



A Path to Building Safety Excellence  
**DBI's FY2015 – 2020 Strategic Plan**



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# Message

## From the Mayor



In the last five years, San Francisco has seen the most remarkable construction boom since the rebuild that followed the 1906 Great Earthquake and Fire.

Every day, the Department of Building Inspection (DBI) works to protect life and building safety within the 49 square miles of San Francisco. This is done through the hard work of its staff as mechanical and structural engineers review plans to ensure adherence to State and local code requirements while our building, plumbing, electrical and housing inspectors ensure that all permits issued are inspected for life and building safety as well as maintenance of habitability. They are assisted by an exceptional administrative staff that provides great customer service as well. Together, this department successfully enforces and regulates the appropriate codes to ensure all who live, work and visit in San Francisco can do so safely.

As new buildings are constructed, DBI is ensuring that it is done safely and in accordance with code. They also ensure the existing 200,000 commercial and residential buildings found throughout the City continue to be structurally safe and habitable. They are also helping to transform, revitalize and bring economic vitality to blighted neighborhoods and merchants' corridors by ensuring commercial storefronts, restaurants and small businesses are safe.

DBI is an integral role player at the forefront of housing and commercial developments, especially as we continue our goal of building 30,000 units of housing by 2020. This is coupled with the Soft Story program, the legalization of existing units and the addition of new units as well as supporting the construction of transportation hubs such as the Transbay Transit Center, throughout the City.

I join DBI as they introduce their five-year strategic plan for 2015–2020, setting us on a “Path to Building Safety Excellence.” This living document will serve as a long-term strategic tool to help DBI continue to accomplish their mission of protecting life and building safety in San Francisco.

With warmest regards,

A handwritten signature in black ink, appearing to read "Edwin M. Lee". The signature is fluid and cursive.

Edwin M. Lee, Mayor

# Message

## From The Director



I am pleased to present the Department of Building Inspection's (DBI) “Path to Building Safety Excellence” Strategic Plan for Fiscal Years 2015–2020—a plan that focuses DBI's goals, objectives and performance metrics on building safety targets over the next two years; and a plan that upon daily, weekly and monthly execution will enable us to realize DBI's Mission and Vision, ensuring the fundamentals of building safety for all who visit, work and recreate in San Francisco.

Through this Strategic Plan, DBI sets forth a viable framework and its management team begins the multiple tasks of bringing the plan to life through specific actions. As you will see in the Plan's details, we have laid out specific objectives and measurable actions tied to DBI's core services of Plan Review and Permit Issuance, Inspections, Code Enforcement and the delivery of consistently high quality customer services. The Plan's Goals and Actions, in turn, are connected to the Mayor's vision and leadership for the entire City – providing code compliant and safely-built buildings that are, in fact, the homes and buildings where our citizens live, raise families, work and recreate in ways that are productive, creative and generate what both our nation and the world understand as the unique ethos that is San Francisco in the 21st Century.

As a City built in one of the world's most at-risk seismic zones, DBI's Strategic Plan is designed to ensure all buildings are code-compliant and, where necessary, retrofitted to minimize the kinds of injuries, fatalities and damage to structures that we know from first-hand experience will be caused by the next major earthquake. While no engineer or architect can design an ‘earthquake-proof’ building, code changes and improvements every three years provide us with the opportunity to prepare ourselves for rapid and effective emergency response, and to protect our families and our properties. DBI continues to work tirelessly on staff training programs to assure we are as ready as humanly possible.

DBI staff and management are especially appreciative of the Mayor's ongoing support for all our programs, as well as for the Board of Supervisors, and we look forward to achieving the goals and performance metrics that will continue to make a difference as we enact this Strategic Plan.

Sincerely,

A handwritten signature in blue ink, appearing to read "Tom C. Hui". The signature is cursive and stylized.

Tom Hui, S.E., C.B.O. and Director

# VISION Ensuring that Life and Property are Safeguarded, Through Fair and Transparent Processes.

The Department of Building Inspection (DBI) Strategic Plan, “A Path to Building Safety Excellence” for Fiscal Years 2015–2020, is the result of six months of intense collaboration between management and staff from all divisions. The strategic planning process was a rigorous endeavor that included input from industry professionals and community stakeholders from across the City. The end result is a DBI blueprint that establishes five concrete goals and 19 objectives that will serve as a viable road map to the most efficient, effective DBI, providing the highest levels of customer service. This plan is to be updated, based upon lessons learned, as needed, annually at a minimum, to allow for adjustments in the dynamic, always changing, building safety environment.



## Goal 1

Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

- **Objective 1A:** Review Plans using a Transparent Process and with Standards Applied Uniformly.
- **Objective 1B:** Issue Permits.
- **Objective 1C:** Update and Interpret Codes and Standards.
- **Objective 1D:** Ensure Convenient, Efficient, and Timely Permit Processing Coordinated with other City agencies.

## Goal 2

Perform Inspections to Enforce Codes and Standards to Protect Tenants’ Rights and Ensuring Safety and Quality of Life.

