



March 12, 2008

Frank Lee, President
Members of the Building Inspection Commission
1660 Mission Street
San Francisco, CA 94102

Dear Mr. President and Commissioners:

Please find attached a detailed implementation plan for the Business Process Reengineering (BPR) program.

This plan addresses those BPR Recommendations that apply to the Department of Building Inspection and reviewing departments and agencies. It provides the priority ranking, the group or person responsible, and estimated timeline to implement each specific BPR recommendation. We expect implementation to commence on April 1, 2008. The recommendations are segmented by the four BPR subcommittees – Plan Review and Permit Issuance; Inspections; Automation; and Performance Measures.

Successful implementation of many of the recommendations will require the department to hire additional staff in order to achieve the higher levels of service envisioned by the BPR recommendations.

We will be following up at the April 2008 Building Inspection Commission meeting with the BPR Staffing Report and Fee Study results.

Please call me directly if you have any questions on these important steps to make DBI more efficient, effective and customer-responsive.

Thank you for your attention and support.

Sincerely,

A handwritten signature in black ink, appearing to read "Isam Hasenin", written over a horizontal line.

Isam Hasenin, P.E., C.B.O.
Director



BPR IMPLEMENTATION PLAN

AGENCY: DEPARTMENT OF BUILDING INSPECTION

Start Date: April 1, 2008 * = Recommendation Group Leader

I. DEPARTMENT SPECIFIC RECOMMENDATIONS

a. Plan Review and Permit Issuance Subcommittee:

- **PR-5: Maintain Adequate Staffing Levels**
Maintain adequate staffing levels at all public counters to meet customer demands, including full time hours;
Priority: 2
Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
Timeline: 18 months
Requires additional staffing and higher fees to provide this higher level of service.
- **PR-5a: “Buddy System”**
“Buddy system” for on-call back up technicians.
Priority: 2
Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
Timeline: 4 months
Reference PR-6a.
- **PR-6a: “Buddy System”**
Use “buddy system,” to prevent submittals from lingering on people’s desks during vacation or leave times.
Priority: 2
Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
Timeline: 4 months
Reference PR-5a.
- **PR-7: Automated Customer Tracking System**
Install an automated customer tracking system to provide comprehensive routing and screening, inquiries/questions from the public, etc.
Priority: N/A
Assigned: DBI: *V. Day, H. Nekkanti, Automation Subcommittee
Timeline: N/A
Requires additional staffing and higher fees to provide this higher level of service. Being addressed by Automation subcommittee.

- **PR-7a: Track Customer by Number**
Identify customer by number and track throughout while the customer is in the building, as well as while the project is being reviewed.
Priority: N/A
Assigned: DBI: *V. Day, H. Nekkanti, Automation Subcommittee
Timeline: N/A

- **PR-7b: Track Staff and Action Throughout Process**
Identify staff and track each staff action throughout the review process.
Priority: N/A
Assigned: DBI: *V. Day, H. Nekkanti, Automation Subcommittee
Timeline: N/A

- **PR-7c: Appropriate Customer Flow**
Ensure appropriate customer flow to eliminate bottlenecks.
Priority: 2
Assigned: DBI: *V. Day
Timeline: 3 months

- **PR-8: Permit vs. No Permit**
Develop a better process to identify need for permit versus those items that may not need a permit.
Priority: 3
Assigned: DBI: *I. Hasenin, P. Herrera
Timeline: 3 months
Develop list of projects that do not need permits. Incorporate into brochures.

- **PR-10: Eliminate Duplicate Reviews**
Eliminate duplicate reviews that result in overlapping work. Separate tasks within stations to eliminate overburdening of staff and reduce turnaround time for customer.
Priority: 2
Assigned: DBI: *R. Lui
Industry: P. Otellini (ARS) and others
Timeline: 9 months
DBI to develop policy and procedures on formal process.

- **PR-10c: Consistent Code Interpretations**
Provide consistency in code interpretations.
Priority: 2
Assigned: DBI: *R. Lui
Timeline: 6 months
DBI to develop policy and procedures on formal process. Requires additional staffing and higher fees to provide this higher level of service.

- **PR-11: Technical Staff – Authority to Route/Assign Applications**
Give technical staff the authority to route/assign applications. This requires better initial screening with more technical expertise.
Priority: 2
Assigned: DBI: *R. Lui
Timeline: 1 month
Authorization has been provided. Need to train staff. IPR must have checklist, only SFFD has provided. Requires additional staffing and higher fees to provide this higher level of service.
- **PR-12: Increase Opportunities to Obtain Permits Online**
Increase the opportunity for the customer to obtain permits [online], and
Priority: N/A
Assigned: DBI: *R. Lui, S. McNulty, J. Duffy, H. Nekkanti
SFFD: TBD
Industry: J. Pollard (SFGC), H. Karnilowicz (OE),
Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee. Same as PR-30.
- **PR-13: More Up-front Screening**
Intake/permit review: Improve the process with more up-front screening.
Priority: 2
Assigned: *V. Day
Timeline: 6 months
Requires additional staffing and higher fees to provide this higher level of service.
- **PR-13a: Integrated Automation Process**
Have clear and integrated automation process; including:
 - A combined street/address/verification process.
 - Fewer, more accurate application and customer information forms.
 - One permit/project number, so entire process may include digitized/electronic submittals.Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee. Same as IS-5, A-3, A-4, A-7.
- **PR-16: Unified Permit and Complaint System**
Create a unified permit and complaint system for better tracking.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.

