



Department of Building Inspection

5-Year Strategic Plan

Fiscal Years 2020-2025

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

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

Year 1: 2020-2021

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

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 85% of Site Permit Applications with construction valuation of less than \$3,999,999 within 30 calendar days and a valuation of greater than \$4,000,000 within 42 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 85% of Permit Applications for each category (1) multi-family residential, mixed-used buildings, office, (2) commercial, and (3) other such buildings within 42 calendar days.

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

Review and audit process that ensures that 100% of all premium applications commence review within 15 business days of receipt.

Review and audit process that ensures that 90% of submitted Permit Applications routed within one business day.

Year 2: 2021-2022

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

Manage Plan Review turnaround time by reviewing 85% of Site Permit Applications with construction valuation of less than \$3,999,999 within 30 calendar days and a valuation of greater than \$4,000,000 within 42 calendar days.

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 85% of Permit Applications for each category (1) multi-family residential, mixed-used buildings, office, (2) commercial, and (3) other such buildings within 42 calendar days.

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

Review and update the plan that encourages customers on an ongoing basis to obtain approval through the OTC process for projects valued at less than \$100,000.

Review the electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience for small projects.

Review and update the goal of conducting 90% of submitted Permit Applications routed within one business day.

Year 3: 2022-2023

1A: Review and update the plan that encourages customers on an ongoing basis to obtain approval through the OTC process for projects valued at less than \$100,000.

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

Update the electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience for small projects.

Review and update the goal of Manage Plan Review turnaround time of Site Permit Applications with construction valuation of less than \$3,999,999 within 30 calendar days and a valuation of greater than \$4,000,000 within 42 calendar days.

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

Review and update the goal of Permit Applications for each category (1) multi-family residential, mixed-used buildings, office, (2) commercial, and (3) other such buildings within 42 calendar days.

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

Review and update the goal of conducting submitted Permit Applications routed within one business day.

Year 4: 2023-2024

1A: Review and update the plan that encourages customers on an ongoing basis to obtain approval through the OTC process.

Review and update process for Electrical Plan Review for large projects.

Review and update the goal of Manage Plan Review turnaround time of Site Permit Applications with construction valuation of less than \$3,999,999 within 30 calendar days and a valuation of greater than \$4,000,000 within 42 calendar days.

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

Review and update the goal of reviewing Permit Applications for each category (1) multi-family residential, mixed-used buildings, office, (2) commercial, and (3) other such buildings within 42 calendar days.

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

Review and update the goal of conducting submitted Permit Applications routed within one business day.

Year 5: 2024-2025

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.

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

1B: Special Service Programs.

Year 1: 2020-2021

1B: Ensure customer compliance Soft Story Program's Tier 4 requirements.

Ensure Private School Seismic Safety Ordinance Program compliance.

Research and develop a High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings.

Enforce Guidelines and Procedures for Structural, Geotechnical, and Seismic Hazard Engineering Design Review (AB-082).

Revise and update Administrative Bulletin, "Requirements and Guidelines for the Seismic Design of New Tall Buildings using Non-Prescriptive Seismic-Design Procedures", (AB – 083), from the results of the Tall Buildings Study.

Implement the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Update the Accessible Business Entrance Program (ABE).

Implement a 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).

Year 2: 2021-2022

1B: Implement a new Online Permit submittals and issuance portal for basic work without plans and other new permits.

Ensure Private School Seismic Safety Ordinance Program compliance.

Audit the results and update the Accessory Dwelling Unit Program.

Enforce Guidelines and Procedures for Structural, Geotechnical, and Seismic Hazard Engineering Design Review (AB-082).

Implement Administrative Bulletin, "Requirements and Guidelines for the Seismic Design of New Tall Buildings using Non-Prescriptive Seismic-Design Procedures", (AB – 083),

Research and develop a High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings

Enforce Guidelines and Procedures for the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Year 3: 2022-2023

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

Review and update the 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).

Enforce Guidelines and Procedures for Structural, Geotechnical, and Seismic Hazard Engineering Design Review (AB-082).

Enforce Administrative Bulletin, "Requirements and Guidelines for the Seismic Design of New Tall Buildings using Non-Prescriptive Seismic-Design Procedures" (AB – 083).

Implement a High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings.