- **Objective 2A:** Ensure Quality and Timely Inspections.
- **Objective 2B:** Electrical Inspection Division Conducts Electrical Inspections to Ensure Code Compliance.
- **Objective 2C:** Plumbing Inspection Division Conducts Plumbing Inspections to Ensure Code Compliance.
- **Objective 2D:** Building Inspection Division Conducts Inspections of Buildings and Properties/Structures to Ensure Code Compliance.
- **Objective 2E:** Inspect Housing to Enforce Codes and Standards to Protect Tenants’ Rights and Ensuring Quality of Life.
- **Objective 2F:** Manage Notice of Violations and Complaints.

## Goal 3

Deliver the Highest Level of Customer Service.

- **Objective 3A:** Implement Technology Improvements.
- **Objective 3B:** Maintain Adequate Staffing to Meet Customer Demands.
- **Objective 3C:** Manage Department Facility.

## Goal 4

Utilize Efficient and Effective Administrative Practices.

- **Objective 4A:** Ensure Timely Response to Records Requests.
- **Objective 4B:** Manage Department Funds.
- **Objective 4C:** Manage Department Fleet to Ensure Maximum Use of Vehicles.
- **Objective 4D:** Review and Update Department’s Disaster Response Plan.

## Goal 5

Proactively Engage and Educate Media, Contractors, Stakeholders and Customers on DBI’s Services, Functions and Programs.

- **Objective 5A:** Review and Update Legislative and Public Affairs Plan.
- **Objective 5B:** Continuously Update and Implement a Multi-Prong Strategic Communications Plan.

# Goal 1: Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

## Year 1: 2015–2016

1A: Review 80% of all building permit applications at Over-the-Counter (OTC) for same day issuance service.

Senior Plan Check staff will review a minimum of 5% of plan checks conducted by junior staff to ensure codes and standards are applied uniformly.

Manage Plan Review turnaround time by reviewing 90% of Site Permit Applications with construction valuation of greater than \$4,000,000 within 28 calendar days.

Manage Plan Review turnaround time by reviewing 90% of Site Permit Applications with construction valuation of less than \$3,999,999 within 21 calendar days.

Manage Plan Review turnaround time by reviewing 90% of Permit Applications for one and two family dwellings within 28 calendar days.

Manage Plan Review turnaround time by reviewing 90% of Permit Applications for multi-family residential, mixed-used buildings, office, commercial, and other such buildings within 42 calendar days.

Conduct 90% of requested Pre-Application Meetings within 14 days.

Submitted projects will be audited to ensure that the intake process meets a quality assurance standard of 90%.

Develop and implement a plan that encourages customers to convert site permits to OTC and track results, to increase participation rates annually.

Review and audit process that ensures that 100% of all premium applications commence review within five business days of receipt.

## Year 2: 2016–2017

1A: Review and update the 80% goal of all building permit applications processed OTC for same day issuance service annually.

Review and update the goal of Senior Plan Check staff reviewing plan checks conducted by junior staff to ensure codes and standards are applied uniformly annually.

Review and update the goal of reviewing 90% of Site Permit Applications with construction valuation of less than \$4,000,000 within 28 calendar days annually.

Review and update the goal of reviewing 90% of Site Permit Applications with construction valuation of less than \$3,999,999 within 21 calendar days annually.

Review and update the goal of reviewing 90% of Permit Applications for one and two family dwellings within 28 calendar days annually.

Review and update the goal of reviewing 90% of Permit Applications for multi-family residential, mixed-used buildings, office, commercial, and other such buildings within 42 calendar days annually.

Review and update the goal of conducting 90% of requested Pre-Application Meetings within 14 days annually.

Review and update the quality control standard for submitted projects annually.

Review and update the plan that encourages customers on an ongoing basis to convert site permits to OTC.

Initiate and develop public experience improvements on the 1st and 5th floors in response to 2015 Customer Satisfaction Survey results.

## Year 3: 2017–2018

1A: Review and update the process that encourages customers on an ongoing basis to convert site permits to OTC.

Evaluate public experience improvements on DBI's 1st and 5th floors and improve, as needed.

## Year 4: 2018–2019

1A: Implement an electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience.

Review and update the standard for all building permit applications at OTC for same day issuance service and update as needed.

## Year 5: 2019–2020

1A: Review and update as needed the implemented electronic plan check system.

Review the goal of all building permit applications at OTC for same day issuance service.

*1A: Review Plans Using a Transparent Process and with Standards Applied Uniformly.*

# Goal 1: Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

## Year 1: 2015–2016

1B: Ensure customer compliance Soft Story Program's Tier 1 requirements.

Develop simple Online Permit Submittals and Issuance portal for basic work without plans, i.e. re-roofing, siding or stucco replacement or repair not visible from the public way (non-historical).

For on-going Soft Story Program, scan all screening forms to allow faster and easier retrieval on the Permit Tracking System.

Establish Unit Legalization Counter.

Establish Private School Seismic Safety Counter.

Establish Accessory Dwelling Unit Counter.

## Year 2: 2016–2017

1B: Ensure customer compliance Soft Story Program's Tier 2 requirements.

Ensure Private School Seismic Safety Ordinance Program compliance.

Evaluate and review the new Online Permit submittals and issuance portal for basic work without plans, i.e. re-roofing, siding or stucco replacement or repair not visible from the public way (non-historical).

Review the Unit Legalization Program.

Review the Establish Accessory Dwelling Unit Program.