- **PR-17: Improve Coordination and Consistency Between Plan Review and Inspections**

Improve coordination and consistency between plan review and inspections, to reduce in-house field changes.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 6 months

DBI to develop policy and procedures on formal process.

- **PR-19: Centralize All Cashier Functions**

Centralize all cashier functions, except for the following: a) Records management (reproductions of drawings or records); b) Planning Department services (Conditional Use, Variance, Discretionary Review, and Major Environmental Analysis).

Priority: 1

Assigned: DBI: *V. Day

Timeline: 1.5 months

Reference PR-28.

- **PR-20: Separate the Cashier Function**

Separate the cashier function from all other tasks that have traditionally been performed by Central Permit Bureau employees, to prevent extensive wait times.

Priority: 1

Assigned: DBI: *V. Day

Timeline: 1.5 months

- **PR-20a: DBI Records to Retain Separate Cash Transactions**

DBI Records – Retain separate cash transactions, due to location of service at permit center. Retain five business days turnaround.

Priority: 1

Assigned: DBI: *V. Day (for Cashier function)

Timeline: 6 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-23: Station 1**

Station 1 - Registration: Provide initial check-in station to identify needs of the customer with general information and registration functions.

General screening personnel must be familiar with entire process to determine customer needs, answer general questions, direct customer to person who can answer more specific questions, permit application, plan review, inspection, etc.

If permit related, then route customer to next station (see Station 2 below).

General Information Counter functions; customer may choose one of two options:

Priority: 2

Assigned: DBI: *P. Herrera, L. Yim

Timeline: 6 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-23a: Registration Counter**

Option 1: First station is to be used by all customers for all agency matters – to be called the Registration Counter – one central station for all needs.

Priority: 2

Assigned: DBI: *P. Herrera, L. Yim

Timeline: 6 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-23b: Self Check-in Kiosk**

Option 2: Would allow frequent customers to use a self check-in process at a kiosk in lieu of the registration counter above.

Priority: N/A

Assigned: DBI: *P. Herrera, L. Yim

Timeline: N/A

Being addressed by the Automation Subcommittee.

- **PR-23c: Automated Customer Tracking System**

Both options would be connected to a newly installed automated customer tracking system to track all customers (permits, inspections, complaints, records, etc).

Enable customer priority in the queue for next day if process not completed the same day.

Priority: N/A

Assigned: DBI: *P. Herrera, L. Yim

Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

- **PR-23d: Customer Interaction Time Not to Exceed 60 Seconds**

Total time for interacting with customer not to exceed 60 seconds.

Priority: 2

Assigned: DBI: *P. Herrera, L. Yim

Timeline: 6 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-24: Station 2: Initial Permit Review (IPR)**

Station 2 – Initial Permit Review (IPR) Station: Customers applying for permits are to be sent by Registration Counter or self-help kiosk to this station.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 8 months

Continuous evaluation for improvement. Self-help kiosk dependent on Automation Subcommittee. Requires additional staffing and higher fees to provide this higher level of service.

- **PR-24b: Separate Station for Quick Items**

Create a separate station above and beyond the issuing station to handle quick items such as: provide plans under 15 calendar days hold to view, organize and mail 300 foot radius notices when required, handle expired permit renewals, send notice of permit cancellation or letters of disapproval, process permit withdrawals and refunds, provide bilingual translation services, change owner/contractor information on permit applications when necessary.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 8 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-25: Planning Department First, then “Shotgun” Review Process**

When projects are required to be reviewed by the Planning Department, they should be routed there first. After the Planning Department has reviewed the application, a “shotgun” or parallel plan check review process (depending on type of permit) is to be performed at other stations.

Priority: 2

Assigned: DBI: *V. Day

Planning Department: TBD

Timeline: 4 months

- **PR-26: Maintain Express Window**

Maintain express window for electrical and plumbing permits

Priority: 2

Assigned: *V. Day

Timeline: 3 months

Implemented. Progress report to Steering Committee.

- **PR-27: Permit Issuance Station**

Create a true Permit Issuance Station, checks for completeness of set and sign-offs from other stations, stamps approved drawings and issues them to applicant. Note: IPR station is to have multiple staff with differing skills (express, submittals, etc.) to minimize bottlenecks.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 10 months

Requires additional staffing and higher fees to provide this higher level of service.

- **PR-28: Station 3 - Cashier**

Station 3 – Cashier: provide separate cashier station for all transactions except DBI and Planning Department records.

Priority: 1

Assigned: DBI: *V. Day

Timeline: 1.5 months

Reference PR-19.

▪ **PR-29: Customer Self-Help Center**

Install a customer Self-Help Center with amenities including: paid copy machine, fax, phone, computer, available forms, online access, office supplies, plan layout and work area.

Priority: 2

Assigned: DBI: *V. Day, J. Hallisey

Timeline: 9 months

Part of overall space remodel/change. On paid copy machine, use prepaid card instead of coins. No telephone, but add wi-fi.