Enforce Guidelines and Procedures for the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Review the Online Permit submittals and issuance portal for additional submittals.

Year 4: 2023-2024

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

Enforce Guidelines and Procedures for Structural, Geotechnical, and Seismic Hazard Engineering Design Review (AB-082).

Enforce Administrative Bulletin, "Requirements and Guidelines for the Seismic Design of New Tall Buildings using Non-Prescriptive Seismic-Design Procedures", (AB – 083)

Enforce Guidelines and Procedures for the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Enforce the High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings.

Year 5: 2024-2025

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

Enforce Guidelines and Procedures for Structural, Geotechnical, and Seismic Hazard Engineering Design Review (AB-082).

Enforce Administrative Bulletin, "Requirements and Guidelines for the Seismic Design of New Tall Buildings using Non-Prescriptive Seismic-Design Procedures", (AB – 083)

Enforce Guidelines and Procedures for the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Enforce the High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings.

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

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

Year 1: 2020-2021

2A: Monitor electrical inspection and complaint turnaround times, to ensure adequate response based on DBI/EID mandates (80% of complaints within three business days).

Maintain joint collaboration with PG&E in reviewing codes and construction installation standards.

Conduct review of EID staffing needs.

Update of informational bulletins to assist contractors and design professionals in interpreting electrical codes and standards.

Maintain inter-departmental agency cooperation with SF-PUC, Port of San Francisco and MTA inspection requests.

Work with the City Attorney's office to continue to assist on Taskforce inspections (Includes BID, PID, SFFD and SFPD).

Maintain a working relationship with SFFD on accessing new technology specifically in Fire Alarm advancement.

Create and implement new Covid screening protocol in order to protect staff during pandemic.

Inspectors will take time during inspections to help answer questions from contractors on navigating our new office location at 49 South Van Ness.

Create and implement new COVID screening protocols in order to protect staff during the pandemic.

Year 2: 2021-2022

EID will be enforcing the 2019 San Francisco Electrical Code and 2019 Energy Code on all projects with applications dated after January 1, 2020.

Establish contractor and design professional outreach program to assist in understanding newly adopted codes and standards.

Inspectors will take time during inspections to help answer questions from contractors on navigating our new office location at 49 South Van Ness.

Update COVID screening protocol in order to protect staff during pandemic.

Implement new Electrical Fee Schedule.

Year 3: 2022-2023

2A: Review and update division operations manual to reflect current operational necessities.

Review/modernize electrical fee schedule to reflect current installation and industry activity and cost recovery needs.

Provide internal educational activities for newly adopted codes and standards.

Evaluate effect of previously passed state and local legislative initiatives on division operations.

Review and update electrical inspection and complaint turnaround times, to ensure adequate response based on DBI/EID mandates.

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

Review inter-departmental agency cooperation with SF-PUC and MTA inspection requests.

Year 4: 2023-2024

2A: Review existing policies and procedures to ensure effectiveness under current operational realities.

Maintain/update internal educational activities.

Review and update EID inspection process in response to implementation and enforcement of locally adopted ordinances as required.

Review and update electrical inspection and complaint turnaround times, to ensure adequate response based on DBI/EID mandates.

Review adequacy of division's response to incoming complaint activity.

Year 5: 2024-2025

2A: Update informational bulletins to assist contractors and design professionals in interpreting electrical codes and standards.

Review and update division operations manual to reflect current operational realities.

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

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

Year 1: 2020-2021

2B: Monitor plumbing inspection and complaint turnaround times, to ensure adequate response based on DBI/PID mandates (80% of complaints within three business days).

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

Develop Building Sewer and Flood Line Review Program. For permits and tracking for point-of-sale homes.

Update continuing education of staff program to provide consistency of code enforcement interpretation, including Title 24.

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

Review California Plumbing Code (CPC) & California Mechanical Code (CMC) for possible amendments.

Work with other city agencies with current building structures and the requirements to convert them to navigation.

Create and implement new COVID screening protocols in order to protect staff during the pandemic.

Year 2: 2021-2022

2B: Review and update plumbing inspection and complaint turnaround times, to ensure adequate response based on DBI/PID mandates.

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

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

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

Review CPC & CMC for possible amendments, throughout the year.

Continue work with other city agencies with current building structures and the requirements to convert them to navigation.

Require a plumbing plan check for all new and remodeled commercial and restaurants.