## Year 3: 2017–2018

1B: Ensure customer compliance Soft Story Program's Tier 3 requirements.

Ensure Private School Seismic Safety Ordinance Program compliance.

Review the results and update the Unit Legalization Program.

Audit the results and update the Accessory Dwelling Unit Program.

## Year 4: 2018–2019

1B: Ensure customer compliance Soft Story Program's Tier 3 requirements.

Ensure Private School Seismic Safety Ordinance Program compliance.

Review the results and update the Unit Legalization Program.

Audit the results and update the Accessory Dwelling Unit Program.

## Year 5: 2019–2020

1B: Ensure Private School Seismic Safety Ordinance Program compliance.

# Goal 1: Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

## Year 1: 2015–2016

1C: Post and update Information Sheets and Administrative Bulletins for code interpretations on DBI's website.

Update DBI Policies and Procedures in response to implementation and enforcement of locally adopted ordinances as required annually.

Improve email response to inquiries that come to techQ@sfgov.org regarding code questions and procedures.

Work with California Building Standards Commission and other agencies to develop, update, and interpret California and San Francisco Building Code, Mechanical Code, Energy Code, Green Building Code and related local ordinances.

Update code as required by the code cycle. Ensure that all code updates are posted on DBI's website within two business days.

Organize Technical Services Division (TSD) library into separate categories: Documents, Standards, Standards, Model Codes, Interpretation Manuals, Code Adoptions, Accessibility and Reference to be more user friendly for internal use.

## Year 2: 2016–2017

1C: Order and maintain current hard copies of Title 8 (Cal OSHA), Title 19 (Public Safety), Title 20 (Public Utilities) and Title 25 (Housing).

Post and update Information Sheets and Administrative Bulletins for code interpretations on DBI's website and notify DBI & SFFD staff as required.

Update DBI Policies and Procedures in response to implementation and enforcement of locally adopted ordinances as required.

Work with California Building Standards Commission and other agencies to develop, update, and interpret California and San Francisco Building Code, Mechanical Code, Energy Code, Green Building Code and related local ordinances.

## Year 3: 2017–2018

1C: Post and update Information Sheets and Administrative Bulletins for code interpretations on DBI's website.

Review and update DBI Policies and Procedures in response to implementation and enforcement of locally adopted ordinances as required.

## Year 4: 2018–2019

1B: Ensure customer compliance Soft Story  
1C: Post and update Information Sheets and Administrative Bulletins for code interpretations on DBI's website.

Update DBI Policies and Procedures in response to implementation and enforcement of locally adopted ordinances as required.

Update code as required by the code cycle.

## Year 5: 2019–2020

1C: Post and update Information Sheets and Administrative Bulletins for code interpretations on DBI's website.

Review and update DBI Policies and Procedures in response to implementation and enforcement of locally adopted ordinances as required.

*1C: Interpret and Update Codes and Standards.*

# Goal 1: Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

## Year 1: 2015–2016

1D: Approve or deny requests for OTC review of submitted plans within two business days after receipt. Audit to ensure compliance.

Update and review process which ensures that OTC (no-plans) building permits are reviewed within a maximum of 20 minutes of waiting time after sign-in and audit compliance annually.

Improve plans coordination and distribution between departmental review agencies and evaluate annually.

Further develop and refine a quality control review of the 5th floor Permit Processing Center. Develop a monthly OTC clerical training program.

## Year 2: 2016–2017

1D: Approve or deny requests for OTC review of submitted plans in a timely manner after receipt. Audit to ensure compliance.

Review and update the quality control review of the 5th floor Permit Processing Center.

Review the monthly OTC clerical training program and report recommendations to the Deputy Director.

## Year 3: 2017–2018

1D: Approve or deny requests for OTC review of submitted plans in a timely manner after receipt. Audit to ensure compliance.

Update plan coordination and distribution between departmental review agencies.

Update and refine a quality control review process of the 5th floor Permit Processing Center.

## Year 4: 2018–2019

1D: Approve or deny requests for OTC review of submitted plans in a timely manner after receipt. Audit to ensure compliance.

Update and review process to ensure that OTC no-plans building applications are reviewed in a timely fashion.

Update the quality control review process of the 5th floor Permit Processing Center.

## Year 5: 2019–2020

1D: Approve or deny requests for OTC review of submitted plans in a timely manner after receipt. Audit to ensure compliance.

Update the quality control review of the 5th floor Permit Processing Center.

*1D: Ensure Convenient, Efficient, and Timely Process Coordinated with Other City Agencies.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2A: Building, Electrical and Plumbing inspections are performed in a timely manner with inspectors performing on average at least 11 inspections per day and 9 inspections per day on average in the Downtown districts

Perform 80% of Building, Electrical and Plumbing Complaints Inspections within three business days of date received. Produce monthly reports and audit results.

Perform 80% of permit inspections within two business days of request date. Produce monthly report and audit results annually.

Perform 80% of non-life hazard Housing Complaints Inspections within three business days of date received. Produce monthly report and audit results.

Perform 100% of Life Hazard inspections within one business day of request.

## Year 2: 2016–2017

2A: Review polices to ensure that Building, Electrical and Plumbing Inspections are performed in a timely manner.

Audit the inspection records to ensure that 80% of Complaint Inspections are being performed within three business days of date received annually.

