City of Portland

Bureau of Development Services

FROM CONCEPT TO CONSTRUCTION

Five-Year Financial Plan

Fiscal Years 2017-18 through FY 2021-22

Submitted January 30, 2017

City of Portland, Oregon
Bureau of Development Services
Business Operations and Finance Services
FROM CONCEPT TO CONSTRUCTION

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January 30, 2017

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

From: Paul L. Scarlett, Director PLS

Subject: Five-Year Financial Plan for the Bureau of Development Services FY 2017-18 through FY 2021-22

The construction industry and the Bureau of Development Services (BDS) continue to grow rapidly, with revenues consistently outpacing projections over the last few years. This has placed BDS in a healthy financial position, allowing the bureau to avoid or keep fee increases to a minimum in most programs while:

- adding staff to address a burgeoning workload;
- upgrading and replacing our current permit tracking system;
- bringing back popular and equitable programs such as Permit Night and the Get Legal program.

Some fee-supported staff positions will be added through the 2017 Spring Budget Monitoring Process (BMP) to respond to continued workload growth and address remaining gaps in service delivery. Promoting and incorporating equity into the bureau's operation remains a major focus and element of the BDS Five-Year Financial Plan (FY 2017-18 through FY 2021-22). The Plan provides detailed information regarding the bureau's current financial status and five-year projections.

Financial Forecasting Model
BDS is fortunate to have the talents of the BDS Financial Advisory Committee, comprised of local economists and members of the Portland development community. Their input has been essential in validating the econometric models the bureau used for forecasting revenues in the Plan. As in previous years, these advisors found that BDS's model development and selection processes were comprehensive and valid and the resulting forecasts were reasonable and defensible.

In addition, BDS conducted sensitivity analysis and developed an alternative scenario which assumes that growth in real estate activity will be more subdued than anticipated over the next five years. Financial Advisory Committee members indicated that this scenario is less likely to occur and that the bureau can instead rely on the base scenario, which anticipates mild growth in the economy in the coming years, with the possibility of a slight correction at some point during the 5-year forecast window.

Financial Projection
Program revenues are expected to decrease very minimally over the duration of the Financial Plan. The Plan adds some positions to respond to projected growth in workloads and to close service level gaps in the bureau's highest-priority services and programs. BDS will strategically add staffing only as workload and revenues are realized.

Fees
The bureau reduced building permits fees by 3% in FY 2016-17. For FY 2017-18, no fee increases are expected, and we will be exploring to determine if it is feasible to reduce fees further.

Funding for Portland Online Permitting System (POPS)
The Financial Plan also accounts for the costs of the Portland Online Permitting System (POPS), formerly known as the Information Advancement Technology Project (ITAP), which will replace the City's existing permit tracking system. Our strong financial standing allows us to fund POPS solely with operating funds, without using a line of credit or other funding mechanism, under either the base model (Appendixes B and C) or the alternative model (Appendixes D and E).

Summary
The decisions highlighted in the Financial Plan will ensure our ability to achieve our foundational goals of offering and providing the best programs and services possible over the next five years. We are keenly aware of the impact and benefits that these decisions will have on our finances, customers and employees, and we will be working proactively and creatively to ensure that adequate staffing levels are in place; that programs and services are efficient, relevant, and timely; and that employees' skills and talents are utilized in a way that continues to benefit the bureau, customers and the community.

City of

PORTLAND, OREGON

Financial Advisory Committee

Bureau of Development Services

January 28, 2017

Portland City Council
1221 SW Fourth Avenue
Portland, OR 97204

Re: Bureau of Development Services FY 2017-18 5-year Financial Plan

Dear Mayor Wheeler and City Commissioners,

As members of the BDS Financial Advisory Committee, we are writing to express our support for the methodology used by the Bureau of Development Services (BDS) to develop financial projections for its fiscal year (FY) 2017-18 Requested Budget and 5-Year Financial Plan (FY 2017-18 thru FY 2021-22).

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the City Budget Office.

Construction activity in the Portland Metropolitan area has been experiencing strong growth in recent years fueled by multifamily construction. As a result, BDS's workload continues to grow. The bureau has been proactively adding new positions to meet an increased demand for services. BDS has also been able to build healthy reserves that would allow the bureau time to recognize and respond to economic downturns. Reserves should be adequate to sustain a relatively sharp but short downturn or provide the time for orderly BDS restructuring in the event of a more prolonged recession.

In June 2010, the City Council directed the Office of Management and Finance to convene a committee of economic and commercial experts to review BDS's financial projections and 5-Year Financial Plan, in order to determine the financial feasibility of replacing the automated permit tracking system currently used by BDS and other City development bureaus. Since that time, the Committee has continued to meet each year to review and discuss BDS's financial projections and financial modeling methodology as part of BDS's budget planning process.

This year's Committee includes members with economic, real estate, and/or development background and expertise:

- Josh Harwood, City Economist
- Eric Hovee, E.D. Hovee & Co.
- Peter Hulseman, Portland State University Northwest Economic Research Center
- Mike Paruszkiewicz, NW Natural
- Tom Potiowsky, Portland State University Northwest Economic Research Center
- Mike Wilkerson, ECONorthwest

We met with BDS senior managers and finance staff in December 2016 and January 2017. At those meetings we discussed and provided input on the current regional and national economic situation and weighed various options for BDS's financial modeling process.

BDS has implemented a rigorous and intensive financial model development and selection process, testing hundreds of models, and selected five sets of models that were deemed the most accurate. Final models for these programs, as well as forecasts produced by those models, were presented to us for review and discussion.

After thorough review, we found that BDS's projections for development activity in the Portland Metropolitan area are reasonable and defensible. These projections constitute BDS's "Base Case" scenario for FY 2017-18 through FY 2021-22. At the same time, it should be noted that BDS's revenue streams are extremely sensitive to changes in the economy, even in good times. For instance, a small rise in interest rates can negatively impact the viability of a number of construction projects. In addition, the accuracy of the 5-year Forecast is extremely sensitive to changes in local policies. Specifically, the Inclusionary Housing policy, effective February 1, 2017, injects considerable uncertainty into future development in the City of Portland, therefore bureau revenues. The forecast cannot account for unforeseen changes to the zoning code, legislative actions, and changes in local political priorities. BDS always faces a level of uncertainty due to the inability of any forecast to accurately predict all future events.

As in prior years, BDS also prepared an "Alternative Case" scenario, reducing the baseline scenario growth rates across all programs. The percentage reduction varies by year, based on our best estimates of economic trends over the forecast period. This approach has been used by the bureau in previous years and covers the unlikely case of consistent negative growth during the forecast period. Under both the Base Case (most likely) and the Alternative Case (less likely) scenarios, we are confident that BDS will be able to meet minimum reserve goals for the five years of the Financial Plan, make projected staff additions, and complete the Portland Online Permitting System (POPS).

<u>BDS Financial Advisory Committee Members</u>
Josh Harwood, City Economist
Eric Hovee, E.D. Hovee & Co.
Peter Hulseman, Portland State University Northwest Economic Research Center
Mike Paruszkiewicz, NW Natural
Tom Potiowsky, Portland State University Northwest Economic Research Center
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City of Portland

Bureau of Development Services

Five-Year Financial Plan

Fiscal Years 2017-18 through FY 2021-22

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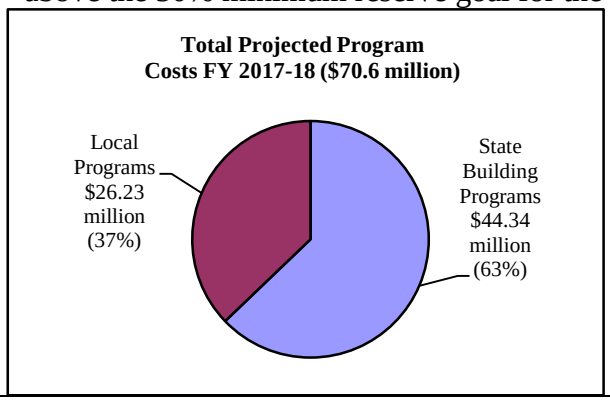
EXECUTIVE SUMMARY

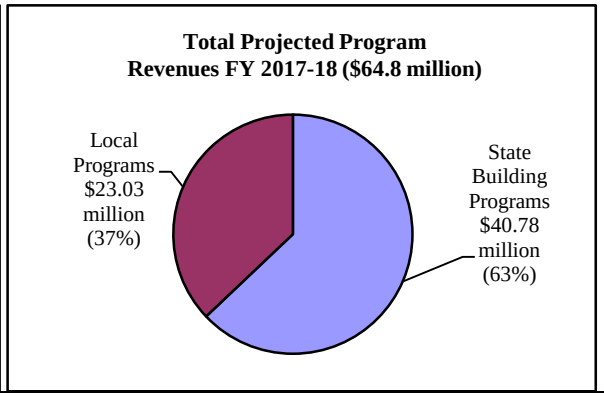
Financial Forecast

- The US economy is expected to experience mild to moderate growth in the coming years, with the possibility of a mild correction sometime during the latter part of the 5-Year Forecast period.
- Construction development remains one of the most volatile sectors of the economy, making it difficult to project revenues. However, the bureau has developed improved economic models to better track construction industry activity.
- Construction activity in the Portland Metropolitan Area has approached historical peaks reached during the previous business cycle.
- The bureau proposes to add new positions to respond to the current workload and increase service levels.

Financial Issues

- Program revenues are expected to decrease very minimally over the duration of the Financial Plan.
- The new Inclusionary Housing policy, beginning February 1, 2017, is expected to have a significant impact on the timing, characteristics, and number of multifamily housing development projects during the 5-Year Forecast period.
- The bureau's Business Continuity Plan provides direction and guidelines to the bureau in order to respond in a prudent and timely way to significant, persistent financial downturns.
- No fee increases are recommended in FY 2017-18.
- In order to improve the level of technology, transparency, and public access to information, the bureau is proceeding with its development of the Portland Online Permitting System (POPS), formerly known as the Information Advancement Technology Project (ITAP), which includes a new online review and permitting system.
- BDS continues to focus on operating at or above cost recovery and maintaining healthy bureau and individual program reserves. On a bureau-wide basis, the cumulative reserve is above the 50% minimum reserve goal for the duration of the Financial Plan.





OVERVIEW

During FY 2015-16, the Bureau of Development Services' (BDS) financial situation improved significantly. Bureau fee revenues increased by 18.9%, fueled by a multitude of multifamily developments and overall growth in construction activity. The bureau has been able to positively respond to the increased workload levels by hiring new employees. For FY 2015-16, revenues exceeded costs and the bureau was able to continue rebuilding its once depleted reserves. BDS ended the fiscal year on June 30, 2016 with a cumulative cost recovery rate of 141% and more than $71 million in reserves.

BDS is now financially stable and in recent years has added positions in order to meet the expanding workload. The bureau will not be including additional positions in the FY 2017-18 Requested Budget, instead opting to expedite the process by advancing approximately 15.0 FTE adds to the Spring FY 2016-17 Budget Monitoring Process. The bureau's total staffing is expected to reach 383.37 FTE with an operating budget of $58.9 million.

This Financial Plan reflects BDS's ongoing financial challenge to find balance between three often-competing goals:

- Pursue cost recovery for services wherever appropriate
- Maintain prudent financial reserves
- Provide excellent customer service and be responsive to customer and community needs

The 5-Year Forecast accounts for uncertainty surrounding the effects of the City's recent Inclusionary Housing program on bureau revenues. This policy, if not structured with the proper development incentives, has the possibility of depressing multifamily development in Portland, thereby decreasing fee revenue to BDS.

BDS projects that revenues will decrease minimally over the next four years, accommodating the possibility of an economic correction during the 5-Year Forecast period as well as potential decreases due to Inclusionary Housing. The current high level of revenue will allow BDS to absorb the decrease while addressing remaining service gaps and maintaining healthy reserves.

Even with staff additions, BDS will still have several vacancies and not quite meet performance goals in some programs, due primarily to the amount of time it takes to complete the hiring process and the currently competitive labor market. As always, staff positions will be added only as sufficient funds are available. Current projections show bureau reserves being above the bureau's 50% minimum reserve goal over the next five years. In light of the most recent recession, BDS raised the reserve goals for selected programs to ensure that the bureau has adequate reserves in all programs, particularly during difficult financial times.

If there are changes in the local economy, these projections may change over the course of the fiscal year. BDS will continue to closely monitor economic indicators, revenues, expenditures, workload, and service levels and will make adjustments to this Financial Plan as needed.

BACKGROUND

Mission

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

To meet the needs of our customers, employees, and the community, BDS pursues the following goals:

- Promote community vitality and protect life, property, and natural resources by ensuring compliance with applicable codes and regulations.
- Provide cooperative and responsive internal and external customer service.
- Process all bureau functions efficiently.
- Create a collaborative workplace that promotes mutual respect through trust, fairness, and open communication.
- Support continual professional growth of the workforce and organization through education, technology, and diversity.

Our values include:

- Dedication to public service
- Pride in our work
- Equity – organizationally and in service provision
- Care for the long-term viability of our community
- Recognition of the worth, quality, and importance of each employee and member of the community
- Support for continual learning, education, and innovation

BDS's work supports the City Council's goal to "protect and enhance the natural and built environment".

The Bureau's Work and Sources of Funding

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are currently funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs from being used for other local code enforcement programs. Fees support the Site Development, Code Compliance, Signs, Zoning, and Environmental Soils programs. Land Use Services is also housed in BDS and is supported by land use review fees, General Fund monies, and the Development Services Fee. The Neighborhood Inspections Program is supported by fees, assessments, and some General Fund dollars.

History of the Operating Fund

In FY 1988-89, the City Council established an operating fund for the Bureau of Buildings. At that time, the bureau was charged with fully supporting its construction functions through fees and charges by the end of a three-year period. In addition, the bureau was to set up a reserve account that would capture revenues from pre-paid work and serve as a counter-cyclical reserve when the economy was in a downturn. Due to a booming construction industry and some long overdue fee increases in FY 1988-89, the bureau succeeded in meeting the 100% cost recovery goal in just two years.

In 1992, a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05 the bureau was directed to work with the Office of Management and Finance (OMF) to review the reserve goals for all programs. As a result of the review, the bureau lowered its reserve goals for several programs. However, with the impact of the recent recession in mind, the bureau has since raised several of its reserve goals in order to better weather future unexpected downturns. The bureau's reserve policy is outlined in **Appendix A**.

In FY 1999-2000, the Land Use Review Division of the Bureau of Planning was merged with the Bureau of Buildings to create the Office of Planning and Development Review. In 2002, the name was changed to the present Bureau of Development Services.

In late FY 2002-03, the Neighborhood Inspections and Noise Control programs were moved from BDS to the Office of Neighborhood Involvement. The Noise Control Program returned to BDS in FY 2005-06, and Neighborhood Inspections returned to BDS in FY 2006-07. In FY 2013-14, the Noise Program was again moved from BDS to the Office of Neighborhood Involvement.

In May 2005, the City Council enacted a Development Services Fee to assist in funding the Land Use Services Program. The fee is charged when building, site development, or zoning permits are issued, and is based upon permit valuation.

Due to the recession and its impact on the development industry, bureau reserves were spent down to maintain operations from almost $13.9 million in July 2008 to $500,000 in July 2010. Reserves began to recover in 2011 and stood at almost $79 million on January 1, 2017. This Financial Plan outlines the bureau's goal of maintaining an appropriate and fiscally sound reserve fund balance.

Financial Planning Process

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the City Budget Office. In the aftermath of the recent recession and its unprecedented impact on construction activity in the Portland Metropolitan Area and on the bureau's fee revenues, BDS made significant changes to its revenue forecasting model. The bureau continues to reevaluate its model each year and makes improvements when necessary. The model is described in great detail in the Financial Forecasts and Comparisons section of this Financial Plan, under Revenue Forecast.

The bureau shares the intricate details of the financial forecasting model with its Financial Advisory Committee. This committee includes local economists with expertise in commercial and residential real estate, as well as members of the City's Development Review Advisory Committee (DRAC). Once the Financial Advisory Committee approves the model, the bureau prepares its five-year revenue forecast.

These projected revenues are then compared with projected expenditures to determine annual cost recovery rates and to decide whether BDS's reserve will be drawn down or grow. Reserve goals are set for each program and vary from program to program. These goals are optimal reserve levels that the bureau focuses on reaching. BDS has also set an overall minimum reserve level of 50%, below which total bureau reserves should not drop.

In proposing the annual budget, BDS management first reviews service levels to ensure that they meet customer and community needs. The bureau then compares service levels to the revenue estimates and makes recommendations on whether fees should be changed and by how much. Fee rates are reviewed each year to maintain BDS's financial integrity and operational stability.

SIGNIFICANT AND CRITICAL ISSUES

BDS is established as an Operating Fund with the goal of being 100% supported by permit fees and charges in the majority of its programs. This requirement to be self-supporting, combined with the difficulty of accurately predicting construction activity and fee revenues, makes it important for BDS to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

BDS experienced a sharp decline in permit revenues beginning in the fall of 2008 with the onset of the recession. As permit revenues continued to fall precipitously in 2009, the bureau responded by implementing widespread cost saving measures, spending down bureau reserves, and laying off approximately 50% of its employees. Between FY 2008-09 and FY 2009-10, bureau reserves fell from almost $13.9 million to $500,000.

In FY 2010-11, reserves rose slightly to $2.2 million. The bureau rebuilt its reserves in FY 2011-12 to $10.2 million, $24 million in FY 2012-13, $35 million in FY 2013-14, $51 million in FY 2014-15, and $71 million in FY 2015-16. In the first half of FY 2016-17, reserves continued to increase and stood at nearly $79 million as of January 1, 2017. However, a portion of the reserve will be used to pay for the Portland Online Permitting System (POPS), formerly known as the Information Technology Advancement Project (ITAP). POPS implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan. Even with this expenditure, the bureau is projected to maintain healthy reserves over the next five years.

While maintaining bureau reserves at prudent levels is a high-priority, it must be balanced with the need to meet state and local requirements for bureau programs and services and with the needs of customers and community members who do not have other options for development-related services. During the recession, permit revenues fell further than the workload, compelling the bureau to cut staff to levels lower than what the workload required. Service in many bureau programs dropped below minimally-acceptable levels.

This Financial Plan seeks to balance these goals by maintaining healthy reserves while continuing to add staff to bring services up to optimal levels. In light of BDS's experiences in the recession, the bureau raised reserve goals in FY 2010-11 for the Building/Mechanical, Facility Permit, and Neighborhood Inspections programs. In FY 2012-13 the bureau increased its total minimum reserve level from 10% to 15% and its Building/Mechanical Program reserve goal from 35%-45% to 45%. In FY 2013-14, the bureau restored reserve goals for the Electrical and Site Development programs to 45%. In FY 2014-15, the bureau set all reserve goals at 50%, except Land Use Services and Neighborhood Inspections which were set at 30%. In FY 2015-16, the bureau increased the Building/Mechanical goal to 75%, and the minimum bureauwide reserve level was set at 35%.

In FY 2016-17, the bureau increased the reserve goal of Land Use Services and Neighborhood Inspections to 50%. All other programs remained at 50%, except the Building/Mechanical program, which remained at 75%. The minimum bureauwide reserve level increased to 50%. There are no changes to minimum reserve requirements proposed for FY 2017-18. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan, if necessary.

Funding, Cost Recovery, and Adequate General Fund Support

BDS operates two distinct types of programs. State-mandated construction programs (Building, Mechanical, Electrical, Plumbing, etc.) are funded almost exclusively through permit fee revenues. Local code enforcement programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Zoning Enforcement, and Site Development) implement local regulations or state and federal mandates. Local programs are funded through a combination of fees, fines and charges, and/or General Fund monies.

State-Mandated Construction Programs

BDS works to maintain full cost recovery for many of its fee-supported construction programs and services. In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery will not be achievable. For other services, full cost recovery is an appropriate long-term goal. When appropriate, the bureau implements gradual fee increases (to minimize the impact on customers and community members); however, no fee increases are projected in this 5-Year Forecast period.

During and immediately following the 2008-2009 recession, the bulk of the building permits issued were for smaller, lower revenue-generating projects. Other Building Departments in the region experienced the same phenomenon. To ensure that permit fees for smaller projects covered the costs of the services that BDS provided for those permits, the bureau increased the minimum permit fee and lower-end fees on the building permit fee schedule in FY 2010-11.

The bureau has achieved full cost recovery for its state-mandated programs every year since FY 2011-12, and actually decreased building and site development permit fees by 3% in FY 2016-17. Therefore, no fee increases are proposed for these programs in FY 2017-18.

Local Programs & General Fund Support

City Council adopted all of the ordinances which serve as the foundation for the local code programs. As with most of the State-mandated construction programs, full cost recovery is an appropriate long-term goal; Signs, Site Development, Zoning Enforcement, and Environmental Soils are all currently operating above cost recovery. Site Development and Zoning Enforcement both maintain reserves in excess of their goal for the duration of the 5-year Forecast period. Signs remains near cost recovery for the duration of the Financial Plan and maintains a positive reserve balance. Environmental Soils eliminates its reserve deficit in the fourth year of the 5-Year Forecast period.

