

Opening a Restaurant in the City of Boston

Boston ISD Restaurant Opening Experience Project
Final Presentation

May 2020

Amy / Emily / Gavin / Ian / Nico

1010
MASS
AVE

B
CITY of BOSTON

Agenda

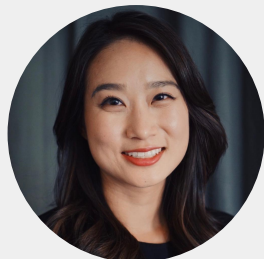
- /1 **Project Overview**
- /2 **Research and Insights**
- /3 **Ideation**
- /4 **Prototyping & Testing**
- /5 **Final Prototypes**

/1 Project Overview

Boston Inspectional Services Restaurant Owner Experience

Our Team

Harvard



Emily Chi
HKS



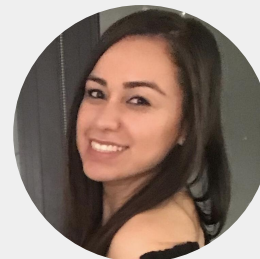
Ian Cutler
HKS



Nicolas Diaz
HKS



Gavin Jiao
GSD&SEAS



Amy Villaseñor
HBS

City of Boston



Kelly Mackey
ISD



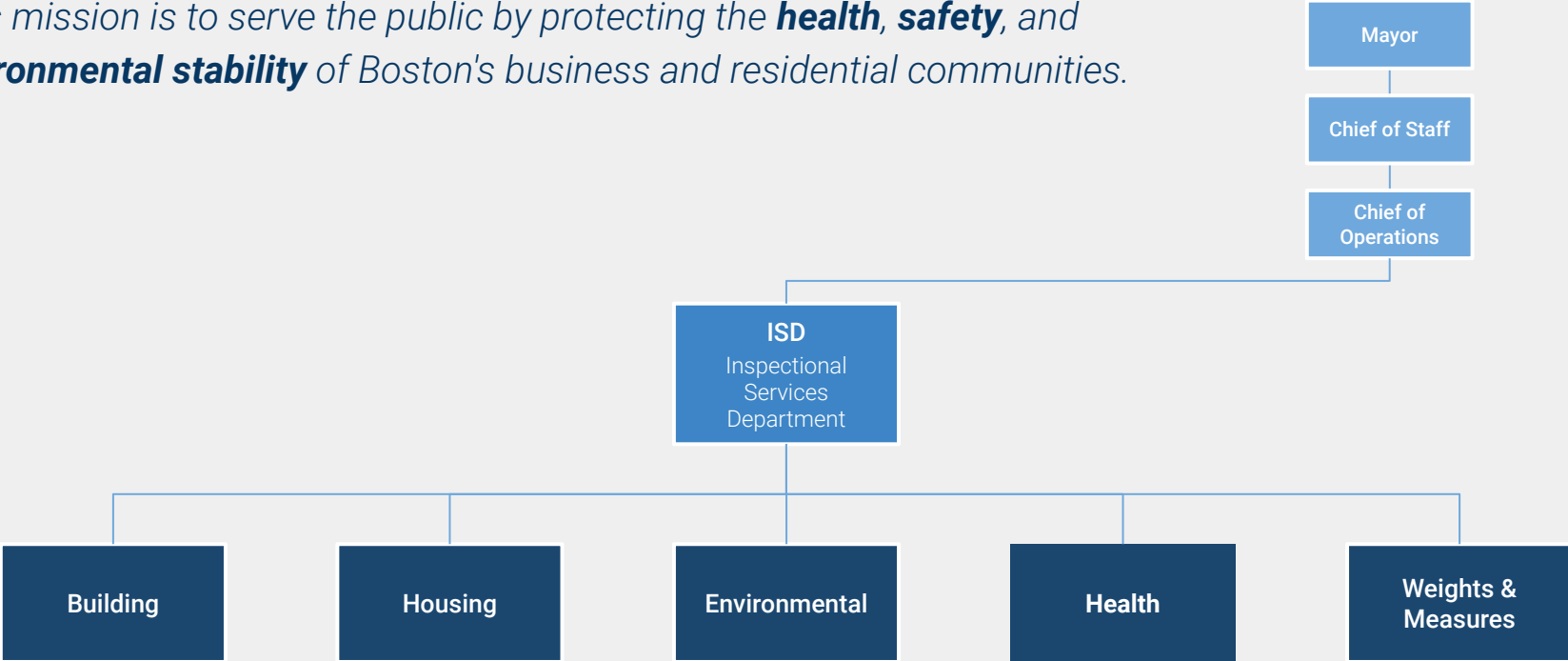
Lisa Timberlake
ISD



Reilly Zlab
DoIT

Inspectional Services Department

ISD's mission is to serve the public by protecting the **health, safety, and environmental stability** of Boston's business and residential communities.



The Challenge

For restaurant owners, opening a restaurant in Boston can be a challenging process:

- High barrier to entry (1 in 4 new restaurants fail)
- Permitting process feels like an added hurdle
- Approval process can take several months
- Limited communication with City employees
- Strained relationship with inspectors



Problem Statements

How can we help provide an **accessible**, **efficient**, and **effective** restaurant opening experience while ensuring compliance with existing regulations?



/2 Research & Insights

Boston Inspectional Services Restaurant Owner Experience

Discovery Sprint

Primary Research

9 In-depth User Interviews

2 Stakeholder Interviews

1 On-site Visit

9 Short User Interviews

1 Expert Interview

1 Email Questionnaire

Synthesis

Insights

Secondary Research

Website Journey Mapping

Customer Journey Mapping

Market Landscape

Potential
Restaurant
Owner



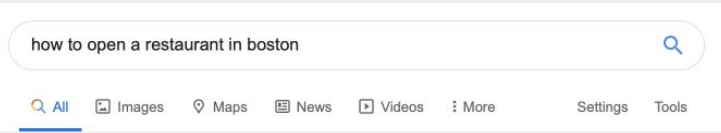
“If you Google how to open a restaurant, there is nothing on the city webpage – no roadmap.”

– Boston restaurant owner



“How to open a restaurant in Boston”

https://www.google.com/search?xsrf=ALeKk02zkeI0dTszBwKO15ym6_343WNt1A%3A1582299812196&ei=pPpPXpHDC4zL_QaCup-oDA&q=how+to+open+a+restaurant+in+boston&og=how+to+op&gs_l=psv-ab-1.0.35i39i2i0i8.157415.168156.170482...13.4.0.122.1047.5i6.....0...1.qws-wiz.....0i71i0i131i0i67i0i273i0i10.f7YBX6mLwtQ



restaurant.opentable.com › news › features › open-restaurant-boston ▾

How to Open a Restaurant in... Boston - Open for Business

Feb 13, 2017 - **Boston**, in many ways, is a city that lives and dies by its traditions — whether that's in sports, schools, or even architecture. But when it comes to ...

www.cityofboston.gov › business › restaurants › permitting

Permitting | Restaurant Roadmap | City of Boston

Type of Permit, Associated Fees. Certificate of Occupancy ISD Building Division & BFD Fire Prevention Division, \$50. Certificate of Inspection ISD Building ...