Review policies to ensure 80% of non-life hazard Housing Complaints are performed within three business days of date received annually.

Audit inspection records to ensure that 100% of Life Hazard inspections are responded to within one business day.

Audit the inspections records to ensure that 80% of permit inspections are being performed within two business days of request date annually.

## Year 3: 2017–2018

2A: Update the Policy and Procedure Manual for all inspection divisions (BID, EID, PID, CES and HIS) every three years.

Review and enhance DBI's process and procedures for verification of customer compliance for State mandated Title 24 Energy Codes.

Review the Building, Electrical and Plumbing Complaints inspection process to update the 80% within the three business days of request date policy.

## Year 4: 2018–2019

2A: Maintain Policy and Procedure Manual yearly to capture revised office policy from legislative and code changes.

Monitor State mandates for updates to Energy Codes.

Review policies to ensure that Building, Electrical and Plumbing Inspections are performed in a timely manner.

Review policies to ensure that Housing Inspections are performed in a timely manner.

## Year 5: 2019–2020

2A: Maintain Policy and Procedure Manual yearly to capture revised office policy from legislative and code changes.

Review policies to ensure that Building, Electrical and Plumbing Inspections are performed in a timely manner.

Review policies to ensure that Housing Inspections are being performed in a timely manner.

Update State mandates for updating Energy Codes.

*2A: Ensure Quality & Timely Inspections.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2B: Evaluate and monitor electrical inspection and complaint turnaround times, to ensure a response rate of 80% of inspections performed within three business days of receipt.

Address Title 24 Energy Conservation Compliance, by educating customers to meet its requirements.

Update and review Solar Plan review process to meet AB-2188 requirements.

Annual update of Division Operations Manual to improve customer service and staff compliance.

## Year 2: 2016–2017

2B: Enhance policies and procedures for Title 24 and Green Code mandates.

Review and update policies and procedures for newly passed legislation pertaining to Cell Phone sites, Solar and Electric Vehicle Chargers annually.

Review and update the goals for electrical inspection and complaint turnaround times annually.

Establish and implement outreach program with contractors.

## Year 3: 2017–2018

2B: Establish and develop a collaboration with PG&E in reviewing codes and construction changes.

Review and update the implementation of the outreach program with contractors.

## Year 4: 2018–2019

2B: Update the implementation of outreach program with Contractors and review annually.

Update and review the collaboration with PG&E in reviewing codes and construction changes.

## Year 5: 2019–2020

2B: Review the collaboration with PG&E in reviewing codes and construction changes.

*2B: Electrical Inspection Division (EID) Conducts Inspections to Ensure Code Compliance and Responds to Complaints.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2C: Review and update the Boiler Permit complaints procedures in order to ensure timely processing. Implement recommendations annually.

Prepare for the upcoming California Plumbing Code / San Francisco addendum process.

Update continuing education of staff program to provide consistency of code enforcement interpretation.

Complete implementation the Rental Assistance Demonstration (RAD) Program by providing a plan review and inspection process.

## Year 2: 2016–2017

2C: Update continuing education of staff program to provide consistency of code enforcement interpretation annually.

Review the implementation the RAD Program by reviewing and updating the plan review and inspection process.

## Year 3: 2017–2018

2C: Implement and work with other City agencies to establish a Flood Program, Grey Water Program and Storm Water Program

Review and update continuing education of staff program to provide consistency of code enforcement interpretation annually.

Review and update the implementation the RAD Program by reviewing and updating the plan review and inspection process.

## Year 4: 2018–2019

2C: Review and update the implementation of the Flood Program, Grey Water Program and Storm Water Program.

## Year 5: 2019–2020

2C: Update the Flood Program, Grey Water Program and Storm Water Program.

*2C: Plumbing and Mechanical Inspection Division (PID) Conducts Inspections to Ensure Code Compliance and Responds to Complaints.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2D: Measure inspector performance through daily evaluations of inspections and day ratios and produce daily reports.

Ensure the quality and consistency of inspections by conducting Senior Building Inspector Spot Checks. Audit results.

Establish a quality control program to ensure consistency in the Notice of Violation Process.

Review BID complaints process that requires approval at each step by a Senior Inspector from compliance to case closure.

Establish greater focus with Inspectors in the use of technology, including wireless devices for access to inspection schedules. Produce report on findings.

## Year 2: 2016–2017

2D: Review and update Inspectors use of technology, including wireless devices for access to inspection schedules, to ensure efficiency and productivity.

Design outreach program to educate Contractors on new code changes.

Implement an updated continuing staff training educational program.

Review the measure for inspector performance through daily evaluations of inspections and day ratios annually.

Review and update the quality and consistency of inspections by conducting Senior Building Inspector Spot Checks annually.

Review and update the Notice of Violation Process and make recommendations to ensure the quality and consistency of inspections annually.

Review BID complaints and approve at each step by a Senior Inspector from compliance to case closure. Produce report on findings.

## Year 3: 2017–2018

2D: Review and update inspectors use of the latest technologies to improve productivity.

Review and update outreach program to Contractors.

Ensure the quality and consistency of inspections by conducting Senior Building Inspector Spot Checks. Audit results.

## Year 4: 2018–2019

2D: Review and update inspectors use of the latest technologies to improve productivity.

