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.**

<table>
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<tr>
<th>Year</th>
<th>2020-2021</th>
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<tr>
<td>1A.</td>
<td>Implement the electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience for small projects.</td>
<td>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.</td>
<td>Update the electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience for small projects.</td>
<td>Review and update the goal of reviewing Permit Applications for one- and two-family dwellings within 28 calendar days annually.</td>
<td>Review and update as needed the implemented electronic plan check system.</td>
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<td>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.</td>
<td>Review the electronic plan review check system to allow for faster, more efficient plan review and to improve customer convenience for small projects.</td>
<td>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.</td>
<td>Review and update the goal of reviewing Permit Applications for one- and two-family dwellings within 28 calendar days annually.</td>
<td>Review and update the goal of conducting submittal Permit Applications events at OTC for same day issuance service.</td>
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<td>Manage Plan Review turnaround time by reviewing 90% of Permit Applications for one- and two-family dwellings within 28 calendar days.</td>
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<td>Conduct 90% of requested Pre-Application Meetings within 14 calendar days.</td>
<td>Review and update the goal of reviewing Permit Applications for one- and two-family dwellings within 28 calendar days annually.</td>
<td>Review and update the goal of conducting submittal Permit Applications events at OTC for same day issuance service.</td>
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<td>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.</td>
<td>Review and update the goal of reviewing 90% of Permit Applications for one- and two-family dwellings within 28 calendar days annually.</td>
<td>Review and update the goal of conducting 90% of requested Pre-Application Meetings within 14 days annually.</td>
<td>Review and update the goal of conducting submittal Permit Applications events at OTC for same day issuance service.</td>
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<td>Review and update the goal of conducting submittal Permit Applications events at OTC for same day issuance service.</td>
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<td>Review and audit process that ensures that 100% of all premium applications commence review within 15 business days of receipt.</td>
<td>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.</td>
<td>Review and update the plan that encourages customers on an ongoing basis to obtain approval through the OTC process valued at less than $100,000.</td>
<td>Review and update the goal of conducting submittal Permit Applications events at OTC for same day issuance service.</td>
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<td>Review and audit process that ensures that 90% of submitted Permit Applications routed within one business day.</td>
<td>Review and update the plan that encourages customers on an ongoing basis to obtain approval through the OTC process valued at less than $100,000.</td>
<td>Review and update the goal of conducting submittal Permit Applications routed within one business day.</td>
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**Notes:**
- Year 1: 2020-2021
- Year 2: 2021-2022
- Year 3: 2022-2023
- Year 4: 2023-2024
- Year 5: 2024-2025

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

- **Year 1:** Review Plans Using a Transparent Process and with Standard Applied Uniformly.
- **Year 2:** Review Plans Using a Transparent Process and with Standard Applied Uniformly.
- **Year 3:** Review Plans Using a Transparent Process and with Standard Applied Uniformly.
- **Year 4:** Review Plans Using a Transparent Process and with Standard Applied Uniformly.
- **Year 5:** Review Plans Using a Transparent Process and with Standard Applied Uniformly.
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.


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.


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 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.


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 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 the Administrative Bulletin that addresses Foundation and Geotechnical issues.

Enforce the High Risk Retrofit Program for Steel and Non/Ductile Concrete Buildings.
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<td><strong>2A:</strong> Monitor electrical inspection and complaint turnaround times, to ensure adequate response based on DBI/EID mandates (80% of complaints within three business days).</td>
<td><strong>EID will be enforcing the 2019 San Francisco Electrical Code and 2019 Energy Code on all projects with applications dated after January 1, 2020.</strong> 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.</td>
<td><strong>2A:</strong> 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.</td>
<td><strong>2A:</strong> 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 and update division operations manual to reflect current operational realities.</td>
<td><strong>2A:</strong> 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. 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.</td>
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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.

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 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.

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 Water 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.


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<td>2C: Ensure the quality and consistency of inspections by conducting 50 Senior Building Inspector Spot Checks per month.</td>
<td>2C: Review and update building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates.</td>
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<td>Monitor building inspection and complaint turnaround times, to ensure adequate response based on DBI/BID mandates (80% of complaints within 3 business days).</td>
<td>Review and update Inspectors use of technology, including wireless devices for access to inspection schedules, to ensure efficiency and productivity.</td>
<td>Review and update inspector’s use of the latest technologies to improve productivity and efficiency.</td>
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<td>Complete implementation of the Accessible Business Entrance Program (Ordinance NO. 51-16).</td>
<td>Review and update continuing staff training educational program.</td>
<td>Implement updated continuing staff training educational program that includes new energy code requirements.</td>
<td>Review analysis of new Programs for staffing purposes.</td>
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<td>Begin implementation and inspections for the Green Halo / Material Reduction &amp; Recovery Program (MRRP).</td>
<td>Review inspection results and process for the Green Halo / Material Reduction &amp; Recovery Program (MRRP).</td>
<td>Review existing policies and procedures to ensure effectiveness under current operational realities.</td>
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<td>Work with DATASF and the Controller's office to document new dwellings.</td>
<td>Review inspection results and process for the Accessible Business Entrance Program (Ordinance NO. 51-16).</td>
<td>Review and analyze new Programs for staffing purposes.</td>
<td>Review and update the continuing staff training educational program.</td>
<td>Review BID complaints and approve at each step by a Senior Inspector from compliance to case closure or next steps</td>
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<td>Implement updated continuing staff training educational program in order to protect staff during the pandemic.</td>
<td>Update COVID screening protocol in order to protect staff during pandemic.</td>
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Goal 2: Provide Inspections to Enforce Codes and Standards to Protect Tenants’ Rights and Ensure 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.