▪ **PR-30: Increase Opportunities for Online Permits**

Increase opportunities for online permit application filing and issuance, such as some DPW-BSM and simple DBI permits.

Priority: N/A

Assigned: DBI: *R. Lui, S. McNulty, J. Duffy, H. Nekkanti

SFFD: TBD

Industry: J. Pollard (SFGC), H. Karnilowicz (OE),

Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Same as PR-12.

▪ **PR-54: Help-Desk**

A station devoted to answering code, process, policies and procedure questions for customers.

Priority: 2

Assigned: *V. Day

Timeline: 8 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-55: DBI Records – Online Request**

DBI microfilm records request form to be online.

Priority: 2

Assigned: *P. Herrera, L. Yim

Timeline: 6 months

TASK FORCE

▪ **PR-24a: Task Force: “Permit Technician”**

This counter is to be staffed by a new classification level with expertise between Building Inspectors (6331) and Principal Clerks (1408); to be called “Permit Technician”. This staff will enter all information into PTS (all permit applications will now be paperless), determine routing to subsequent stations for review, depending on the type of permit application, check for completeness of submittal (both digital application forms and drawings), check Housing Inspection status, check for registered violations on PTS, checks general information such as block, lot, occupancy class, use, metes/bounds, address or adds new address to PTS, agent disclosure information, owner-builder declaration, inclusionary housing requirements, determine fee valuations, check approval of green recycling program, check status of San Francisco Business Tax Registration, Workers’ Compensation and Contractor’s information from the Contractors State License Board database, and approve simple permits.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 12 months with regular updates to the Steering Committee

Set up a Task Force/Committee to include unions and staff to do study and come up with recommendations/updates to Steering Committee on progress in 12 months.

b. Inspections Subcommittee**▪ IS-5: One master permit application number**

Automate permit applications, revisions, expirations numbering system (one master permit application number).

Priority: N/A

Assigned: DBI: *J. Hallisey, I. Hasenin, V. Day, D. Green, P. Herrera, H. Nekkanti,

SFFD:

DPW-BSM:

Assessor's Office:

Industry: T. Sanchez-Corea (ARS), P. Becky, KCA

Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Provide detailed plan in 3 months. Reference PR-13a, A-3, A-4, A-7.

▪ IS-6: Assign an inspector at inspection counter

Assign an inspector at inspection counter and Help Desk from 7:30 AM to 5:00 PM to answer technical questions, requests for information, etc. for all disciplines.

Priority: 3

Assigned: DBI: *S. McNulty

Timeline: 6 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ IS-12: Fee reduction requests

Develop and implement a policy to handle fee reduction requests, allowing customers to go through established process (Director's Hearing or In-house Committee), before going to Board of Permit Appeals (BPA).

Priority: 3

Assigned: DBI: *E. Sweeney, D. Green, L. Aurea

Timeline: 8 months

DBI to develop policy and procedures on formal process.

▪ IS-13: Sheetrock inspection

Develop and implement a policy/guideline that no sheetrock inspection be required for unrated wall assemblies.

Priority: 3

Assigned: DBI: *S. McNulty

Timeline: 4 months

DBI to develop policy and procedures on formal process.

▪ IS-14: Intake and Over-The-Counter

Intake and Over-The-Counter plan review to have discretion eliminate old complaints upon review so long as these actions are discussed with other divisions involved prior to complaint elimination.

Priority: 2

Assigned: DBI: *E. Sweeney

Timeline: 1.5 months

DBI to develop policy and procedures on formal process.

- **IS-15b: Tie electrical and plumbing permits**
Tie electrical and plumbing permits to associated building permit expiration date.
Priority: N/A
Assigned: DBI: *V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H. Tom, L. Aurea
Planning Department: TBD
Industry: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **IS-16: Requests and fees for re-inspection**
Requests and fees for re-inspection. Fees to be paid by permit holder.
Priority: N/A
Assigned: DBI: *S. McNulty, H. Nekkanti
Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman,
Automation Subcommittee
Timeline: N/A
Reference IS-5. Being addressed by the Automation Subcommittee.
- **IS-17: Final Only**
Rename "\$1 Permit" (actually \$140) as "Final Only" permit.
Priority: 2
Assigned: DBI: *I. Hasenin, S. McNulty, R. Lui
Industry: J. Schlesinger (AIA), J. O'Connor (RBA), T. Sanchez-Corea
(ARS)
Timeline: 6 months
Reference IS-41.
- **IS-18: Provide Letter**
Provide letter from general contractor that certifies insulation has been installed and meet code requirements or State insulation certification.
Priority: 3
Assigned: DBI: *D. Lowrey, D. Green
Industry: J. Pollard (SFGC)
Timeline: 5 months
Set up subcommittee to review other jurisdictions' Title 24 Energy Codes.
- **IS-19: Sign-off**
Building Inspection Division is final discipline to sign-off before cover-up and final.
Priority: 3
Assigned: DBI: *S. McNulty
Timeline: 4 months
DBI to develop policy and procedures on formal process.