In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery dependent only on fees and charges will not be achievable. This is the case for the Neighborhood Inspections and Land Use Services programs, which have received some portion of General Fund support over the years due to the fact that they benefit the entire community and the city's livability.

Neighborhood Inspections Program

There is a direct public benefit from the Neighborhood Inspections Program, which implements P.C.C. Title 29, Property Maintenance. Title 29 covers the maintenance of residential dwellings, accessory structures, and exterior property areas. This program enhances the livability of Portland's neighborhoods and maintains the City's housing stock. In addition, this program is instrumental in helping to eliminate blight and serious public safety threats to neighborhoods and to provide safe and livable housing options to lower income residents who are likely to be renters. Therefore, the General Fund is an appropriate source of funding for this program.

In addition, cost recovery from fines is not achievable because most of the program's activities do not result in fines and penalties being assessed. The program strives to bring violators into compliance with City Code during the very early stages of complaints and investigations by notifying and clearly communicating infractions. The bureau's enforcement policies and practices are extremely effective and achieve an 86% compliance rate. Property owners who voluntarily comply and correct violations do not incur enforcement fees and penalties. If voluntary compliance cannot be attained, the bureau administers enforcement fees and penalties as approved by City Council. Due to the 86% compliance rate, it is not possible to achieve adequate ongoing cost recovery for the program through enforcement fees and penalties alone. The nature of all enforcement activities performed by City agencies involves a high degree of education and relationship building, and ultimately protects and maintains community welfare.

Portland Online Permitting System (POPS) – formerly Information Technology Advancement Project (ITAP)

On November 3, 2010, the City Council authorized BDS to move forward with plans to procure an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and the community. The new system was intended to have 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

The City issued a Request for Proposals in February 2012, and the City Council authorized the bureau to begin contract negotiations with the selected vendor (Sierra Cedar, Inc.) in December 2012. All major contracts were signed in the late spring and summer of 2013, and implementation began in summer 2013.

Since system development was initiated, the project has experienced considerable change. In June 2016, the bureau officially parted ways with Sierra Cedar, Inc., changed project managers, and chose to evaluate the project further and determine its direction prior to going forward. As part of this process and to better reflect the nature of the work, the project has been renamed the Portland Online Permitting System (POPS).

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

Once implemented, POPS will save customers and community members time and money by giving them remote access to information and services and by 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. In addition, POPS moves the City closer to meeting the goals outlined in the Portland Plan and the 2009 Climate Action Plan by eliminating an estimated 33,000 customer vehicle trips to downtown annually.

POPS is being financed by BDS operating funds, which are generated through permit fees associated with commercial, residential, and trade permits, as well as land use review fees and enforcement penalties. The bureau currently has healthy reserves and revenues, and these levels are projected to remain healthy during the 5-year Plan period. POPS implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Financial Plan.

Staffing & Service Levels

From 2009-2010, BDS lost over half of its staff due to deep declines in permit revenues. However, revenues declined much more steeply than workload, resulting in a bureau that was insufficiently staffed. Bureau services, such as building inspections, plan review, permit issuance, and land use review, are mandated by law and cannot be eliminated. BDS therefore ceased non-mandatory, lower-priority services throughout the bureau and significantly reduced most remaining services.

With revenues improving significantly in 2012, BDS was able to rebuild its reserves and hire 19 staff in the first half of FY 2012-13 to help address some of the most critical customer and stakeholder service needs. Revenues and workload remained strong and the bureau added 24.1 FTE in FY 2012-13 and 29.5 FTE in FY 2013-14. In FY 2014-15 the bureau added 18 FTE through special ordinance and another 22 new FTE through the Fall 2014 Budget Monitoring Process. 19.5 FTE originally slated for the FY 2015-16 budget were advanced to the FY 2014-15 Spring Budget Monitoring Process to expedite the hiring process, along with an additional 13.5 FTE.

In FY 2015-16 another 6.0 FTE were added though the Fall Budget Monitoring Process, and 18.5 FTE through the Spring Budget Monitoring Process. In FY 2016-17 the bureau has continued to expand, adding 1.0 new FTE in the budget, and 12.0 FTE through the Fall Budget Monitoring Process. Despite the focus on hiring, service levels in many programs remain below optimal levels.

One of the major challenges facing the bureau is hiring and retaining qualified candidates. The construction industry was impacted severely by the recent recession, resulting in industry-wide layoffs and the shift of labor to other occupations. There was a dramatic reduction in the number of construction trade programs offered by educational institutions, both locally and nationwide. This directly affects the bureau's timing and ability to hire and retain employees, and prolongs the hiring process. Internally, the bureau also faces a large number of employees reaching retirement and others achieving internal promotion, both of which create additional vacancies. Once hired, it typically takes new employees six to nine months, and in some cases up to two years, to achieve a desired level of productivity due to the technical nature of the bureau's work.

To address remaining gaps in services, BDS's FY 2017-18 Financial Plan adds 15.0 FTE funded by permit fees and revenues. BDS's financial projections, which were reviewed by the BDS Financial Advisory Committee, show that the bureau will have sufficient revenues to add these staff and support them throughout the Plan without increasing fees.

Financial Plan – Alternative Case Scenario

For the sixth consecutive year, BDS is submitting two versions of the Financial Plan. The base version of the Plan is found in **Appendix B** & **C.** The bureau conducted sensitivity analysis and developed a second version of the Plan that represents the alternative case scenario found in **Appendix D** & **E**.

The alternative case scenario reduces the base scenario growth rates by 5% across all programs in FY 2017-18, 7.5% in FY 2018-19 and FY 2019-20, and 2.5% in FY 2020-21 and FY 2021-22. This approach postulates negative growth during the forecast period, encompassing a two-year period with a more severe decline. The Financial Advisory Committee supported this methodology for developing the alternative case scenario. While there is some risk of the alternative case scenario being realized, with the concurrence of the Financial Advisory Committee the bureau has concluded that this risk is relatively low.

Lower programmatic growth rates ultimately translate into a lower workload. Therefore, in the alternative case scenario none of the anticipated positions added in the FY 2016-17 Spring Budget Monitoring Process will be filled and added to the bureau's workforce. Furthermore, no more positions will be added in the subsequent years of the forecast, as opposed to 8 additional new fee-supported FTE added in the base version of the Financial Plan. The alternative case scenario also includes a decrease of 41 FTE to the bureau workforce in FY 2018-19 and FY 2019-20 achieved through attrition and eliminating vacant positions, acknowledging lower workload would generally require a smaller workforce.

In the alternative case scenario, financial outcomes are acceptable, though not always desirable. The workforce reductions anticipated in this scenario provide ample cost reduction for the bureau to maintain an adequate financial position. All programs except Environmental Soils draw on reserves during the 5-year Forecast period; however, state-mandated construction programs stay in excess of reserve goals. The only local code program to end the 5-Year Forecast period above reserve goals is Site Development. Environmental Soils, Signs, and Zoning Enforcement all finish below reserve goals, as does Land Use Services. If the Alternative Case scenario is realized, the bureau as a whole will remain above its 50% minimum reserve goal for the entire Financial Plan, ending with $40.5 million in FY 2021-22. The financial outcomes of the alternative case scenario are presented in **Appendix E**.

FINANCIAL FORECASTS AND COMPARISONS

Comparison of FY 2015-16 Actual to Previous Financial Plan

Last year's Financial Plan projected an overall cost recovery rate of 122% for the bureau in FY 2015-16, with revenues of $60.7 million and expenditures of $49.7 million. Year-end reserves were projected to be $62.2 million. The Financial Plan anticipated moderate and steady growth in construction activity; revenues were expected to be 4.5% higher than in the previous year. However, actual FY 2015-16 year-end revenues were 13.1% higher than the Plan's projections. Actual expenditures were 2.1% lower than projected in the Plan, due to longer than anticipated hiring times. The actual cost recovery rate was 141%, as opposed to the projected 122%, with expenditures of $48.7 million and revenues of $68.6 million. Year-end bureau reserves increased from $51.2 million in FY 2014-15 to $71.2 million in FY 2015-16 (a $10.9 million increase had been projected in the Plan).

Current Revenues

Both commercial and residential building activities were hit extremely hard by the recession of 2008-2009. Construction activity in the Portland Metropolitan Area has experienced a robust expansion after several lean years during and after the recession. Housing markets have worked through the extreme excess in inventory, and credit conditions have loosened significantly in both residential and commercial markets. Consumer confidence also appears to be high. Combined, these conditions have led to a steady recovery.

Along with the construction industry, bureau revenues have recovered. Total bureau revenues from July through December 2016 were 8.4% higher than revenues of the same period in the previous year. By the end of FY 2016-17, total bureau revenues are projected to reach nearly $67 million, which is slightly lower than in FY 2015-16 due to a leveling off of growth in the multifamily sector coupled with the anticipated impacts of Inclusionary Housing on development.

The total number of building, site development, and zoning permit applications received from July through December 2016 increased by 8% over the same period in 2015. The total valuation of these permit applications increased by 14%. The total number of building, site development, and zoning permits issued for the same period was 10% higher than in 2015, and the valuation increased by 14%. A significant part of the growth in valuation in both applications received and issued permits is attributable to continued growth in multifamily construction and a number of large projects.

The situation is more mixed for land use applications. The number of land use case applications received from July through December 2016 increased by 9% over the same period in 2015, while the number of final plat applications decreased by 14% over the same period. There is a strong relationship between land use activity and building permit and other bureau revenues. The current trends in land use suggest that construction activity may not continue to expand at the same rate as in recent years.

Current BDS revenues, particularly in Land Use Services, are being impacted by the forthcoming Inclusionary Housing policy. While the policy takes effect on February 1, 2017, Land Use Services has experienced an influx of multifamily applications by developers in order to 'grandfather' their projects in with the Zoning Code prior to Inclusionary Housing taking effect. Land Use Services is expected to see a decrease in multifamily applications after February 1, 2017.

Economic Outlook

The United States economy has continued its moderately paced expansion over the past year. In December 2016, the unemployment rate measured in at 4.7%, down from 5.0% during the same month of the previous year. Though the difference is slight, broader measures of unemployment which include workers employed part time for economic reasons have also declined, indicating a healthy labor market. After over 7 years of economic expansion, it appears the economy is finally at or very near full employment. Recent gains in wage growth also affirm the overall strength of the labor market.

United States real GDP is growing, though at a slower pace than during previous economic expansions. Reasons for the tepid growth rates are numerous. Demographic changes to the economy over the past decade produced lower than expected growth rates as baby boomers move into retirement. The next large demographic cohort, the millennial generation, has yet to enter its prime wage-earning years. Most recently, the struggling oil market and relative strength of the dollar have produced a significant drag on the economy. However, at the recent December 2016 Federal Open Market Committee (FOMC) meeting, the Federal Reserve decided the economy was strong enough to warrant an increase in the Fed Funds rate for just the second time since the recession. Further rate hikes are expected in 2017, though this will be dependent on incoming data presenting a favorable economic outlook.

Much like the national economy, Oregon has also experienced economic growth. The December 2016 unemployment rested at 4.6%, down from 5.5% of a year earlier but up slightly from 4.5% in May 2016. Unemployment in the Portland Metropolitan Statistical Area (MSA) has followed trends similar to the state economy. In November 2016, the unemployment rate was at 4.6%, down from 5.1% of a year earlier but up from a post-recession low of 4.2% in March 2016. The recent increase in unemployment was at least in part due to discouraged workers re-entering the labor force. The overall labor market remains very strong. The Oregon and Portland economies are typically more volatile in comparison to the nation in its entirety, and can see increases in unemployment rates despite decreases nationwide. Looking forward, Oregon faces headwinds similar to the national economy. A strong US dollar and weak global demand has the potential to adversely affect the manufacturing sector, dragging down growth.

The struggles of the housing industry in relation to the 2007-2008 financial crisis are well documented. Fortunately, the Portland MSA has largely recovered from these woes. More recently the focus has been on affordability. Existing home sales have been robust and home prices are rising. Multifamily construction has continued to grow, and single family construction is trending upward, though supply constraints still exert upward price pressure. The dearth of new home construction following the financial crisis contributed to an overall undersupply in homes. If developers are able to build new homes to meet demand, there should be some relief in upward price pressure to more sustainable levels. If significant increases in new home construction do not materialize, affordability problems will persist. Long-term, one challenge facing the City of Portland will be to meet the housing demands of the millennial generation as they transition from renting to home ownership.

Recent years have seen exceptionally strong growth in the multifamily sector. Following the financial crisis, individuals and families unable to afford ownership transitioned into the rental market. This contributed to low vacancy rates and rising prices, spurring development. Multifamily development growth rates are still positive despite the wealth of units developed, though there are signs development is leveling off somewhat at the current high level. A key financial concern for the bureau in the coming years will be monitoring revenue from the multifamily sector. Fortunately, population growth estimates for the Portland MSA suggest the city will continue to gain from inward migration, increasing housing demand and decreasing the risk of overbuilding.

Historically, the bureau has obtained significant revenues from large projects, and this will continue in the future. The bureau technically classifies large projects as those with at least $3 million in valuation, while also tracking projects valued over $10 million and $20 million. Large multifamily developments have constituted the vast majority of large project activity at the bureau during the economic recovery. The multifamily market remains strong; however, BDS will monitor the health of the industry going forward and determine if large project activity in this area is sustainable. The bureau is also concerned with the impact of the new City of Portland Inclusionary Housing program on multifamily construction, slated to begin in February 1, 2017. Economists are in general agreement that Inclusionary Housing policies, if not structured with the proper incentives, have the potential to restrict housing supply.

Most economists agree the US economy will experience further growth in the 2017 calendar year. However, there are significant risks to the economy that provide uncertainty to economic projections. A strong dollar and weak global demand for exports both present significant challenges going forward. Furthermore, the bureau can potentially experience revenue volatility amid an aggregate economic expansion. Large project activity contributes to this volatility, as their timing and size are difficult to predict. In addition, the construction industry does not necessarily expand and contract in conjunction with the aggregate economy. The economy is larger, more diversified, and therefore more stable than any specific industry. These risks aside, current economic conditions and recent data suggest the bureau will be on solid financial footing in 2017.

Revenue Forecast

BDS's revenues are directly related to commercial and residential construction activity in the larger Portland Metropolitan Area, and these revenues are very susceptible to changes in the economic conditions of both the state and the nation. The list of macroeconomic parameters influencing the bureau's revenues includes, but is not limited to: nonagricultural employment; construction employment; unemployment; wages and income; housing starts; mortgage originations; population; short, medium and long-term interest rates; housing prices; mortgage loans past due; rental vacancy rates; housing affordability; and inflation. The high susceptibility of the bureau's revenue to so many volatile macroeconomic parameters makes it difficult to project exact revenues, which provides incentive for the bureau to have a healthy reserve fund.

At City Council's direction, in spring 2010 the City retained Johnson Reid – Land Use Economics, an independent consulting firm, to conduct a review of BDS's Financial Plan and underlying forecasting model. The review found that "the resulting revenue forecasts appear reasonable and defensible" but also recommended that "BDS pursue ongoing improvement of its forecasting model".

In 2010, City Council directed the bureau to convene a committee to review BDS financial models and forecasts. The resulting Financial Advisory Committee included local economists with expertise in commercial and residential real estate, as well as members of Portland's Small Business Advisory Council (SBAC) and the City's Development Review Advisory Committee (DRAC). In fall 2010, the bureau received significant input from the Committee regarding the forecasting model. Committee members suggested that the forecasting model could be improved by including more variables from the real estate market.

The bureau researched options and resources for data closely related to real estate activity in the Portland Metropolitan Area and implemented several improvements to the forecasting model. Several criteria were employed in the model development and selection process, including:

- Utilization of local variables that describe real estate activity in the Portland Metropolitan Area;
- Overall valid model diagnostics/characteristics (parameters such as Adjusted R-squared, Durbin Watson statistic, F and T statistics);
- A high degree of accurate historical performance of the model;
- The reasonableness of the forecast produced by the model.

The bureau went through a rigorous and intensive model development and selection process, testing hundreds of models, and developed models for its major programs: Building, Mechanical, Plumbing, and Electrical. Final and alternative models for these programs, as well as the forecasts produced by those models, were presented to the Financial Advisory Committee and members of the BDS Budget Advisory Committee (BAC) and DRAC.

BDS went through the same process this year and presented models for each of the four main permit programs, as well as the Land Use Program to the Financial Advisory Committee in January 2017. The models address both the number of permits and total revenue to account for trends in the average size of the permits. The Building Program was modeled in terms of total valuation and total number of issued permits. The bureau presented multiple models for each program to the Financial Advisory Committee, and the Committee provided recommendations which were incorporated into the forecast. The Committee found that the model development and selection processes were comprehensive and sound, and concurred with the bureau's recommendations. The Committee also found the bureau's projections for development activity in the Portland Metropolitan Area to be reasonable and defensible.

Revenues for many of the bureau's programs are projected to decline minimally for the duration of the Financial Plan. The revenue growth rates are applied to bureau revenues generated from projects with a valuation of under $3 million. Revenue projections are then adjusted to account for the bureau's expectations regarding large projects with a valuation above $3 million. These adjustments are typically made only in the first two years of the forecast. The bureau's assumptions regarding the size and timing of the development of such large projects were shared with the Financial Advisory Committee.

The Financial Plan also includes adjustments to account for the City's nascent Inclusionary Housing (IH) program, effective February 1, 2017. This policy imposes requirements on projects adding at least 20 dwelling units. Developers can meet the Inclusionary Housing requirements in three alternative ways:

- Provide the required affordable dwelling units on the site of the project;
- Provide the required affordable dwelling units off-site; or;
- A fee in lieu of providing the affordable dwelling units must be paid.

The economic impacts of Inclusionary Housing policies are nuanced; however, research indicates that without carefully calibrated incentives new market rate development will be restricted and affordable housing units may not be built. The Financial Plan recognizes that the new Inclusionary Housing policy is likely to have an effect on the timing, number, and characteristics of projects at BDS during the 5-year Forecast period. BDS analyzed the multifamily projects which would have been affected by the policy in past years to determine the percentages of projects potentially affected for each program. Adjustments are made to forecasted revenues on a program-by-program basis, based on these percentages and other information gathered by BDS staff. The bureau's assumptions regarding these adjustments were shared with the Financial Advisory Committee.

BDS also developed an alternative case scenario based on the discussion and recommendations of members of the Financial Advisory Committee. The alternative case scenario reduces the base scenario growth rates by 5% across all programs in FY 2017-18, 7.5% in FY 2018-19 and FY 2019-20, followed by 2.5% in FY 2020-21 and FY 2021-22. This follows the approach recommended and supported by the Financial Advisory Committee. The approach covers the unlikely case of negative growth during the entire forecast period with more negative growth rates during a two-year period followed less negative growth rates in the final two years.

While there is some risk of the Alternative Case scenario being realized, the bureau has concluded that this risk is relatively low. The financial outcomes of the alternative case scenario are presented in **Appendix E**.

The models used to develop the bureau's five-year revenue forecast are presented on the following pages.

Building/Mechanical Program

The Building/Mechanical Program is funded through a set of fees. The largest in terms of the revenue collected are: Commercial and Residential Building Permits, Building Plan Review, and the Fire and Life Safety Review Fee. The fee amounts and revenues collected for the above-mentioned fees are directly related to the total value of construction work to be performed. Therefore, the Bureau forecasted the total valuation of construction projects. In addition, models were developed which forecast the number of building permits. Together, the valuation and permit count models were used to determine the overall program growth rates. The trends and growth rates exhibited in revenue collections for one of the fee items are very likely to be present in revenue collections for other fee items as well. Several models have been developed that relate building valuation and issued permit counts to various measures of economic activity in the Portland Metropolitan Area and the state, such as housing prices, past due loans, employment, household income, and housing starts. The following models were selected based on their superior diagnostics and past performance.

Forecast Item	Variables used	Explanatory Power
Issued Building Permit Valuation	• Oregon loans 30 days past due • Portland Metropolitan Statistical Area multifamily housing starts • Risk factor	95.7%
Issued Building Permit Valuation	• Portland Metropolitan Statistical Area nonfarm employment • Portland Metropolitan Statistical Area median household income • Portland Metropolitan Statistical Area housing price index	97.7%
Issued (#) Building Permits	• Oregon loans 30 days past due • Portland Metropolitan Statistical Area nonfarm employment • Portland Metropolitan Statistical Area housing price index	95.4%
Issued (#) Building Permits	• Oregon loans 90 days past due • Portland Metropolitan Statistical Area nonfarm employment • Portland Metropolitan Statistical Area unemployment	98.6%

To estimate growth rates for the Mechanical portion of the Building/Mechanical Program, several models were developed that draw connections between mechanical permit revenue and the number of issued building permits, and macroeconomic variables. The final models are presented in the following table.

