



September 11, 2013

The Honorable Cynthia Ming-Mei Lee  
Presiding Judge  
San Francisco Superior Court  
400 McAllister Street, Room 008  
San Francisco, CA 94102-4512

**RE: Building Inspection Commission-Department of Building Inspection's Joint Response to June 2013 Civil Grand Jury Report**

Dear Presiding Judge Lee:

The San Francisco Building Inspection Commission (BIC) and the San Francisco Department of Building Inspection (DBI) have jointly received, and carefully considered, the June 2013 Civil Grand Jury Report, "Building a Better Future at the Department of Building Inspection." We are pleased to provide herein DBI's and the Building Inspection Commission's (BIC) joint response to the Court, which responds to the Civil Grand Jury's 11 Findings, as well as to all of its recommendations.

At the September 5, 2013 "Special" meeting of the Building Inspection Commission, the BIC voted 7-0 to approve the joint response attached with this cover letter. As instructed by the Court's Ms. Pat Kilkenny, we are delivering by messenger a hard copy of this joint DBI-BIC response to 400 McAllister Street, Room 008, and we also will email a PDF version to Ms. Kilkenny's email address.

We appreciate the efforts made by this year's Civil Grand Jury to understand what can be a complex development review and approvals' process – and one that involves multiple City departments in addition to Building Inspection. We value the Grand Jury's recommendations to help the department improve its professional services to the people of San Francisco.

DBI is proud of the commitment, expertise and excellent customer service provided by its staff to those involved in building safe and code-compliant structures, and we look forward to continuing our ongoing efforts to 'build a better future' by implementing the recommendations proposed within this year's Civil Grand Jury report.

Sincerely,

A handwritten signature in black ink, appearing to read "Angus McCarthy", written over a horizontal line.

Angus McCarthy, President  
Building Inspection Commission

A handwritten signature in black ink, appearing to read "Tom C. Hui", written in a cursive style.

Tom C. Hui, S.E., C.B.O., Acting Director  
Department of Building Inspection



Response to 2012-2013 Civil Grand Jury Report Issued in June 2013

Table of Contents

- I. Introduction .....1
- II. Building Inspection Commission-Department of Building Inspection Joint Response.....1
  - a. Introduction .....1
  - b. Departmental Reform Finding No. 1 .....1
    - i. Civil Grand Jury Finding No. 1 .....1
    - ii. DBI Response to Civil Grand Jury Finding No. 1 .....1
  - c. Departmental Reform Finding No. 2 .....2
    - i. Civil Grand Jury Finding No. 2 .....2
    - ii. DBI Response to Civil Grand Jury Finding No. 2 .....2
  - d. Departmental Reform Finding No. 3 .....3
    - i. Civil Grand Jury Finding No. 3 .....3
    - ii. DBI Response to Civil Grand Jury Finding No. 3 .....3
      - 1. Training Expenditures Chart .....4
      - 2. Number of Training Classes by Employee for Fiscal Year 2012-2013 .....5
      - 3. Percentage of Training Classes by Employee for Fiscal Year 2012-2013 .....5
    - iii. Civil Grand Jury Recommendation 3.3 .....6
    - iv. DBI Report on Civil Grand Jury Recommendation 3.3 .....6
  - e. Departmental Reform Finding No. 4 .....7
    - i. Civil Grand Jury Finding No. 4 .....7
    - ii. DBI Response to Civil Grand Jury Finding No. 4 .....7
    - iii. Civil Grand Jury Recommendation 4.1 .....8
    - iv. DBI Report on Civil Grand Jury Recommendation 4.1 .....8
  - f. Departmental Reform Finding No. 5 .....8
    - i. Civil Grand Jury Finding No. 5 .....8
    - ii. BIC-DBI Joint Response to Civil Grand Jury Finding No. 5.....8
    - iii. Civil Grand Jury Recommendation 5.1 .....9
    - iv. BIC-DBI Joint Response to Civil Grand Jury Recommendation 5.1.....9
  - g. Code Enforcement Finding No. 6 .....9
    - i. Civil Grand Jury Finding No. 6 .....9
    - ii. DBI Response to Civil Grand Jury Finding No. 6 .....9
    - iii. Civil Grand Jury Recommendation 6.1 .....10
    - iv. DBI Report on Civil Grand Jury Recommendation 6.1 .....10
      - 1. Complaints and NOVs Chart .....11
      - 2. Lien Cycle Chart .....11
  - h. Code Enforcement Finding No. 7 .....12
    - i. Civil Grand Jury Finding No. 7 .....12
    - ii. DBI Response to Civil Grand Jury Finding No. 7 .....12
    - iii. Civil Grand Jury Recommendation 7.3 .....13
    - iv. DBI Report on Civil Grand Jury Recommendation 7.3 .....14