Treasure Island is going through renovations. PID has been working with different developers concerning inspections and code requirements.

Update COVID screening protocol in order to protect staff during pandemic.

Year 3: 2022-2023

2B: Review and update plumbing inspection and complaint turnaround times, to ensure adequate response based on DBI/PID mandates.

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

Review and update the implementation of the 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 division operations manual to reflect current operational necessities.

Review CPC & CMC for possible amendments, throughout the year.

Year 4: 2023-2024

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

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

Review existing policies and procedures to ensure effectiveness under current operational realities.

Maintain/update internal educational activities.

Review adequacy of division's response to incoming complaint activity.

Review and update plumbing inspection and complaint turnaround times, to ensure adequate response based on DBI/PID mandates.

Review CPC & California Mechanical Code CMC for possible amendments.

Year 5: 2024-2025

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

Review and update plumbing inspection and complaint turnaround times, to ensure adequate response based on DBI/PID mandates.

Review and update division operations manual to reflect current operational necessities.

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

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

Year 1: 2020-2021

2C: Ensure the quality and consistency of inspections by conducting 50 Senior Building Inspector Spot Checks per month.

Monitor building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates (80% of complaints within 3 business days).

Complete implementation of the Accessible Business Entrance Program (Ordinance NO. 51-16).

Begin implementation and inspections for the Green Halo / Material Reduction & Recovery Program (MRRP).

Work with DATASF and the Controller's office to document new dwellings.

Implement updated continuing staff training educational program that includes new energy code requirements.

Create and implement new COVID screening protocols in order to protect staff during the pandemic.

Year 2: 2021-2022

2C: Review and update building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates.

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

Review and update continuing staff training educational program.

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

Review inspection results and process for the Green Halo / Material Reduction & Recovery Program (MRRP).

Review inspection results and process for the Accessible Business Entrance Program (Ordinance NO. 51-16).

Update COVID screening protocol in order to protect staff during pandemic.

Year 3: 2022-2023

2C: Review and update building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates.

Review and update inspector's use of the latest technologies to improve productivity.

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

Review analysis of new Programs for staffing purposes.

Year 4: 2023-2024

2C: Review and update building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates.

Review and update inspector's use of the latest technologies to improve productivity and efficiency.

Review and analyze new Programs for staffing purposes.

Review existing policies and procedures to ensure effectiveness under current operational realities.

Review and update the continuing staff training educational program.

Year 5: 2024-2025

2C: Review and update building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates.

Review and update inspector's use of the latest technologies to improve productivity and efficiency.

Review existing policies and procedures to ensure effectiveness under current operational realities.

Review and analyze new Programs for staffing purposes.

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

Occupants' Rights Ensuring Safety and Quality of Life.

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

Year 1: 2020-2021

2D: 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.

Create and implement new Covid screening protocol for all incoming complaint cases, in order to protect staff during pandemic.

Review and update benchmark to ensure that 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. Use findings to produce recommendations for department annually.

Finish the implementation of a comprehensive scanning, retrieval, electronic filing, and archive program for all existing Division records and documents that are not digitized.

Begin the implementation of the newly adopted Heat Ordinance, which brings SFHC 701 into compliance with CA Code of Regulations Sect.34., for apartments and rented R-3 occupancies, including updated language for NOVs in CTS.

Finalize the implementation of the adopted Ordinance No. 38-17 which updated Chapter 41 of the Administrative Code, the Hotel Conversion Ordinance (HCO)

Year 2: 2021-2022

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

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.

Continue the implementation of the newly adopted Heat Ordinance, which brings SFHC 701 into compliance with CA Code of Regulations Sect.34., for apartments and rented R-3 occupancies.

Continue the implementation of the newly adopted Heat Ordinance, which brings SFHC 701 into compliance with CA Code of Regulations Sect.34., for single-room occupancy residential hotels,

Audit records to validate that 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.

Continue to Implement new Covid screening protocol for all incoming complaint cases, in order to protect staff during the pandemic.

Begin reform of referral process with other agencies such as Fire and Health, for more equitable distribution of complaint cases

Year 3: 2022-2023

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

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 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 reform of referral process with other agencies such as Fire and Health, for more equitable distribution of complaint cases

Year 4: 2023-2024

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

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

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

Continue to implement reformed referral process with other agencies such as Fire and Health, for more equitable distribution of complaint cases.