Forecast Item	**Variables used**	**Explanatory Power**
Mechanical Permit Revenue	• Total valuation of issued building permits • Oregon consumer credit • Portland Metropolitan Statistical Area construction employment	94.2%
Issued (#) Mechanical Permits	• Total number of issued building permits • 30-year fixed interest rates • Portland Metropolitan Statistical Area housing affordability index	96.1%

For both the Building and Mechanical Programs, the growth rates derived from the forecast models were analyzed as a group. The program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total program revenue. The growth rate for the Building/Mechanical Program is a weighted average of the growth rates for the Building and Mechanical sections of the program, weighted by the respective shares of revenues collected for each program in the last two years.

Electrical Program

The Electrical Program is funded through a set of dedicated permit and plan review fees. Based on the data for the last five fiscal years, the revenue generated by electrical commercial and residential permit fees constitutes more than 90% of total program revenue. The bureau modeled both revenue generated from electrical permits and the number of electrical permits. Several competing econometric models were developed. The final models are presented in the table below.

Forecast Item	Variables used	Explanatory Power
Electrical Permit Revenue	• Oregon consumer credit • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area mortgage purchases • Portland Metropolitan Statistical Area median household income	96.7%
Issued (#) Electrical Permits	• Oregon loans past due • Portland Metropolitan Statistical Area housing price index • Portland Metropolitan Statistical Area average wages	94.8%
Issued (#) Electrical Permits	• Total number of issued building permits • Portland Metropolitan Statistical Area mortgage purchases • Portland Metropolitan Statistical Area housing price index • Portland Metropolitan Statistical Area consumer price index	96.3%

The growth rates derived from the forecast models were analyzed as a group. Therefore, program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total Electrical Program revenue.

Plumbing Program

Similar to the Electrical Program, the revenue generated by commercial and residential plumbing permits represents more than 90% of total Plumbing Program revenues in the last five fiscal years. Several econometric models were developed to forecast average revenue per plumbing permit and the number of plumbing permits; the following models were selected as the final models based on their superior characteristics and past performance.

Revenue Item	Variables used	Explanatory Power
Issued (#) Plumbing Permits	• Total number of issued building permits • Portland Metropolitan Statistical Area population • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area consumer price index	88.6%
Average Revenue per Plumbing Permit	• Portland Metropolitan Statistical Area nonfarm employment • Portland Metropolitan Statistical Area housing affordability index • Portland Metropolitan Statistical Area housing price index	91.1%

The growth rates derived from the forecast models were analyzed as a group. Therefore, program growth rates are determined by looking at the entire program, rather than each model individually. The resulting growth rates are assumed to be valid for the total Plumbing Program revenue.

Land Use Program

Several competing econometric models were developed to forecast Land Use Program revenue growth. Land Use revenue is divided into two main groups: Case Review, and Planning and Zoning. Planning and Zoning fees are paid in conjunction with Building Program fees and based off project valuation; therefore, Building Program growth rates are used for Planning and Zoning. However, Land Use Case Review fees are modeled separately; the following models were selected as the final models based on their superior characteristics and past performance.

Revenue Item	Variables used	Explanatory Power
Land Use Cases (#)	• 30-year fixed interest rates • Oregon rental vacancy rates • Portland Metropolitan Statistical Area housing price index • Portland Metropolitan Statistical Area construction employment	93.0%
Land Use Cases (#)	• Portland Metropolitan Statistical Area mortgage purchases • Portland Metropolitan Statistical Area housing price index • Risk factor	92.4%

The growth rates derived from the forecast models were analyzed as a group. Therefore, Land Use Case Review growth rates are determined by looking at the entire case review program, rather than each model individually. The resulting growth rates are assumed to be valid for the entire Land Use Case Review fee supported revenue. As previously mentioned, the Land Use Planning and Zoning revenue forecast is based on the Building Program growth rates.

Facility Permit Program

The growth rates for the Facility Permit Program were estimated as averages of the growth rates for the Building/Mechanical, Electrical, and Plumbing sections, weighted by the respective shares of revenues collected for each section in the last nine years.

Site Development Program

The revenue growth rates for the Site Development Program are the growth rates derived for the Building Program due to the similar relationships that the revenues of these two programs have with the macroeconomic parameters.

Environmental Soils Program

The programmatic revenue growth assumptions developed for the Environmental Soils Program are based on the weighted average growth rates for the following variables:

- Portland House Price Index – 25%
- Population Portland-Vancouver-Beaverton (7 counties) – 75%

Signs Program
The programmatic revenue growth assumptions developed for the Signs Program are based on the weighted average growth rates for the following variables:

- Population Portland-Vancouver-Beaverton (7 counties) – 50%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 50%

Zoning Enforcement Program
The revenue growth rates for the Zoning Enforcement Program are the growth rates derived for the Building Program, due to the similar relationships that the revenues of these two programs have with the macroeconomic parameters.

Neighborhood Inspections Program
The programmatic revenue growth assumptions developed for the Neighborhood Inspections Program are based on the weighted average growth rates for the following variables:

- Population Portland-Vancouver-Beaverton (7 counties) – 60%
- Total Employment Portland-Vancouver-Beaverton (7 counties) –40%

Summary of All Programs
BDS projects that revenues will decrease minimally over the next four years, accommodating the possibility of an economic correction during the 5-Year Forecast period as well as potential decreases due to Inclusionary Housing. The bureau is expected to achieve 100% cost recovery through FY 2016-17 while drawing down on reserves from FY 2017-18 through FY 2021-22. Combined bureau reserves are projected to remain healthy over the next five years, staying significantly above the 50% minimum reserve goal during the entire forecast period. For estimates of BDS revenue growth rates for major programs, please refer to **Appendix B**.

Changes in Fees
For FY 2017-18, due to the continued improvement in construction activity in the Portland Metropolitan Area and the subsequent strength of BDS's financial situation, no (zero) fee increases are projected for all bureau programs. Fee increases are typically included in the Financial Plan in later years for programs which are below cost recovery, need to build reserves, and/or have anticipated inflationary cost increases. Generally these increases are held to 5% or less; however, this year's 5-Year Forecast does not anticipate any fee increases due to the relative strength of the bureau's financial position. If changes to programs' financial situations occur, the bureau will reassess the need for specific fee increases. If these fee increases are necessary but not adopted, program services would need to be reduced through budget/expenditure reductions. No programs are projected to have fee increases during the 5-Year Plan period. For estimates of proposed fee increases, please refer to **Appendix B**.

Expenditure Projections

Expenditures for FY 2016-17 are projected based on actual spending from July 1 through December 31, 2016, anticipated spending through the end of the fiscal year, and historical spending patterns. The bureau's total expenditures are projected to increase 18.8% in FY 2016-17, primarily due to continued hiring to meet service level goals and technology infrastructure spending. The expenditure projections contain an additional 15 positions, funded by revenues from fees, which will be added through the Spring FY 2016-17 Budget Monitoring Process.

Bureau expenditures are also affected by the Portland Online Permitting System (POPS), formerly named the Information Technology Advancement Project (ITAP). A portion of the project cost was initially to be funded by a line of credit. However, with the bureau's significantly improved financial situation there is no longer a need for the line of credit. POPS is currently in a discovery phase, from which a new project plan will be developed and moved forward later in 2017. The project is currently being fully funded by permit fee revenues.

At this point, construction activity growth in the Portland Metropolitan Area is not expected to be as pronounced in the next couple years as it has been in the recent past. However, BDS does anticipate an elevated workload going forward. New positions are proposed to be gradually added to the bureau to meet workload demands and improve overall service delivery. Overall, 23.0 FTE are added over the five-year period of the Financial Plan: 15 FTE in FY 2017-18 (FY 2016-17 Spring Budget Monitoring Process positions), 6.5 FTE in FY 2019-20, and 1.5 FTE in FY 2020-21. The additional FTE are primarily based on meeting increased workload demands, and the bureau's focus on improving overall service delivery and performance, as the construction industry has recovered more quickly than the bureau's ability to hire new, skilled workers. The bureau has internal and external performance goals addressing efficiency and customer experience. In order to meet these goals, the bureau is adding staff strategically. These additions are reflected in the Financial Plan. New positions are not added unless the bureau can support them for at least five years. Revenues, expenditures, and workload are closely monitored and adjustments to the Plan are made as updated information is received.

Threats to the Forecast

The revenue and expenditure forecast presented in the Financial Plan is "realistic" (neither optimistic nor pessimistic). However, bureau revenues and expenditures are very susceptible to changes in the political and economic climate of the state, the nation, and the world. Having a prudent reserve helps the bureau weather some of these fluctuations. In addition, being financially conservative also forwards this goal.

Although construction activity in the state and in the Portland Metropolitan Statistical Area has experienced a resurgence following the recession, it still remains exposed to internal and external shocks.

The accuracy of the 5-Year Forecast is extremely sensitive to changes in local policies. Specifically, the Inclusionary Housing policy, effective February 1, 2017, injects considerable uncertainty into future development in the City of Portland, and consequently into bureau revenues as well. In addition, the bureau cannot account for unforeseen changes to the Zoning Code, legislative actions, and local changes to political priorities.

Local policies aside, the economic and revenue outlook is never certain. The risks now facing the Oregon economy and this forecast include, but are not limited to: the possibility of weakness in global economies; fluctuation in Federal fiscal policy; inflation or deflation and reactions of the Federal Reserve Bank; a sharp depreciation or appreciation of the dollar; sharp and major stock market corrections; geopolitical risks; and a slowdown in critical industries.

BDS will continue to monitor its finances and recognize the potential impacts of risk factors on Portland and the construction industry. The bureau has included an "Alternative Case Scenario" that accounts for some of the risks listed above. In January 2017, the bureau's Financial Advisory Committee reviewed and approved the Alternative Case scenario.

FINANCIAL ANALYSIS OF PROGRAMS AND FEE STUDY

Fee Study

BDS collects more than 200 fees and charges under various fee schedules, including Building, Mechanical, Electrical, Plumbing, Facility Permit, Site Development, Environmental Soils, Signs, Zoning Enforcement, Land Use, and Neighborhood Inspections. These fees and charges are used by BDS to fund inspections, plan review, permit issuance, land use review, customer assistance, and other functions. Most bureau programs have the goal to be self-supporting, while a few programs receive General Fund support.

Fees charged for services delegated from the State Building Codes Division (BCD) must comply with the fee calculation methodologies determined by the BCD and described in Oregon Administrative Rule (OAR) 918-050-0000 through 918-050-0170. In 1988-89, the Development Services Operating Fund was established with a policy that construction-related programs in the fund would be self-supporting. Since that time, BDS has kept these programs self-supporting by providing efficient, effective services and by periodic, moderate fee changes that allow the bureau to respond to increasing costs and to be innovative and proactive in meeting changing customer needs. The same principle is applied to all bureau programs.

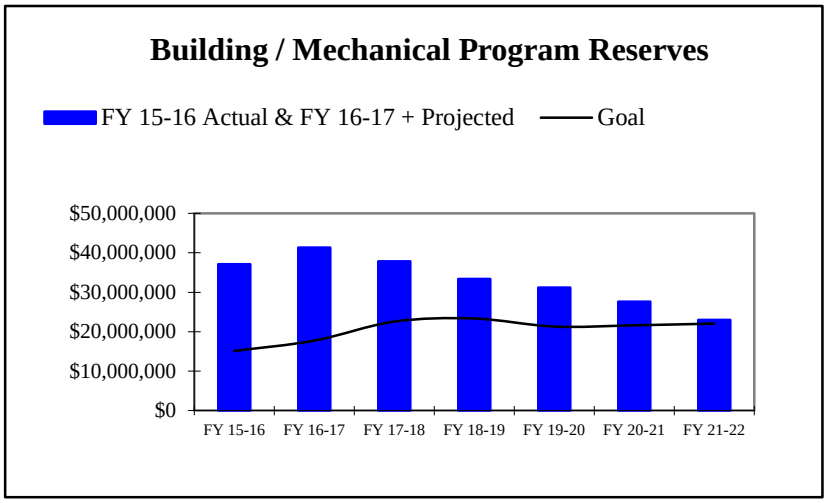
Any fees charged by BDS, including fees for services delegated by the BCD, should cover the costs of providing services. Every year, as part of the Five-Year Financial Plan development, BDS evaluates its programs to ensure that costs are fully recovered and programs maintain full cost recovery and healthy reserves over the following five years.

State Mandated Construction Inspection Programs

State law allows the bureau to interchange all the funding of the state construction programs (Building, Electrical, Mechanical, and Plumbing), with the exception that electrical revenues cannot be used to fund the other programs. When viewed together, the State construction programs' reserve is projected to be $56.6 million at the end of FY 2016-17, which is higher than the reserve goal. Overall cost recovery for these programs is projected to be 119% in FY 2016-17. At the end of the five-year plan, reserves for the state-mandated programs are expected to be above the reserve goal of $29.7 million, and the cost recovery rate is projected at 84%.

Building/Mechanical Program

The Building and Mechanical programs are combined into one Building/Mechanical Program, because the employees who make these inspections are all cross-certified and make both building and mechanical inspections.



Historically, funding has been strong and stable for this program. Fees for building permits and commercial mechanical permits are calculated based on the valuation of the projects, so as valuation grows, revenues also grow. As a result, this program has been the bureau's financial foundation over the years.

The program was severely affected by the 2008-2009 recession, but has recovered from the downturn. The program's cost recovery reached 146% at the end of FY 2015-16. The projected continued high levels of construction activity will help the program maintain healthy reserves.

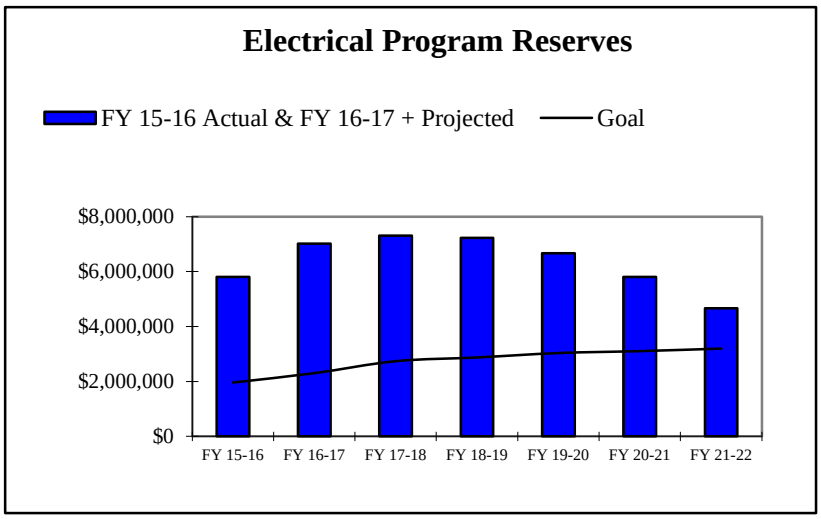
In FY 2004-05 a promise was made to the construction industry that Building/Mechanical fees would not be raised for the subsequent five years through FY 2009-10. This pledge was part of the implementation of the Development Services fee to fund the Land Use Services program. Building permit fees were decreased by 10% at the end of FY 2004-05 to offset the impact of the new fee to customers.

Beginning in FY 2010-11, the Building program started receiving back $1,272,845 from the Facility Permit Program in three equal annual installments. This amount had been transferred from the Building program to the Facility Permit Program in FY 2005-06 to eliminate that program's deficit. The program received the loan back from the Facility Permit Program by the end of FY 2012-13. Finally, the ongoing transfer of $579,848 to the Land Use Services Program for services ceased in FY 2011-12.

The reserve goal for the Building/Mechanical Program was raised back to 45% of expenditures (from 25%) in FY 2011-12, and was raised again to 75% beginning in FY 2015-16. This program has always been one of the most volatile in terms of revenues. Based on the recent experience of the recession, 75% is a more prudent reserve should the economy face similar circumstances again. The program is expected to maintain reserves above the goal for the next five years. No fee increases are proposed in FY 2017-18.

Electrical Program

FY 2003-04 was the first year since FY 1994-95 that the Electrical Program's revenues fully funded program costs. Between FY 1994-95 and FY 2002-03, electrical permit applicants were not fully paying for the services that they were receiving.

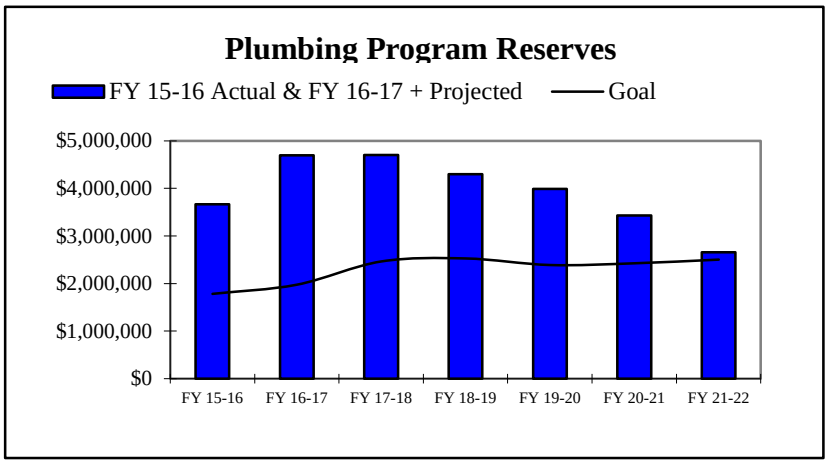


FY 2006-07 was the first year since FY 1998-99 in which the program had a positive reserve. However, in FY 2008-09 the program's cost recovery rate dropped to 76% due to a sharp drop in construction activity. The program's cumulative deficit reached $1.4 million by the end of FY 2009-10. The bureau took actions to decrease the deficit and bring the program back to cost recovery. By the end of FY 2012-13 the deficit was eliminated, and in FY 2015-16 the program operated at 135% cost recovery.

The program is projected to maintain cost recovery through FY 2017-18, at which point it will draw down on its reserves through FY 2021-22. The reserve goal for the Electrical Program was raised to 50% of expenditures in FY 2015-16. The program is projected to maintain reserves above its goals for the next five years. No fee increases are proposed for FY 2017-18.

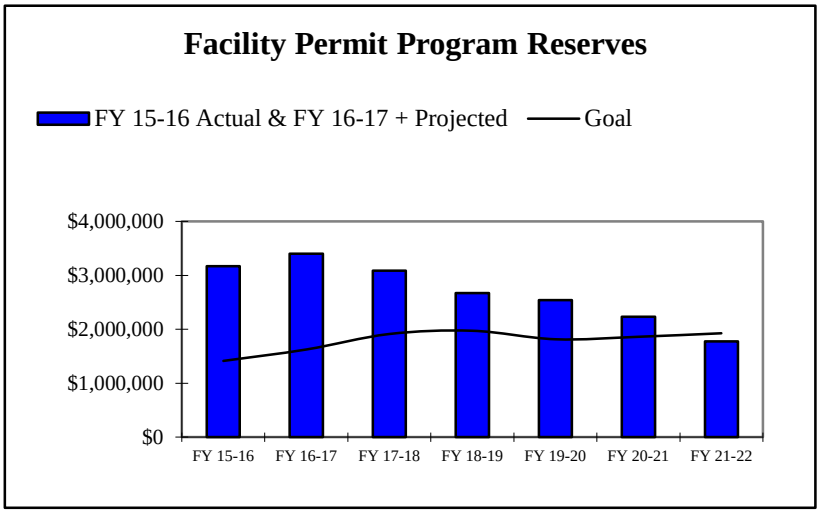
Plumbing Program

The Plumbing Program drew on its reserves every year between FY 1995-96 and FY 2001-02, causing its reserve balance to be negative $1.7 million in FY 2001-02. During these years, plumbing permit applicants did not fully pay for the services they received. In FY 2002-03 revenues began to cover costs, and continued to exceed costs for five years. Much like the Electrical Program, the cost recovery rate for the Plumbing Program dropped to 63% in FY 2008-09 due to the decrease in construction activity.



The bureau implemented fee increases and cost saving measures to bring the program back to cost recovery. The cost recovery rate reached 136% in FY 2015-16 with cumulative reserves of $3.7 million. The program is projected to maintain cost recovery in FY 2017-18, then draw down on the excess reserves through FY 2021-22. The reserve goal was raised to 50% beginning in FY 2015-16; reserves are expected to remain above this goal through FY 2021-22. No fee increases are proposed in FY 2017-18.

Facility Permit Program



The Facility Permit Program (FPP) began in FY 1998-99 as a new, innovative way for BDS to provide services. The program is designed to serve customers with ongoing interior tenant improvements where facility maintenance, upgrade, and renovations are frequent. Instead of paying standard permit fees, businesses and institutions enrolled in the program pay an hourly rate for plan review and inspection services. The program started slowly with a limited number of inspectors, and then was expanded in FY 2000-01 and FY 2004-05. The program recovered costs in FY 2001-02 and again in FY 2005-06.

However, because FPP had a cumulative deficit of nearly $1.3 million at the end of FY 2005-06, funds were transferred to the FPP reserve from the Building/Mechanical Program reserve to remove this deficit. This loan was repaid to the Building/Mechanical fund beginning in FY 2010-11 in three equal annual installments. The program repaid the loan by the end of FY 2012-13.

FPP achieved above 100% cost recovery in both FY 2007-08 and FY 2008-09 due to the shift in the construction economy from new construction to the renovation and remodel of existing commercial buildings. FPP did not experience the effects of the recent recession to the extent that other State mandated construction programs did.