You've visited this page 4 times. Last visit: 2/13/20

www.bostonrestaurantgroup.com › restaurant-services › opening-a-res... ▾

Opening A Restaurant | Boston Restaurant Group

Opening A Restaurant. Information to consider when drafting a Business Plan for a new restaurant opening: Print This Page. Sources of Information.

www.boston.gov › starting-business ▾

Starting a Business | Boston.gov

Jun 25, 2019 - Use the tools below to start, manage, and grow a business in **Boston**. ... Affairs and Licensing Division licenses entertainment for restaurants ...

Register a Business · Financing and Assistance · Licenses and Forms

www.bdcwire.com › why-its-so-difficult-to-open-a-bar-or-restaurant-i... ▾

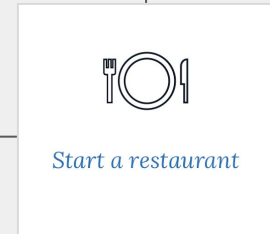
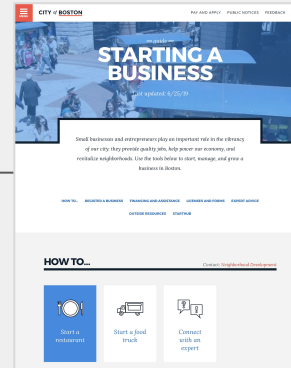
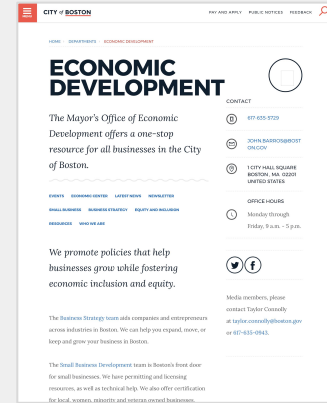
Why it's so difficult to open a bar or restaurant in Boston ...

Nov 18, 2013 - Anyone brave (or foolish) enough to try to open a bar or restaurant in Boston has to jump through a series of hoops to get the licenses and permits they need to operate legally.

boston.eater.com › country-mile-matt-sargent-restaurant-opening-pro... ▾

What It Takes to Open a Small Restaurant in Greater Boston ...

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“Restaurant permitting process Boston”

<https://www.google.com/search?q=resaurant+permitting+process+boston&og=resaurant+permitted+process+boston&aq=chrome..69i57j33.10597j0j4&sourceid=chrome&ie=UTF-8>

restaurant permitting process boston

All News Maps Images Shopping More Settings Tools

About 11,900,000 results (0.55 seconds)

www.cityofboston.gov › business › restaurants › permitting

Permitting | Restaurant Roadmap | City of Boston

Type of Permit, Associated Fees. Certificate of Occupancy ISD Building Division & BFD Fire Prevention Division, \$50. Certificate of Inspection ISD Building ...

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www.cityofboston.gov › business › permitguides

Small Business Permitting Guides | City of Boston

Thank you for opening a small business in our city and investing in **Boston!** ... This checklist describes the **restaurant-specific permitting process** in the City of ...

www.boston.gov › departments › inspectional-services › how-get-foo...

How to get a food service permit | Boston.gov

Jul 15, 2016 - If your **restaurant** is under construction, you can still start the **process** to get a **food service permit**. We need to first review your plans and then you can get the **permit**. You need to pay a fee when you apply. We take checks or money orders made payable to the City of **Boston**.

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www.boston.gov › departments › inspectional-services › health-division

Health Division | Boston.gov

Dec 16, 2019 - retail food stores; **restaurants** and caterers; daycares, hospitals, and ... Part of the **permitting process** is to get certified as a food manager.

clinics.law.harvard.edu › tlc › files › 2015/05 › boston-guide-to-resta... PDF

Boston Guide to Restaurant Permitting and Licensing

restaurant permitting process in the City of **Boston**. Inside you will find an overview of the **process**, including fees and inspection criteria. If you would like more ...

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2014 Website

2010 Guide on Harvard Law School Webpage

city of boston

ECONOMIC DEVELOPMENT

The Mayor's Office of Economic Development offers a one-stop resource for all businesses in the City of Boston.

We promote policies that help businesses grow while fostering economic inclusion and equity.

https://www.boston.gov/departments/inspectional-services/how-get-foo-d-service-permit

City of Boston, gov

Small Business Permitting Guides

How to get a food service permit | Boston.gov

How to get a food service permit | Boston.gov

Restaurant Roadmap

Guide to Permits, Licenses & Inspections

A LETTER FROM THOMAS M. MENINO Mayor, City of Boston

Opening a restaurant is a significant investment. There are many steps to ensure the Restaurant Roadmap is followed and using the City's permitting process in the City of Boston. Inside you will find an overview of the process, including fees and inspection criteria.

Permitting Overview Fee Schedule Inspection Checklist

Thomas M. Menino Mayor of Boston

http://clinics.law.harvard.edu/tlc/files/2015/05/boston-guide-to-restaurant-permitting-and-licensing-20101018-165426.pdf

<https://www.boston.gov/departments/inspectional-services/how-get-food-service-permit>

restaurant permitting process boston

All News Maps Images Shopping More Settings Tools

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Small Business Permitting Guides | City of Boston

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How to get a food service permit | Boston.gov

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www.boston.gov › departments › inspectional-services › health-division

Health Division | Boston.gov

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Boston Guide to Restaurant Permitting and Licensing

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You've visited this page 2 times. Last visit: 2/13/20

A step by step guide for one of the permits. (Food Service Permit)

HOW TO GET A FOOD SERVICE PERMIT

You can apply for a permit while your business is being built, or get a permit for an existing business.

BEFORE YOU GET STARTED

CONTACT INSPECTIONAL SERVICES

- 877-830-3333
- INSPECTIONAL-SERVICES@CITYOFBOSTON.GOV
- 100 MARKET STREET, 5TH FLOOR, BOSTON, MA 02109
- MON-FRI 9AM-5PM

MORE RESOURCES

Learn more about how we handle food service permitting. We also have information on getting certified as a food manager.

2 GET YOUR PLANS REVIEWED

Please call us at 877-830-3333 to schedule an appointment to look over your plans in person. You'll need to get an approval document, including:

- your completed food service permit application
- your Food Plan Review Worksheet
- a copy of your menu with ingredient addresses if they apply to your food
- if building plans signed by our inspectors. You'll need to give your inspector and architect applications to our building division and pay the required fee for this permit.

If all other your plans are reviewed and approved, the application to the Health Division is reviewed, your plans will show Plans. In some cases, you may need to make some minor changes and come back to us for review.

3 GET YOUR INFO TOGETHER

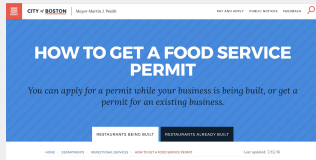
When we receive your plans, you'll need to bring several documents to our office to apply for the permit, including:

- proof of insurance and a certificate of inspection from the building division

4 GIVE US YOUR INFO AND GET AN INSPECTION

You'll bring your completed application, documents, and payment to:

<https://www.boston.gov/departments/inpectional-services/how-get-food-service-permit>



A manual process

1 BEFORE YOU GET STARTED

- You must apply for a permit and get an inspection before you can serve food to the public. We request that you schedule an inspection at least 10 business days before you plan to open. We will have to inspect your kitchen to make sure you're following all the rules.