Year 5: 2024-2025

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

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

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

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

2E: Manage Notice of Violations and Complaints.

Year 1: 2020-2021

2E: Monitor and track inspection complaints turnaround times, to ensure adequate response based on DBI/CES mandates (80% of complaints within 3 business days).

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

Update CES policies and procedures for fee collection and abatement cases.

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

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

Update the Vacant Building and Commercial Storefront policies and procedures.

Update Director's Hearings program to create a more streamlined and customize hearing days.

Implement code enforcement tracking system that will allow inspectors the use of wireless devices to track, resolve, and schedule and maintain CES cases. This will also include the ability for the device to communicate with CTS and have a prompt update on CES cases.

Create a Compliant Investigation Team to improve complaint turnaround times.

Continue review of required documents, scan and prepare hard copies for offsite storage in preparation for move to 49 Van Ness.

Year 2: 2021-2022

2E: 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.

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

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

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

Monitor 1st Notice of Violation for Soft Story Tier 3 Monitor and track number of cases sent Director's Hearings. Report findings monthly buildings that have not completed the required work and obtain a CFC.

Continue review of required documents, scan and add to CED drive and PaperVision.

Review the results of the Complaint Investigation Team. Make recommendations and implement findings.

Year 3: 2022-2023

2E: 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 accessed 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.

Monitor 1st Notice of Violation for Soft Story Tier 4 Monitor and track number of cases sent Director's Hearings. Report findings monthly buildings that have not completed the required work and obtain a CFC.

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

Year 4: 2023-2024

2E: 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: 2024-2025

2E: 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.

Goal 3: Deliver the Highest Level of Customer Service.

3A: *Implement Technology Improvements.*

Year 1: 2020-2021

3A: Relocation of DBI office space to 49SVN, implement new Permit Center at 49SVN.

Permit Tracking System enhancement – Online Building Permit (Re-roofing, Kitchen, Bathroom remodel).

Make all DBI Customer Payments, traditionally paid in-person, available for payment online

Initiate implementation of Cashiering/POS system.

Research and implement data analytics platform for all permit related information.

Provide resolution to all IT support tickets per DBI's SLA.

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

Ensure system uptime by implementing IT equipment refresh program which standardized on business-class models that have support services and maintenance from manufacturer.

Year 2: 2021-2022

3A: Permit Tracking System interim upgrade enhancement – continue.

Permit Tracking System interim upgrade – database and user interface.

Implementation of ne Cashiering system – continue.

Research and explore options for Permitting platform.

Expand adoption of Cloud based services.

Cybersecurity assessment and enhance cybersecurity measures.

Provide resolution all IT support tickets per DBI's SLA.

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

Ensure system uptime by implementing IT equipment refresh program which standardized on business-class models that have support services and maintenance from manufacturer.

Year 3: 2022-2023

3A: Introduce and enhance all mobile platforms to improve customer experience.

Improve customer service and satisfaction by adopting latest technology.

Provide resolution to all IT support tickets per DBI's SLA.

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

Ensure system uptime by implementing IT equipment refresh program which standardized on business-class models that have support services and maintenance from manufacturer.

Year 4: 2023-2024

3A: Business continuation and resiliency. Explore options to transition all systems and services to the Cloud.

Provide resolution to all IT support tickets per DBI's SLA.

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

Ensure system uptime by implementing IT equipment refresh program which standardized on business-class models that have support services and maintenance from manufacturer.

Year 5: 2024-2025

3A: Research and explore Enterprise Content Management System

Provide resolution to all IT support tickets per DBI's SLA.

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

Ensure system uptime by implementing IT equipment refresh program which standardized on business-class models that have support services and maintenance from manufacturer.

Goal 3: Deliver the Highest Level of Customer Service.

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

Year 1: 2020-2021

3B: Administer Cal/OSHA COVID19 Basic Health and Safety Training to all current and new employees.

Develop and administer site-specific follow-up COVID19 Health and Safety Training department wide according to Cal/OSHA requirements to all current and new employees.

Administer COVID Reporting refresher training for supervisors and managers.

Evaluate department COVID Health and Safety Plan and update as needed.

Develop department Speed Violation Disciplinary Progression Policy.