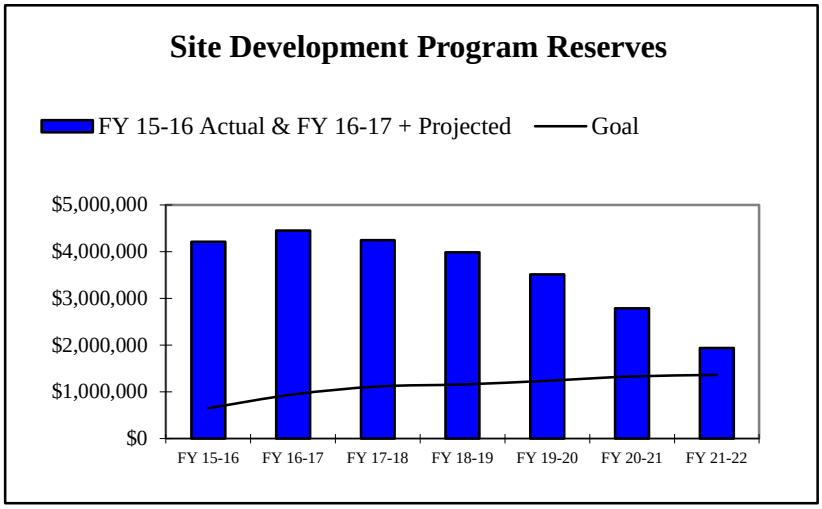
The reserve goal for FPP was raised to 20% (up from 15%) of expenditures in FY 2011-12. Beginning in FY 2015-16 the reserve goal was raised to 50% to help shield the program better from revenue fluctuation similar to those experienced in the recent recession. The program is projected to draw down on its reserves through FY 2021-22, at which time it will drop slightly below its 50% goal. No fee increases are proposed in FY 2017-18.

Local Programs

The bureau's local programs implement local regulations or state and federal mandates. Funding for these programs is predominantly from fees and charges. General Fund monies also currently support the Land Use Services and Neighborhood Inspections programs.

Site Development Program

The Site Development Program was created as a separate program in FY 2000-01 in order to recognize the impact of new responsibilities for plan review and inspections related to storm water control, erosion control, and tree preservation.



In November 2002, BDS restructured the fee schedule for this program. For residential projects, several old fees were consolidated into a Residential Site Development Fee, but overall these fees were not increased. Fees for commercial projects were increased by 5.1%, mirroring inflation over a two-year period. In addition, the bureau reviewed the work done by this section. As a result, work that is more appropriately funded by building inspection and plan review fees is now supported by building permit fees.

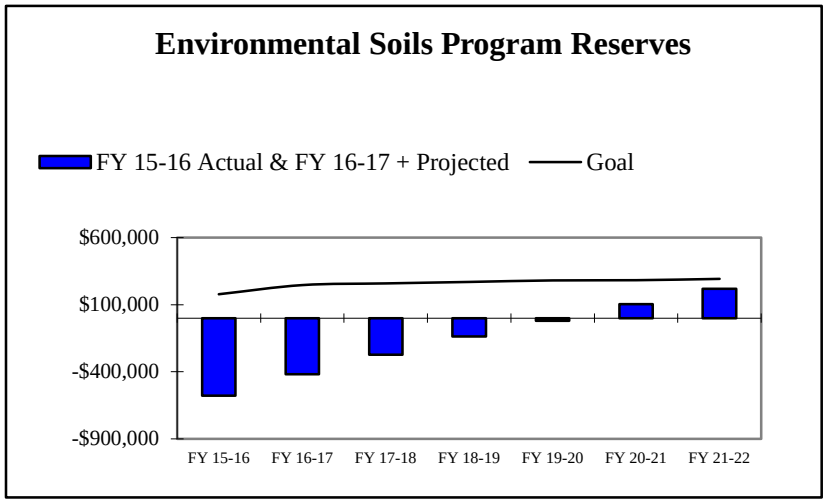
The cost recovery rate for the program dropped to 50% in FY 2008-09 and 81% in FY 2009-10. However, after position reductions and a series of fee increases, the program was able to return to cost recovery and eliminate its deficit by the end of FY 2011-12. In FY 2015-16 the program achieved a 176% cost recovery rate.

In spring 2010 the bureau transferred the Stormwater Control Program to the Bureau of Environmental Services. The transfer included both the workload and fees supporting the program. In addition, a new Commercial Site Review Fee was created to better align revenue sources with the services provided.

The reserve goal was raised from 45% to 50% in FY 2015-16 and the program is projected to maintain healthy reserves above this goal throughout the 5-year forecast period, though operating below cost recovery. A fee decrease of 5% was implemented in FY 2013-14; no fee increases are proposed in FY 2017-18.

Environmental Soils Program

Multnomah County and the City have an intergovernmental agreement that gives BDS responsibility for the County's subsurface sewage program. BDS performs this work and is compensated with revenues that the bureau collects from permit fees for this program. The Board of County Commissioners sets the fees, and no additional compensation is given to the City for this work.



Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases were implemented in FY 1999-2000 to bring the fees up to the State of Oregon fee schedule. In FY 2001-02, staffing was reduced to match the workload. Fees were increased by 57% in FY 2004-05 and more modestly the subsequent six years. However, the program still has a significant reserve deficit.

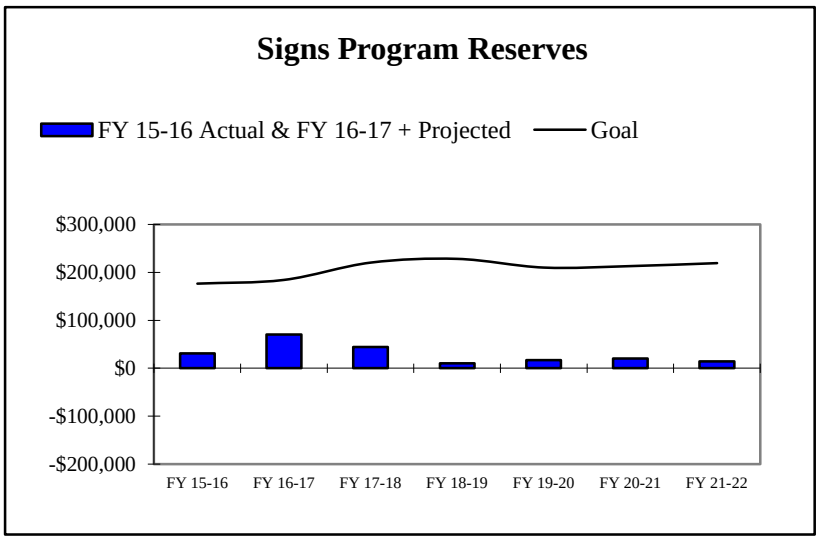
In 2005, BDS consulted with Multnomah County and the City's Office of Management and Finance for ideas in resolving the problem of this program's ongoing deficit. At the time, most jurisdictions used their General Fund to help support their subsurface sewage program. Ideas to resolve the funding situation included a one-time fund transfer from Multnomah County, a one-time General Fund transfer, and "writing off" the debt. However, none of these ideas were deemed feasible. Instead, City Council agreed to inflationary fee increases until the reserve deficit is paid off.

By the end of FY 2010-11, the program had a cumulative deficit of approximately $1.4 million. In mid-2011, the bureau worked extensively with Multnomah County staff to address the ongoing deficit. Neither the County nor the City was willing to contribute funding to eliminate this deficit. In order to begin to eliminate the deficit and improve the program's cost recovery, the County agreed to raise the fees by 70% in FY 2011-12 and to explore alternatives, including ending the intergovernmental agreement with the City and returning the program to the State of Oregon. The County extensively reviewed the service level provided by the State of Oregon and compared it to BDS's services. The County's review concluded with commending BDS on its level of service and continuing the intergovernmental agreement with the City.

The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 was the final year of that agreement. No fee increase is proposed for FY 2017-18. The program is projected to maintain cost recovery through the entire 5-Year Forecast period and eliminate the deficit by FY 2020-21.

Signs Program

The Signs Program has had a deficit from FY 1995-96 to FY 2014-15. Sign revenues dropped substantially in FY 1998-99 when litigation prohibited BDS from charging for any "copy changes" on signs. New fees were implemented as of March 2001. However, the revenues from these new fees did not fully fund the program.



In 2002, City Council approved a licensing program for A-board and non-illuminated signs. Some operational changes in the sign enforcement program were made in order to carry out this program. Prior to this change, all sign enforcement was carried out by the City's electrical sign inspectors. Enforcement of the non-illuminated sign requirements, as well as the associated program licensing is now being carried out by a non-technical field code specialist assigned to the Compliance Services Section. Responsibility for enforcement of the City's electrical sign requirements remains with the State-certified electrical inspectors in the Commercial Inspections Section.

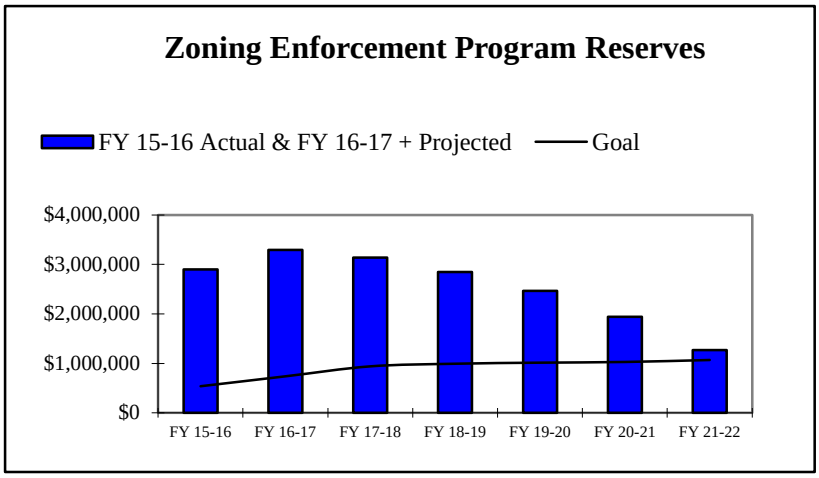
The sign permit fees are set at a flat rate; they do not increase based on the cost of living. Only an increase in the number of sign permits would increase revenues. Unfortunately, the program had drawn down its reserve for eight consecutive years through FY 2001-02 and had a negative reserve of over $400,000. Fees were increased in FY 2002-03 to fully fund the program, and the program contributed slightly to its reserve for three years, but by FY 2005-06 the deficit had grown to $500,000.

OMF included a budget note in BDS's FY 2006-07 budget that the bureau was to resolve the funding issue for the Signs Program. The bureau met with the sign industry, which agreed to increase fees by 7.5% annually until the program meets its reserve goals. These increases continued until FY 2014-15.

Cost saving measures and fee increases have brought the program to financial health. In FY 2015-16 the reserve deficit was eliminated. The program is expected to operate near cost recovery through FY 2021-22. The program reserve goal was raised to 50% beginning in FY 2015-16; however, the program is not expected to meet this goal by FY 2021-22. No fee increases are proposed in FY 2017-18.

Zoning Enforcement Program

Zoning Enforcement Program responsibilities include the zoning enforcement functions in the following programs: Enforcement, Building/ Mechanical, and Site Development. Zoning inspection fees comprise the bulk of program revenues.

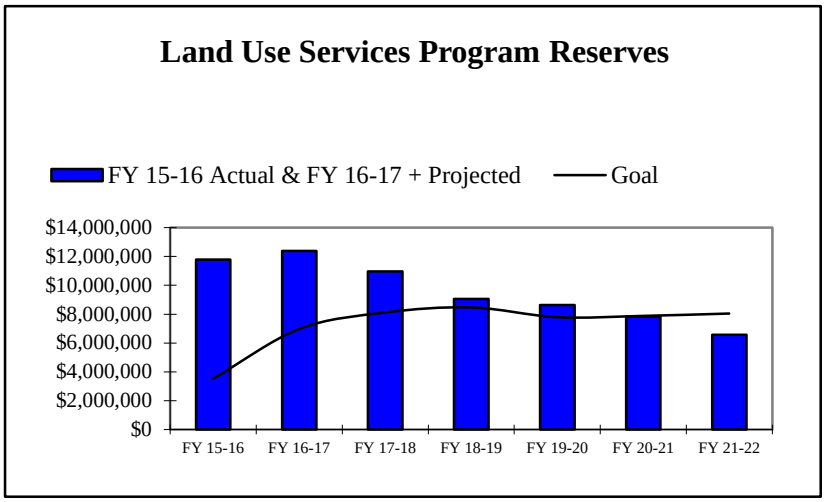


It was a long-time practice that Zoning Enforcement Program revenues that exceeded program costs in any given fiscal year were transferred to the Building/Mechanical and Site Development Programs to support zoning inspection functions that are integrated into building and site development inspections. Therefore, the Zoning Program achieved 100% cost recovery in all years. However, since FY 2009-10 the costs of conducting zoning inspections have been directly charged to the Zoning Enforcement Program, thus eliminating the need to transfer any revenues to the Building/Mechanical or Site Development Programs. This housekeeping change brings this program into conformity with the bureau's standard practice of accounting for revenues and expenditures.

The program last increased fees in FY 2012-13 by 5%. No fee increases are proposed in FY 2017-18. The reserve goal increased from 20% to 50% in FY 2015-16. Reserves are projected to remain above this goal throughout the five year forecast horizon despite operating below cost recovery during the same time period.

Land Use Services Program

The Land Use Services (LUS) Program is partially funded by program revenues and partially by the City's General Fund. In 1995, this program was part of the Bureau of Planning, and it was recommended that program revenues cover 64% of the program's costs. However, the City Council set the fees to collect only 50% of costs.



In FY 1999-2000, the LUS Program was consolidated with the Bureau of Buildings to form the Office of Planning and Development Review, since renamed the Bureau of Development Services. That fiscal year, even though no BDS overhead was charged to the LUS Program, LUS fees recovered only 60% of program costs.

LUS fees were increased in FY 2000-01 and a new cost recovery target was set at 65%. That same year, a one-time allocation of $234,929 in General Fund money from the Housing Program was reallocated to LUS to assist in funding their reserve. Cost recovery was only 63%, but was at least closer to the 65% goal. In FY 2001-02 and FY 2002-03, the cost recovery rate dropped to 57%, and the LUS Program drew more than $1 million from its reserves over this two-year period.

In FY 2003-04, $579,848 in ongoing General Fund monies was replaced with building permit revenues. In most situations, building permit fees are used to fund building permit functions. However, where implementation of local ordinances is interdependent and intertwined with the State construction codes, building permit revenues are allowed to be used. According to the State Building Codes Division, a portion of planning and zoning review incidental or accessory to the issuance of a building permit falls into this category. However, beginning in FY 2011-12 building permit revenues ceased supporting LUS, because the Building/Mechanical program no longer had the resources for this transfer.

In FY 2003-04, $587,614 in one-time General Fund monies were reallocated to the LUS Program from the Neighborhood Inspections Program reserve, when the Neighborhood Inspections Program was moved to the Office of Neighborhood Involvement.

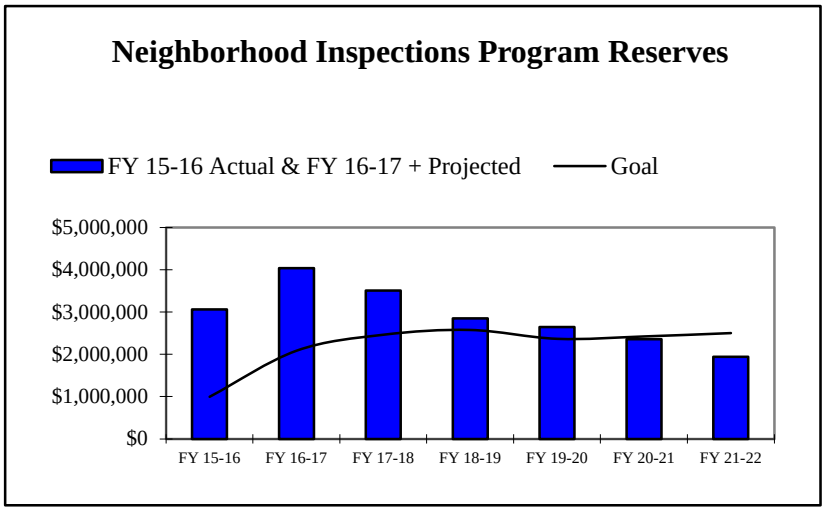
In May 2005, a new Development Services fee was created to assist in solving the critical funding issue in LUS. BDS worked with stakeholders to craft the fee. Since the new fee dramatically increased LUS' fee recovery rate, City Council directed BDS to revise the fee schedule for LUS by lowering some of the LUS fees in certain categories, lowering building permit fees by 10% to mitigate the impact of the new fee to customers, and eliminating the Council policy of 65% cost recovery. The Development Services fee is charged at the time of issuance of building, site development, and zoning permits.

Revenues from the Development Services fee made a significant positive impact on the financial stability of this program. As a result, the program achieved 100% cost recovery in FY 2005-06, the first time it had done so in five years.

However, the program's cost recovery dropped to 69% in FY 2008-09 due to a sharp reduction in construction activity. The program depleted its reserves in FY 2008-09; the programmatic deficit reached $1.7 million in FY 2009-10. The program has since recovered from the effects of the downturn. The program was able to achieve cost recovery in FY 2009-10 and eliminated the deficit by the end of FY 2011-12. In FY 2016-17 the program is projected to achieve 104% cost recovery.

The reserve goal was raised to 50% in FY 2016-17. The program is projected to draw down on reserves during the forecast period, dropping below its 50% goal in FY 2020-21 and FY 2021-22. No fee increases are proposed in FY 2017-18.

Neighborhood Inspections Program



In FY 2003-04, the Neighborhood Inspections Program was transferred from BDS to the City's Office of Neighborhood Involvement, and then was transferred back to BDS in FY 2006-07. That year, the program received about 70% less General Fund support than it had when it was previously in BDS. In addition, funding to cover the program's administrative overhead was not included in its revenue base, so no overhead was charged to this program in FY 2006-07. In FY 2007-08, the bureau began to fully charge the program for its share of the bureau's administrative overhead.

The program was also experiencing lower revenue collections associated with decreased activity in the real estate market. As a result, the program faced a significant deficit in FY 2008-09 and fully depleted its reserves; the programmatic deficit reached $1.3 million in FY 2008-09. The Lien Amnesty Program, a special one-time program that offered significant concessions to property owners on payments of liens, implemented in June-July of 2009, led to a significant cash inflow to the program. Subsequently, in FY 2009-10 the bureau established a new proactive lien collection program that resulted in ongoing additional cash inflow to the program. The program achieved full cost recovery in FY 2009-10. The bureau has continued this proactive method of lien collection. The program is projected to achieve 123% cost recovery in FY 2016-17.

As General Fund support has decreased over the years, there has been much greater reliance on fines, penalties, and liens. Collections of these revenues are very unstable and are dependent upon the economy and collection efforts. In addition, most of the program activities do not result in fines and penalties being assessed; on the contrary, the program strives to bring violators into compliance with City of Portland codes during the very early stages of complaints and investigations. Most violation cases (80-90%) gain compliance prior to the assessment of penalty charges.

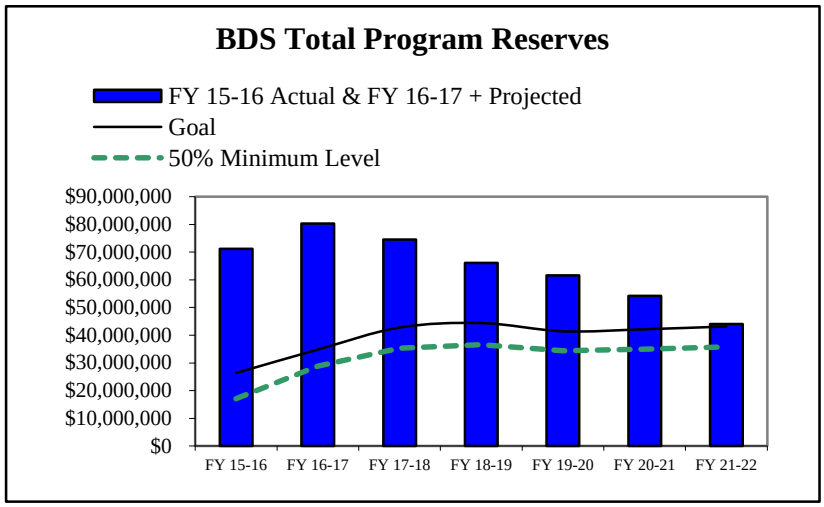
Ongoing General Fund money is an appropriate source of funding for the program. There is a direct public benefit from this program; it enhances the livability of Portland's neighborhoods, maintains the City's housing stock, and helps to eliminate serious public safety threats to neighborhoods. There is also a direct tie to equity as the Neighborhood Inspections program helps ensure safe and livable housing options for lower income renters.