- The license fee is \$100. There is a \$100 application fee for up to 100 seats. There is a \$1 for each seat above 100.
- The license fee will vary. The \$100 license fee for food service that is based on gross sales each year.

- Retail food establishments with less than 200 square feet (200 square feet for each 100 square feet in excess of 200) have an additional \$10 fee.

- Small food trucks also pay \$100 fee for:
- Temporary food service permits for less than 30 consecutive days that start on or after June 1st.

2 GET YOUR PLANS REVIEWED

- Please call us at 617-624-3300 for information on how to get your plans reviewed. You will need to get an approved contractor, including:

- your completed food service permit application
- your food plan (before Worksheet)

- a copy of your lease with restaurant addendum of that applies to your job

- a building permit request to our inspectors. You'll need to get your floor plan and building application to our Building Division, and you then sign Worksheet (see below).

- If all other requirements are met and approved, the inspectors in the Health Division will conduct your plan check during hours. In some cases, you may need to have your plan changed and come back to our office.

3 GET YOUR INFO TOGETHER

- When we review your plan, you'll need to bring several documents to our office to apply for the permit including:

- a Certificate of Occupancy and a Certificate of Inspection from the Building Division

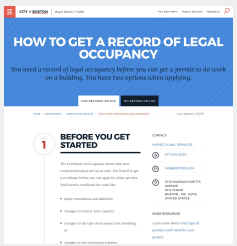
4 GIVE US YOUR INFO AND GET AN INSPECTION

- You can bring your completed application, documents, and payment to:

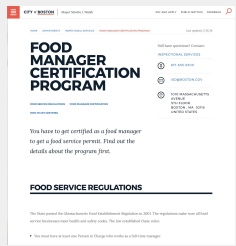
Food service permit application

Floor Plan Review Worksheet

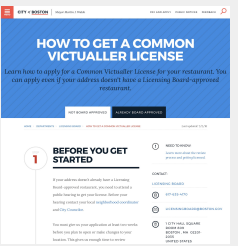
Document size not printing friendly



Record of Legal Occupancy



Food Manager Certificate



Victualler License

More applications

Mapping the process



Potential
Restaurant
Owner

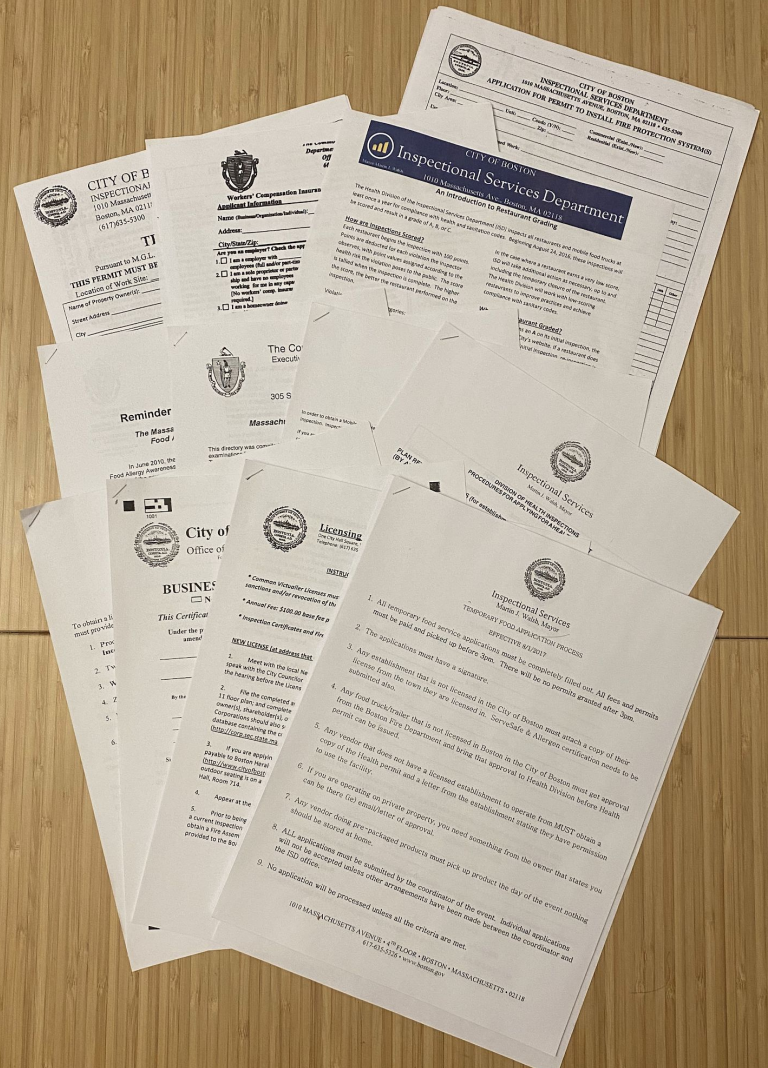


Manual, disjointed, paper-based process is difficult for restaurant owners to navigate.

"It's a comedy, trying to get all the signatures that you need."

"The most frustrating part...is being passed on to different departments for a simple question and not being able to get a straight answer."

"You may find out too late that you can't open because there is something you had to do that you didn't realize."



Insight

Restaurant owners do not feel that they can voice their concerns about the process to the City of Boston.

“Is there a feedback form? Like, ‘You were really rude to me at the counter. I want to give you one star’.”

“I would hope my feedback could help someone in the future”

“They should host open meetings... between restaurants with their grievances and the inspectors to talk about what can be done to make the process more efficient.”