- **IS-20: Fire-stopping inspection, caulking, and fire-rated assemblies at cover-up and final inspection.**

Building Inspection Division is the responsible discipline for fire-stopping inspection, caulking, and fire-rated assemblies at cover-up and final inspection. SFFD will also make a notation on card.

Priority: 4

Assigned: DBI: *S. McNulty

Timeline: 6 months

- **IS-21: Electrical and Plumbing Inspection Divisions**

EID and PID are responsible for inspections of penetrations and rated assemblies when a building permit is not required.

Priority: 3

Assigned: DBI: *S McNulty

Timeline: 6 months

- **IS-22: Keep Electrical Inspection Division and SFFD involved in fire alarm inspection to provide different expertise.**

Given complexities of modern life-safety systems, keep Electrical Inspection Division and SFFD involved in fire alarm inspection to provide different expertise.

ACCOMPLISHED.

- **IS-23: Building Inspector to confirm building height.**

Building Inspector to confirm building height. If Building Inspector is not satisfied, contractor to provide survey.

Priority: 3

Assigned: DBI: *S. McNulty

Timeline: 6 months

Guaranteed Second opinion by supervisor is being already implemented. DBI to develop policy and procedures on formal process.

- **IS-24: Plumbing Inspectors to inspect heating ducts, flues and vents.**

Plumbing Inspectors to inspect heating ducts, flues and vents

Priority: 3

Assigned: DBI: *S. Panelli, J. Duffy, D. Lowrey

Industry: J. Pollard (SFGC)

Timeline: 8 months

Requires additional staffing and higher fees to provide a higher level of service.

DBI to develop policy and procedures on formal process.

- **IS-24a: “Environmental air”**

Building Inspectors to continue to inspect all “environmental air,” such as bathroom fans, kitchen hood vents, dryer ventilation, etc.

Priority: 3

Assigned: DBI: *S. Panelli, J. Duffy

Industry: J. Pollard (SFGC)

Timeline: 8 months

DBI to develop policy and procedures on formal process.

- **IS-25: COPY block and lot maps out of Central Permit Bureau (CPB) drawers and make available online.**

COPY block and lot maps out of Central Permit Bureau (CPB) drawers and make available online.

Priority: N/A

Assigned: DBI: *V. Day, H. Nekkanti

DPW-BSM: TBD

Assessor's: TBD

DTIS: TBD

Timeline: N/A

Being addressed by the Automation Subcommittee. Reference A-4a.

- **IS-26: Single point-of-payment**

Single point-of-payment (cashier) for inspection-related issues. Includes other agencies.

Priority: 3

Assigned: DBI: *V. Day

Timeline: 6 months

Reference PR-19, PR-28, PR-20.

- **IS-31: Expand outreach programs**

Expand outreach programs to educate homeowners using handouts, mailings and online access.

Priority: 2

Assigned: DBI: *P. Herrera, L. Yim

Timeline: 4 months

Requires additional staffing and higher fees to provide this higher level of service.

- **IS-31a: Include San Francisco Customer Service Center “311”**

Include San Francisco Customer Service Center “311” to help respond to basic questions.

Priority: 2

Assigned: DBI: *P. Herrera, L. Yim

Timeline: 8 months

Requires additional staffing and higher fees to provide this higher level of service.

- **IS-32: Services in other languages**

Provide automated services in other languages, such as Chinese and Spanish.

Priority: N/A

Assigned: DBI: *H. Nekkanti, P. Herrera

Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

- **IS-33: Ways to manage problem with inspector:**
 Ways to manage problem with inspector: a. Use “Guaranteed Second Opinion”;
 b. Document complaints; c. Reassign project to another inspector at manager’s
 discretion.
 Priority: 2
 Assigned: DBI: *S. McNulty, I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N.
 Taniguchi, P. Herrera
 Timeline: 6 months
- **IS-37: Utilize outside service garage**
 Utilize outside service garage as an option to expedite city vehicle repair and
 maintenance.
 Priority: 3
 Assigned: DBI: *S. McNulty
 Timeline: 8 months
- **IS-38: Parking of city inspection vehicles**
 Recommend discussions with DPT to ensure cooperation concerning parking of city
 inspection vehicles.
 Priority: 2
 Assigned: DBI: *J. Hallisey, S. McNulty
 Timeline: 6 months

TASK FORCES

- **IS-11: Small residential remodel permits and inspections.**
 Develop and implement policy to streamline small residential remodel permits and
 inspections.
 Priority: 3
 Assigned: Industry: *J. O’Connor (RBA), S. Shatara, H. Karnilowicz (OE)
 DBI: M. Hennessy, E. Sweeney, S. Panelli, Plan Checker (R. Lui to
 assign staff)
 Timeline: 6 months
6 months to establish Task Force.
- **IS-15: Expirations**
Expirations: a. Create new policy/process to alert inspector when permit expires;
 tied to automation with trigger mechanism to generate notice letter.
 Priority: N/A
 Assigned: DBI: *V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H.
 Tom, L. Aurea
 Planning Department: TBD
 Industry: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
 Automation Subcommittee
 Timeline: N/A
Being addressed by the Automation Subcommittee.