It is critical that appropriate policy decisions be made regarding this program's funding and level of service. In addition to ongoing General Fund, other dedicated funding sources should be explored.

Assuming that ongoing General Fund support will be forthcoming, the program should be able to maintain cost recovery and achieve its reserve goal. In addition, the reserve goal for Neighborhood Inspections was raised to 50% in FY 2016-17 (up from 30% previously). The 50% goal is intended to ensure the program's financial stability.

The program is projected to draw down on reserves during the forecast period, dropping below its 50% goal in FY 2020-21 and FY 2021-22. No fee increases are proposed in FY 2017-18.

Bureau Overview



The bureau's goal is to always maintain a minimum bureau-wide reserve above 50% of total bureau expenditures. Keeping the reserve level above 50% is critical, as it allows the bureau to have enough funds to adequately react to short-term economic fluctuations.

On a bureauwide basis, the cumulative reserves are projected to remain significantly above the 50% minimum reserve level in FY 2017-18 and the subsequent four years.

Appendix A

SUMMARY OF FINANCIAL POLICIES

Reserve Policy

In FY 1988-89, the City Council established the Bureau of Buildings as an Operating Fund with the goal of the fund eventually being 100% supported by permit fees and charges. The need to be self-supporting, combined with the difficulty in accurately predicting construction activity and fee revenues, makes it important for the Bureau of Development Services (BDS) to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

During periods of strong construction activity, the reserve is built up to provide a funding source for times when revenues drop. In this way, the bureau is able to weather the ups and downs of construction activity, to remain stable and efficient, and to maintain the staff necessary to provide services for projects that have been paid for but not completed. The reserve is not intended to maintain existing budget levels in spite of reduced construction activity and BDS workloads, but rather to allow BDS time to recognize and respond to such downturns.

Reserve goals are based upon a percentage of each individual program's annual operating budget. In most cases, the Financial Plan brings each program to its reserve goal by the end of the fifth year of the Plan. Fee increases are recommended when workload remains high, costs increase, and the reserve is projected to dip below recommended levels. Rather than increase fees dramatically in one year to bring a program back up to its recommended reserves, BDS phases in the fee increases gradually so that by the fifth year the program reaches its recommended reserve level. In addition, fees are increased as minimally and gradually as possible in order to mitigate the negative impact that fee increases can have on the construction industry.

In 1992, a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05, the bureau was directed to work with the Office of Management and Finance to once again review the reserve goals for all programs. The bureau completed a survey that gathered information from a number of comparable jurisdictions regarding their development services programs, reserves, and reserve policies. In many of these cities, the development services function was part of the General Fund and therefore had no separate reserves. For those cities that did have reserves, the policies and practices varied greatly, and there was no consistent approach to determining how large the reserve should be. Some reserve funds were designed to cover a certain number of months of operating expenses, while others were based on capital spending needs, economic downturns, the ability to maintain core staffing, or the need to cover work in process.

As a result of the review, the bureau lowered its reserve goals for several programs, most notably lowering the reserve goal for the Building/Mechanical Program to 25% of annual expenditures. The changes also included a new bureau-wide minimum reserve level of 10%, providing a baseline below which total bureau reserves should not drop. The other reserve goals were designed to be reached by no later than the fifth year of the Financial Plan. For the larger programs which are more affected by the construction economy (Electrical, Plumbing, and Site Development), the reserve goal was set at 20% of their annual budget.

The table below illustrates the adjustments made to reserve goals:

Program	**Reserve Goal**						
	Goal Prior to FY 2004-05	**Goal in FY 2004-05**	**Goal as of FY 2011-12**	**Goal as of FY 2013-14**	**Goal as of FY 2015-16**	**Goal as of FY 2016-17**	**Goal as of FY 2016-17 (months)**
Building/Mechanical	35-45%	25%	35-45%	45%	75%	75%	9
Electrical	35-45%	20%	20%	45%	50%	50%	6
Plumbing	35-45%	20%	20%	20%	50%	50%	6
Facility Permits	15%	15%	20%	20%	50%	50%	6
Site Development	35-45%	20%	20%	45%	50%	50%	6
Environmental Soils	20%	20%	20%	20%	50%	50%	6
Signs	20%	20%	20%	20%	50%	50%	6
Zoning Enforcement	20%	20%	20%	20%	50%	50%	6
Land Use Services	20%	20%	20%	20%	30%	50%	6
Neighborhood Inspections	20%	20%	25%	25%	30%	50%	6
Bureau Total	No goal	10% Minimum Reserve Level	10% Minimum Reserve Level	15% Minimum Reserve Level	35% Minimum Reserve Level	50% Minimum Reserve Level	6 months Minimum Reserve level

In FY 2010-11, with the impact of the recession still fresh, the bureau revisited its reserve goals. The reserve goal for the Building/Mechanical Program was returned to the original 35-45%. Since fees for building and mechanical permits are based on the valuation of the construction project and are the most volatile, a 35% reserve goal for the Building/Mechanical Program was deemed more prudent. Smaller programs (Environmental Soils, Signs, and Zoning) had reserve goals of 20% of their annual budget. Likewise, the Land Use Services Program had a 20% reserve goal because the program receives General Fund support. The Facility Permit Program reserve goal was increased from 15% to 20% to be consistent with the reserve goals established for similar programs. The Neighborhood Inspections Program reserve goal was increased from 20% to 25% due to a greater volatility in lien collections, the largest revenue source for the program.

In FY 2012-13, the bureau revisited its total minimum reserve level and Building/Mechanical Program reserve goal, which were raised to 15% and 45% respectively. In FY 2013-14 the bureau revisited Electrical and Site Development Program reserve goals, which were restored to 45%.

In FY 2014-15, the bureau conducted a further analysis of programmatic and bureauwide minimum reserve goals. The bureau raised reserve goals for all of its programs, except for Land Use Services and Neighborhood Inspections, to 50% of annual expenditures. The bureau raised its total minimum reserve level and reserve goals for Land Use Services and Neighborhood Inspections to 30% of annual expenditures. In FY 2015-16, the bureau increased the Building/Mechanical goal to 75%, and the minimum bureauwide reserve level was set at 35%.

In FY 2016-17, the bureau increased the reserve goal of Land Use Services and Neighborhood Inspections to 50%. All other programs remained at 50%, except the Building/Mechanical program, which remained at 75%. The bureauwide minimum reserve level increased to 50%.

There are no changes to the reserve goals proposed for FY 2017-18. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan if necessary.

The current programmatic reserve goals and bureau total minimum reserve level will allow the bureau to better manage unpredictable fluctuations in economic conditions. The Building/Mechanical Program reserve is higher than the rest of the programs because Building/Mechanical performs structural and mechanical inspections that are usually the last stage in the bureau's work on development projects. The higher reserve is needed to ensure that the bureau has sufficient resources to provide inspections services that were prepaid by developers and homeowners.

It is important to remember that the goal of the reserve is to allow BDS time to recognize and respond to unanticipated declines in revenues and to maintain the staffing needed to carry out its obligation to provide services on permits for which BDS has already been paid. The size of the reserve determines how much time BDS will have to adjust to change and still provide necessary services. The reserve goals will not insulate the programs from making significant budget adjustments in response to lower revenues and reduced workloads over the long term, but will allow BDS to remain stable and to meet its prepaid obligations, will provide time to respond, and will reduce the severity of budget cuts in the short term.

Fee Increase Policy

BDS's fee increase policy was adopted by the Bureau of Buildings and the Bureau Advisory Committee in 1992. The policy is to review fees on an annual basis and increase them gradually as needed to cover increases in personnel and interagency costs. This policy of increasing fees slowly, steadily, and gradually assists permit applicants. It is very difficult for customers to absorb large fee increases, because their operations are based on a fairly stable cost of doing business. They have a much easier time absorbing smaller and more predictable increases.

Although the general policy is to increase fees on an annual basis, fee increases may not be necessary every year if a program's revenues are strong and its reserves are at an acceptable level. Fee increases should be avoided only when the bureau has enough excess reserves to operate through two fiscal years without depleting the program's reserves below the target set in BDS's reserve policy.

Fee increases should be set at a rate which covers BDS's increased operating costs. BDS's costs of doing business are assumed to increase each year in part because the City's labor agreements currently contain provisions for cost of living increases based on the Consumer Price Index for Urban Wage Earners and Clerical Workers for the City of Portland, with a floor of 1% and a ceiling of 5%. BDS estimates that overall costs will increase between 3 – 5% each year. Fee increases above this figure are necessary when reserves are below acceptable levels, a large capital project is on the horizon (such as improvement to information systems or a major site relocation), or BDS is confronted with other major unforeseen events.

BDS fulfilled its commitment to the Development Review Advisory Committee (DRAC) to review its fee structures and amounts for FY 2016-17. In February 2016, members of the DRAC formed a subcommittee (Fees & Regulations Subcommittee) to work with bureau staff on possible fee changes. This subcommittee provided fee change recommendations which were evaluated by the bureau leadership team. This process resulted in a 3% reduction in building and site development permit fees in FY 2016-17. No fee increases are recommended in FY 2017-18.

Limitations on Use of Revenues from Construction Permit Fees

Since the adoption of the Operating Fund in FY 1988-89, BDS has analyzed expenses and revenues by program. These programs are Building/Mechanical, Electrical, Plumbing, Facility Permits, Site Development, Environmental Soils, Signs, Zoning, Neighborhood Inspections, and Land Use Services. Revenues collected for each program stay within that program.

State law requires that "fees collected by a municipality…shall be used for the administration and enforcement of a building inspection program for which the municipality has assumed responsibility…" ORS 455.210(3)(c). This statute applies to the permit and plan review fees for the Building/Mechanical and Plumbing programs. Under State statute, revenues from building, plumbing, and mechanical permits/plan review can be used interchangeably. Building departments are specifically prohibited from using these fees to fund inspection, review, implementation, or administration of local ordinances relating to development, or any other programs that are not related to the construction permit/plan review revenues. However, building permit revenues can be used to fund programs where implementation of local ordinances is interdependent and intertwined with the State construction codes. According to the State Building Codes Division, a portion of planning and zoning review incidental to the issuance of a building permit falls into this category.

There is a special provision for electrical permits and plan review. ORS 479.845 states that "fees collected by a city or county for the enforcement or administration of the electrical specialty code and rules under ORS 479.730 (1) shall be used only for the enforcement and administration of those laws."

Business Continuity Plan

Purpose
This Bureau of Development Services (BDS) Business Continuity Plan provides direction and guidelines to the bureau in order to respond in a prudent and timely way to significant, persistent financial downturns.

Definitions
Economic recession is defined as a period of temporary economic decline during which trade and industrial activity are reduced, generally identified by a fall in GDP in two successive quarters. Economic depression is defined as a long and severe recession in an economy or market.

Authority
BDS's Commissioner-in-Charge and the Bureau Director have the authority to activate the Business Continuity Plan.

Leading Indicators
BDS monitors its workload parameters and revenue collections on a regular basis. The leading indicators below are intended to help bureau management identify early signs of changes in workload and revenue trends. If any of the leading indicators is activated, BDS will thoroughly analyze the data for any anomalies that may have caused the activation. If no anomalies are found, BDS will notify its Commissioner-in-Charge:

1. Bureau-wide Non-Cumulative Monthly Cost Recovery Rate is below 100%.

2. The number of land use applications received for the most recent 3 months is 7.5% or more below the number of land use applications received for the same period of time in the previous year.

3. The number of final plat applications received for the most recent 3 months is 7.5% or more below the number of final plat applications received for the same period of time in the previous year.

4. The total valuation of all building permit applications received for the most recent 3 months is 7.5% or more below the total valuation of all building permit applications received for the same period of time in the previous year.

5. The total number of building permit applications received for the most recent 3 months is 7.5% or more below the total number of building permit applications received for the same period of time in the previous year.

6. The number of pre-application conferences held for the most recent 3 months is 7.5% or more below the number of pre-application conferences held for the same period of time in the previous year.

7. The number of early assistance appointments for the most recent 3 months is 7.5% or more below the number of early assistance appointments held for the same period of time in the previous year.

8. The number of customers visiting the Development Services Center for the most recent 3 months is 7.5% or more below the number of customers for the same period of time in the previous year.

Business Continuity Plan Triggers

The reduction measures outlined below will be triggered by any circumstance in which **any four out of the five** following conditions occur at the same time:

1. The bureau's cumulative cost recovery rate is below 100%;

2. Bureau reserves are below the minimum reserve goal of 50% or approximately 6 months of total expenditures (reserves are below 50% of the total annual budget);

3. Bureau revenues have been declining consistently for the previous 6 consecutive months;

4. The total value of all building permit applications received by the bureau has been declining consistently for the previous 6 consecutive months;

5. The total number of all building permit applications received by the bureau has been declining consistently for the previous 6 consecutive months.

Measures

If the Plan is triggered, operational expenditures will be adjusted as soon as practicable by reducing expenses as needed.

In general, BDS's expenditure reduction measures will be as follows:

- Assess workload needs and staffing levels;

- Prioritize programs and services, and reduce or eliminate lowest priority programs and services as needed;

- Stop all hiring processes; keep positions vacant; realign and consolidate the workforce.

- Reduce Material and Services spending, including but not limited to: office supplies, professional services, operating supplies, subscriptions, training, travel, equipment, and tools;

- Eliminate temporary and seasonal positions;

- Eliminate limited term positions;

- Provide retirement incentive options to employees who are eligible to retire, and subsequently eliminate or restructure positions that become vacant.

Measures outlined above can be implemented in any order or combination depending on the severity and duration of the economic downturn.

The measures outlined above are monitored and adjusted as necessary to maintain the bureau's financial stability and its ability to provide necessary services to the public.

In addition to the bureauwide leading indicators and triggers outline in this policy, the bureau is closely monitoring programmatic financial and workload measures. The bureau produces programmatic cost recovery and workload measures reports on a monthly basis. Programmatic revenue collections, expenditures, cost recovery, and reserve levels are also being monitored and analyzed on a monthly basis.

Reporting and Distribution
The bureau prepares a monthly dashboard report that summarizes both leading indicators and Business Continuity Plan triggers. The dashboard is shared with the Commissioner in Charge, Bureau Director, and BDS management team on a monthly basis. In addition, the dashboard is shared on a quarterly or as needed basis with BDS's major stakeholders, including but not limited to: the Development Review Advisory Committee, BDS Budget Advisory Committee, BDS Finance Committee, and BDS Labor Management Committee.

Plan Evaluation and Analysis
The bureau will monitor and evaluate the performance of leading indicators and plan triggers on an ongoing basis to test the reliability and dependability of these parameters. The Business Continuity Plan is part of BDS's annual budget and 5-year Financial Plan development process. Any changes and adjustments to the Plan indicators and triggers, as well as any changes to Plan measures, are made on an annual basis and included in bureau's 5-year Financial Plan.

Council Review and Acceptance
On December 16, 2015, BDS presented the Business Continuity Plan to the City of Portland Council. The plan was introduced and co-sponsored by Commissioner Amanda Fritz and Commissioner Dan Saltzman. The City Council accepted the Business Continuity Plan as complete.

Bureau of Development Services
2017 Financial Plan

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions[1]

Program	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Building	0.0%	1.7%	-0.5%	-3.4%	-1.4%
Mechanical	2.6%	-0.6%	-1.4%	0.2%	2.1%
Electrical	1.8%	0.1%	-1.4%	-1.0%	0.1%
Plumbing	0.7%	-3.8%	-1.9%	-1.7%	0.8%
Facility Permits	0.7%	0.6%	-0.9%	-2.4%	-0.6%
Site Development	0.0%	1.7%	-0.5%	-3.4%	-1.4%
Environmental Soils	2.0%	1.4%	1.1%	1.3%	1.7%
Signs	1.8%	1.8%	1.2%	0.7%	0.8%
Zoning Enforcement	0.0%	1.7%	-0.5%	-3.4%	-1.4%
Neighborhood Inspections	1.6%	1.6%	1.1%	0.8%	0.8%
Land Use Services Planning & Zoning	-1.9%	2.3%	3.8%	3.8%	1.1%
Land Use Services Case Review	0.0%	1.7%	-0.5%	-3.4%	-1.4%

Projected Fee Changes

Program	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Building	0.0%	0.0%	0.0%	0.0%	0.0%
Mechanical	0.0%	0.0%	0.0%	0.0%	0.0%
Electrical	0.0%	0.0%	0.0%	0.0%	0.0%
Plumbing	0.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	0.0%	0.0%	0.0%	0.0%	0.0%
Site Development	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental Soils	0.0%	0.0%	0.0%	0.0%	0.0%
Signs	0.0%	0.0%	0.0%	0.0%	0.0%
Zoning Enforcement	0.0%	0.0%	0.0%	0.0%	0.0%
Neighborhood Inspections	0.0%	0.0%	0.0%	0.0%	0.0%
Land Use Services Planning & Zoning	0.0%	0.0%	0.0%	0.0%	0.0%
Land Use Services Case Review	0.0%	0.0%	0.0%	0.0%	0.0%

Note

1. The Programmatic Revenue Growth Rates presented in this table represent growth rates for the bureau's base revenue source - projects with a valuation under $3 million
   The Programmatic Revenue Growth Rates presented in this table may not necessarily match the revenue growth rates presented in Appendix C Program Detail.
   Growth Rates in Appendix C Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

Bureau of Development Services - 2017 FIVE-YEAR FINANCIAL PLAN

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,186,517)
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,725,036)
	FY 10-11	25,462,507	-12.0%	25,272,181	2.6%	1,889,155	0	27,161,336	1,698,829	99%	107%	2,211,638		9%	25%	6,407,556	(4,195,918)
	FY 11-12	28,459,247	11.8%	33,434,898	32.3%	3,031,800	0	36,466,698	8,007,451	117%	128%	10,219,089		36%	26%	7,361,398	2,857,691
	FY 12-13	30,540,311	7.3%	42,100,237	25.9%	2,248,147	0	44,348,384	13,808,073	138%	145%	24,027,162		79%	30%	9,159,057	14,868,105
	FY 13-14	37,923,006	24.2%	47,121,862	11.9%	1,994,874	0	49,116,736	11,193,730	124%	130%	35,220,891		93%	30%	11,396,911	23,823,980
	FY 14-15	42,075,301	10.9%	55,888,536	18.6%	2,194,814	0	58,083,350	16,008,049	133%	138%	51,228,940		122%	33%	13,990,482	37,238,458
	FY 15-16	48,694,264	15.7%	66,454,244	18.9%	2,177,273	0	68,631,517	19,937,253	136%	141%	71,166,193		146%	54%	26,385,761	44,780,432
	FY 16-17 estimate	57,848,055	18.8%	64,855,365	-2.4%	2,117,744	0	66,973,109	9,125,054	112%	116%	80,291,247		139%	60%	34,848,178	45,443,069
	FY 17-18 estimate	70,569,938	22.0%	62,794,751	-3.2%	2,011,857	0	64,806,607	(5,763,330)	89%	92%	74,527,916		106%	61%	42,813,183	31,714,734
	FY 18-19 estimate	73,279,718	3.8%	62,894,715	0.2%	2,011,857	0	64,906,571	(8,373,147)	86%	89%	66,154,770		90%	61%	44,426,214	21,728,555
	FY 19-20 estimate	68,703,333	-6.2%	62,191,124	-1.1%	2,011,857	0	64,202,980	(4,500,353)	91%	93%	61,654,417		90%	60%	41,458,189	20,196,228
	FY 20-21 estimate	69,948,783	1.8%	60,445,664	-2.8%	2,011,857	0	62,457,521	(7,491,263)	86%	89%	54,163,154		77%	60%	42,187,229	11,975,925
	FY 21-22 estimate	71,675,397	2.5%	59,541,604	-1.5%	2,011,857	0	61,553,461	(10,121,936)	83%	86%	44,041,218		61%	60%	43,198,115	843,103

Bureau of Development Services - 2017 FIVE-YEAR FINANCIAL PLAN

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	19%	45%			
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%			
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,496,582	-16.0%	9,228,371	-7.9%	0	(155,566)	9,072,805	(423,777)	97%	96%	6,553,359	8.0%	69%	35%	3,323,804	3,229,556
	FY 11-12	10,346,857	9.0%	13,689,544	48.3%	0	424,282	14,113,826	3,766,969	132%	136%	10,320,328	8.0%	100%	35%	3,621,400	6,698,928
	FY 12-13	11,704,650	13.1%	17,579,753	28.4%	0	424,282	18,004,035	6,299,385	150%	154%	16,619,713	5.0%	142%	45%	5,267,093	11,352,621
	FY 13-14	14,679,601	25.4%	19,519,035	11.0%	0	0	19,519,035	4,839,434	133%	133%	21,459,147	0.0%	146%	45%	6,605,820	14,853,327
	FY 14-15	17,073,826	16.3%	23,482,533	20.3%	0	0	23,482,533	6,408,707	138%	138%	27,867,854	0.0%	163%	45%	7,683,222	20,184,633
	FY 15-16	20,215,215	18.4%	29,459,669	25.5%	0	0	29,459,669	9,244,454	146%	146%	37,112,308	0.0%	184%	75%	15,161,411	21,950,897
	FY 16-17 estimate	23,696,602	17.2%	27,935,459	-5.2%	0	0	27,935,459	4,238,856	118%	118%	41,351,165	-3.0%	175%	75%	17,772,452	23,578,713
	FY 17-18 estimate	30,112,855	27.1%	26,575,456	-4.9%	0	0	26,575,456	(3,537,399)	88%	88%	37,813,766	0.0%	126%	75%	22,584,641	15,229,125
	FY 18-19 estimate	31,145,422	3.4%	26,680,407	0.4%	0	0	26,680,407	(4,465,015)	86%	86%	33,348,751	0.0%	107%	75%	23,359,066	9,989,685
	FY 19-20 estimate	28,426,092	-8.7%	26,282,789	-1.5%	0	0	26,282,789	(2,143,303)	92%	92%	31,205,449	0.0%	110%	75%	21,319,569	9,885,880
	FY 20-21 estimate	28,851,350	1.5%	25,289,592	-3.8%	0	0	25,289,592	(3,561,758)	88%	88%	27,643,691	0.0%	96%	75%	21,638,513	6,005,178
	FY 21-22 estimate	29,441,667	2.0%	24,809,545	-1.9%	0	0	24,809,545	(4,632,121)	84%	84%	23,011,569	0.0%	78%	75%	22,081,250	930,319