/3 Ideation

Boston Inspectional Services Restaurant Owner Experience

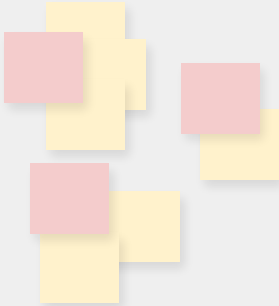
Ideation Process



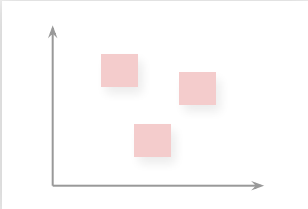
Review
Journey & Pain-points



Ideate &
Share back



Cluster



Prioritize

Adjusting to impact from COVID-19, 2 major changes

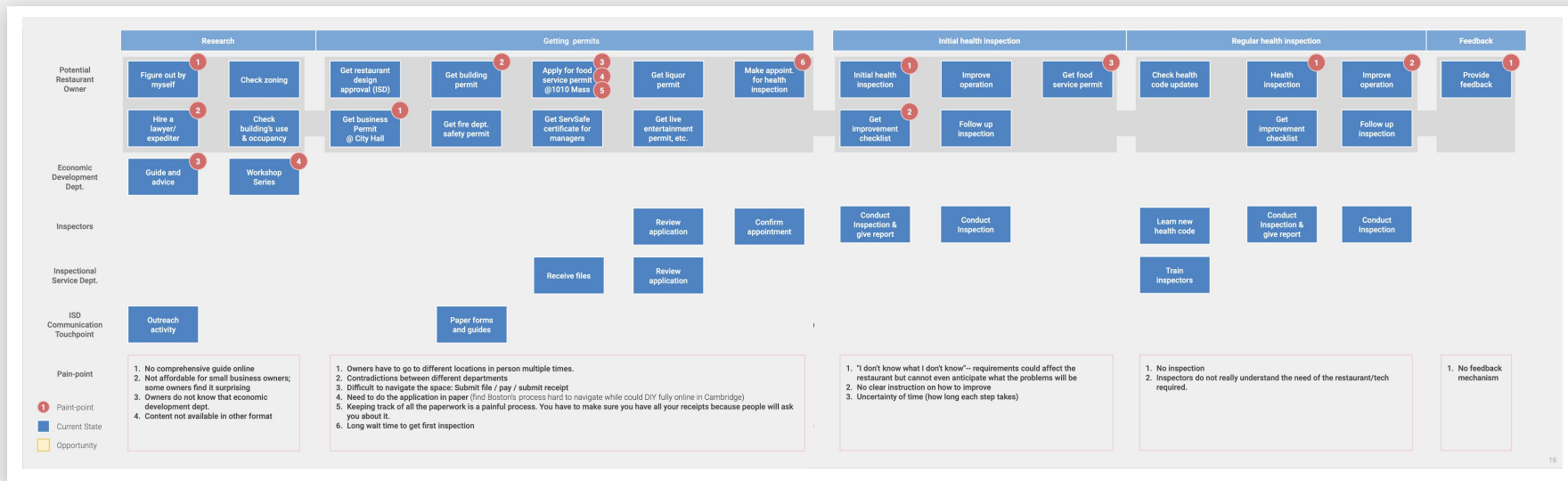
1 Sourcing Users

1. Social media marketing
 - Personal accounts
 - Professor account
2. Network outreach
 - Friends
 - Professors' networks

2 Ideation & Testing Methods

1. Clear purpose for session
2. Outline tools to use
 - PPT, Stormboard
3. Create script for hosting team
4. Full run-through before live session run by same person who will run live session
5. Update script based on experience
6. Send instructions to partner team before live session

Reviewing Pain-points



Ideation



INSPIRATION AS EVOLUTION

TEACHER & STUDENT RELATIONSHIP

I CAN FEEL THAT THEY ARE THERE TO HELP YOU IMPROVE I LEARNED A LOT FROM THE INSTRUCTION

YOU I FEEL I AM A STUDENT THAT IS TURNING IN A GOOD WORKING THE INSPIRE OF IS A TEACHER OF THE REASON A GOOD STUDENT

THE INSTRUCTOR IS EFFECTIVE AND THE INSTRUCTION IS HELPFUL AFTER LEARNING THE MATERIAL FROM THE INSTRUCTOR THE INSTRUCTOR IS HELPFUL

WHEN WE SPEAKED TOGETHER WE WERE HELPFUL TO EACH OTHER

"THEY ARE THE BEST OF US"

"ONE OF THE BEST OF US"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

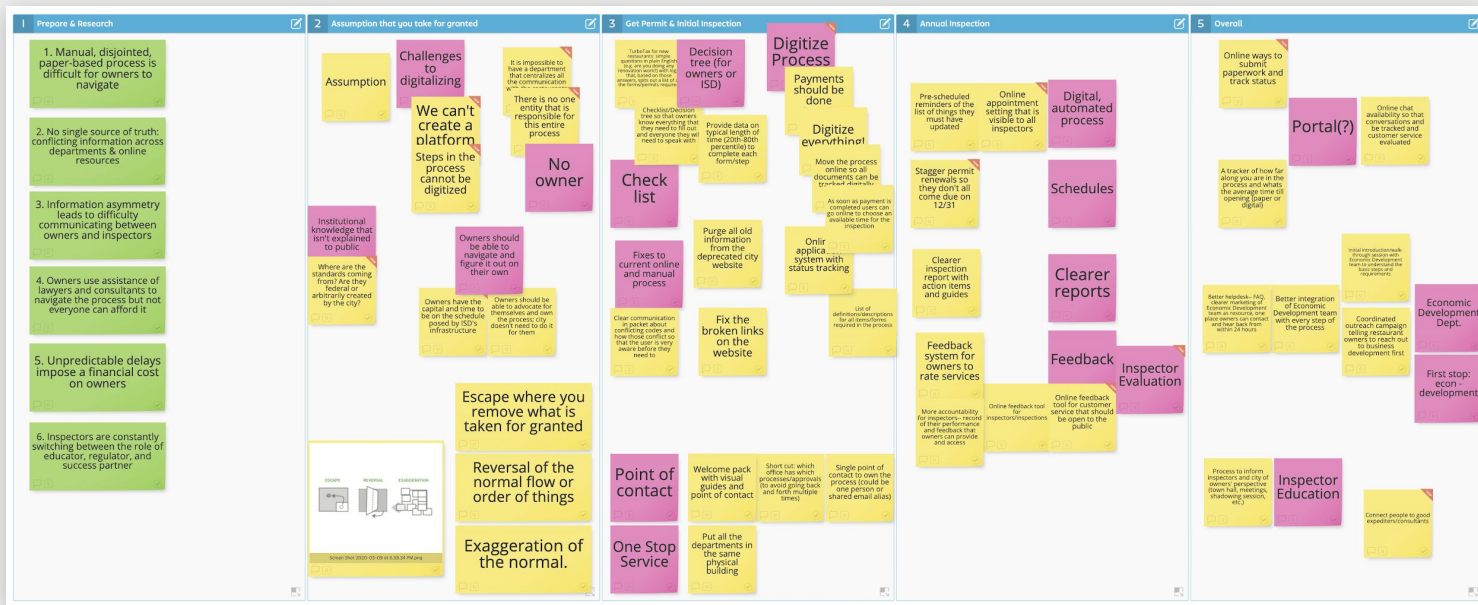
"I FEEL LIKE YOU"

"I FEEL LIKE YOU"

