

***Regular Meeting of the
Building Inspection
Commission***

August 21, 2024

Agenda Item 7



Department of Building Inspection Five Year Strategic Plan Update

August 21, 2024

DBI strategic planning timeline

2023

- Oct DBI initiates a process to update our Five Year Strategic Plan
- Nov Research into operations, stakeholders interviewed, analysis of past plans and initiatives, customer and employee surveys
- Dec Research used to produce SWOT assessment (Strengths, Weaknesses, Opportunities, Threats) to detail recent successes, challenges and opportunities

2024

- Jan DBI's executive team and consultants draft new strategic plan
- April BIC presentation
- May DBI all-staff presentation
- June Begin implementing plan
- July/Aug Permit Center and permitting managers/leaders presentations

Strategic Planning Team

Dir. Patrick O'Riordan

Asst. Dir. Christine Gasparac

Dep. Dir. Inspections Matt Greene

Dep. Dir. Permits Neville Pereira

Dep. Dir. Admin. Alex Koskinen

Comms. Dir. Patrick Hannan

Capital Partnerships Dave Schwartz

DBI's mission & vision



The Department of Building Inspection protects our community by ensuring code-compliant construction, building safety, resilience, and habitability, and by supporting economic development in San Francisco.



Our dedicated and knowledgeable staff will provide professional, effective customer service using clear processes and consistent standards to build trust, provide accountability, and safeguard the public.

DBI's core values

Core Values	DBI Commitments
Customer Focus	Be a customer-centric organization that provides timely, efficient, predictable, and consistent services to our customers; effectively communicates with them; and responds to their information needs.
Professionalism	Leverage our highly qualified and knowledgeable staff to deliver high quality services with competence and skill.
Integrity	Adhere to our ethical obligation to the public and protect the integrity of our services.
Supportive Work Environment	Maintain a desirable workplace that encourages organization-wide communication and collaboration, empowerment of our managers & supervisors, and professional development and training of personnel at all levels of our department.
Diversity, Equity, Inclusion & Belonging	Foster a culture of respect, inclusion and belonging and promote diversity and equity at all levels of the organization.
Transparency & Accountability	Be a data-driven organization that establishes and utilizes relevant metrics and measures our performance; communicate the results (favorable or unfavorable) to internal and external stakeholders.

Putting the plan into action

Implementation:

Cross-divisional work groups assigned to each strategy

- Meets biweekly, moving to monthly in September

A manager leads each group and is responsible for implementation of the strategy using the pre-identified tactics

- Sets agendas, leads meetings, assigns homework, identifies key decisions and establishes metrics
- Provides a quarterly update to Executive Team - details progress, identifies barrier and resource needs, secures approvals
- Provides bi-monthly video update to all staff

Each group's sponsoring executive is accountable for achieving the strategic goal

- Sets team priorities and provides high-level support



Putting the plan into action

Strategic Plan Implementation Teams – leaders are bolded

Team	Team Name	Executive Sponsor	Director's Office	Administrative Services	Inspection Services	Permit Services
Orange	Building Safety	Christine Gasparac	Joe Reilly	Alex Catigan	Kevin Birmingham Mike Chung	Janey Chan
Blue	Permitting / PTS Replacement	Neville Pereira	Megan Wall-Shui	Bruce Yuke Alex Sabato	Jonathan Chiu	Mary Wilkinson-Church
Gray	Inspections	Matt Greene	Chris Vergara Megan Wall-Shui	Raymond Yip	Matt Luton Mauricio Hernandez	Mark Walls
Purple	Public Trust / Communications	Christine Gasparac	Chris Vergara	Jason Hammack	Gilbert Lam	Joe Ospital
Yellow	Effective Workforce	Alex Koskinen	Patrick Hannan	Melissa Cayabyab	Charles Robinson	Jimmy Cheung
Green	Revenue	Alex Koskinen	Tate Hanna	Junko Laxamana	Giles Samarasinghe	Carrie Pei

Goal: Ensure building safety and resilience

Strategy: Oversee code-compliant building design, construction and habitability to modify, preserve and expand the functionality of San Francisco’s built environment.