Bureau of Development Services - 2017 FIVE-YEAR FINANCIAL PLAN

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0%	14%	75%	76523925%	(625,264)
	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%	75%	85249275%	(348,216)
	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
	FY 96-97	2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
	FY 10-11	2,753,551	-0.3%	2,918,005	11.2%	0	0	2,918,005	164,454	106%	106%	(1,227,903)	8.0%	-45%	20%	550,710	(1,778,614)
	FY 11-12	2,672,616	-2.9%	3,402,906	16.6%	0	0	3,402,906	730,290	127%	127%	(497,613)	8.0%	-19%	20%	534,523	(1,032,137)
	FY 12-13	2,595,329	-2.9%	4,317,127	26.9%	0	0	4,317,127	1,721,798	166%	166%	1,224,185	5.0%	47%	20%	519,066	705,119
	FY 13-14	3,444,669	32.7%	4,688,674	8.6%	0	0	4,688,674	1,244,005	136%	136%	2,468,190	0.0%	72%	20%	688,934	1,779,256
	FY 14-15	3,559,764	3.3%	5,555,739	18.5%	0	0	5,555,739	1,995,975	156%	156%	4,464,165	0.0%	125%	45%	1,601,894	2,862,271
	FY 15-16	3,911,336	9.9%	5,253,294	-5.4%	0	0	5,253,294	1,341,958	134%	134%	5,806,123	0.0%	148%	50%	1,955,668	3,850,455
	FY 16-17 estimate	4,599,628	17.6%	5,806,922	10.5%	0	0	5,806,922	1,207,294	126%	126%	7,013,416	0.0%	152%	50%	2,299,814	4,713,602
	FY 17-18 estimate	5,476,220	19.1%	5,766,255	-0.7%	0	0	5,766,255	290,036	105%	105%	7,303,452	0.0%	133%	50%	2,738,110	4,565,342
	FY 18-19 estimate	5,748,260	5.0%	5,677,789	-1.5%	0	0	5,677,789	(70,472)	99%	99%	7,232,980	0.0%	126%	50%	2,874,130	4,358,850
	FY 19-20 estimate	6,072,337	5.6%	5,504,367	-3.1%	0	0	5,504,367	(567,970)	91%	91%	6,665,010	0.0%	110%	50%	3,036,168	3,628,842
	FY 20-21 estimate	6,212,858	2.3%	5,349,616	-2.8%	0	0	5,349,616	(863,241)	86%	86%	5,801,769	0.0%	93%	50%	3,106,429	2,695,340
	FY 21-22 estimate	6,397,625	3.0%	5,254,987	-1.8%	0	0	5,254,987	(1,142,638)	82%	82%	4,659,131	0.0%	73%	50%	3,198,813	1,460,318

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Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Plumbing	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%			
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%			
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%			
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%			
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,987,513)
	FY 10-11	2,172,277	-2.4%	2,150,160	19.9%	0	0	2,150,160	(22,117)	99%	99%	(1,564,581)	8.0%	-72%	20%	434,455	(1,999,036)
	FY 11-12	2,323,172	6.9%	2,422,941	12.7%	0	0	2,422,941	99,769	104%	104%	(1,464,812)	8.0%	-63%	20%	464,634	(1,929,446)
	FY 12-13	2,396,853	3.2%	3,421,353	41.2%	0	0	3,421,353	1,024,500	143%	143%	(440,312)	5.0%	-18%	20%	479,371	(919,683)
	FY 13-14	3,018,956	26.0%	4,114,387	20.3%	0	0	4,114,387	1,095,431	136%	136%	655,119	5.0%	22%	20%	603,791	51,328
	FY 14-15	3,104,910	2.8%	4,847,546	17.8%	0	0	4,847,546	1,742,636	156%	156%	2,397,755	0.0%	77%	20%	620,982	1,776,773
	FY 15-16	3,571,801	15.0%	4,840,490	-0.1%	0	0	4,840,490	1,268,689	136%	136%	3,666,444	0.0%	103%	50%	1,785,901	1,880,544
	FY 16-17 estimate	3,955,373	10.7%	4,987,237	3.0%	0	0	4,987,237	1,031,864	126%	126%	4,698,308	0.0%	119%	50%	1,977,687	2,720,621
	FY 17-18 estimate	4,926,876	24.6%	4,928,169	-1.2%	0	0	4,928,169	1,292	100%	100%	4,699,600	0.0%	95%	50%	2,463,438	2,236,162
	FY 18-19 estimate	5,052,370	2.5%	4,650,498	-5.6%	0	0	4,650,498	(401,872)	92%	92%	4,297,728	0.0%	85%	50%	2,526,185	1,771,543
	FY 19-20 estimate	4,777,437	-5.4%	4,467,736	-3.9%	0	0	4,467,736	(309,702)	94%	94%	3,988,027	0.0%	83%	50%	2,388,719	1,599,308
	FY 20-21 estimate	4,849,591	1.5%	4,294,063	-3.9%	0	0	4,294,063	(555,528)	89%	89%	3,432,498	0.0%	71%	50%	2,424,796	1,007,703
	FY 21-22 estimate	5,003,962	3.2%	4,226,391	-1.6%	0	0	4,226,391	(777,570)	84%	84%	2,654,928	0.0%	53%	50%	2,501,981	152,947

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Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Facilities Permits	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918	801,655
	FY 10-11	2,188,656	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(250,802)	108%	89%	888,771	8.0%	41%	15%	328,298	560,473
	FY 11-12	2,251,270	2.9%	2,875,436	21.7%	0	(424,282)	2,451,154	199,884	128%	109%	1,088,655	8.0%	48%	20%	450,254	638,401
	FY 12-13	2,289,731	1.7%	2,638,334	-8.2%	0	(424,282)	2,214,052	(75,679)	115%	97%	1,012,976	0.0%	44%	20%	457,946	555,030
	FY 13-14	2,580,851	12.7%	2,954,835	12.0%	0	0	2,954,835	373,984	114%	114%	1,386,960	0.0%	54%	20%	516,170	870,790
	FY 14-15	2,784,870	7.9%	3,543,509	19.9%	0	0	3,543,509	758,639	127%	127%	2,145,599	0.0%	77%	20%	556,974	1,588,625
	FY 15-16	2,827,799	1.5%	3,851,871	8.7%	0	0	3,851,871	1,024,072	136%	136%	3,169,671	0.0%	112%	50%	1,413,900	1,755,772
	FY 16-17 estimate	3,251,685	15.0%	3,486,680	-9.5%	0	0	3,486,680	234,995	107%	107%	3,404,666	0.0%	105%	50%	1,625,842	1,778,824
	FY 17-18 estimate	3,825,541	17.6%	3,510,027	0.7%	0	0	3,510,027	(315,514)	92%	92%	3,089,152	0.0%	81%	50%	1,912,771	1,176,382
	FY 18-19 estimate	3,945,571	3.1%	3,529,900	0.6%	0	0	3,529,900	(415,671)	89%	89%	2,673,481	0.0%	68%	50%	1,972,785	700,696
	FY 19-20 estimate	3,629,993	-8.0%	3,498,061	-0.9%	0	0	3,498,061	(131,932)	96%	96%	2,541,550	0.0%	70%	50%	1,814,996	726,553
	FY 20-21 estimate	3,721,920	2.5%	3,413,958	-2.4%	0	0	3,413,958	(307,962)	92%	92%	2,233,588	0.0%	60%	50%	1,860,960	372,628
	FY 21-22 estimate	3,852,459	3.5%	3,394,218	-0.6%	0	0	3,394,218	(458,241)	88%	88%	1,775,346	0.0%	46%	50%	1,926,229	(150,883)

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State Programs Subtotal	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,026,119
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140,735
	FY 10-11	16,611,066	-10.5%	16,658,672	0.5%	0	(579,848)	16,078,824	(532,242)	100%	97%	4,771,528		29%	28%	4,637,268	134,260
	FY 11-12	17,593,915	5.9%	22,390,827	34.4%	0	0	22,390,827	4,796,912	127%	127%	9,568,440		54%	29%	5,070,812	4,497,628
	FY 12-13	18,986,563	7.9%	27,956,567	24.9%	0	0	27,956,567	8,970,004	147%	147%	18,538,444		98%	35%	6,723,475	11,814,969
	FY 13-14	23,724,077	25.0%	31,276,931	11.9%	0	0	31,276,931	7,552,854	132%	132%	26,091,298		110%	35%	8,414,716	17,676,582
	FY 14-15	26,523,370	11.8%	37,429,327	19.7%	0	0	37,429,327	10,905,957	141%	141%	36,997,255		139%	39%	10,463,072	26,534,184
	FY 15-16	30,526,151	15.1%	43,405,324	16.0%	0	0	43,405,324	12,879,173	142%	142%	49,876,428		163%	67%	20,316,879	29,559,549
	FY 16-17 estimate	35,503,289	16.3%	42,216,298	-2.7%	0	0	42,216,298	6,713,009	119%	119%	56,589,437		159%	67%	23,675,795	32,913,642
	FY 17-18 estimate	44,341,492	24.9%	40,779,907	-3.4%	0	0	40,779,907	(3,561,585)	92%	92%	53,027,852		120%	67%	29,698,959	23,328,892
	FY 18-19 estimate	45,891,623	3.5%	40,538,594	-0.6%	0	0	40,538,594	(5,353,029)	88%	88%	47,674,823		104%	67%	30,732,167	16,942,656
	FY 19-20 estimate	42,905,859	-6.5%	39,752,953	-1.9%	0	0	39,752,953	(3,152,905)	93%	93%	44,521,917		104%	67%	28,559,452	15,962,465
	FY 20-21 estimate	43,635,719	1.7%	38,347,230	-3.5%	0	0	38,347,230	(5,288,490)	88%	88%	39,233,428		90%	67%	29,030,697	10,202,731
	FY 21-22 estimate	44,695,713	2.4%	37,685,142	-1.7%	0	0	37,685,142	(7,010,571)	84%	84%	32,222,857		72%	66%	29,708,273	2,514,584

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Site Development	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
	FY 08-09	1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
	FY 09-10	1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
	FY 10-11	736,770	-31.6%	1,025,885	18.0%	0	0	1,025,885	289,115	139%	139%	(181,478)	8.0%	-25%	20%	147,354	(328,832)
	FY 11-12	760,307	3.2%	1,372,666	33.8%	0	0	1,372,666	612,359	181%	181%	430,881	8.0%	57%	20%	152,061	278,820
	FY 12-13	826,543	8.7%	1,656,626	20.7%	0	0	1,656,626	830,083	200%	200%	1,260,964	0.0%	153%	20%	165,309	1,095,655
	FY 13-14	1,096,559	32.7%	1,975,640	19.3%	0	0	1,975,640	879,081	180%	180%	2,140,045	-5.0%	195%	20%	219,312	1,920,733
	FY 14-15	1,153,528	5.2%	2,235,048	13.1%	0	0	2,235,048	1,081,520	194%	194%	3,221,565	0.0%	279%	45%	519,088	2,702,477
	FY 15-16	1,306,243	13.2%	2,298,002	2.8%	0	0	2,298,002	991,759	176%	176%	4,213,324	0.0%	323%	50%	653,122	3,560,203
	FY 16-17 estimate	1,890,417	44.7%	2,125,753	-7.5%	0	0	2,125,753	235,336	112%	112%	4,448,660	-3.0%	235%	50%	945,209	3,503,451
	FY 17-18 estimate	2,231,290	18.0%	2,026,283	-4.7%	0	0	2,026,283	(205,006)	91%	91%	4,243,653	0.0%	190%	50%	1,115,645	3,128,008
	FY 18-19 estimate	2,318,255	3.9%	2,060,388	1.7%	0	0	2,060,388	(257,867)	89%	89%	3,985,786	0.0%	172%	50%	1,159,127	2,826,659
	FY 19-20 estimate	2,476,827	6.8%	2,002,182	-2.8%	0	0	2,002,182	(474,645)	81%	81%	3,511,141	0.0%	142%	50%	1,238,413	2,272,727
	FY 20-21 estimate	2,659,756	7.4%	1,934,955	-3.4%	0	0	1,934,955	(724,801)	73%	73%	2,786,340	0.0%	105%	50%	1,329,878	1,456,462
	FY 21-22 estimate	2,727,160	2.5%	1,882,161	-2.7%	0	0	1,882,161	(845,000)	69%	69%	1,941,340	0.0%	71%	50%	1,363,580	577,760

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Environmental Soils	FY 88-89																
	FY 89-90																
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	293,927	-7.7%	210,527	21.8%	0	0	210,527	(83,400)	72%	72%	(1,353,549)	12.0%	-461%	20%	58,785	(1,412,334)
	FY 11-12	289,836	-1.4%	291,553	38.5%	0	0	291,553	1,717	101%	101%	(1,351,832)	70.0%	-466%	20%	57,967	(1,409,799)
	FY 12-13	286,620	-1.1%	407,786	39.9%	0	0	407,786	121,166	142%	142%	(1,230,666)	10.0%	-429%	20%	57,324	(1,287,990)
	FY 13-14	276,664	-3.5%	470,363	15.3%	0	0	470,363	193,699	170%	170%	(1,036,967)	10.0%	-375%	20%	55,333	(1,092,300)
	FY 14-15	293,599	6.1%	531,732	13.0%	0	0	531,732	238,133	181%	181%	(798,834)	10.0%	-272%	20%	58,720	(857,554)
	FY 15-16	355,265	21.0%	577,168	8.5%	0	0	577,168	221,903	162%	162%	(576,931)	10.0%	-162%	50%	177,633	(754,564)
	FY 16-17 estimate	491,214	38.3%	650,010	12.6%	0	0	650,010	158,796	132%	132%	(418,135)	10.0%	-85%	50%	245,607	(663,742)
	FY 17-18 estimate	516,253	5.1%	662,802	2.0%	0	0	662,802	146,549	128%	128%	(271,586)	0.0%	-53%	50%	258,126	(529,712)
	FY 18-19 estimate	538,013	4.2%	671,848	1.4%	0	0	671,848	133,834	125%	125%	(137,752)	0.0%	-26%	50%	269,007	(406,758)
	FY 19-20 estimate	560,685	4.2%	678,932	1.1%	0	0	678,932	118,246	121%	121%	(19,505)	0.0%	-3%	50%	280,343	(299,848)
	FY 20-21 estimate	563,948	0.6%	687,382	1.2%	0	0	687,382	123,434	122%	122%	103,929	0.0%	18%	50%	281,974	(178,045)
	FY 21-22 estimate	583,607	3.5%	699,029	1.7%	0	0	699,029	115,422	120%	120%	219,351	0.0%	38%	50%	291,803	(72,452)

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Signs	FY 88-89	67,780		72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%	320%	21689600%	(208,431)
	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%	420%	52376520%	(492,584)
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%			
	FY 93-94	179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%			
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
	FY 96-97	225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
	FY 97-98	203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
	FY 07-08	377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
	FY 08-09	364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
	FY 09-10	302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
	FY 10-11	256,644	-15.3%	360,513	10.1%	0	0	360,513	103,869	140%	140%	(463,783)	8.0%	-181%	20%	51,329	(515,112)
	FY 11-12	276,211	7.6%	371,819	3.1%	0	0	371,819	95,608	135%	135%	(368,175)	8.0%	-133%	20%	55,242	(423,417)
	FY 12-13	261,102	-5.5%	395,936	6.5%	0	0	395,936	134,834	152%	152%	(233,341)	5.0%	-89%	20%	52,220	(285,561)
	FY 13-14	298,440	14.3%	404,825	2.2%	0	0	404,825	106,385	136%	136%	(126,956)	2.5%	-43%	20%	59,688	(186,644)
	FY 14-15	327,617	9.8%	418,288	3.3%	0	0	418,288	90,671	128%	128%	(36,285)	0.0%	-11%	20%	65,523	(101,808)
	FY 15-16	352,607	7.6%	419,934	0.4%	0	0	419,934	67,327	119%	119%	31,042	0.0%	9%	50%	176,304	(145,262)
	FY 16-17 estimate	368,260	4.4%	407,445	-3.0%	0	0	407,445	39,185	111%	111%	70,227	0.0%	19%	50%	184,130	(113,903)
	FY 17-18 estimate	441,022	19.8%	415,334	1.9%	0	0	415,334	(25,688)	94%	94%	44,538	0.0%	10%	50%	220,511	(175,973)
	FY 18-19 estimate	456,779	3.6%	422,431	1.7%	0	0	422,431	(34,348)	92%	92%	10,190	0.0%	2%	50%	228,389	(218,199)
	FY 19-20 estimate	420,126	-8.0%	426,970	1.1%	0	0	426,970	6,844	102%	102%	17,034	0.0%	4%	50%	210,063	(193,029)
	FY 20-21 estimate	426,333	1.5%	429,739	0.6%	0	0	429,739	3,406	101%	101%	20,440	0.0%	5%	50%	213,166	(192,727)
	FY 21-22 estimate	438,871	2.9%	432,925	0.7%	0	0	432,925	(5,946)	99%	99%	14,494	0.0%	3%	50%	219,435	(204,941)

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%			
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%			
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%			
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%			
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(52,634)
	FY 10-11	615,905	-14.0%	704,404	1.0%	0	0	704,404	88,499	114%	114%	179,115	8.0%	29%	20%	123,181	55,934
	FY 11-12	776,818	26.1%	922,330	30.9%	0	0	922,330	145,512	119%	119%	324,627	5.0%	42%	20%	155,364	169,263
	FY 12-13	801,063	3.1%	1,392,882	51.0%	0	0	1,392,882	591,819	174%	174%	916,446	5.0%	114%	20%	160,213	756,233
	FY 13-14	1,136,658	41.9%	1,505,767	8.1%	0	0	1,505,767	369,109	132%	132%	1,285,555	0.0%	113%	20%	227,332	1,058,223
	FY 14-15	943,699	-17.0%	1,669,499	10.9%	0	0	1,669,499	725,800	177%	177%	2,011,355	0.0%	213%	20%	188,740	1,822,615
	FY 15-16	1,078,125	14.2%	1,968,525	17.9%	0	0	1,968,525	890,400	183%	183%	2,901,755	0.0%	269%	50%	539,063	2,362,693
	FY 16-17 estimate	1,478,353	37.1%	1,871,204	-4.9%	0	0	1,871,204	392,851	127%	127%	3,294,606	-3.0%	223%	50%	739,176	2,555,430
	FY 17-18 estimate	1,880,655	27.2%	1,721,095	-8.0%	0	0	1,721,095	(159,561)	92%	92%	3,135,045	0.0%	167%	50%	940,328	2,194,718
	FY 18-19 estimate	1,986,379	5.6%	1,700,236	-1.2%	0	0	1,700,236	(286,144)	86%	86%	2,848,902	0.0%	143%	50%	993,190	1,855,712
	FY 19-20 estimate	2,029,110	2.2%	1,642,710	-3.4%	0	0	1,642,710	(386,400)	81%	81%	2,462,501	0.0%	121%	50%	1,014,555	1,447,946
	FY 20-21 estimate	2,057,595	1.4%	1,536,326	-6.5%	0	0	1,536,326	(521,269)	75%	75%	1,941,232	0.0%	94%	50%	1,028,797	912,435
	FY 21-22 estimate	2,137,218	3.9%	1,463,803	-4.7%	0	0	1,463,803	(673,414)	68%	68%	1,267,818	0.0%	59%	50%	1,068,609	199,209