Train supervisors, managers and affected employees on Speed Violation Disciplinary Progression Policy.

Schedule annual Health and Safety training for management staff – virtual training.

Meet with division deputy/ managers to discuss succession planning and identify specific division needs.

Schedule 24-Plus Training for new managers and supervisors.

Conduct Performance Management, Progressive Discipline, Performance Appraisal refresher trainings for managers and supervisors.

Conduct general HR/Payroll trainings for managers and supervisors on FMLA, CFRA, Kin-Care, Leaves, ADA requirements, proper use of accrued time.

Administer annual Fairness in Hiring training for new hiring managers and supervisors.

Year 2: 2021-2022

3B: Administer Cal/OSHA COVID19 Basic Health and Safety Training to all new employees.

Administer site-specific follow-up COVID19 Health and Safety Training department wide according to Cal/OSHA requirements to all new employees.

Evaluate department COVID Health and Safety Plan and update as needed.

Complete three to four classification examinations that were on hold due to pandemic.

Continue to work with Executive Team to establish Succession Plan.

Continue recruitment activities to fill necessary vacant positions.

Provide SAPP (Substance Abuse Policy and Produces) training to supervisors/managers.

Conduct Harassment Prevention Training for department employees.

Schedule annual Health and safety training for management staff.

Conduct Customer Service Training for department staff.

Schedule 24-Plus training for new managers and supervisors.

Continue to conduct quarterly on-boarding training for new employees.

Administer annual Fairness in Hiring training for new hiring managers and supervisors. Administer annual Racial Equity Training for all department employees.

Year 3: 2022-2023

3B: Continue to conduct quarterly on-boarding trainings for new employees.

Continue to work with Executive Team to update Succession Plan.

Conduct Implicit Bias Learning Training for department employees.

Complete two to three classification examinations.

Continue recruitment activities to fill vacant positions.

Conduct general HR/Payroll trainings for managers and supervisors on FMLA, CFRA, Kin-Care, Leaves, ADA requirements, proper use of accrued time.

Schedule annual Health and Safety Training for managers and supervisors.

Schedule 24-Plus Training for new managers and supervisors.

Conduct Performance Management, Progressive Discipline, Performance Appraisal refresher trainings for managers and supervisors.

Administer Fairness in Hiring training for new hiring managers and supervisors.

Administer annual Racial Equity Training for all department employees.

Evaluate Racial Equity milestones and make adjustments/updates to Racial Equity plan objectives.

Conduct Racial Equity Working Group meetings to support the DBI Racial Equity Plan objectives.

Year 4: 2023-2024

3B: Conduct quarterly on-boarding trainings for new employees.

Continue recruitment activities to fill vacant positions.

Complete two classification examinations.

Administer Mandatory Bi-Annual Harassment Prevention Training for Managers and Supervisors.

Conduct Harassment Prevention Training for department employees.

Conduct annual Health and Safety training for managers and supervisors.

Provide SAPP (Substance Abuse Policy and Produces) training to supervisors/managers.

Conduct Customer Service Training for department staff.

Schedule 24-Plus training for new managers and supervisors.

Continue to work with Executive Team to update Succession Plan.

Administer Fairness in Hiring training for new hiring managers and supervisors.

Administer annual Racial Equity Training for all department employees.

Evaluate Racial Equity milestones and make adjustments/updates to Racial Equity plan objectives.

Conduct Racial Equity Working Group meetings to support the DBI Racial Equity Plan objectives.

Year 5: 2024-2025

3B: Conduct quarterly on-boarding trainings for new employees.

Continue recruitment activities to fill vacant positions.

Complete two classification examinations.

Conduct general HR/Payroll trainings for managers and supervisors on FMLA, CFRA, Kin-Care, Leaves, ADA requirements, proper use of accrued time.

Conduct Performance Management, Progressive Discipline, Performance Appraisal refresher trainings for managers and supervisors.

Administer Fairness in Hiring training for new hiring managers and supervisors.

Schedule annual Health and Safety training for managers and supervisors.

Schedule 24-Plus training for new managers and supervisors.

Continue to work with Executive Team to update Succession Plan.

Conduct Implicit Bias Learning Training for department employees.

Administer annual Racial Equity Training for all department employees.

Evaluate Racial Equity milestones and make adjustments/updates to Racial Equity plan objectives.