Review and update the continuing staff training educational program.

## Year 5: 2019–2020

2D: Review and update inspectors use of the latest technologies to improve productivity.

Review BID complaints and approve at each step by a Senior Inspector from compliance to case closure.

*2D: Building Inspection Division (BID) Conducts Inspections of Buildings and Properties/Structures to Ensure Code Compliance and Responds to Complaints.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2E: Ensure that routine Housing Inspection Services (HIS) inspections are performed in timely manner and conducted 80% of inspections on non-life complaints within three business days. Audit results.

Respond to 100% of Life Hazard and Heat Complaints within one business day. Report results weekly.

Monitor, evaluate and track inspector performance weekly and produce monthly report to track results.

Participate in and provide administrative support to the Emergency Interagency Fire Safety Task Force to review and make recommendations to the Board of Supervisors to implement findings and recommendations to improve fire safety in multi-unit residential buildings.

## Year 2: 2016–2017

2E: Coordinate to improve HIS enforcement and cost recovery models with SFFD to determine which items can be mutually utilized.

Review and update to ensure that routine inspections are performed in a timely manner and evaluate the goal for response time for inspections on complaints annually.

Audit records to validate that 100% of Life Hazards and Heat Complaints are responded to within one business day annually.

Review and update the HIS process that monitors, evaluates and tracks inspector performance weekly. Use findings to produce recommendations for department annually.

Implement the findings and recommendations of the Emergency Interagency Fire Safety Task Force.

Develop a joint database with SFFD regarding fire damaged buildings.

With SFHA, review and update the current DBI/SFHA MOU pertaining to Housing Code complaints to reflect the transition to private management of the SFHA buildings (RAD Program).

## Year 3: 2017–2018

2E: Update the Operating Procedures Manual by adding a section identifying Chief's operating daily, weekly, and monthly bench marks.

Develop comprehensive online tools for residential property owners regarding proactive property maintenance.

Develop a program to increase inspection and reporting ability to issue Notices & retrieve reference materials and permit histories in the field on a regular basis.

Review and update the recommendations of the Emergency Interagency Fire Safety Task Force.

## Year 4: 2018–2019

2E: Update the Operating Procedures Manual to identify and create enhanced procedures for five year code enforcement policy improvements.

Update the Division's RAD Program responsibilities by coordinating and implementing a new MOU with SF Housing Authority and Code Enforcement Outreach Program (CEOP) vendors.

Review and update comprehensive online tools for residential property owners regarding proactive property maintenance.

Review and update the program to increase inspection and reporting ability to issue Notices & retrieve reference materials and permit histories in the field on a regular basis.

## Year 5: 2019–2020

2E: Update the Operating Procedures Manual to identify and implement enhanced code enforcement procedures such as administrative penalties.

For the RAD Program compile data with CEOP on MOU implementation and related complaint response/inspection services for reporting to BIC.

*2E: Inspect Housing to Enforce Codes and Standards to Protect Tenants' Rights and Ensure Quality of Life.*

# Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Occupants' Rights Ensuring Safety and Quality of Life.

## Year 1: 2015–2016

2F: Monitor and track inspection complaints with Notice of Violations Issued. Report results on a monthly basis.

Monitor and track number of cases sent to Director's Hearings. Report findings monthly.

Report on cases with Orders of Abatement issued. Ensure that new cases are assessed a monthly monitoring fee within 60 days.

Perform annual audit to ensure that monitoring fees are properly assessed.

Complete an assessment survey with the City Attorney Office to reassess outstanding cases.

Track and produce the Lien Property List for the Board of Supervisors.

Track and update the Vacant Buildings Report per the required ordinances.

## Year 2: 2016–2017

2F: Review and update Code Enforcement policies and procedures. Produce report and make recommendations.

Update and review how DBI monitors and tracks all inspection complaints with Notice of Violations Issued annually.

Review process on abated complaints with Notice of Violations. Use findings to make recommendations.

Review and update the process in which cases are sent to Director's Hearings annually. Audit the number of cases sent to Director's Hearings.

Complete an assessment survey with the City Attorney Office to reassess outstanding cases.

Track cases with Orders of Abatement issued. Ensure that new cases are assessed a monthly monitoring fee within 60 days on an annually basis.

Track and produce the Lien Property List for the Board of Supervisors.

Track and update the Vacant Buildings Report per the required ordinances.

## Year 3: 2017–2018

2F: Review and update the process on abated complaints with Notice of Violations. Report findings annually.

Monitor and track number of cases sent to Director's Hearings. Report results monthly.

Produce report on cases with Orders of Abatement issued.

Ensure that new cases are assessed a monthly monitoring fee within 60 days. Audit annually.

Complete an assessment survey with the City Attorney Office to reassess outstanding cases.

Track and produce the Lien Property List for the Board of Supervisors.

Track and update the Vacant Buildings Report per the required ordinances.

## Year 4: 2018–2019

2F: Update and review how DBI monitors and tracks complaints with Notice of Violations Issued.

Report on cases with Orders of Abatement issued.

Review and update Code Enforcement policies and procedures.

Complete an assessment survey with the City Attorney Office to reassess outstanding cases.

Track and produce the Lien Property List for the Board of Supervisors.

Track and update the Vacant Buildings Report per the required ordinances.