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Land Use Services	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99											0					
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891,286)
	FY 10-11	4,991,450	-15.7%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,123,598	86%	123%	(583,596)	8.0%	-12%	20%	998,290	(1,581,886)
	FY 11-12	6,022,456	20.7%	6,058,809	41.1%	1,455,748	0	7,514,557	1,492,101	101%	125%	908,505	8.0%	15%	20%	1,204,491	(295,986)
	FY 12-13	6,506,472	8.0%	8,271,890	36.5%	1,067,688	0	9,339,578	2,833,106	127%	144%	3,741,611	5.0%	58%	20%	1,301,294	2,440,317
	FY 13-14	8,462,426	30.1%	9,693,609	17.2%	1,138,038	0	10,831,647	2,369,221	115%	128%	6,110,832	5.0%	72%	20%	1,692,485	4,418,347
	FY 14-15	10,260,641	21.2%	11,219,870	15.7%	1,258,937	0	12,478,807	2,218,166	109%	122%	8,328,998	0.0%	81%	20%	2,052,128	6,276,870
	FY 15-16	11,766,779	14.7%	14,129,261	25.9%	1,089,442	0	15,218,703	3,451,924	120%	129%	11,780,922	0.0%	100%	30%	3,530,034	8,250,888
	FY 16-17 estimate	13,946,697	18.5%	14,157,913	0.2%	394,946	0	14,552,859	606,162	102%	104%	12,387,084	0.0%	89%	50%	6,973,349	5,413,736
	FY 17-18 estimate	16,231,459	16.4%	13,749,613	-2.9%	1,058,872	0	14,808,485	(1,422,974)	85%	91%	10,964,110	0.0%	68%	50%	8,115,729	2,848,381
	FY 18-19 estimate	16,934,289	4.3%	14,010,301	1.9%	1,005,928	0	15,016,230	(1,918,060)	83%	89%	9,046,051	0.0%	53%	50%	8,467,145	578,906
	FY 19-20 estimate	15,576,977	-8.0%	14,160,958	1.1%	1,005,928	0	15,166,886	(410,091)	91%	97%	8,635,960	0.0%	55%	50%	7,788,489	847,471
	FY 20-21 estimate	15,758,861	1.2%	13,958,437	-1.4%	1,005,928	0	14,964,366	(794,495)	89%	95%	7,841,464	0.0%	50%	50%	7,879,431	(37,966)
	FY 21-22 estimate	16,087,207	2.1%	13,799,276	-1.1%	1,005,928	0	14,805,205	(1,282,002)	86%	92%	6,559,462	0.0%	41%	50%	8,043,603	(1,484,142)

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Program Detail

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Neighborhood Inspections	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%			
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%			
	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188
	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953
	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690
The program came back to BDS in FY 2006-07	FY 03-04																
	FY 04-05																
	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064,553)
	FY 10-11	1,575,262	-5.1%	1,907,091	3.7%	384,391		2,291,482	716,220	121%	145%	(16,326)	8.0%	-1%	20%	315,052	(331,378)
	FY 11-12	2,350,403	49.2%	1,888,728	-1.0%	1,290,770		3,179,498	829,095	80%	135%	812,769	8.0%	35%	25%	587,601	225,168
	FY 12-13	2,496,638	6.2%	1,897,575	0.5%	888,039		2,785,614	288,976	76%	112%	1,101,745	5.0%	44%	25%	624,160	477,586
	FY 13-14	2,848,191	14.1%	1,768,576	-6.8%	856,836		2,625,412	(222,779)	62%	92%	878,966	5.0%	31%	25%	712,048	166,918
	FY 14-15	2,572,847	-9.7%	2,384,772	34.8%	935,877		3,320,649	747,802	93%	129%	1,626,768	0.0%	63%	25%	643,212	983,556
	FY 15-16	3,309,094	28.6%	3,656,030	53.3%	1,087,831		4,743,861	1,434,767	110%	143%	3,061,535	0.0%	93%	30%	992,728	2,068,807
	FY 16-17 estimate	4,169,825	26.0%	3,426,742	-6.3%	1,722,798		5,149,540	979,716	82%	123%	4,041,251	0.0%	97%	50%	2,084,912	1,956,338
	FY 17-18 estimate	4,927,767	18.2%	3,439,718	0.4%	952,985		4,392,702	(535,065)	70%	89%	3,506,186	0.0%	71%	50%	2,463,884	1,042,302
	FY 18-19 estimate	5,154,380	4.6%	3,490,918	1.5%	1,005,928		4,496,847	(657,534)	68%	87%	2,848,652	0.0%	55%	50%	2,577,190	271,462
	FY 19-20 estimate	4,733,748	-8.2%	3,526,420	1.0%	1,005,928		4,532,348	(201,400)	74%	96%	2,647,251	0.0%	56%	50%	2,366,874	280,377
	FY 20-21 estimate	4,846,571	2.4%	3,551,596	0.7%	1,005,928		4,557,524	(289,047)	73%	94%	2,358,204	0.0%	49%	50%	2,423,286	(65,082)
	FY 21-22 estimate	5,005,622	3.3%	3,579,268	0.8%	1,005,928		4,585,197	(420,425)	72%	92%	1,937,779	0.0%	39%	50%	2,502,811	(565,032)

Bureau of Development Services
2017 Financial Plan - Alternative Case Scenario

Programmatic Revenue Growth Assumptions and Fee Changes

Programmatic Revenue Growth Assumptions[1]

Program	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Building	-5.0%	-5.8%	-8.0%	-5.9%	-3.9%
Mechanical	-2.4%	-8.1%	-8.9%	-2.3%	-0.4%
Electrical	-3.2%	-7.4%	-8.9%	-3.5%	-2.4%
Plumbing	-4.3%	-11.3%	-9.4%	-4.2%	-1.7%
Facility Permits	-4.3%	-6.9%	-8.4%	-4.9%	-3.1%
Site Development	-5.0%	-5.8%	-8.0%	-5.9%	-3.9%
Environmental Soils	-3.0%	-6.1%	-6.4%	-1.2%	-0.8%
Signs	-3.2%	-5.7%	-6.3%	-1.8%	-1.7%
Zoning Enforcement	-5.0%	-5.8%	-8.0%	-5.9%	-3.9%
Neighborhood Inspections	-3.4%	-5.9%	-6.4%	-1.7%	-1.7%
Land Use Services Planning & Zoning	-6.9%	-5.2%	-3.7%	1.3%	-1.4%
Land Use Services Case Review	-5.0%	-5.8%	-8.0%	-5.9%	-3.9%

Projected Fee Changes

Program	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Building	0.0%	0.0%	0.0%	0.0%	0.0%
Mechanical	0.0%	0.0%	0.0%	0.0%	0.0%
Electrical	0.0%	0.0%	0.0%	0.0%	0.0%
Plumbing	0.0%	0.0%	0.0%	0.0%	0.0%
Facility Permits	0.0%	0.0%	0.0%	0.0%	0.0%
Site Development	0.0%	0.0%	0.0%	0.0%	0.0%
Environmental Soils	0.0%	0.0%	0.0%	0.0%	0.0%
Signs	0.0%	0.0%	0.0%	0.0%	0.0%
Zoning Enforcement	0.0%	0.0%	0.0%	0.0%	0.0%
Neighborhood Inspections	0.0%	0.0%	0.0%	0.0%	0.0%
Land Use Services Planning & Zoning	0.0%	0.0%	0.0%	0.0%	0.0%
Land Use Services Case Review	0.0%	0.0%	0.0%	0.0%	0.0%

Note

1. The Programmatic Revenue Growth Rates presented in this table represent growth rates for the bureau's base revenue source - projects with a valuation under $3 million
   The Programmatic Revenue Growth Rates presented in this table may not necessarily match the revenue growth rates presented in Appendix D Program Detail.
   Growth Rates in Appendix D Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

Bureau of Development Services - 2017 FIVE-YEAR FINANCIAL PLAN

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
	FY 08-09	42,037,209	1.1%	29,318,556	-25.4%	1,882,631	0	31,201,187	(10,836,022)	70%	74%	2,896,744		7%	22%	9,083,261	(6,186,517)
	FY 09-10	28,924,659	-31.2%	24,632,915	-16.0%	1,907,809	0	26,540,724	(2,383,935)	85%	92%	512,809		2%	22%	6,237,845	(5,725,036)
	FY 10-11	25,462,507	-12.0%	25,272,181	2.6%	1,889,155	0	27,161,336	1,698,829	99%	107%	2,211,638		9%	25%	6,407,556	(4,195,918)
	FY 11-12	28,459,247	11.8%	33,434,898	32.3%	3,031,800	0	36,466,698	8,007,451	117%	128%	10,219,089		36%	26%	7,361,398	2,857,691
	FY 12-13	30,540,311	7.3%	42,100,237	25.9%	2,248,147	0	44,348,384	13,808,073	138%	145%	24,027,162		79%	30%	9,159,057	14,868,105
	FY 13-14	37,923,006	24.2%	47,121,862	11.9%	1,994,874	0	49,116,736	11,193,730	124%	130%	35,220,891		93%	30%	11,396,911	23,823,980
	FY 14-15	42,075,301	10.9%	55,888,536	18.6%	2,194,814	0	58,083,350	16,008,049	133%	138%	51,228,940		122%	33%	13,990,482	37,238,458
	FY 15-16	48,694,264	15.7%	66,454,244	18.9%	2,177,273	0	68,631,517	19,937,253	136%	141%	71,166,193		146%	54%	26,385,761	44,780,432
	FY 16-17 estimate	57,848,055	18.8%	64,855,365	-2.4%	2,117,744	0	66,973,109	9,125,054	112%	116%	80,291,247		139%	60%	34,848,178	45,443,069
	FY 17-18 estimate	69,188,738	19.6%	59,605,793	-8.1%	2,011,857	0	61,617,650	(7,571,088)	86%	89%	72,720,159		105%	61%	41,908,404	30,811,755
	FY 18-19 estimate	63,891,819	-7.7%	55,286,374	-7.2%	2,011,857	0	57,298,230	(6,593,589)	87%	90%	66,126,570		103%	60%	38,598,745	27,527,825
	FY 19-20 estimate	57,600,912	-9.8%	50,538,519	-8.6%	2,011,857	0	52,550,375	(5,050,537)	88%	91%	61,076,033		106%	60%	34,782,906	26,293,127
	FY 20-21 estimate	58,362,910	1.3%	47,777,489	-5.5%	2,011,857	0	49,789,346	(8,573,564)	82%	85%	52,502,469		90%	60%	35,219,411	17,283,058
	FY 21-22 estimate	59,770,956	2.4%	45,766,718	-4.2%	2,011,857	0	47,778,574	(11,992,381)	77%	80%	40,510,088		68%	60%	36,036,082	4,474,006

Bureau of Development Services - 2017 FIVE-YEAR FINANCIAL PLAN

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	19%	45%			
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%			
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%			
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%			
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%			
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%			
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%			
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177
	FY 99-00	11,897,225	10.3%	9,877,427	1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803
	FY 08-09	15,833,452	-4.0%	12,566,670	-29.5%	0	(579,848)	11,986,822	(3,846,630)	79%	76%	8,849,921	0.0%	56%	25%	3,958,363	4,891,558
	FY 09-10	11,311,062	-28.6%	10,018,125	-20.3%	0	(579,848)	9,438,277	(1,872,785)	89%	83%	6,977,136	0.0%	62%	25%	2,827,766	4,149,371
	FY 10-11	9,496,582	-16.0%	9,228,371	-7.9%	0	(155,566)	9,072,805	(423,777)	97%	96%	6,553,359	8.0%	69%	35%	3,323,804	3,229,556
	FY 11-12	10,346,857	9.0%	13,689,544	48.3%	0	424,282	14,113,826	3,766,969	132%	136%	10,320,328	8.0%	100%	35%	3,621,400	6,698,928
	FY 12-13	11,704,650	13.1%	17,579,753	28.4%	0	424,282	18,004,035	6,299,385	150%	154%	16,619,713	5.0%	142%	45%	5,267,093	11,352,621
	FY 13-14	14,679,601	25.4%	19,519,035	11.0%	0	0	19,519,035	4,839,434	133%	133%	21,459,147	0.0%	146%	45%	6,605,820	14,853,327
	FY 14-15	17,073,826	16.3%	23,482,533	20.3%	0	0	23,482,533	6,408,707	138%	138%	27,867,854	0.0%	163%	45%	7,683,222	20,184,633
	FY 15-16	20,215,215	18.4%	29,459,669	25.5%	0	0	29,459,669	9,244,454	146%	146%	37,112,308	0.0%	184%	75%	15,161,411	21,950,897
	FY 16-17 estimate	23,696,602	17.2%	27,935,459	-5.2%	0	0	27,935,459	4,238,856	118%	118%	41,351,165	-3.0%	175%	75%	17,772,452	23,578,713
	FY 17-18 estimate	29,256,141	23.5%	25,209,752	-9.8%	0	0	25,209,752	(4,046,389)	86%	86%	37,304,775	0.0%	128%	75%	21,942,106	15,362,669
	FY 18-19 estimate	26,611,342	-9.0%	23,456,822	-7.0%	0	0	23,456,822	(3,154,520)	88%	88%	34,150,255	0.0%	128%	75%	19,958,507	14,191,748
	FY 19-20 estimate	23,929,799	-10.1%	21,370,022	-8.9%	0	0	21,370,022	(2,559,777)	89%	89%	31,590,478	0.0%	132%	75%	17,947,349	13,643,129
	FY 20-21 estimate	24,151,823	0.9%	20,001,687	-6.4%	0	0	20,001,687	(4,150,136)	83%	83%	27,440,342	0.0%	114%	75%	18,113,868	9,326,474
	FY 21-22 estimate	24,602,416	1.9%	19,087,978	-4.6%	0	0	19,087,978	(5,514,437)	78%	78%	21,925,904	0.0%	89%	75%	18,451,812	3,474,093

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Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0%	14%	75%	76523925%	(625,264)
	FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%	75%	85249275%	(348,216)
	FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
	FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
	FY 92-93	1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%			
	FY 93-94	1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%			
	FY 94-95	1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%			
	FY 95-96	2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)
	FY 96-97	2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)
	FY 97-98	2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)
	FY 98-99	2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)
	FY 99-00	3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)
	FY 00-01	2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)
	FY 01-02	2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)
	FY 02-03	2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)
	FY 03-04	2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)
	FY 04-05	3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)
	FY 05-06	3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)
	FY 06-07	3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)
	FY 07-08	4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)
	FY 08-09	4,028,746	-0.2%	3,046,503	-15.7%	0	0	3,046,503	(982,243)	76%	76%	(1,254,300)	5.0%	-31%	20%	805,749	(2,060,050)
	FY 09-10	2,761,511	-31.5%	2,623,454	-13.9%	0	0	2,623,454	(138,057)	95%	95%	(1,392,357)	5.0%	-50%	20%	552,302	(1,944,660)
	FY 10-11	2,753,551	-0.3%	2,918,005	11.2%	0	0	2,918,005	164,454	106%	106%	(1,227,903)	8.0%	-45%	20%	550,710	(1,778,614)
	FY 11-12	2,672,616	-2.9%	3,402,906	16.6%	0	0	3,402,906	730,290	127%	127%	(497,613)	8.0%	-19%	20%	534,523	(1,032,137)
	FY 12-13	2,595,329	-2.9%	4,317,127	26.9%	0	0	4,317,127	1,721,798	166%	166%	1,224,185	5.0%	47%	20%	519,066	705,119
	FY 13-14	3,444,669	32.7%	4,688,674	8.6%	0	0	4,688,674	1,244,005	136%	136%	2,468,190	0.0%	72%	20%	688,934	1,779,256
	FY 14-15	3,559,764	3.3%	5,555,739	18.5%	0	0	5,555,739	1,995,975	156%	156%	4,464,165	0.0%	125%	45%	1,601,894	2,862,271
	FY 15-16	3,911,336	9.9%	5,253,294	-5.4%	0	0	5,253,294	1,341,958	134%	134%	5,806,123	0.0%	148%	50%	1,955,668	3,850,455
	FY 16-17 estimate	4,599,628	17.6%	5,806,922	10.5%	0	0	5,806,922	1,207,294	126%	126%	7,013,416	0.0%	152%	50%	2,299,814	4,713,602
	FY 17-18 estimate	5,354,435	16.4%	5,478,301	-5.7%	0	0	5,478,301	123,866	102%	102%	7,137,282	0.0%	133%	50%	2,677,218	4,460,064
	FY 18-19 estimate	5,191,419	-3.0%	4,982,237	-9.1%	0	0	4,982,237	(209,182)	96%	96%	6,928,100	0.0%	133%	50%	2,595,709	4,332,390
	FY 19-20 estimate	4,751,501	-8.5%	4,447,069	-10.7%	0	0	4,447,069	(304,432)	94%	94%	6,623,668	0.0%	139%	50%	2,375,750	4,247,918
	FY 20-21 estimate	4,845,044	2.0%	4,194,035	-5.7%	0	0	4,194,035	(651,010)	87%	87%	5,972,659	0.0%	123%	50%	2,422,522	3,550,136
	FY 21-22 estimate	5,005,359	3.3%	3,995,862	-4.7%	0	0	3,995,862	(1,009,498)	80%	80%	4,963,161	0.0%	99%	50%	2,502,680	2,460,481

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Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Plumbing	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%			
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%			
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%			
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%			
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%			
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%			
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%			
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)
	FY 08-09	3,600,192	-0.3%	2,257,355	-27.7%	0	0	2,257,355	(1,342,837)	63%	63%	(1,109,780)	5.0%	-31%	20%	720,038	(1,829,818)
	FY 09-10	2,225,247	-38.2%	1,792,563	-20.6%	0	0	1,792,563	(432,684)	81%	81%	(1,542,464)	5.5%	-69%	20%	445,049	(1,987,513)
	FY 10-11	2,172,277	-2.4%	2,150,160	19.9%	0	0	2,150,160	(22,117)	99%	99%	(1,564,581)	8.0%	-72%	20%	434,455	(1,999,036)
	FY 11-12	2,323,172	6.9%	2,422,941	12.7%	0	0	2,422,941	99,769	104%	104%	(1,464,812)	8.0%	-63%	20%	464,634	(1,929,446)
	FY 12-13	2,396,853	3.2%	3,421,353	41.2%	0	0	3,421,353	1,024,500	143%	143%	(440,312)	5.0%	-18%	20%	479,371	(919,683)
	FY 13-14	3,018,956	26.0%	4,114,387	20.3%	0	0	4,114,387	1,095,431	136%	136%	655,119	5.0%	22%	20%	603,791	51,328
	FY 14-15	3,104,910	2.8%	4,847,546	17.8%	0	0	4,847,546	1,742,636	156%	156%	2,397,755	0.0%	77%	20%	620,982	1,776,773
	FY 15-16	3,571,801	15.0%	4,840,490	-0.1%	0	0	4,840,490	1,268,689	136%	136%	3,666,444	0.0%	103%	50%	1,785,901	1,880,544
	FY 16-17 estimate	3,955,373	10.7%	4,987,237	3.0%	0	0	4,987,237	1,031,864	126%	126%	4,698,308	0.0%	119%	50%	1,977,687	2,720,621
	FY 17-18 estimate	4,675,058	18.2%	4,681,763	-6.1%	0	0	4,681,763	6,704	100%	100%	4,705,012	0.0%	101%	50%	2,337,529	2,367,483
	FY 18-19 estimate	4,168,734	-10.8%	4,067,212	-13.1%	0	0	4,067,212	(101,522)	98%	98%	4,603,490	0.0%	110%	50%	2,084,367	2,519,123
	FY 19-20 estimate	3,868,404	-7.2%	3,595,485	-11.6%	0	0	3,595,485	(272,919)	93%	93%	4,330,572	0.0%	112%	50%	1,934,202	2,396,370
	FY 20-21 estimate	3,933,395	1.7%	3,348,440	-6.9%	0	0	3,348,440	(584,955)	85%	85%	3,745,617	0.0%	95%	50%	1,966,698	1,778,919
	FY 21-22 estimate	4,057,502	3.2%	3,191,745	-4.7%	0	0	3,191,745	(865,758)	79%	79%	2,879,859	0.0%	71%	50%	2,028,751	851,108