- **IS-15a: Change 90 calendar days electrical and plumbing permit**
Change 90 calendar days electrical and plumbing permit expiration to 180 calendar days (all stand-alone permits to expire 180 calendar days).
Priority: N/A
Assigned: DBI: *V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H. Tom, L. Aurea
Planning Department: TBD
Industry: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
Timeline: N/A
Being addressed by the Automation Subcommittee.

- **IS-41: Review, approval, and record retention of revisions and field changes of approved plans.**
Review, approval, and record retention of revisions and field changes of approved plans.
Priority: 2
Assigned: DBI: *I. Hasenin, S. McNulty, R. Lui
Industry: J. O'Connor (RBA), J. Schlesinger (AIA), T. Sanchez-Corea (ARS)
Timeline: 6 months
6 months to establish Task Force. Reference IS-17.

- **IS-42: Tower crane permits.**
Tower crane permits.
Priority: 3
Assigned: DBI: *R. Lui
Industry: Cal OSHA
Timeline: 4 months
4 months to establish Task Force.

- **IS-44: Condominium conversion map and Physical Inspection Reports between DBI and DPW-BSM.**
Establish performance standard for condominium conversion map and Physical Inspection Reports between DBI and DPW-BSM.
Priority: 3
Assigned: DBI: *S. McNulty
Timeline: 6 months
6 months to establish Task Force.

- **IS-45: Street vaults' conflicts.**
Resolve street vaults' conflicts/issues with DBI, Planning Department, Office of the City Attorney and PG&E.
Priority: 2
Assigned: Industry: *J. Schlesinger (AIA), J. O'Connor (RBA), J. Pollard (SFGC)
DBI: D. Green
PG&E: TBD
Timeline: 8 months
8 months to establish Task Force. Reference PR-39, PR-39a, PR-39b, PR-39c.

- **IS-46: Garage door**
Streamline garage door permit process (DBI and Planning Department).
Priority: 4
Assigned: Industry: *J. Pollard (SFGC)
DBI: D. Green, M. Putra
Timelines: 6 months
6 months to establish Task Force.

- **IS-47: Special Inspections**
DBI Task Force on **Special Inspections** has been established to ensure construction quality. Goal is to set up a separate inspection unit where special inspections are audited and special inspectors are certified.
Priority: 2
Assigned: Industry: *J. O'Connor (RBA), M. Hamman, Jensen, J. Maddox, T. Sanchez-Corea (ARS)
DBI: N. Friedman, S. McNulty
SFFD:
Timeline: 9 months
*Requires additional staffing and higher fees to provide a higher level of service.
9 months to establish Task Force.*

c. Automation Subcommittee

Please see the attached project schedule that details the implementation of all Automation BPR recommendations. The plan assumes that DBI will maintain the existing Permit Tracking System and proposes major enhancements and improvements to it.

- **A-1: Provide work flow tracking**
System to provide work flow tracking and ability to track status from application submission to Certificate of Final Completion and Occupancy (CFC).
- **A-3: System to be capable of aggregating all pertinent information**
System to be capable of aggregating all pertinent information for any particular property/building. (Existing complaints/NOVs (HIS, BID, EID, PID), historical status, number of units, stories, type of construction, year built etc.).
Reference PR-13a, A-4, A-7.
- **A-4a: Provide online block and lot maps**
Provide real time block and lot maps online and integrate block and lot maps from other city agencies.
- **A-6: Well documented user manual/guide**
System to have a well documented user manual/guide in conjunction with the business policies and procedures manual.
- **A-7: Smart permit numbering system**
System to provide a smart permit numbering system.
Reference PR-13a, A-3, A-4.
- **A-8: Track customer wait times**
Ability to track customer wait-times.
- **A-9: Intelligently route customer**
Ability to intelligently route customer based on wait times.
- **A-10: Wait in multiple lines**
Ability for customer to “wait” in multiple lines.
- **A-10a: True parallel review**
True parallel or “shotgun” review.
- **A-11: Store customer information**
Ability to store customer information and transfer data into a permit tracking system if customer files for permit.
- **A-12: Ensure customer flow**
Ensure customer flow to eliminate bottlenecks.

- **A-13a: Application process online**
The ability to enter project information and start application process online.
Priority: 2
- **A-16: Provide real time inspection history**
Provide real time inspection history for projects.
- **A-17: View Special Inspections requirements online**
Ability to view a customer's required special inspections for current projects online.
- **A-19: Provide online project information and status**
Ability to check expected turnaround times, project status, assigned plans examiner, number of hours reviewed, name of supervisor, and view plan review comments [online].
- **A-20: Ability to request and pay for 3R reports online**
3R Report requests submittal to be made available online with acceptance of online payments and receipt issuance.
- **A-22: Track staff's comments, determinations and conditions of approval**
System to track staff's comments, determinations, and conditions of approval.
- **A-24: Expand routing to show specific stage of review**
Expand routing to show specifically what stage of Planning Department review the project is in (notification stage or hearing dates, etc.).
- **A-26: Provide inspectors with cellular phones**
Provide field inspectors with cellular phones.
- **A-27: Provide inspectors with hand held devices**
Provide field inspectors with latest devices like hand-held devices to record field inspections, update complaint status, NOV, correction notices, etc.
- **A-28: System to have built-in links**
System to have built-in links to various portion of the process to place 'holds' for inspections or other functions.
- **A-29: System to provide document management**
System to provide document management capability as a built-in or an optional plug-in outside product.
- **A-30: System to provide ability to scan and store documents**
System to provide ability to scan and store imaged documents and electronic files (e.g., CAD filings, microfilm, photographs, other binary or ASCII files) in virtual folders and associate them with any object in the system (e.g., property, person, complaint, case, etc.).

