

Department of Building Inspection Five Year Strategic Plan Update

August 14, 2025

DBI Strategic Plan – Mission & Vision

Mission

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

Vision

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

DBI Strategic Plan – Core Values

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

Goal: Ensure building safety and resilience

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

TACTICS

1. Sustain and enhance emergency preparation, training and response planning.
2. With the City's Department of Emergency Management, expand DBI's Disaster Coordination Unit capabilities and planning to identify, train and prepare responsible disaster response staff for an emergency, including efficiently designing and implementing emergency preparation plans and program.
3. Collaborate with the Office of Resilience & Capital Planning (City Administrator's Office) on development and efficient implementation of the Concrete Building Safety Program, Soft-Story program, Façade Maintenance Program, Tall Building Facade Program, Building Occupancy Resumption Program and other safety and resilience initiatives.

Goal: Improve building permitting

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

TACTICS

1. Collaborate with PermitSF and the SF Permit Center to define roles and responsibilities. Identify and recommend process changes to reduce permitting times and implement new policy and regulatory mandates.
2. Identify and propose additional technology investments outside of the Permit Tracking System to:
 1. Increase operational efficiency in permitting, inspections, code enforcement and records management.
 2. Improve the customer experience and allow for more self-service.
3. Work with other City departments to develop and implement a new topology to improve the addressing process.
4. “Standardize post-entitlement review requirements and develop & measure against performance benchmarks for the permitting processes to reduce subjectivity in construction permitting.” (CA Housing Community and Development required action 4.1)
5. Systemically review, coordinate and consolidate codes, Administrative Bulletins and Information Sheets to more closely align with state codes.
7. In collaboration with Inspection Services and City Planning, develop a detailed project management plan for replacing the Permit Tracking System and integrating the replacement system with legacy systems of DBI and other applicable City departments.
8. NEW - Expand and improve Over-the-Counter service.
9. NEW - Improve the efficiency and consistency of plan check.

Goal: Enhance inspections processes

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

TACTICS

1. Analyze existing and develop new protocols to conduct field inspections and establish an effective code enforcement process.
2. Improve metrics to evaluate field inspections, housing inspections and code enforcement divisional and staff performance.
3. Establish new internal performance metrics and increase transparency around the efficacy of the grant programs for community based organizations.
4. NEW - Develop fleet assignment and tracking process.

Goal: Increase public trust

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

TACTICS

1. Complete and maintain the department's reforms initiatives and associated department controls. Augment and implement additional reforms as part of the department's continuous improvement.
2. Conduct an annual risk assessment and set up staff trainings on conflict-of-interest, Form 700s and other compliance topics to ensure that staff understand rules governing public integrity.
3. Institutionalize quality assurance / quality control processes for inspections and permit services.

Goal: Cultivate a highly effective workforce

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

TACTICS

1. Identify and deploy best practices for recruiting top-tier job candidates, including video and online advertising.
2. Develop and promote clear career advancement paths in every division.
3. Increase, enhance and standardize manager, inspector and support staff training for employee development, customer service, conflict resolution, and performance/behavior evaluations; prioritize business and people management training for middle managers.
4. Develop an organization-wide, rolling succession plan for anticipated “mission critical” retirements during the next three years.
5. Develop a template for more collaboration between DBI divisions, including conducting regular, organization-wide managers meeting and cross divisional training.
6. Develop or update existing plan review, inspections, code enforcement and records management operating policies and procedures to provide clear guidelines to staff on work expectations, protocols and accountability measures.
7. Train staff on how to use the operating policies and procedures to ensure consistency.

Goal: Produce sufficient revenue to fund optimal operations

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

TACTICS

1. Identify additional revenue opportunities beyond those analyzed by the 2023 fee study and develop a business plan to fulfill spending targets identified below.
2. Staffing levels required to meet operational targets.
3. Develop a fee structure, a fee model and a policy for annual adjustments.
4. Develop and institutionalize a policy for reserve funds.
5. Establish effective, efficient administrative and financial management practices. Identify and implement process improvements to increase efficiency and oversight.

Questions?

Thank you!