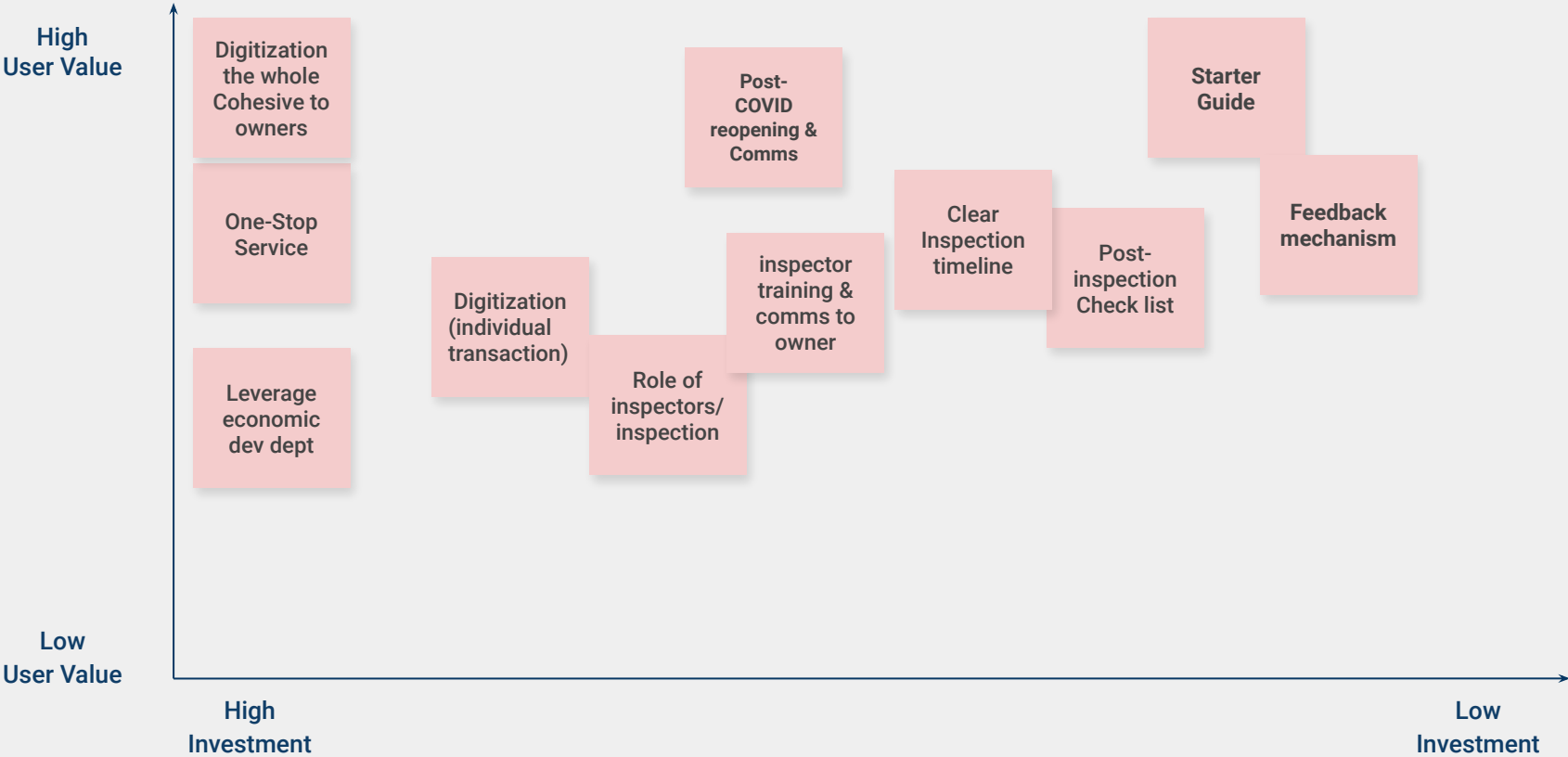
"I FEEL LIKE YOU"

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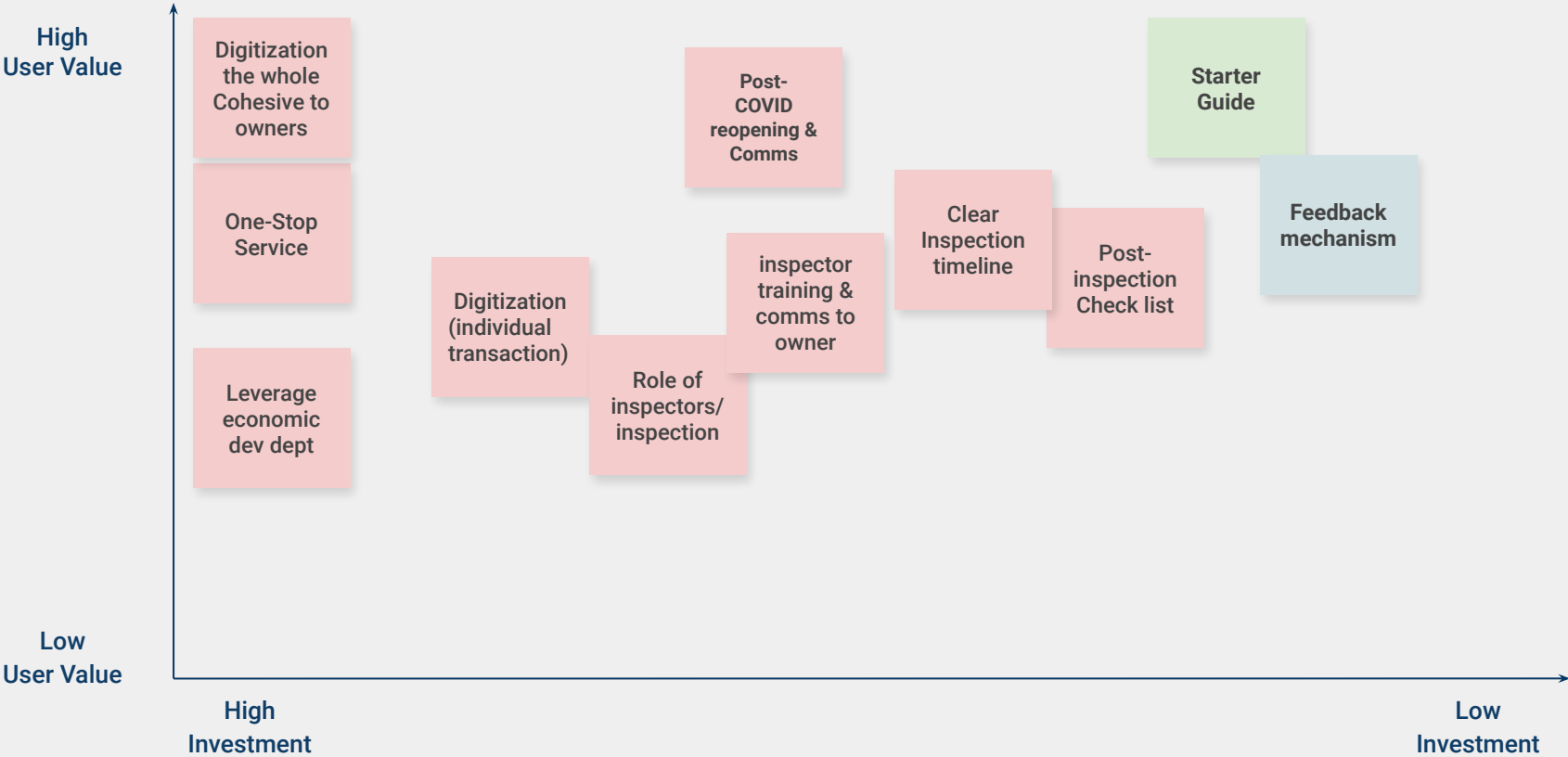
Clustering



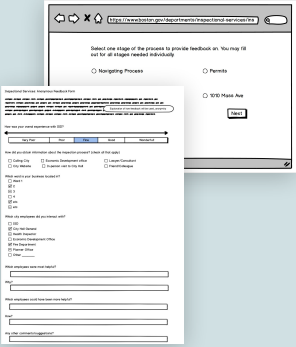
Idea prioritization



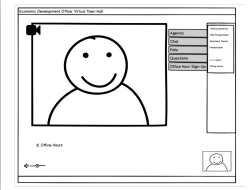
Idea prioritization



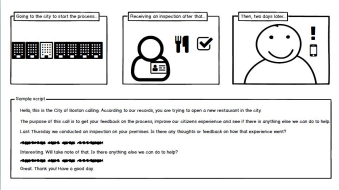
Concept Overview



Feedback Form

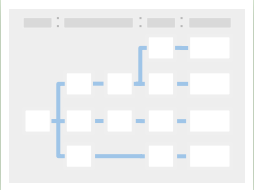


Town Hall



Phone Survey

Feedback Mechanism



Decision Tree



Starter Guide

Starter Guide

/4 Prototyping & Testing

Boston Inspectional Services Restaurant Owner Experience

Testing

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How To Guide - Feedl x Prototype_Restaurant x B Fire forms, permits, ...

docs.google.com/document/d/1D4472rKDTbQbfD03dL4qyzhFhHMe

Prototype_Restaurant Opening Guide_07 ☆

File Edit View Insert Format Tools Add-ons Zotero Help Accessibility Last edit was made 2 days ago by Ian Cutler

100% Normal text Lora 11 B U A [Icons]

This guide gives an overview and describes the restaurant-specific permitting and inspection process in the City of Boston. For questions, please contact the [Economic Development Department](#), or call 311.