- **A-31: Electronic plan submittal, review and approval**
System to encompass electronic plan submittal, review, and approval mechanisms with version tracking and auditing capabilities and digital rights management capabilities.

- **A-32: Minimize iterations and maximize efficiency**
The implementation of automation subcommittee's recommendations should come after the BPR implementation to minimize iterations and maximize efficiency.

d. Performance Measures

The Performance Measures provide the baseline, quantifiable and measurable means by which both the department and the Controller's Office will be able to evaluate and report consistently, reliably and accurately the performance results generated by all divisions.

- **PM-3: Complete and issue comprehensive plan review comments within established turnaround times for at least 90% of projects.**

To complete and issue to the project sponsor the initial comprehensive plan review comments within established turnaround times as described below, for at least 90% of projects. These turnaround times will apply to all review disciplines unless otherwise noted.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

- **PM-4: Small projects**

Small Projects: 10 business days from arrival date to review discipline.

Simple one or two-story single family and duplex on level lot.

- Minor modifications and additions to single multi-family residential, commercial and industrial buildings.
- Signs with structural calculations.
- Commercial tenant-improvements with minor structural calculations.
- Site retaining walls.
Foundation repairs.
- Storage racks.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

▪ **PM-5: Medium projects**

Medium Projects: 20 business days from arrival date to review discipline.

Three-story or more single family dwelling or duplex.

- Custom, unusual single family dwelling including hillside with steel substructure and/or concrete piers or caissons.
- Two, three or four-story multi-family, commercial or office buildings.
- Simple four-story multi-family residential project over a concrete podium.
- Complex commercial and office tenant improvements with or without structural calculations.
- Parking structures (up to three stories).
- Assembly occupancies (churches, schools, restaurants with multiple dining rooms, etc.).
- Excavation and shoring.
- Indoor swimming pool.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

▪ **PM-6: Large projects: Turnaround times to be determined**

Large Projects: Turnaround times to be determined on a case by case basis determined and provided to project sponsor at submittal time for all reviewing agencies (excluding Planning Department and SFRA). *Note: These projects must go through completeness review by appointment only before intake.*

Complex four or more stories commercial/office buildings or multi-family project including buildings over a concrete podium.

- High rise buildings.
- Multiplex theatres/auditoriums
- Multi-story shopping centers/malls.
- Convention centers.
- Airport.
- Wastewater and water treatment plants.
- Projects subject to peer review.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

▪ **PM-8: Schedule all rechecks with three business days**

To schedule all rechecks within three business days of request for at least 90% of projects.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Review on January 2, 2009 depending on new staffing levels

▪ **PM-10: Pre-application meeting scheduling**

To schedule pre-application meetings for all city agencies, excluding Planning Department and SFRA, within three business days of request and to be held within 10 business days for 90% of projects.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

- **PM-13: Respond to life safety complaints in one business day**

For DBI and SFFD, to respond to life hazards/life safety/lack of heat complaints within one business day for 100% of requests.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi

Timeline: 7/1/08 for DBI

II. RECOMMENDATIONS FOR REVIEWING DEPARTMENTS AND AGENCIES

These recommendations apply to all reviewing departments and agencies including DBI. However, the following implementation plan is for DBI only. Separate implementations plans are being developed by other impacted departments and agencies.

a. Plan Review and Permit Issuance Subcommittee:

▪ **PR-1: New Permit Center**

New Permit Center on one or two floors for all agency review; perhaps at a new building location in the future.

Priority: 1

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 3 months.

Provide progress report in 3 months.

▪ **PR-2: Initial Staff Must Be Familiar with the Whole Process**

Initial staff contact must be familiar with the whole process – identify needs for permit and give consistent answers.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-2a: Frequent Regularly Scheduled In-House Training for All Staff**

Provide more frequent regularly scheduled in-house training to improve knowledge base of all staff and improve consistency of interpretations. These trainings should be hands on and job specific.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-2b: Improve Recruiting and Hiring Policies**

Improve recruiting and hiring policies to improve technical expertise.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

▪ **PR-2c: Increase Written Policies and Procedures**

Increase written policies and procedures for plan reviewers.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

▪ **PR-3: Nametags**

All staff at all agencies to have nametags.

Priority: 4

Assigned: DBI: *V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 4 months

- **PR-4: Task Force: More Quality Control**

Provide more quality control throughout review process.

Priority: 3

Assigned: DBI: *R. Lui, V. Day, S. McNulty

Industry: John Pollard (SFGC), Simon Kwan

Union: TBD

Timeline: 5 months

5 months to form a task force to define quality control. Requires additional staffing and higher fees to provide this higher level of service.

- **PR-7d: Inform Customer of Average Turnaround Time**

Provide a mechanism to inform the customer of the average turnaround review time (How long it will take for a plan reviewer to start looking at a set of plans when the application is submitted today).