Conduct Racial Equity Working Group meetings to support the DBI Racial Equity Plan objectives.

Goal 4: Implement Efficient and Effective Administrative Practices.

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

Year 1: 2020-2021

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.

Efficient and prompt processing over-the-counter Records, 85% same day processing.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.

Digitization Project

Complete manual indexing building plans, from early 1960 to 1980 making 100% available on PaperVision.

Begin review and manual indexing building plans from 1920 to 1960 making 10% available on PaperVision.

Year 2: 2021-2022

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.

Efficient and prompt processing over-the-counter Records, 85% same day processing.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.

Digitization Project

Complete manual indexing of building plans from 1920 to 1960 making 100% available on PaperVision.

Begin manual indexing of job cards and certificates from 1920 to 1980, making 10% available on PaperVision.

Year 3: 2022-2023

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.

Efficient and prompt processing over-the-counter Records, 85% same day processing.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.

Digitization Project

Complete manual indexing of job cards and certificates from 1920 to 1980, making 100% available on PaperVision.

Year 4: 2023-2024

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.

Efficient and prompt processing over-the-counter Records, 85% same day processing.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.

Year 5: 2024-2025

4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.

Efficient and prompt processing over-the-counter Records, 85% same day processing.

Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.

Goal 4: Implement Efficient and Effective Administrative Practices.

4B: Manage Department Funds.

Year 1: 2020-2021

4B: Adapt new customer online payment options into Finance Services revenue collection procedures.

Process 100% of invoices within 30 days.

Clear 100% of unidentified receipts

Meet Controller's Year-End Schedule deadlines.

Update department Deferred Revenue report by September 15, 2021.

Ensure department adheres to city's accounting policies and procedures.

Participate in required financial audits.

Prepare accurate and timely monthly financial reports.

Implement new procedures to accurately process cash receipts at new facility.

Revise Department's FY21 budget to reflect current economic conditions.

Work with DBI management, move consultant and ADM to plan and coordinate relocation to 49 SVN.

Track Department's COVID related spending to submit for FEMA or Cal OES reimbursement.

Year 2: 2021-2022

4B: Work with Controller's Office to identify supplier for Fee Study.

Process 100% of invoices within 30 days.

Clear 100% of unidentified receipts

Meet Controller's Year-End Schedule deadlines.

Update department Deferred Revenue report by September 15, 2022.

Ensure department adheres to city's accounting policies and procedures.

Participate in required financial audits.

Prepare accurate and timely monthly financial reports.

Year 3: 2022-2023

4B: Conduct Fee Study and develop fee legislation. Work with Legislative Manager to obtain approval and final legislation.

Process 100% of invoices within 30 days.

Clear 100% of unidentified receipts

Meet Controller's Year-End Schedule deadlines.

Develop capital and operating budget for 49 South Van Ness Building.

Update department Deferred Revenue report by September 15, 2023.

Ensure department adheres to city's accounting policies and procedures.

Participate in required financial audits.

Prepare accurate and timely monthly financial reports.

Year 4: 2023-2024

4B: Conduct Fee Study and develop fee legislation. Work with Legislative Manager to obtain approval and final legislation.

Process 100% of invoices within 30 days.

Clear 100% of unidentified receipts

Meet Controller's Year-End Schedule deadlines.

Develop capital and operating budget for 49 South Van Ness Building.

Update department Deferred Revenue report by September 15, 2023.

Ensure department adheres to city's accounting policies and procedures.

Participate in required financial audits.

Prepare accurate and timely monthly financial reports.

Year 5: 2024-2025

4B: Adopt and implement new Fee legislation through the update to the department fee table and Permit Tracking System (PTS.)

Process 100% of invoices within 30 days.

Clear 100% of unidentified receipts

Meet Controller's Year-End Schedule deadlines.

Update department Deferred Revenue report by September 15, 2024.

Ensure department adheres to city's accounting policies and procedures.

Participate in required financial audits.

Prepare accurate and timely monthly financial reports.

Goal 4: Implement Efficient and Effective Administrative Practices.

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

Year 1: 2020-2021

4C: Continue fleet transition to Zero Emission Vehicles (ZE) per ordinance #115-17.

Work with Central Shops regarding HACTO (Healthy Air and Clean Transportation Ordinance) Fleet Optimization.

Monitor department vehicle utilization through telematics.

