EFFICIENCY	13.35	13.70	13.60	11.80	12.00	14.00	
DS_0009	Number of residential inspections per day, per inspector	EFFICIENCY	26.98	26.46	28.40	24.40	25.00	28.00	



**Bureau of Development Services**

Prior Year Performance Reporting

Run Date: 9/4/19

Run Time: 2:59:53 PM

DS_0018	Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in FY 2010-11)	OUTPUT	2,509	1,604	1,730	1,962	2,360	2,360
DS_0028	Percentage of pre-issuance checks completed within two working days of last review approval	EFFICIENCY	62%	70%	70%	60%	72%	80%
DS_0034	Percentage of residential plans reviewed by all bureaus within scheduled end dates	EFFICIENCY	71%	68%	72%	66%	65%	85%
DS_0035	Percentage of commercial plans reviewed by all bureaus within scheduled end dates	EFFICIENCY	57%	60%	60%	61%	65%	75%
DS_0050	Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake	EFFICIENCY	74%	77%	75%	92%	70%	90%
DS_0051	Percentage of Type II Land Use Reviews - Application Completeness Review done within 14 days of application intake	EFFICIENCY	37%	50%	40%	81%	65%	90%

Other Performance Measures		Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Target	FY 2018-19 Actuals	FY 2019-20 Target	Strategic Target	Details
DS_0001	Number of Commercial Inspections	WORKLOAD	60,030	65,892	62,000	68,120	60,000	60,000	
DS_0003	Percentage of commercial inspections made within 24 hours of request	EFFICIENCY	83%	87%	85%	92%	92%	95%	
DS_0004	Number of enforcement cases prepared and presented to code hearings officer	WORKLOAD	1	2	2	1	2	2	
DS_0005	Number of zoning code violation statistics (cases, inspections, and letters)	WORKLOAD	5,626	5,121	5,350	4,169	4,348	5,000	
DS_0006	Number of home occupation permits issued	WORKLOAD	106	112	115	111	110	110	
DS_0007	Number of properties assessed code enforcement fees	WORKLOAD	377	270	340	302	290	290	
DS_0008	Number of Residential Inspections	WORKLOAD	117,675	125,254	126,000	118,278	92,000	92,000	

**Bureau of Development Services**

Prior Year Performance Reporting

Run Date: 9/4/19

Run Time: 2:59:53 PM

Other Performance Measures	Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Target	FY 2018-19 Actuals	FY 2019-20 Target	Strategic Target	Details
DS_0011	Number of inspection trips reduced due to multi-certified inspectors	EFFICIENCY	19,130	19,196	19,450	17,885	18,000	19,000
DS_0012	Number of Land Use Review and Final Plat Applications	WORKLOAD	916	775	730	643	610	610
DS_0016	Number of nuisance inspections	WORKLOAD	8,178	7,845	8,400	7,368	8,600	8,600
DS_0017	Number of housing and derelict buildings inspections	WORKLOAD	5,873	4,459	4,800	4,970	5,050	5,050
DS_0019	Number of properties cleaned up	OUTPUT	2,381	2,426	2,632	2,130	2,600	2,600
DS_0020	Number of issued commercial building permits	WORKLOAD	1,994	3,307	4,850	3,284	3,100	3,100
DS_0021	Number of issued residential building permits	WORKLOAD	5,495	6,759	8,100	5,764	5,900	5,900
DS_0022	Total number of issued commercial and residential building permits	WORKLOAD	7,489	10,066	12,950	9,048	9,000	9,000
DS_0023	Number of electrical permits	WORKLOAD	19,131	19,066	19,178	16,363	15,800	15,800
DS_0024	Number of mechanical permits	WORKLOAD	11,203	11,913	12,218	11,513	11,700	11,700
DS_0025	Number of plumbing permits	WORKLOAD	11,016	11,123	10,898	10,634	10,400	10,400
DS_0026	Number of sign permits	WORKLOAD	733	835	774	760	780	780
DS_0027	Percentage of building permits issued over the counter the same day as intake	EFFICIENCY	54%	52%	56%	48%	55%	56%
DS_0031	Number of site development plan reviews	WORKLOAD	4,338	4,339	4,350	4,149	4,000	4,000
DS_0032	Average number of working days to first review	EFFICIENCY	12.36	11.21	8.50	8.32	7.00	7.00

**Bureau of Development Services**

Prior Year Performance Reporting

Run Date: 9/4/19

Run Time: 2:59:53 PM

Other Performance Measures	Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Target	FY 2018-19 Actuals	FY 2019-20 Target	Strategic Target	Details
DS_0040	Number of housing intakes	WORKLOAD	2,105	2,105	2,165	1,875	2,116	2,165
DS_0041	Number of nuisance intakes	WORKLOAD	4,148	4,275	4,530	3,323	4,232	4,330
DS_0042	Number of code enforcement fee waiver requests	WORKLOAD	700	360	710	296	324	324
DS_0043	Number of code enforcement fee waivers granted	OUTCOME	682	343	685	282	240	240
DS_0044	Number of housing units inspected (includes enhanced inspection pilot beginning in FY 2010-11)	WORKLOAD	5,080	3,596	3,850	3,818	2,016	2,016
DS_0045	Number of site development permit inspections	WORKLOAD	268	426	250	476	460	460
DS_0046	Number of site development land use case reviews	WORKLOAD	1,074	939	980	801	900	900
DS_0047	Number of sanitation permits and evaluations issued	WORKLOAD	485	523	550	449	500	500
DS_0048	Number of construction code violation cases	WORKLOAD	333	276	260	114	150	150