## Year 5: 2019–2020

2F: Track and produce the Lien Property List for the Board of Supervisors.

Complete an assessment survey with the City Attorney Office to reassess outstanding cases.

Track and update the Vacant Buildings Report per the required ordinances.

*2F: Manage Notice of Violations and Complaints.*

# Goal 3: Deliver the Highest Level of Customer Service.

## Year 1: 2015–2016

3A: Continue to establish routine maintenance of technology systems. Downtime is planned after business hours and weekends to minimize business interruption.

Ensure system uptime by replacing and ensuring computers are standardized using business-class models that have longer support from the manufacturer and easier maintenance for IT staff.

Research to replace Atlas, document management system with a new document management solutions to simplify the ability to search, retrieve, process and archive documents from anywhere in the department.

Research and develop a plan for implementing a cloud-based disaster recovery solution to improve disaster recovery and business continuity of DBI's IT operations.

Develop plan to better manage, monitor and secure all devices connecting to the network and to preserve reliability and integrity of the network management and monitoring system.

Research and develop pilot plan for electronic sign-in process on selective floors.

## Year 2: 2016–2017

3A: Continue with the development of the Permit and Project Tracking System (PPTS).

Provide a cloud-base file sharing platform to collaborate with or exchange large files with business partners and colleagues as well as provide an efficient storage for inspectors on the field when they document inspections with photos and videos using mobile devices.

Replace existing IT infrastructure equipment to maintain system reliability and business continuity. Work in coordination with Communication Office to research and develop a scope of work for a robust, innovative customer focused website. Launch pilot plan for electronic sign-in process on selective floors and evaluate program.

## Year 3: 2017–2018

3A: Implementation and integration of the updated version of PPTS.

Research and implement an electronic plan check system to conduct faster, more efficient plan reviews and to enable customers to submit plan set electronically along with the permit applications conveniently.

Expand current Online Permit functionalities for DBI customer by offering issuance of additional permit type via the web portal.

## Year 4: 2018–2019

3A: Prepare, develop and provide the equipment for the IT infrastructure data center in the proposed DBI building for use by DBI along with other City departments.

Provide phone system for the proposed DBI office using VOIP technologies. The new system will provide phone, voicemail, conferencing and integration to existing IVR (interactive voice response) system which automates call traffic and routes calls accordingly.

Prepare and develop Wi-Fi infrastructure for new office.

## Year 5: 2019–2020

3A: Develop and provide digital signage, audio and video equipment for the proposed DBI building.

Develop and provide replacement equipment for the DOC (Department Operations Center), Point-of-Sale system and public kiosk computers to sustain system reliability and functionality.

*3A: Implement Technology Improvements.*

# Goal 3: Deliver the Highest Level of Customer Service.

## Year 1: 2015–2016

3B: Develop Recruitment Plan

## Year 2: 2016–2017

3B: Develop department-wide onboarding training for new staff.

Develop Workforce Succession Plan.

## Year 3: 2017–2018

3B: Develop and fully implement Leadership Program to strengthen leadership and performance.

## Year 4: 2018–2019

## Year 5: 2019–2020

*3B: Maintain Adequate Staffing to Meet to Customer Demands.*

# Goal 3: Deliver the Highest Level of Customer Service.

## Year 1: 2015–2016

3C: Complete HVAC improvements from first to fifth floors at 1660 Mission.

Coordinate and meet with other City agencies through the steering committee meetings in the planning, development and design of the new Permit Center building.

## Year 2: 2016–2017

3C: Coordinate and meet with other City agencies on the steering committee that is planning the development and design of the new DBI building.

## Year 3: 2017–2018

3C: Coordinate and meet with other City agencies in finalizing the plans and design of the new Permit Center building.

Develop and implement a strategy to finalize the plan to move to the new Permit Center building.

## Year 4: 2018–2019

3C: Coordinate and meet with other City agencies in finalizing the plans and design of the new Permit Center building.

Develop and implement a strategy to finalize the plan to move to the new Permit Center building.

## Year 5: 2019–2020

*3C: Manage Department Facility.*

# Goal 4: Implement Efficient and Effective Administrative Practices.

## Year 1: 2015–2016

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 90% of requests within seven business days.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 20 business days.

## Year 2: 2016–2017

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 90% of requests within seven business days.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 20 business days.

## Year 3: 2017–2018

4A: Review and update the goal of 3R requests by meeting a standard of processing 90% of requests within seven business days.

Review and update the goal of records requests by meeting a standard of processing 90% of requests within 20 business days.

## Year 4: 2018–2019

## Year 5: 2019–2020

*4A: Ensure Timely Response to Records Request.*

# Goal 4: Implement Efficient and Effective Administrative Practices.

## Year 1: 2015–2016

4B: Update and Complete Finance Policies and Procedures.

## Year 2: 2016–2017

4B: Develop consistent division cost tracking reports to assist fee study collection.

## Year 3: 2017–2018

4B: Conduct Fee Study.

## Year 4: 2018–2019

4B: Adopt and implement new Fee Study.

## Year 5: 2019–2020

*4B: Manage Department Funds.*

# Goal 4: Implement Efficient and Effective Administrative Practices.

Year 1: 2015–2016

Year 2: 2016–2017

Year 3: 2017–2018

Year 4: 2018–2019

Year 5: 2019–2020

4C: Implement Global Positioning System (GPS) for vehicles.