We're testing out suggested content on Boston.gov below. If you see anything out of place, let us know by calling 311.

OVERVIEW CHART

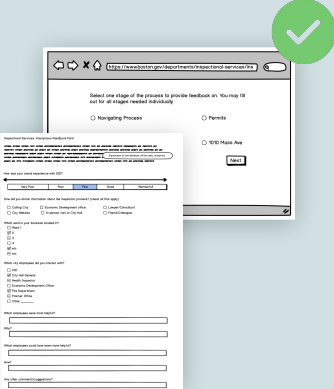
Entity/Department	Getting Ready	Choosing a Location	Designing the Space	Approvals	Ready to Eat!
Restaurant Owner	Develop Business Plan	Architectural Plans		Construction	Food Manager Certification
Economic Development	Advice & Outreach				
Inspectional Services Department (Building)		Building Permit	Certificate of Occupancy	Building Work Permits	
Inspectional Services Department (Health)			Apply for Food Service Permit	Architectural Plan Review	Health Inspection
Fire Prevention Department				Construction Permit	Place of Assembly Permit
Licensing Board (City Hall)					Common Voucher License
Other Approvals	zoning review				Additional Licenses (as needed)

[Link to Chart Slide](#)

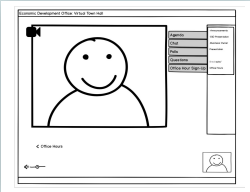
Voting

	Kelly		Reilly	
	Feasibility (5=easiest)	City Value (5=highest value)	Feasibility (5=easiest)	City Value (5=highest value)
1. Decision tree (paper)	3	4	4	2
2. Starter guide	3	4	3	2/3
3.1 Feedback form (paper)	4	3	3/4	3
3.2 Feedback form (online)	4	3	4	3
3.3 Feedback form: 1010 Mass ave	4	3	3/4	3
3.4 Feedback form: inspectors	3	3	2	3
4. Town hall meetings	3	4	3/4	3
5. Phone Survey	3	2	3	2

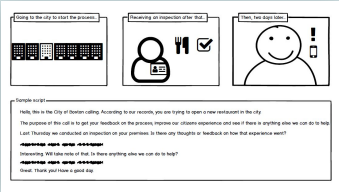
Concept Overview



Feedback Form

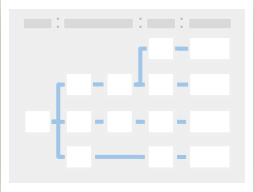


Town Hall



Phone Survey

Feedback Mechanism



Decision Tree



Starter Guide

Starter Guide

Iteration

Feedback Mechanism/Survey Forms

Good afternoon,

As you know, CDD recently hired a consultant to review the current process of small business permitting and licensing, and to provide recommendations on ways to make it easier to do business with the City.

Our consultant would like to gather feedback from business owners on their experiences working with the city. Below is some text we would ask to you use and send out your members and other business owners in the Cambridge community.

Thank you in advance,

Pardis

City of Cambridge Small Business Efficiency Project Survey

Please take a few minutes to fill out the survey below.

We are asking current small business owners to provide their feedback by taking the Small Business Efficiency Survey. Survey responses are anonymous and will be used to help better understand the experiences of local business owners to better improve the process in the future.

Recently, CDD hired a consultant to review the current process of small business permitting and licensing, and to provide recommendations on ways to make it easier to do business with the City.

This is a continued implementation of the Community Development Department (CDD) [2017 Retail Strategic Plan](#), which includes looking at ways to reduce barriers to starting and growing a small business.

[Click here to take the survey by March 20, 2020.](#)

Pardis Saffari, She/Her/ Hers
Senior Economic Development Manager
Economic Development Division
Cambridge Community Development Department
344 Broadway, 3rd floor Cambridge, M.A. 02139
www.cambridgema.gov/business
psaffari@cambridgema.gov

617/349-4654
617/349-4638 FAX
617/349-4621 TTY

Cambridge

Survey 5: City of Boston Small Business Survey RE: COVID 19

Thank you for continuing to share your experience with us amidst this evolving situation. This survey will close on Monday, April 28 at midnight.

The Mayor's Office of Economic Development is here to support you. Please fill out this survey to the best of your ability so we can identify and support the needs of our business community. Your answers will be kept private unless you specifically request follow-up.

If you have any additional questions, please contact Natalia Urinbay, director of Small Business (natalia.urinbay@boston.gov).

You can also send any general questions, ideas, and comments to smallbiz@boston.gov

* Required

Business Name *

Your answer

Owner Contact

Your answer

Owner Email *

Your answer

Have you had to close your business due to COVID-19? *

- No, I am an essential business
- No, I am not essential but my business can be sustained remotely or online
- Yes, I am a non-essential business and had to close due to the Governor's Executive Order
- Yes, I am an essential business and I closed
- Other:

What will you do if the Governor does not open businesses after May 4th? *

- Continue to wait it out and remain closed
- Continue or begin to operate take out and delivery only
- Continue or develop online and virtual business
- Likely go out of business permanently

Are you interested in providing take-out and delivery options for your business?

- Yes
- No

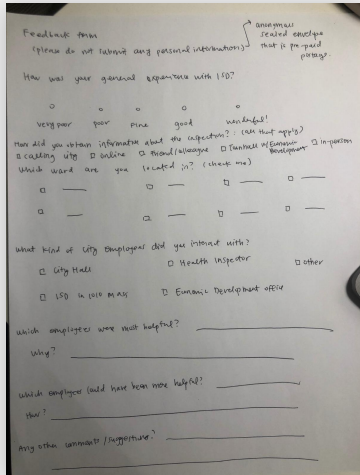
Which describes your business type? *

- For-profit
- Non-profit

Boston COVID response

Iteration

Feedback Mechanism/Survey Forms



Inspectional Services: Anonymous Feedback Form

How was your overall experience with ISD?

Very Poor Poor Fine Good Wonderful!

How did you obtain information about the inspection process? (check all that apply)

Calling City Economic Development office Lawyer/Consultant
 City Website In-person visit to City Hall Friend/Colleague

Which ward is your business located in?

Ward 1
 2
 3
 4
 etc
 etc

Which city employees did you interact with?

ISD
 City Hall General
 Health Inspector
 Economic Development Office
 Fire Department
 Planner Office
 Other _____

Overall Process Feedback Form

* Required

Please rate your experience with the department(s) you interacted with.