Priority: 1

Assigned: DBI: *R. Lui

Timeline: 12 months

- **PR-9: Better Internal Communications**

Provide better internal communications among staff, between divisions and between agencies.

Priority: 1

Assigned: DBI: *B. Strawn

Timeline: 2 months

- **PR-9a: Cross Training between Divisions and Departments**

Provide cross training between divisions and departments.

Priority: 2

Assigned: DBI: *S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi

Timeline: 12 months

DBI to develop policy and procedures on formal process.

- **PR-10a: Parallel Plan Review Process for All Projects**

Make parallel plan review process available for all projects.

Priority: 1

Assigned: DBI: *V. Day, R. Lui

Timeline: 1 month

Parallel process past Planning Department review/approval. Requires additional staffing and higher fees to provide this higher level of service.

- **PR-10b: Multi-agency Notification**

Within the parallel plan review process, provide multi-agency approach to notify customers of general information, pre-application conferences, plan review and plan check comments.

Priority: 2

Assigned: DBI: *V. Day, R. Lui

Timeline: 6 months

Use AB-52 as a reference to develop process. Requires additional staffing and higher fees to provide this higher level of service.

- **PR-12a: General Information and Other Customer Services Online**
..for the customer to access general information and other customer services online.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **PR-12b: Online Fee Estimation Calculation**
Provide online fee estimation calculation.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **PR-12c: Submittal Guidelines and Checklists**
Provide permit application submittal guidelines and checklists, including clear written process for permit application and review.
Priority: 2
Assigned: DBI: *V. Day
Timeline: 9 months
*Requires additional staffing and higher fees to provide this higher level of service.
Reference PR-14, PR-15, PR-15a.*
- **PR-12d: Department Organizational Charts, SFRA Maps Online**
Provide a comprehensive organizational chart for each agency – Planning Department, DPW-BSM, DBI, SFFD, MOD, SFRA, SFPUC, DPH, etc. Help guide people on how to connect to the correct information and city staff resource. Include SFRA jurisdiction maps to be available online to all.
Priority: 2
Assigned: DBI: *I. Hasenin, P. Herrera
Timeline: 6 months
- **PR-12e: Automated Notifications**
Provide automated notification of customers including via email.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **PR-14: Submittal Guidelines and Checklist - Online**
Create permit application submittal guidelines, checklists from each department and make them available online and in hard copy.
Priority: 2
Assigned: DBI: *V. Day
Timeline: 9 months
Reference PR-12c, PR-15, PR-15a

- **PR-15: Improvement of Incoming Quality of Work**
Demand an improvement to the quality of work coming in. Follow the lead of other cities (“If not good enough or missing info, come back when you are ready.” “If we are raising the bar for ourselves, we are also raising the bar for our customers.”)
Priority: 2
Assigned: DBI: *V. Day
Timeline: 9 months
Reference PR-12c, PR-14, PR-15a.
- **PR-15a: Submittal Guidelines and Checklist - Online**
Guidelines and checklists should be available in hardcopy and online.
Priority: 2
Assigned: DBI: *V. Day
Timeline: 9 months
Reference PR-12c, PR-14, PR-15.
- **PR-15b: Proposed Policies Not Retroactive**
Technical policies not retroactive. Proposed changes to proposed technical policies are to be discussed with industry and staff. Notice will be given before implementation.
Priority: 2
Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
Timeline: 6 months
DBI to develop policy and procedures on formal process.
- **PR-24c: All Applications and Forms to be Electric**
All applications and forms are to be electronic, so they may be entered into PTS.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **PR-24d: Tracking System for Comments, Answers, etc.**
Track staff comments, answers, determinations, requirements, etc. Tie tracking system to PTS.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.
- **PR-24e: Access to Assessor’s Office Database**
Provide better access to Assessor’s Office database to cover all address issues and access to other city agencies’ databases.
Priority: N/A
Assigned: Automation Subcommittee
Timeline: N/A
Being addressed by the Automation Subcommittee.

TASK FORCES

- **PR-21: Task Force: Database of City Buildings, including easements.**
Create a database of city buildings, including easements.
Priority: N/A
Assigned: DBI: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
Automation Subcommittee
Timeline: N/A
Establish Task Force to monitor and make correction, meet quarterly, conduct customer surveys annually.

- **PR-22: Task Force: Re-evaluate and Continue to Improve**
Re-evaluate and continue to improve the process beyond what is established as a result of the BPR process.
Priority: 2
Assigned: DBI: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
Timeline: Long-term
Establish Task Force composed of city staff and stakeholders to meet on continuing basis to continue evaluation of process for purpose for improvements.

b. Inspections Subcommittee:**▪ IS-1: Centralize and automate inspection scheduling**

Centralize and automate inspection scheduling for all disciplines, with option to contact inspector through: a) Integrated Voice Recognition System (IVR); b) Online / website; and, c) In-person

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Provide detailed plan in 3 months. Being addressed by the Automation Subcommittee. Reference A-15.

▪ IS-2: Create hybrid scheduling system

Create hybrid scheduling system, partly automated for inspection time slots with supervisors allocating assignments day of, to sustain needed flexibility (inspector calls to confirm).