Orange Team Top Priorities	Tactic	Progress to date
1	Collaborate with the Office of Resilience & Capital Planning on development and implementation of the Concrete Building Safety Program and other earthquake safety initiatives.	Drafted action plan to implement mayor’s earthquake safety directive. Presented plan to Code Advisory Committee. Drafting legislation with City Attorney’s Office.
2	Efficiently administer citywide resilience & safety programs and effectively communicate with property owners on their obligations under the programs.	Updated Façade Program outreach materials and increased the communications cadence. Collaborated with the Board of Supervisors on changes to Accessible Business Entrance Program.

Goal: Improve building permitting

Strategy: Collaborate with other City departments to identify and implement means to improve building permitting using consistent standards, transparent processes, performance benchmarks, good customer service and clear feedback while ensuring full compliance with the building codes.

Blue Team Top Priorities	Tactic	Progress to date
1	Work with other City departments to develop and implement a new topology to improve the addressing process.	Set as top priority to leverage existing inter-departmental working group momentum – DBI, Public Works, Econ/Workforce Development, Information Technology, Assessor. Producing comprehensive process map and system improvement plan this month. Developing inter-departmental MOU to codify the new process.

Goal: Improve building permitting

Strategy: Collaborate with other City departments to identify and implement means to improve building permitting using consistent standards, transparent processes, performance benchmarks, good customer service and clear feedback while ensuring full compliance with the building codes.

Blue Team Top Priorities	Tactic	Progress to date
2	Collaborate with SF Permit Center to define operational roles and responsibilities.	Began initial conversations with the Permit Center director about potential focus areas.
3	In collaboration with Inspection Services and City Planning, develop a detail project management plan for replacing PTS and integrating the replacement system with legacy systems of DBI and other applicable City departments.	Draft plan is being developed and vetted internally with City Planning.

Goal: Enhance inspections processes

Strategy: Improve internal processes to validate code compliance and conduct enforcement.

Gray Team Top Priorities	Tactic	Progress to date
1	Analyze existing and develop new protocols to conduct field inspections and enhance the code enforcement process.	Drafting new Office Policies and Procedures for: -- Certificates of Final Completion and Occupancy -- Temporary Certificates of Occupancy -- Permit Renewals -- Housing Complaint Processing.

Goal: Increase public trust

Strategy: Maintain and expand the department's reforms initiative and compliance programs to ensure the integrity of the department's services. Complete the compliance audit and perform additional audits as necessary.

Purple Team Top Priorities	Tactic	Progress to date
1	Complete and maintain the department's reform initiatives and associated departmental controls. Augment and implement additional reforms as part of the department's continuous improvement.	Identified and prioritized the outstanding reform initiatives.
2	Conduct an annual risk staff trainings on conflict-of-interest, Form 700, statement of incompatible activities and other compliance topics to ensure that staff understand rules governing public integrity.	Drafted conflict-of-interest training presentation. Pending approval. Next step is to schedule a training session for each division. HR updated the onboarding process and now holds an orientation meeting with all new employees to review key policies.

Goal: Cultivate a highly effective workforce

Strategy: Build a culture of trust, expertise and continuity through hiring, training, succession planning, coaching, and communications.

Yellow Team Top Priorities	Tactic	Progress to date
1	Standardize onboarding and training of new employees, including a group orientation meeting.	HR has implemented a new onboarding and training process for all new employees.
2	Implement a consistent internal communications program. a. Conduct two annual all-staff meetings b. Distribute two all-staff emails from the director each month	Updated internal communications plan completed and being executed. 1 st meeting occurred on 5/1. 2 nd meeting scheduled for 11/6. Have met this standard each month since the strategic plan was adopted.
3	Identify and deploy best practices for recruiting top-tier candidates	Currently researching social media recruiting strategies.

Goal: Produce sufficient revenue to fund optimal operations

Strategy: Develop a plan to fully recover costs and identify key areas for investment in personnel and technology.

Green Team Top Priorities	Tactic	Progress to date
1	Identify additional revenue opportunities beyond those in the 2023 fee study.	Identified 50 potential revenue opportunities. Began vetting these opportunities with DBI's data and technology team to determine how much revenue could potentially be generated and how much staff work would be required.



THANK YOU