	Very Poor	Poor	Fair	Good	Excellent	N/A (Did not interact)
Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have feedback on your experience with any of the departments? Please type the dept. name before your feedback. (e.g. Health - my feedback is...)

Your answer _____

Please rate your overall restaurant opening experience.

	1	2	3	4	5	
Very Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

What is the reason for the rating you provided?

Your answer _____

What if anything, would you change about the process?

Your answer _____

Iteration

Restaurant Opening Guide

Start-up Guide
Opening a restaurant in Boston

Timeline

What do you need from whom?

Step 1
Defining your business 7 days

Point of Contact

Resources - workshop

Step 2
Selecting a site 15 days

Point of Contact

First iteration
(proof of concept)

B

City of Boston
**Restaurant
Opening Guide**
An overview of Permitting and Inspection Process

Thanks for opening your food business in the City of Boston!

This guide gives an overview and describes the restaurant-specific permitting and inspection process in the City of Boston. For questions, please contact the [Economic Development Department](#), or call 311. We're testing out suggested content on Boston.gov below. If you see anything out of place, let us know at feedback@boston.gov.

OVERVIEW CHART

[Link to Chart Slide](#)

Latest iteration

/5 Final Prototypes

Boston Inspectional Services Restaurant Owner Experience

Feedback Mechanism

Feedback Mechanism

Google Form can easily be updated
City already uses Google forms

Please rate your experience with the department(s) you interacted with.

	Very Poor	Poor	Fair	Good	Excellent	N/A (Did not interact)
Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have feedback on your experience with the HEALTH department?

Your answer

Do you have feedback on your experience with the BUILDING department?

Your answer

Do you have feedback on your experience with the ECONOMIC DEVELOPMENT department?

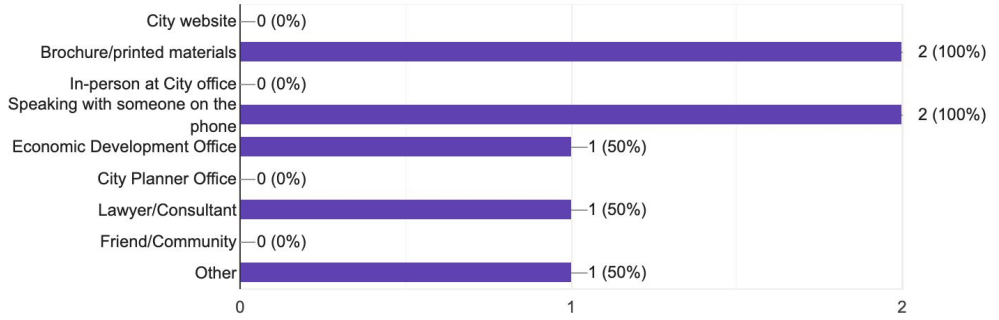
Your answer

"I want to be able to rate each department, not just give overall process feedback."

Feedback Mechanism

How did you find information about the process?

2 responses



Data automatically updated in spreadsheet and charts

Feedback Mechanism How-To Guide

Feedback Survey | How-To Guide

Last Updated: 4/27/2019

Table of Contents

- Feedback Survey Links
- Purpose of Feedback Forms
- Survey Distribution Instructions
- Roles
- Ensuring Anonymity
- How to use the data

Feedback Survey Links

- [Health Inspections Feedback Form](#)
- [Restaurants Opening Process Feedback Survey](#)

Purpose of Feedback Forms

The overall purpose of the feedback forms and surveys is to facilitate better communication between business owners and the City. If business owners have a means to contribute their feedback and feel it makes a meaningful difference, it can mutual understanding and trust that will ultimately improve the process for all stakeholders.

- Provide anonymous methods for business owners to contribute honest feedback to the City.
- Identify pain points (and bright spots) along the permitting process.
- Create accountability measures in the system to create more consistency and predictability in the permitting process.
- Track whether changes are improving, exacerbating, or having no effect on business owner satisfaction.
- Increase stakeholder investment by giving all departments meaningful metrics.

Survey Distribution Instructions

- Business owner completes permitting process.
- An email is sent to restaurant owner after they have completed the entire permitting process.

Actual text can be altered as the City of Austin sees fit. Email should reference that this survey is 100% completely anonymous. It is only for feedback purposes and they should not expect a response or immediate change, and it is not a substitute for meeting or resolving issues with the City directly.

- Two reminder emails are sent to business owners if they do not complete the survey after the first notice.

- Business owner completes the survey. Survey answers are populated to a spreadsheet on the backend.
- Process owner performs data analysis on data, tracking long-term changes and trends.
- Monthly reports are submitted to each department/team in an aggregated form (not direct access to raw data).
- Changes are made in departments in response to survey results.
- Long-term changes in response to the changes are tracked.
- Positive results from the survey are documented and shared with business owners, so they are made aware that their input was valuable and led to positive impact.

Roles

- IT to administer survey and manage data, oversees security and access controls
- One designated individual from each team/department who receives monthly reports
- Owned by the Economic Development Office or CEO, who has access to all data (with some fields removed as necessary), designs surveys, sends monthly reports to each department, and administers the survey (manages communications to business owners).

Ensuring Anonymity

Business owners are only willing to give candid feedback with the assurance that their statements and opinions will be kept anonymous. Because business owners depend on the City's approval to continue to operate, they may be fearful of retribution or unfavorable treatment if their identities are exposed. Thus, it's important to protect anonymity and explain the precautions that are taken to surveys.

- Results of surveys are aggregated, so a single response cannot be singled out.
- Potentially identifiable information like date of inspection or inspector name are omitted or obfuscated when shared with stakeholders.
- Names, restaurant names, addresses, or other personally identifiable information should not be collected in the survey.
- IT should manage databases and only grant access to the raw data as needed, in aggregated form.
- CEO or the Economic Development Office should administer the surveys and act as an intermediary to ensure email addresses and other identifiable information/unique markers are not passed on to feedback recipients.
- Feedback that alludes to specific incidents will not be directly communicated to feedback recipients to protect owners from potential retribution.
- Reports will summarize the findings, trends, and patterns, rather than direct quotes.
- IT, administrators, and feedback recipients will be trained on best practices to access, analyze, and interpret results without identifying the surveyee/business.

How to use the data

- Use the charts to track feedback ratings over time.
 - Aggregate ratings data for changes of ratings over time
- Send data to diff departments periodically
 - Rolling reports summation (using charts in step 1)
 - Email templates to each department
- Who should receive the reports
 - The teams involved mentioned in the [Restaurants Opening Process Feedback Survey](#)

“You have to be really political in this town cause if they don't like you, they will shut you down to start hitting with you fines out of nowhere.”