Prepare vehicle reports to assist department managers meet citywide Fleet Optimization Goals and Safety goals.

Maintain vehicle maintenance schedule.

Work with Central Shops on transition to new telematics vendor including new software and hardware.

Research available options and relocate vehicles residing at 1650 & 1660 Mission to new location (255 12th St).

Work with Central Shops to temporarily loan some DBI vehicles to City EOC for DSW use.

Year 2: 2021-2022

4C: Continue fleet transition to Zero Emission Vehicles (ZE) per ordinance #115-17.

Work with Central Shops regarding HACTO (Healthy Air and Clean Transportation Work Ordinance) Fleet Optimization.

Complete right-sizing fleet to ensure maximum usage of department vehicles.

Monitor department vehicle utilization through telematics.

Prepare vehicle reports to assist department managers meet citywide Fleet Optimization Goals and Safety goals.

Maintain vehicle maintenance schedule.

Provide refresher vehicle safety training to all DBI drivers by December 31, 2021.

Year 3: 2022-2023

4C: Complete fleet transition to Zero Emission Vehicles (ZE) per ordinance #115-17 by December 31, 2022.

Work with Central Shops regarding HACTO (Healthy Air and Clean Transportation Work Ordinance) Fleet Optimization.

Monitor department vehicle utilization through telematics.

Prepare vehicle reports to assist department managers meet citywide Fleet Optimization Goals and Safety goals.

Maintain vehicle maintenance schedule.

Research feasibility of Vehicle on Demand program.

Year 4: 2023-2024

4C: Work with Central Shops regarding HACTO (Healthy Air and Clean Transportation Work Ordinance) Fleet Optimization.

Monitor department vehicle utilization through telematics.

Prepare vehicle reports to assist department managers meet citywide Fleet Optimization Goals and Safety goals.

Maintain vehicle maintenance schedule.

Year 5: 2024-2025

4C: Work with Central Shops regarding HACTO (Healthy Air and Clean Transportation Work Ordinance) Fleet Optimization.

Monitor department vehicle utilization through telematics.

Prepare vehicle reports to assist department managers meet citywide Fleet Optimization Goals and Safety goals.

Maintain vehicle maintenance schedule.

Goal 4: Implement Efficient and Effective Administrative Practices.

4D: Department Emergency Disaster Response Plan.

Year 1: 2020-2021

4D: Review and update DBI Emergency Operations Plan.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.

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.

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

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

Develop Disaster Coordination Budget.

Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.

Update the Floor Evacuation Monitors list for the 1660 Mission Street Emergency. Provide in house training for evacuation procedures; monitor refresher training schedule.

Review and update the Safety Assessment (SAP). Coordinate training for new building inspectors and engineers.

Complete Radio Upgrade Program. Radio systems to cut over from analog to a digital system in 4th quarter.

Year 2: 2021-2022

4D: Review and update DBI Emergency Operations Plan.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.

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

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

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

Update Disaster Coordination Budget.

Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.

Configure and organize Department Operation Center (DOC) at 49 SVN.

Year 3: 2022-2023

4D: Review and update DBI Emergency Operations Plan.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.

Replace expiring items in Personal Survival Kit backpacks (Go Bags). Items in question have an expiration date of 2/2022 and by replacing items earlier will give the DCU an opportunity to repurpose or donate these items.

Provide training for all DBI Building Safety Team staff in Incident Command System (ICS)-200 for foundational training in emergency management and incident command organizational principles annually.

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

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

Develop Disaster Coordination Budget.

Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.

Year 4: 2023-2024

4D: Review and update DBI Emergency Operations Plan.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.

Provide training for all DBI Building Safety Team staff in Incident Command System (ICS)-700 & 800 for foundational training in emergency management and incident command organizational principles annually.

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

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

Update Disaster Coordination Budget.

Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.

Biennial DSW refresher training scheduled for 1st quarter.

Year 5: 2024-2025

4D: Review and update DBI Emergency Operations Plan.

Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.

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

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

Develop Disaster Coordination Budget.

Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.

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

5A: Legislative and Public Affairs Plan.

Year 1: 2020-2021

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).

Year 2: 2021-2022

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).

Year 3: 2022-2023

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: 2023-2024

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: 2024-2025

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.

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

5B: Objective: Provide clear, consistent and timely information to all DBI stakeholders by implementing a Comprehensive Strategic Communications Plan.