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Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Facilities Permits	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99	351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)
	FY 99-00	562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)
	FY 00-01	1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)
	FY 01-02	1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)
	FY 02-03	1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)
	FY 03-04	1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)
	FY 04-05	2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)
	FY 05-06	2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)
	FY 06-07	2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)
	FY 07-08	2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220
	FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547
	FY 09-10	2,252,789	-2.8%	2,142,256	-31.7%	0	0	2,142,256	(110,533)	95%	95%	1,139,573	4.0%	51%	15%	337,918	801,655
	FY 10-11	2,188,656	-2.8%	2,362,136	10.3%	0	(424,282)	1,937,854	(250,802)	108%	89%	888,771	8.0%	41%	15%	328,298	560,473
	FY 11-12	2,251,270	2.9%	2,875,436	21.7%	0	(424,282)	2,451,154	199,884	128%	109%	1,088,655	8.0%	48%	20%	450,254	638,401
	FY 12-13	2,289,731	1.7%	2,638,334	-8.2%	0	(424,282)	2,214,052	(75,679)	115%	97%	1,012,976	0.0%	44%	20%	457,946	555,030
	FY 13-14	2,580,851	12.7%	2,954,835	12.0%	0	0	2,954,835	373,984	114%	114%	1,386,960	0.0%	54%	20%	516,170	870,790
	FY 14-15	2,784,870	7.9%	3,543,509	19.9%	0	0	3,543,509	758,639	127%	127%	2,145,599	0.0%	77%	20%	556,974	1,588,625
	FY 15-16	2,827,799	1.5%	3,851,871	8.7%	0	0	3,851,871	1,024,072	136%	136%	3,169,671	0.0%	112%	50%	1,413,900	1,755,772
	FY 16-17 estimate	3,251,685	15.0%	3,486,680	-9.5%	0	0	3,486,680	234,995	107%	107%	3,404,666	0.0%	105%	50%	1,625,842	1,778,824
	FY 17-18 estimate	3,867,047	18.9%	3,336,080	-4.3%	0	0	3,336,080	(530,967)	86%	86%	2,873,699	0.0%	74%	50%	1,933,524	940,175
	FY 18-19 estimate	3,205,954	-17.1%	3,104,931	-6.9%	0	0	3,104,931	(101,023)	97%	97%	2,772,676	0.0%	86%	50%	1,602,977	1,169,699
	FY 19-20 estimate	2,990,099	-6.7%	2,845,361	-8.4%	0	0	2,845,361	(144,738)	95%	95%	2,627,938	0.0%	88%	50%	1,495,050	1,132,888
	FY 20-21 estimate	3,061,851	2.4%	2,706,082	-4.9%	0	0	2,706,082	(355,769)	88%	88%	2,272,169	0.0%	74%	50%	1,530,926	741,243
	FY 21-22 estimate	3,170,801	3.6%	2,623,020	-3.1%	0	0	2,623,020	(547,781)	83%	83%	1,724,388	0.0%	54%	50%	1,585,400	138,988

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State Programs Subtotal	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,007,614	-23.6%	0	(579,848)	20,427,766	(5,351,684)	81%	79%	7,857,829		30%	23%	5,831,710	2,026,119
	FY 09-10	18,550,609	-28.0%	16,576,398	-21.1%	0	(579,848)	15,996,550	(2,554,059)	89%	86%	5,303,770		29%	22%	4,163,035	1,140,735
	FY 10-11	16,611,066	-10.5%	16,658,672	0.5%	0	(579,848)	16,078,824	(532,242)	100%	97%	4,771,528		29%	28%	4,637,268	134,260
	FY 11-12	17,593,915	5.9%	22,390,827	34.4%	0	0	22,390,827	4,796,912	127%	127%	9,568,440		54%	29%	5,070,812	4,497,628
	FY 12-13	18,986,563	7.9%	27,956,567	24.9%	0	0	27,956,567	8,970,004	147%	147%	18,538,444		98%	35%	6,723,475	11,814,969
	FY 13-14	23,724,077	25.0%	31,276,931	11.9%	0	0	31,276,931	7,552,854	132%	132%	26,091,298		110%	35%	8,414,716	17,676,582
	FY 14-15	26,523,370	11.8%	37,429,327	19.7%	0	0	37,429,327	10,905,957	141%	141%	36,997,255		139%	39%	10,463,072	26,534,184
	FY 15-16	30,526,151	15.1%	43,405,324	16.0%	0	0	43,405,324	12,879,173	142%	142%	49,876,428		163%	67%	20,316,879	29,559,549
	FY 16-17 estimate	35,503,289	16.3%	42,216,298	-2.7%	0	0	42,216,298	6,713,009	119%	119%	56,589,437		159%	67%	23,675,795	32,913,642
	FY 17-18 estimate	43,152,682	21.5%	38,705,895	-8.3%	0	0	38,705,895	(4,446,786)	90%	90%	52,142,650		121%	67%	28,890,376	23,252,274
	FY 18-19 estimate	39,177,449	-9.2%	35,611,201	-8.0%	0	0	35,611,201	(3,566,247)	91%	91%	48,576,403		124%	67%	26,241,560	22,334,843
	FY 19-20 estimate	35,539,802	-9.3%	32,257,937	-9.4%	0	0	32,257,937	(3,281,866)	91%	91%	45,294,537		127%	67%	23,752,351	21,542,187
	FY 20-21 estimate	35,992,114	1.3%	30,250,244	-6.2%	0	0	30,250,244	(5,741,870)	84%	84%	39,552,668		110%	67%	24,034,013	15,518,655
	FY 21-22 estimate	36,836,078	2.3%	28,898,605	-4.5%	0	0	28,898,605	(7,937,473)	78%	78%	31,615,194		86%	67%	24,568,643	7,046,551

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Site Development	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
	FY 08-09	1,657,910	-2.2%	833,002	-48.7%	0	0	833,002	(824,908)	50%	50%	(263,020)	7.3%	-16%	20%	331,582	(594,602)
	FY 09-10	1,076,820	-35.0%	869,247	4.4%	0	0	869,247	(207,573)	81%	81%	(470,593)	7.5%	-44%	20%	215,364	(685,957)
	FY 10-11	736,770	-31.6%	1,025,885	18.0%	0	0	1,025,885	289,115	139%	139%	(181,478)	8.0%	-25%	20%	147,354	(328,832)
	FY 11-12	760,307	3.2%	1,372,666	33.8%	0	0	1,372,666	612,359	181%	181%	430,881	8.0%	57%	20%	152,061	278,820
	FY 12-13	826,543	8.7%	1,656,626	20.7%	0	0	1,656,626	830,083	200%	200%	1,260,964	0.0%	153%	20%	165,309	1,095,655
	FY 13-14	1,096,559	32.7%	1,975,640	19.3%	0	0	1,975,640	879,081	180%	180%	2,140,045	-5.0%	195%	20%	219,312	1,920,733
	FY 14-15	1,153,528	5.2%	2,235,048	13.1%	0	0	2,235,048	1,081,520	194%	194%	3,221,565	0.0%	279%	45%	519,088	2,702,477
	FY 15-16	1,306,243	13.2%	2,298,002	2.8%	0	0	2,298,002	991,759	176%	176%	4,213,324	0.0%	323%	50%	653,122	3,560,203
	FY 16-17 estimate	1,890,417	44.7%	2,125,753	-7.5%	0	0	2,125,753	235,336	112%	112%	4,448,660	-3.0%	235%	50%	945,209	3,503,451
	FY 17-18 estimate	2,237,283	18.3%	1,920,804	-9.6%	0	0	1,920,804	(316,479)	86%	86%	4,132,181	0.0%	185%	50%	1,118,641	3,013,540
	FY 18-19 estimate	2,297,885	2.7%	1,810,243	-5.8%	0	0	1,810,243	(487,643)	79%	79%	3,644,538	0.0%	159%	50%	1,148,943	2,495,596
	FY 19-20 estimate	2,087,928	-9.1%	1,617,414	-10.7%	0	0	1,617,414	(470,514)	77%	77%	3,174,024	0.0%	152%	50%	1,043,964	2,130,060
	FY 20-21 estimate	2,136,013	2.3%	1,523,232	-5.8%	0	0	1,523,232	(612,781)	71%	71%	2,561,243	0.0%	120%	50%	1,068,007	1,493,236
	FY 21-22 estimate	2,212,343	3.6%	1,439,186	-5.5%	0	0	1,439,186	(773,157)	65%	65%	1,788,086	0.0%	81%	50%	1,106,171	681,914

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Environmental Soils	FY 88-89																
	FY 89-90																
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%			
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%			
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%			
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%			
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%			
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)
	FY 08-09	236,750	-13.6%	213,497	-10.1%	0	0	213,497	(23,253)	90%	90%	(1,124,709)	5.0%	-475%	20%	47,350	(1,172,059)
	FY 09-10	318,346	34.5%	172,906	-19.0%	0	0	172,906	(145,440)	54%	54%	(1,270,149)	5.0%	-399%	20%	63,669	(1,333,818)
	FY 10-11	293,927	-7.7%	210,527	21.8%	0	0	210,527	(83,400)	72%	72%	(1,353,549)	12.0%	-461%	20%	58,785	(1,412,334)
	FY 11-12	289,836	-1.4%	291,553	38.5%	0	0	291,553	1,717	101%	101%	(1,351,832)	70.0%	-466%	20%	57,967	(1,409,799)
	FY 12-13	286,620	-1.1%	407,786	39.9%	0	0	407,786	121,166	142%	142%	(1,230,666)	10.0%	-429%	20%	57,324	(1,287,990)
	FY 13-14	276,664	-3.5%	470,363	15.3%	0	0	470,363	193,699	170%	170%	(1,036,967)	10.0%	-375%	20%	55,333	(1,092,300)
	FY 14-15	293,599	6.1%	531,732	13.0%	0	0	531,732	238,133	181%	181%	(798,834)	10.0%	-272%	20%	58,720	(857,554)
	FY 15-16	355,265	21.0%	577,168	8.5%	0	0	577,168	221,903	162%	162%	(576,931)	10.0%	-162%	50%	177,633	(754,564)
	FY 16-17 estimate	491,214	38.3%	650,010	12.6%	0	0	650,010	158,796	132%	132%	(418,135)	10.0%	-85%	50%	245,607	(663,742)
	FY 17-18 estimate	512,835	4.4%	630,423	-3.0%	0	0	630,423	117,589	123%	123%	(300,546)	0.0%	-59%	50%	256,417	(556,964)
	FY 18-19 estimate	522,367	1.9%	591,943	-6.1%	0	0	591,943	69,575	113%	113%	(230,971)	0.0%	-44%	50%	261,184	(492,154)
	FY 19-20 estimate	475,081	-9.1%	553,984	-6.4%	0	0	553,984	78,903	117%	117%	(152,068)	0.0%	-32%	50%	237,540	(389,608)
	FY 20-21 estimate	486,151	2.3%	547,090	-1.2%	0	0	547,090	60,939	113%	113%	(91,129)	0.0%	-19%	50%	243,075	(334,205)
	FY 21-22 estimate	503,353	3.5%	542,372	-0.9%	0	0	542,372	39,019	108%	108%	(52,110)	0.0%	-10%	50%	251,677	(303,787)

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Signs	FY 88-89	67,780		72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%	320%	21689600%	(208,431)
	FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%	420%	52376520%	(492,584)
	FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
	FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
	FY 92-93	170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%			
	FY 93-94	179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%			
	FY 94-95	194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%			
	FY 95-96	221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)
	FY 96-97	225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)
	FY 97-98	203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)
	FY 98-99	280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)
	FY 99-00	248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)
	FY 00-01	234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)
	FY 01-02	218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)
	FY 02-03	180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)
	FY 03-04	221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)
	FY 04-05	261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)
	FY 05-06	303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)
	FY 06-07	375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)
	FY 07-08	377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)
	FY 08-09	364,366	-3.5%	340,396	3.9%	0	0	340,396	(23,970)	93%	93%	(592,143)	7.5%	-163%	20%	72,873	(665,016)
	FY 09-10	302,932	-16.9%	327,423	-3.8%	0	0	327,423	24,491	108%	108%	(567,652)	7.5%	-187%	20%	60,586	(628,238)
	FY 10-11	256,644	-15.3%	360,513	10.1%	0	0	360,513	103,869	140%	140%	(463,783)	8.0%	-181%	20%	51,329	(515,112)
	FY 11-12	276,211	7.6%	371,819	3.1%	0	0	371,819	95,608	135%	135%	(368,175)	8.0%	-133%	20%	55,242	(423,417)
	FY 12-13	261,102	-5.5%	395,936	6.5%	0	0	395,936	134,834	152%	152%	(233,341)	5.0%	-89%	20%	52,220	(285,561)
	FY 13-14	298,440	14.3%	404,825	2.2%	0	0	404,825	106,385	136%	136%	(126,956)	2.5%	-43%	20%	59,688	(186,644)
	FY 14-15	327,617	9.8%	418,288	3.3%	0	0	418,288	90,671	128%	128%	(36,285)	0.0%	-11%	20%	65,523	(101,808)
	FY 15-16	352,607	7.6%	419,934	0.4%	0	0	419,934	67,327	119%	119%	31,042	0.0%	9%	50%	176,304	(145,262)
	FY 16-17 estimate	368,260	4.4%	407,445	-3.0%	0	0	407,445	39,185	111%	111%	70,227	0.0%	19%	50%	184,130	(113,903)
	FY 17-18 estimate	443,818	20.5%	395,413	-3.0%	0	0	395,413	(48,405)	89%	89%	21,821	0.0%	5%	50%	221,909	(200,087)
	FY 18-19 estimate	450,965	1.6%	373,187	-5.6%	0	0	373,187	(77,777)	83%	83%	(55,956)	0.0%	-12%	50%	225,482	(281,438)
	FY 19-20 estimate	408,271	-9.5%	349,978	-6.2%	0	0	349,978	(58,293)	86%	86%	(114,249)	0.0%	-28%	50%	204,136	(318,385)
	FY 20-21 estimate	413,654	1.3%	343,712	-1.8%	0	0	343,712	(69,943)	83%	83%	(184,192)	0.0%	-45%	50%	206,827	(391,019)
	FY 21-22 estimate	425,972	3.0%	337,883	-1.7%	0	0	337,883	(88,089)	79%	79%	(272,281)	0.0%	-64%	50%	212,986	(485,267)

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Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%			
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%			
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%			
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%			
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%			
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%			
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%			
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)
	FY 09-10	716,252	-12.4%	697,735	-13.7%	0	0	697,735	(18,517)	97%	97%	90,616	5.0%	13%	20%	143,250	(52,634)
	FY 10-11	615,905	-14.0%	704,404	1.0%	0	0	704,404	88,499	114%	114%	179,115	8.0%	29%	20%	123,181	55,934
	FY 11-12	776,818	26.1%	922,330	30.9%	0	0	922,330	145,512	119%	119%	324,627	5.0%	42%	20%	155,364	169,263
	FY 12-13	801,063	3.1%	1,392,882	51.0%	0	0	1,392,882	591,819	174%	174%	916,446	5.0%	114%	20%	160,213	756,233
	FY 13-14	1,136,658	41.9%	1,505,767	8.1%	0	0	1,505,767	369,109	132%	132%	1,285,555	0.0%	113%	20%	227,332	1,058,223
	FY 14-15	943,699	-17.0%	1,669,499	10.9%	0	0	1,669,499	725,800	177%	177%	2,011,355	0.0%	213%	20%	188,740	1,822,615
	FY 15-16	1,078,125	14.2%	1,968,525	17.9%	0	0	1,968,525	890,400	183%	183%	2,901,755	0.0%	269%	50%	539,063	2,362,693
	FY 16-17 estimate	1,478,353	37.1%	1,871,204	-4.9%	0	0	1,871,204	392,851	127%	127%	3,294,606	-3.0%	223%	50%	739,176	2,555,430
	FY 17-18 estimate	1,823,911	23.4%	1,627,530	-13.0%	0	0	1,627,530	(196,381)	89%	89%	3,098,225	0.0%	170%	50%	911,956	2,186,269
	FY 18-19 estimate	1,918,183	5.2%	1,483,119	-8.9%	0	0	1,483,119	(435,064)	77%	77%	2,663,161	0.0%	139%	50%	959,091	1,704,069
	FY 19-20 estimate	1,743,491	-9.1%	1,314,609	-11.4%	0	0	1,314,609	(428,882)	75%	75%	2,234,279	0.0%	128%	50%	871,746	1,362,533
	FY 20-21 estimate	1,794,671	2.9%	1,186,517	-9.7%	0	0	1,186,517	(608,155)	66%	66%	1,626,124	0.0%	91%	50%	897,336	728,788
	FY 21-22 estimate	1,866,273	4.0%	1,089,185	-8.2%	0	0	1,089,185	(777,088)	58%	58%	849,036	0.0%	45%	50%	933,137	(84,101)

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Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Reserve Goals: Dollars	Excess / (shortage) vs. goal
Land Use Services	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99											0					
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,920,462	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(37,533)	68%	99%	(1,707,194)	7.0%	-29%	20%	1,184,092	(2,891,286)
	FY 10-11	4,991,450	-15.7%	4,294,534	6.0%	1,240,666	579,848	6,115,048	1,123,598	86%	123%	(583,596)	8.0%	-12%	20%	998,290	(1,581,886)
	FY 11-12	6,022,456	20.7%	6,058,809	41.1%	1,455,748	0	7,514,557	1,492,101	101%	125%	908,505	8.0%	15%	20%	1,204,491	(295,986)
	FY 12-13	6,506,472	8.0%	8,271,890	36.5%	1,067,688	0	9,339,578	2,833,106	127%	144%	3,741,611	5.0%	58%	20%	1,301,294	2,440,317
	FY 13-14	8,462,426	30.1%	9,693,609	17.2%	1,138,038	0	10,831,647	2,369,221	115%	128%	6,110,832	5.0%	72%	20%	1,692,485	4,418,347
	FY 14-15	10,260,641	21.2%	11,219,870	15.7%	1,258,937	0	12,478,807	2,218,166	109%	122%	8,328,998	0.0%	81%	20%	2,052,128	6,276,870
	FY 15-16	11,766,779	14.7%	14,129,261	25.9%	1,089,442	0	15,218,703	3,451,924	120%	129%	11,780,922	0.0%	100%	30%	3,530,034	8,250,888
	FY 16-17 estimate	13,946,697	18.5%	14,157,913	0.2%	394,946	0	14,552,859	606,162	102%	104%	12,387,084	0.0%	89%	50%	6,973,349	5,413,736
	FY 17-18 estimate	16,185,910	16.1%	13,042,968	-7.9%	1,058,872	0	14,101,840	(2,084,070)	81%	87%	10,303,015	0.0%	64%	50%	8,092,955	2,210,060
	FY 18-19 estimate	15,069,274	-6.9%	12,312,646	-5.6%	1,005,928	0	13,318,575	(1,750,699)	82%	88%	8,552,315	0.0%	57%	50%	7,534,637	1,017,678
	FY 19-20 estimate	13,234,077	-12.2%	11,522,662	-6.4%	1,005,928	0	12,528,591	(705,487)	87%	95%	7,846,828	0.0%	59%	50%	6,617,039	1,229,790
	FY 20-21 estimate	13,336,809	0.8%	11,050,907	-4.1%	1,005,928	0	12,056,835	(1,279,974)	83%	90%	6,566,854	0.0%	49%	50%	6,668,405	(101,550)
	FY 21-22 estimate	13,585,046	1.9%	10,627,197	-3.8%	1,005,928	0	11,633,125	(1,951,921)	78%	86%	4,614,934	0.0%	34%	50%	6,792,523	(2,177,589)

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Neighborhood Inspections	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%			
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%			
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%			
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%			
	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%			
	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%			
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%			
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%			
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%			
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%			
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%			
	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188
	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953
	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690
The program came back to BDS in FY 2006-07	FY 03-04																
	FY 04-05																
	FY 05-06											946,813					
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)
	FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)
	FY 09-10	1,660,036	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,202	111%	134%	(732,546)	5.0%	-44%	20%	332,007	(1,064,553)
	FY 10-11	1,575,262	-5.1%	1,907,091	3.7%	384,391		2,291,482	716,220	121%	145%	(16,326)	8.0%	-1%	20%	315,052	(331,378)
	FY 11-12	2,350,403	49.2%	1,888,728	-1.0%	1,290,770		3,179,498	829,095	80%	135%	812,769	8.0%	35%	25%	587,601	225,168
	FY 12-13	2,496,638	6.2%	1,897,575	0.5%	888,039		2,785,614	288,976	76%	112%	1,101,745	5.0%	44%	25%	624,160	477,586
	FY 13-14	2,848,191	14.1%	1,768,576	-6.8%	856,836		2,625,412	(222,779)	62%	92%	878,966	5.0%	31%	25%	712,048	166,918
	FY 14-15	2,572,847	-9.7%	2,384,772	34.8%	935,877		3,320,649	747,802	93%	129%	1,626,768	0.0%	63%	25%	643,212	983,556
	FY 15-16	3,309,094	28.6%	3,656,030	53.3%	1,087,831		4,743,861	1,434,767	110%	143%	3,061,535	0.0%	93%	30%	992,728	2,068,807
	FY 16-17 estimate	4,169,825	26.0%	3,426,742	-6.3%	1,722,798		5,149,540	979,716	82%	123%	4,041,251	0.0%	97%	50%	2,084,912	1,956,338
	FY 17-18 estimate	4,832,300	15.9%	3,282,760	-4.2%	952,985		4,235,745	(596,555)	68%	88%	3,444,695	0.0%	71%	50%	2,416,150	1,028,545
	FY 18-19 estimate	4,455,697	-7.8%	3,104,035	-5.4%	1,005,928		4,109,963	(345,734)	70%	92%	3,098,961	0.0%	70%	50%	2,227,848	871,113
	FY 19-20 estimate	4,112,261	-7.7%	2,921,935	-5.9%	1,005,928		3,927,863	(184,398)	71%	96%	2,914,563	0.0%	71%	50%	2,056,131	858,433
	FY 20-21 estimate	4,203,496	2.2%	2,875,788	-1.6%	1,005,928		3,881,716	(321,780)	68%	92%	2,592,783	0.0%	62%	50%	2,101,748	491,035
	FY 21-22 estimate	4,341,891	3.3%	2,832,290	-1.5%	1,005,928		3,838,219	(503,672)	65%	88%	2,089,111	0.0%	48%	50%	2,170,945	(81,834)