4C: Establish Fleet Management Plan.

*4C: Manage Department Fleet to Ensure Maximum Use of Vehicles.*

# Goal 4: Implement Efficient and Effective Administrative Practices.

## Year 1: 2015–2016

4D: Review and update DBI emergency Operations Plan on an annual basis.

Update the Floor Evacuation Monitors list for the 1660 Mission Street Emergency Evacuation Plan and replace floor monitors as vacancies occur due to staffing changes.

Update the Department Operations Center (DOC) Building Safety Organization Chart annually.

Provide training for all DBI Building Safety Team staff in Incident Command System (ICS)-100 for foundational training in emergency management and incident command organizational principles annually.

Distribute updated DBI Emergency Action Plan to all new employees during the onboarding process.

Ensure that all DBI building inspectors and engineers attain or renew their Safety Assessment Program (SAP) Evaluator registration. Review and update semiannually each year. Coordinate training for new building inspectors and engineers as a part of the onboarding process annually.

Update Staff Mass Notification & Emergency Management System on an annual basis.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process and replace contents according to expiration dates.

Ensure minimum of 70% attendance rate by Disaster Preparedness Coordination Unit staff at recurring disaster preparedness meetings.

Conduct DOC training exercises around the anniversaries of the 1906 Earthquake (April) and the Loma Prieta Earthquake (October) on an annual basis.

Conduct drills and training exercises on a regular basis for all staff in coordination with the Department of Emergency Management (DEM) Emergency Response Plan.

## Year 2: 2016–2017

4D: Review and update the process that ensures that all DBI building inspectors and engineers obtain or renew their SAP Evaluator registration. Coordinate training for new building inspectors and engineers as a part of the onboarding process annually.

Review and update to ensure a minimum of 70% attendance rate by Disaster Preparedness Coordination Unit staff at recurring disaster preparedness meetings. Audit compliance annually.

Deploy the 120 newly acquired 800 MHz radios, including radio ID engraving, radio unit programming, system testing and staff training.

Develop Disaster Coordination Unit budget on an annual basis.

Conduct drills and training exercises on a regular basis for all staff in coordination with DEM Emergency Response Plan.

## Year 3: 2017–2018

4D: Provide advanced emergency management training to senior inspection staff at the California Specialized Training Institute (CSTI).

Implement and provide all staff having supervisory responsibilities with training in ICS-200, ICS-300, & ICS-400, where appropriate.

Conduct drills and training exercises on a regular basis for all staff in coordination with the DEM Emergency Response Plan.

## Year 4: 2018–2019

4D: Review and update the advanced emergency management training to senior inspection staff at CSTI annually.

Review and update the process for staff having supervisory responsibilities with training in ICS-200, ICS-300, & ICS-400, where appropriate annually.

Conduct drills and training exercises on a regular basis for all staff coordinated with the DEM Emergency Response Plan.

## Year 5: 2019–2020

4D: Develop the Floor Evacuation Monitors list for the new DBI building Emergency Evacuation Plan and replace floor monitors as vacancies occur due to staffing changes.

Conduct drills and training exercises on a regular basis for all staff coordinated with the DEM Emergency Response Plan.

*4D: Review and Update Department Disaster Response Plan.*

# Goal 5: Proactively engage and educate customers, contractors, and stakeholders on DBI's services, functions and legislated programs.

## Year 1: 2015–2016

5A: Involve Legislative Review Committee and appropriate DBI staff in specific ordinances under way, including mandatory disability access improvements, Additional Dwelling Units, Legalization of in-law units, a new Fire Safety ordinance for older existing buildings, a new Gray Water ordinance that exempts projects from plumbing code permit requirements, on-going mandatory soft story seismic retrofits, per deadline requirements in this and subsequent fiscal years, private schools seismic evaluations, and a new code enforcement uniformity ordinance (among others).

Convene and manage DBI Legislative Review Committee, on bi-weekly and as-needed basis throughout the year, to identify all legislative proposals with impacts upon DBI budget, operations and code requirements. Committee to make recommendations and assist with language, as needed, in drafting ordinances and amendments.

Pro-actively schedule one-on-one meetings quarterly between DBI Director and Members of Board, and/or with key legislative staff, to discuss building department issues, ideas that may lead to specific legislation.

Continue to work closely daily and on as-needed basis with DBI Communications team to plan, develop and implement newly passed legislation to ensure that requirements and impacts upon DBI operations are communicated effectively to internal and external audiences, and ensuring public awareness and understanding of the new measures.

## Year 2: 2016–2017

5A: Involve Legislative Review Committee and appropriate DBI staff in specific ordinances under way, including mandatory disability access improvements, Additional Dwelling Units, Legalization of in-law units, a new Fire Safety ordinance for older existing buildings, a new Gray Water ordinance that exempts projects from plumbing code permit requirements, on-going mandatory soft story seismic retrofits, per deadline requirements in this and subsequent fiscal years, private schools seismic evaluations, and a new code enforcement uniformity ordinance (among others).

Convene and manage DBI Legislative Review Committee, on bi-weekly and as-needed basis throughout the year, to identify all legislative proposals with impacts upon DBI budget, operations and code requirements. Committee to make recommendations and assist with language, as needed, in drafting ordinances and amendments.