Year 1: 2020-2021

5B: Develop clear, consistent messages that relay DBI's core values for all staff and Commissioners to utilize.

Continue to utilize Style Guide in all communications across all platforms to reinforce DBI brand.

Execute media strategy to provide greater visibility of new programs.

Develop and execute outreach plan for Construction Debris Recovery Program in Winter 2019

Develop communications plan for move to 49 South Van Ness by Spring 2019.

Continue to implement public outreach plan and materials for DBI's Accessible Business Entrance Program with a focus on supporting small businesses.

Continue public outreach for Mandatory Soft Story Program, Accessory Dwelling Unit and citywide Seismic Safety Outreach Program.

Develop DBI's Tall Building Strategy outreach plan as it relates to the technical team's implementation plan

Manage Public Records requests through use of City's pilot Sunshine Request portal

Year 2: 2021-2022

5B: Continue to implement internal and external Communications Plan 49 South Van Ness move in coordination with City Administrator's Office to prepare impending move into new building.

Better integrate and coordinate all social media platforms (Facebook, Twitter, YouTube) to promote DBI's services and its role in keeping SF safe by Summer 2021.

Develop DBI's digital and online customer strategy.

Develop "Speakers Bureau" including training for presenters.

Manage public outreach plan and materials for DBI's Accessible Business Entrance Program with a focus on supporting small businesses.

Implement DBI's Tall Building Strategy outreach plan as it relates to the technical team's implementation plan.

Review and develop outreach plan for the Building Occupancy Resumption and Safety Assessment programs in coordination with Department Emergency Management and City Administrator's office.

Develop outreach plans for related Earthquake Safety Programs as developed and implemented in coordination with City Administrator's Office.

Develop public outreach plan and marketing materials for DBI's Building Façade Inspection and Maintenance program.

Develop and manage citywide Earthquake Safety Fair in June to coincide with Mandatory Soft Story Program deadlines.

Execute media outreach strategy

Year 3: 2022-2023

5B: Conclude public outreach on Mandatory Soft Story Program.

Continue public outreach for Accessible Business Entrance Program.

Execute public outreach plan and marketing materials for DBI's Building Façade Inspection and Maintenance program by Winter 2019.

Implement DBI's Tall Building Strategy outreach plan as it relates to the technical team's implementation plan.

Review and develop outreach plan for the Building Occupancy Resumption and Safety Assessment programs in coordination with Department Emergency Management and City Administrator's office.

Manage the Citywide Seismic Safety Outreach Program.

Assess and evaluate the development of a Customer Relationship Management system of DBI's customers for staff use.

Continue to provide culturally competent materials to customers and the public.

Execute media outreach strategy that provides greater visibility of DBI's new programs.

Develop (by summer 2021) and execute (by December 2021) a new Customer Satisfaction Survey after department moves to new building.

Manage Public Records requests

Year 4: 2023-2024

5B: Update DBI's evolving communication and engagement strategy.

Implement recommendations from 2021 Customer Satisfaction Survey results.

Manage public outreach plan and marketing materials for DBI's Accessible Business Entrance Program.

Continue to implement public outreach plan and marketing materials for DBI's Building Façade Inspection and Maintenance program.

Implement DBI's Tall Building Strategy outreach plan as it relates to the technical team's implementation plan.

Re-issue RFP for a Citywide Seismic Safety Outreach Program.

Develop scope of work for Customer Relationship Management system by Winter 2022.

Develop, implement and execute public outreach plans for new legislated ordinances (as needed).

Continue to provide culturally competent materials to customers and the public.

Execute media outreach strategy that provides greater visibility of DBI's new programs.

Manage Public Records requests. Multi-Prong

Year 5: 2024-2025

5B: Manage public outreach plan and marketing materials for DBI's Building Façade Inspection and Maintenance program, until Program end in 2027.

Implement DBI's Tall Building Strategy outreach plan as it relates to the technical team's implementation plan.

Develop, implement and execute public outreach plans for new legislated ordinances (as needed).

Develop and implement outreach plans for related Earthquake Safety Programs as developed and implemented in coordination with City Administrator's Office.

Execute media outreach strategy that provides greater visibility of DBI's new programs.

Continue to provide culturally competent materials to customers and the public.

Manage Public Records requests.