

***BIC Regular Meeting  
of  
October 18, 2023***

***Agenda Item 8***



# Strategic Planning Update

Building Inspection Commission, October 18, 2023

# Goals and Purpose

**Develop a 5-year strategic plan** to guide new and ongoing improvement initiatives

**Develop action plans** for the initiatives:

- Project charters, goals and implementation details
- Responsibilities and progress milestones
- Expected outcomes with performance measures

**Support implementation** of the strategic plan and initiatives

# Strategic Planning Process 2023-2024

## **Task 1 – Project Implementation: Sept - Oct 2023**

Detailed work plan, kick-off meetings, and written progress reports

## **Task 2 – Assessments: Oct – Dec 2023**

Mandate analysis, internal & external interviews, and assessment of DBI strengths/weaknesses/opportunities/threats (SWOT)

# Strategic Planning Process

## **Task 3 – Strategic Plan Development: Dec 2023 – Jan 2024**

DBI vision/mission/values statements, goals & outcomes, key results, and performance metrics

## **Task 4 – Action Plans: Jan – Aug 2023**

Operational tools and support to:

1. Implement the DBI strategic plan
2. Monitor & evaluate implementation progress
3. Update action plans

# Strategic Planning Roles

## **Commission**

- Provide upfront guidance to DBI executive management & consulting team
- Approve the DBI strategic plan

## **Executive Team**

- Serve as project steering committee
- Address strategic issues identified through the SWOT assessment
- Guide strategic planning teams in development & implementation of action plans

# Strategic Planning Roles

## Strategic Planning Teams

- Work with consulting team to:
  1. Identify & analyze strategic issues
  2. Develop recommended improvements & other changes to the steering committee
  3. Develop or update detailed action plans
  4. Implement action plans with periodic evaluation & progress reporting to the Commission
- Establish a departmental culture of continuous process improvement through strategic initiatives and leadership by example

# Strategic Planning Areas of Focus

## **Reform Initiatives – Continue**

- Further implementation of ethics and racial equity initiatives
- Place additional focus on culture:
  1. Improving customer service
  2. Establishing processes for continuous process improvement
  3. Enhancing transparency
  4. Embracing accountability
  5. Increasing progress and outcome reporting



# Strategic Planning Areas of Focus

## **Permitting Process Improvements – Continue**

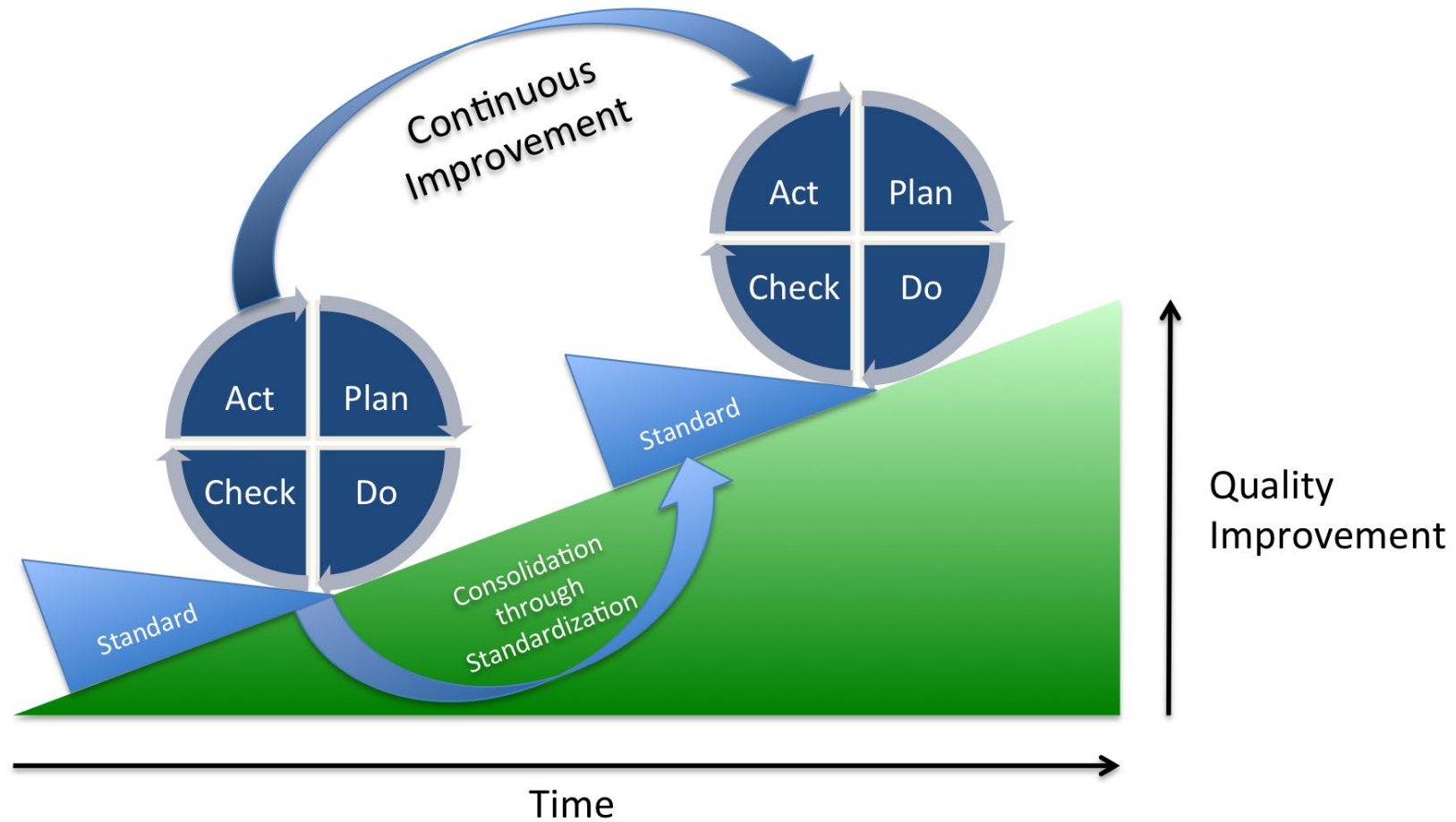
- Develop tools, action plans and performance measures to implement existing permitting improvements to:
  1. Streamline permitting to reduce times, improve the customer experience
  2. Standardize policies and procedures to increase efficiency
  3. Deploy new technology and supplement communications to better support customers
  4. Enforce existing rules to ensure equity
  5. Enhance management oversight improve productivity

# Strategic Planning Areas of Focus

## **Divisional Operational Improvements – New**

- Create new initiatives to increase the performance of the department as a whole and within each division
- Ensure high-quality administration, hiring, professional development, communications, record-keeping, technology and management
- Develop tools, action plans and performance measures to implement these initiatives

# Continuous Process Improvement Program





**THANK YOU**