Pro-actively schedule one-on-one meetings quarterly between DBI Director and Members of Board, and/or with key legislative staff, to discuss building department issues, ideas that may lead to specific legislation.

Continue to work closely daily and on as-needed basis with DBI Communications team to plan, develop and implement newly passed legislation to ensure that requirements and impacts upon DBI operations are communicated effectively to internal and external audiences, and ensuring public awareness and understanding of the new measures.

## Year 3: 2017–2018

5A: Convene and manage DBI Legislative Review Committee, per Director, on bi-weekly and as-needed basis throughout the year, to identify all legislative proposals with impacts upon DBI budget, operations and code requirements. Committee to make recommendations and assist with language, as needed, in drafting ordinances and amendments.

Pro-actively schedule one-on-one meetings quarterly between DBI Director and Members of Board, and/or with key legislative staff, to discuss building department issues, ideas that may lead to specific legislation.

Continue to work closely daily and on as-needed basis with DBI Communications team to plan, develop and implement newly passed legislation to ensure that requirements and impacts upon DBI operations are communicated effectively to internal and external audiences, and ensuring public awareness and understanding of the new measures.

## Year 4: 2018–2019

5A: Convene and manage DBI Legislative Review Committee, per Director, on bi-weekly and as-needed basis throughout the year, to identify all legislative proposals with impacts upon DBI budget, operations and code requirements. Committee to make recommendations and assist with language, as needed, in drafting ordinances and amendments.

Pro-actively schedule one-on-one meetings quarterly between DBI Director and Members of Board, and/or with key legislative staff, to discuss building department issues, ideas that may lead to specific legislation.

Continue to work closely daily and on as-needed basis with DBI Communications team to plan, develop and implement newly passed legislation to ensure that requirements and impacts upon DBI operations are communicated effectively to internal and external audiences, and ensuring public awareness and understanding of the new measures.

## Year 5: 2019–2020

5A: Convene and manage DBI Legislative Review Committee, per Director, on bi-weekly and as-needed basis throughout the year, to identify all legislative proposals with impacts upon DBI budget, operations and code requirements. Committee to make recommendations and assist with language, as needed, in drafting ordinances and amendments.

Pro-actively schedule one-on-one meetings quarterly between DBI Director and Members of Board, and/or with key legislative staff, to discuss building department issues, ideas that may lead to specific legislation.

Continue to work closely daily and on as-needed basis with DBI Communications team to plan, develop and implement newly passed legislation to ensure that requirements and impacts upon DBI operations are communicated effectively to internal and external audiences, and ensuring public awareness and understanding of the new measures.

*5A: Review and Update Legislative and Public Affairs Plan.*

# Goal 5: Proactively engage and educate customers, contractors, and stakeholders on DBI's services, functions and legislated programs.

## Year 1: 2015–2016

5B: Continue to implement improvements relating to 2015 Customer Satisfaction Survey recommendations, which include improvements to building signage and public experience at DBI's 1st and 5th floors.

Develop and implement a multi-prong balcony/deck safety outreach program with Housing Inspection Services.

Conduct public outreach to ensure customer compliance with DBI's programs: Mandatory Soft Story, Unit Legalization, and Accessory Dwelling Unit.

Evaluate and coordinate outreach efforts on Title 24 Energy Conservation Compliance and the Solar Plan review.

Manage the seismic safety outreach program.

Develop a brand and style guideline for DBI.

## Year 2: 2016–2017

5B: Develop and execute a public awareness campaign on "Getting to know DBI" to improve customer understanding of DBI's role in protecting building and life safety every day. Develop DBI's communication and engagement strategy.

Continue to conduct public outreach, including paid advertising, to ensure compliance with DBI's Mandatory Soft Story Program, annually.

Evaluate and implement outreach program tools for Code Enforcement Outreach Program with Housing Inspection Services.

Establish and implement Electrical Inspection outreach program with contractors.

Develop Building Inspection outreach program to educate contractors on new code changes.

Develop an internal and external outreach program for the launch of the Permit & Project Tracking System.

Assess and evaluate the development of an updated and more customer oriented website.

Expand the seismic safety outreach program in new districts.

Begin the update of DBI's outreach materials by prioritizing existing brochures and informational materials.

## Year 3: 2017–2018

5B: Review and update Electrical Inspection outreach program with contractors.

Review and update Building Inspection outreach program to educate contractors on new code changes.

Conduct outreach on the expanded online permit portal.

Expand the seismic safety outreach program in new districts.

Develop DBI's digital and online customer strategy.

Develop scope of work for website redesign efforts by December 2017.

## Year 4: 2018–2019

5B: Develop and execute a new Customer Satisfaction Survey by 2018.

Develop and implement comprehensive online tools for residential property owners regarding proactive property maintenance.

Conduct outreach on the electronic plan check system.

Prepare and develop public outreach efforts on DBI's move to new Permit Center in coordination with other City agencies.

Expand the seismic safety outreach program in new districts.

## Year 5: 2019–2020

5B: Assess and implement recommendations from results of the Customer Satisfaction Survey.

*5B: Continuously Update and Implement a Multi-Prong Strategic Communications Plan.*