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

**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.

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

**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.

**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.

Continuous reform of referral process with other agencies such as Fire and Health, for more equitable distribution of complaint cases.
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.
- Track and 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
- 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.
- 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 new 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.

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<td><strong>3B:</strong> Administer Cal/OSHA COVID19 Basic Health and Safety Training to all current and new employees.</td>
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<td><strong>3B:</strong> Continue to conduct quarterly on-boarding trainings for new employees.</td>
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<td>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.</td>
<td>Administer site-specific follow-up COVID19 Health and Safety Training department wide according to Cal/OSHA requirements to all new employees.</td>
<td>Continue to work with Executive Team to update Succession Plan.</td>
<td>Continue recruitment activities to fill vacant positions.</td>
<td>Continue recruitment activities to fill vacant positions.</td>
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<tr>
<td>Evaluate department COVID Health and Safety Plan and update as needed.</td>
<td>Complete three to four classification examinations that were on hold due to pandemic.</td>
<td>Conduct general HR/Payroll trainings for managers and supervisors.</td>
<td>Administer Mandatory Bi-Annual Harassment Prevention Training for Managers and Supervisors.</td>
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<td>Develop department Speed Violation Disciplinary Progression Policy.</td>
<td>Continue to work with Executive Team to establish Succession Plan.</td>
<td>Conduct Harassment Prevention Training for department employees.</td>
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<td>Train supervisors, managers and affected employees on Speed Violation Disciplinary Progression Policy.</td>
<td>Conduct recruitment activities to fill necessary vacant positions.</td>
<td>Conduct annual Health and Safety training for managers and supervisors.</td>
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<td>Schedule annual Health and Safety training for management staff – virtual training.</td>
<td>Provide SAPP (Substance Abuse Policy and Produces) training to supervisors/managers.</td>
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<td>Schedule 24-Plus Training for new managers and supervisors.</td>
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<td>Conduct general HR/Payroll trainings for managers and supervisors on FMLA, CFRA, KinCare, Leaves, ADA requirements, proper use of accrued time.</td>
<td>Schedule 24-Plus training for new managers and supervisors.</td>
<td>Administer Fairness in Hiring training for new hiring managers and supervisors.</td>
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<td>Administer annual Racial Equity Training for all department employees.</td>
<td>Continue to work with Executive Team to update Succession Plan.</td>
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<td>Administer annual Fairness in Hiring training for new hiring managers and supervisors.</td>
<td>Conduct Implicit Bias Learning Training for department employees.</td>
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<td>Administer annual Fairness in Hiring training for new hiring managers and supervisors.</td>
<td>Conduct Harassment Prevention Training for department employees.</td>
<td>Administer annual Racial Equity Training for all department employees.</td>
<td>Evaluate Racial Equity milestones and make adjustments/updates to Racial Equity plan objectives.</td>
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<td>Administer annual Racial Equity Training for all department employees.</td>
<td>Conduct Racial Equity Working Group meetings to support the DBI Racial Equity Plan objectives.</td>
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Goal 4: Implement Efficient and Effective Administrative Practices.

4A: Ensure Timely Response to Records Request.

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<td>4A: Efficient and prompt processing of 3R requests by meeting a goal of processing 93% of requests within seven business days.</td>
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<td>Efficient and prompt processing over-the-counter Records, 85% same day processing.</td>
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<td>Efficient and prompt processing of records requests by meeting a goal of processing 90% of requests within 15 business days.</td>
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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 DSI 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.
- 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 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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Goals</th>
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| 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 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.  
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. |
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<td>Distribute Survival Kit backpacks and disaster response related Personal Protective Equipment (PPE) for new employees during the onboarding process.</td>
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<td>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.</td>
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<td>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.</td>
<td>Provide training for all DBI Building Safety Team staff in Incident Command System (ICS)-700 &amp; 800 for foundational training in emergency management and incident command organizational principles annually.</td>
<td>Update Staff Mass Notification &amp; Emergency Management System on an annual basis.</td>
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<td>Update Staff Mass Notification &amp; Emergency Management System on an annual basis.</td>
<td>Conduct DOC training exercises around the anniversaries of the 1906 Earthquake (April) and the Loma Prieta Earthquake (October) on an annual basis.</td>
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<td>Develop Disaster Coordination Budget.</td>
<td>Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.</td>
<td>Update Disaster Coordination Budget.</td>
<td>Biennial DSW refresher training scheduled for 1st quarter.</td>
<td>Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.</td>
</tr>
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<td>Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.</td>
<td>Update the Floor Evacuation Monitors list for the 1660 Mission Street Emergency. Provide in house training for evacuation procedures; monitor refresher training schedule.</td>
<td>Configure and organize Department Operation Center (DOC) at 49 SVN.</td>
<td>Complete Radio Upgrade Program. Radio systems to cut over from analog to a digital system in 4th quarter.</td>
<td>Ensure minimum of 95% attendance rate Coordination Unit at recurring disaster preparedness meetings.</td>
</tr>
</tbody>
</table>
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, ongoing 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, ongoing 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.

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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.
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 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).
Execute media outreach strategy that provides greater visibility of DBI’s new programs.
Manage Public Records requests.

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.
Manage Public Records requests.
Multi-Prong