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Provide detailed plan in 3 months. Being addressed by the Automation Subcommittee. Reference A-15.

▪ IS-3: Screen types of inspections

Automated system to screen types of inspections; identify how many of what types are needed on any given day. (Different inspections require varying lengths of time.)

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Reference PR-13a, A-15.

▪ IS-4: Assign time slots

New system must have ability to assign time slots/hours for coordinated inspections among all agencies.

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Reference A-15.

- **IS-7: Inspection Turnaround Time**
 Inspection turnaround time. Goal is one business day to two business days, implemented in two-stage process: a. Immediate goal: two business days from time when call is received.
 Priority: 1
 Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
 Timeline: 1/02/09
Requires additional staffing and higher fees to provide a higher level of service. Provide analysis of 48-hour. Assess staffing levels, January 2009. Reference IS-8, IS-9, IS-10, IS-16.
- **IS-7a: Inspection Turnaround Time**
 Long-term goal: one business day from time when call is received.
 Priority: 1
 Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
 Timeline: 1/02/09
Requires additional staffing and higher fees to provide a higher level of service. Analyze 48-hour turnaround prior to implementing this goal.

TASK FORCES

- **IS-8: Response time**
 All city agencies to adhere to response time, hours and methods of inspections.
 Priority: 2
 Assigned: DBI: *S. McNulty
 DPW-BSM: B. Moy
 Industry: J. Pollard (SFGC), H. Karnilowicz (OE), Webcor
 Timeline: 6 months
6 months to establish Task Force. Reference IS-7.
- **IS-39: Special task forces**
 Special task forces are required to develop and implement the following recommendations: Have only two final copies of plans with approvals/sign-offs from all city reviewing agencies; client responsibility to obtain all required signatures. Establish criteria and policies.
 Priority: 3
 Assigned: DBI: *R. Lui
 Timeline: 6 months
6 months to establish Task Force.
- **IS-40: Job card**
 Update and revise job card.
 Priority: 3
 Assigned: DBI: *S. McNulty, N. Friedman
 Industry: J. O'Connor (RBA), J. Schlesinger (AIA), T. Sanchez-Corea (ARS), H. Karnilowicz (OE)
 Timeline: 6 months
6 months to establish Task Force.

- **IS-43: Pre-construction meetings**

Develop specific work scope conditions requiring pre-construction meetings with DBI, DPW, and other required agencies.

Priority: 3

Assigned: DBI: *S. McNulty

Timeline: 6 months

6 months to establish Task Force.

c. Automation Subcommittee:

Please see the attached project schedule that details the implementation of all Automation BPR recommendations. The plan assumes that DBI will maintain the existing Permit Tracking System and proposes major enhancements and improvements to it.

- **A-2: Integrate databases**
Integrate databases from different divisions, departments and agencies (i.e., Housing Inspection Services, SFFD Headquarters, Planning Department, Assessor's Office, DPH, SFRA, DPW, DPW-BSM, etc.)
- **A-4: Consolidate legal city address database**
Consolidate legal city address database among Assessor's Office, DBI, DPW-BSM. (Inter-departmental subcommittee to coordinate implementation of the various addressing processes like new address or change in existing addresses.)
- **A-5: Collect and Distribute Fees**
System to collect and distribute fees for other agencies involved with the permitting process.
- **A-13: Provide centralized application forms online**
Provide centralized application forms from various city agencies online.
- **A-14: Increase types of online issued permits**
Increase the types of permits that can be issued online.
- **A-15: Enhanced inspection scheduling**
Enhanced inspection scheduling for all disciplines. Inspection scheduling to integrate IVR or web-based system with PTS. Options to schedule inspections for other departments SFFD, DPW, DBI, etc.
- **A-18: Provide online FAQ**
Provide list of frequently asked questions regarding the permitting process, code interpretations, submittal requirements, guidelines and checklists online.
- **A-21: System to notify of all important project timeframes**
System to automate and notify owner/staff/neighbors of all important project timeframes i.e., expiration of plan review, expiration of permit renewals, permit renewals and extensions, TCO, NOV, turnaround times, escalation mechanisms, routing templates, all milestones in a project lifetime for all review stations (i.e., Planning Department, MOD, SFPUC etc.).
- **A-23: System to have access to other agency databases**
System to have real time access to other agency databases State Contractors Licensing Board, Workers' Compensation, Business Tax Registration Certificate, etc.

- **A-25: System to provide ability to track plans**

System to provide the ability to track plans – subcommittee to look into various plan tracking mechanism like RFID barcode, labeling, check-in and check-out, etc.

d. Performance Measures

The Performance Measures provide the baseline, quantifiable and measurable means by which both the department and the Controller's Office will be able to evaluate and report consistently, reliably and accurately the performance results generated by all divisions.

- **PM-9: Distribute all drawings within one business day**

To distribute all submitted drawings to next review station within one business day for 90% of projects.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

- **PM-12: Perform inspections within two business days of request**

For all city agencies, to perform field inspections associated with DBI permits within two business days of request for 90% of projects with a long-term goal of one business day.

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
Implementation target date of 1/02/09 predicated on new staffing approved and hired in FY 08-09.