Distribution and Process Instructions
Privacy and Anonymity Best Practices
Data Analysis Guidance

Feedback Mechanism - Auto-Updating Dashboard

Today's Date (B1 is needed for all calculations)													
	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Today's Date (B1 is needed for all calculations)		4/30/2020										
2													
3	Date	3/31/2020	3/1/2020	1/31/2020	1/1/2020	12/2/2019							
4													
5	Last __ days	30	60	90	120	150							
6	City Website	0	0	1	1	1							
7	Calling the City	2	2	3	3	3							
8	Brochures and Flyers	1	1	1	1	1							
9	ISD Social Media	1	1	1	1	1							
10	In-Person at City Hall/1010 Mass Ave.	0	0	1	1	1							
11	Economic Development Office	2	2	2	2	2							
12	Friends/Community Members	2	2	3	3	3							
13	Other	0	0	0	0	0							
14													
15	Overall												
16													
17	City Website	1											
18	Calling the City	3											
19	Brochures and Flyers	1											
20	ISD Social Media	1											
21	In-Person at City Hall/1010 Mass Ave.	1											
22	Economic Development Office	2											
23	Friends/Community Members	3											
24	Other	0											

Rating changes over time					
Experience w/ health permitting process					
Date	3/31/2020	3/1/2020	1/31/2020	1/1/2020	12/2/2019
Last __ days	30	60	90	120	150
1	0	0	1	1	1
2	2	2	2	2	2
3	0	0	0	0	0
4	0	0	0	0	0
5	2	2	2	2	2

Prepared & understanding of inspection requirements					
Date	3/31/2020	3/1/2020	1/31/2020	1/1/2020	12/2/2019
Last __ days	30	60	90	120	150
1	1	1	1	1	1
2	1	1	1	1	1
3	1	1	1	1	1
4	1	1	1	1	1
5	0	0	0	0	0

- Auto-Updating Dashboard
- Reports distributed across departments
- Creating data visualization

Restaurant Opening Guide

Restaurant Opening Guide



*"Oh jeez, I would've loved something like this when I was opening. When I hire someone [an attorney] I'm sitting there thinking, what the h*ll is she doing? Why isn't this done yet?"*

[Quick Update via Google Doc](#)

[Embedded Links](#)

[Printer Friendly](#)

Restaurant Opening Guide

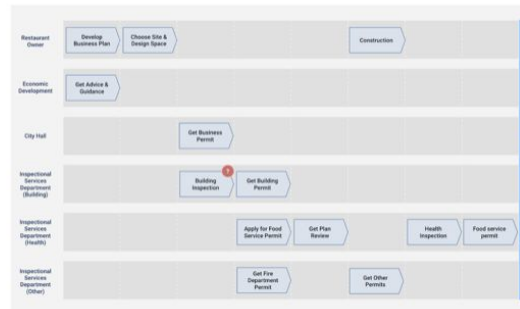
Visual overview of the process
Highlight ISD Health Division as
the first stop for permits

Thanks for opening your food business in the City of Boston!

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OVERVIEW CHART



[Link to Chart Slide](#)

Directing restaurant owner to Economic Development for advice and guidance.

"I like this a lot, but I want to know how long each step takes."

Restaurant Opening Guide

Step by step guide with link to
corresponding document or website

Tips and useful information

STEPS

NC : New Construction | CO : Change of Owner

STEP 1

CHOOSING A LOCATION - ZONING AND OCCUPANCY

- Check zoning online by searching for parcel designation on the [Boston Redevelopment Authority's searchable map](#). NC CO
- Check whether Restaurant, Take-out, Drive-in, or Live Entertainment uses are Allowed, Forbidden, or Conditional in the [Zoning Code](#) (by Neighborhood District in Articles 38-73). NC CO
- Check the building's existing legal use and occupancy online through the [Building Permit Search](#). NC CO
- To change the zoning or use, file a [Long Form](#) online and appeal to the [Zoning Board of Appeal](#) if it is a conditional or forbidden use at that location. NC CO

The Economic Development Center offers workshops to increase access and opportunities, including workshop series tailored to food businesses.

STEP 2

DESIGNING THE SPACE - CONSTRUCTION AND BUILDING APPROVAL

- Get your plans reviewed: obtain Inspectional Services Department (ISD) Health Division approval of restaurant design before construction or alteration. Request a Plan Review appointment at 617-635-5326, then bring a completed [Food Service Health Permit Application](#), permit payment receipt, 4 sets of plans to the appointment, equipment specifications from manufacturer, [Food Plan Review Worksheet](#), menu with consumer advisories (if apply), and building permit signed by inspector. NC CO

Learn about the Inspectional Services permitting process [here](#).
Learn about the Food Service Health Permit application process [here](#).

Restaurant Opening Guide

Inspection checklist

HEALTH INSPECTION – FOOD SERVICE HEALTH PERMIT [\(View Details\)](#)

MANAGEMENT AND OPERATIONS

- Person In Charge (PIC) assigned, knowledgeable, performing duties
- Proper, adequate handwashing
- Chemicals stored properly and safely
- Soiled linens stored in proper container
- Mops and brooms stored properly

FOOD SAFETY

- Proper food safety practices in storage, preparation, and service of food
- Proper labeling of food containers and prepackaged foods
- Coolers and/or hot holding units operating at proper temperature levels
- Thermometers available to check food product temperatures
- Food properly protected from contamination in storage, display, and preparation
- In-use food utensils properly stored
- Proper segregation of cooked and uncooked foods
- No re-service of potentially hazardous or unwrapped foods

EQUIPMENT AND UTENSILS

- Three compartment sink with drainboards OR dishwashing machine operational and properly sanitizing (test kit for chemical sanitizing or proper temperature for high-temp sanitizing)
- Wash water and rinse water are clean
- Wiping cloths used for raw food stored in separate sanitizing solutions
- Mop sink provided
- Separate handwash sink in food preparation area
- Food contact surfaces properly designed, maintained, installed
- Non-food contact surfaces properly designed, maintained, installed
- Proper storage of pots and pans

PLUMBING AND WASTE DISPOSAL

- No waste water back up; proper backflow devices installed
- Adequate number of refuse containers, clean and covered

PHYSICAL FACILITIES

- No evidence of rodents or insects
- Light fixtures above food products have protective shields properly installed
- Handwash sinks with soap, drying device
- Outside storage area clean

Restaurant Opening Guide

“Oh, that’s great! With all the numbers right there with the contacts.”

CONTACTS

AGENCY	WEBSITE	PHONE
Economic Development	https://www.boston.gov/departments/economic-development	617-635-5729
ISD Building	https://www.boston.gov/departments/inspectional-services/what-building-permit-do-i-need	617-635-5300
ISD Health	https://www.boston.gov/departments/inspectional-services/health-division	617-635-5300
Boston Licensing Board	https://www.boston.gov/departments/licensing-board	617-635-4170
BFD Fire Prevention Division	https://www.boston.gov/departments/fire-prevention	617-343-3628

WE COULD USE YOUR FEEDBACK

At the City of Boston we are always looking for ways to enhance the services we provide to the public. By completing the anonymous survey at the following link, you are contributing to the continuous improvement of the restaurant opening process and letting us know areas where we could improve:

<https://drive.google.com/open?id=1Osd45nH1V3FMU7Tark8t88O7m70oOFerTcrj0p0dqLs>

Link to feedback form
&
Contact Information

Restaurant Opening Guide



"I wish this was around when I was opening a few years ago!"

Our lessons learned

- 1 Talk with the users
- 2 Test quickly and adapt - look out for value and scalability
- 3 Build solutions alongside the implementers
- 4 Check your own biases and keep things well documented



Recommendations

- 1 Provide owners with **process timeline transparency** to build **consistency and trust**
- 2 Increase **coordination and incentives** across departments
- 3 Recognize limitations in identifying **equity based challenges** faced by owners

Thank you!

Boston Inspectional Services Restaurant Owner Experience