i.	Code Enforcement Finding No. 8 .....	14
i.	Civil Grand Jury Finding No. 8 .....	14
ii.	DBI Response to Civil Grand Jury Finding No. 8 .....	14
iii.	Civil Grand Jury Recommendation 8.1 .....	14
iv.	DBI Report on Civil Grand Jury Recommendation 8.1 .....	15
1.	DBI Revenues Chart .....	15
j.	Role of Technology Finding No. 9 .....	16
i.	Civil Grand Jury Finding No. 9 .....	16
ii.	DBI Response to Civil Grand Jury Finding No. 9 .....	16
iii.	Civil Grand Jury Recommendation 9.1 .....	16
iv.	DBI Report on Civil Grand Jury Recommendation 9.1 .....	17
v.	Civil Grand Jury Recommendation 9.2 .....	17
vi.	DBI Report on Civil Grand Jury Recommendation 9.2 .....	17
k.	Role of Technology Finding No.10.....	18
i.	Civil Grand Jury Finding No. 10 .....	18
ii.	DBI Response to Civil Grand Jury Finding No. 10 .....	18
iii.	Civil Grand Jury Recommendation 10.1 .....	18
iv.	DBI Report on Civil Grand Jury Recommendation 10.1 .....	18
l.	Role of Technology Finding No. 11.....	19
i.	Civil Grand Jury Finding No. 11 .....	19
ii.	DBI Response to Civil Grand Jury Finding No. 11 .....	19
iii.	Civil Grand Jury Recommendation 11.1 .....	19
iv.	DBI Report on Civil Grand Jury Recommendation 11.1 .....	19
v.	Conclusion .....	19
III.	Final Thoughts .....	20

## I. Introduction

In June 2013, the 2012-2013 Civil Grand Jury (CGJ) for the City and County of San Francisco (CCSF) published a report, “Building a Better Future at the Department of Building Inspection.” The Report identified operational challenges believed to exist within the Department of Building Inspection (DBI), and made specific recommendations for improvements. The Report was based upon the CGJ’s focus upon: (1) departmental reform, (2) code enforcement, and (3) the role of technology. The CGJ made a total of eleven findings, and issued ten reform recommendations, six code enforcement recommendations, and four technology recommendations. The Presiding Judge of the Superior Court, the Honorable Cynthia Ming-Mei Lee, has requested DBI’s and the Building Inspection Commission’s (BIC), formal response to the Report’s findings and recommendations, and stipulated this response is due no later than September 16, 2013.

## II. Building Inspection Commission-Department of Building Inspection Joint Response

### a. Introduction

In the pages below, please find the joint BIC- DBI’s responses to the 2012-2013 Civil Grand Jury findings and recommendations contained in the June 2013 Report. This joint response complies fully with the requirements of CPC §§ 933 and 933.5, and also retains the Report’s organizational structure.

### b. Departmental Reform Finding No. 1

#### i. Civil Grand Jury Finding No. 1

The revolving door of DBI leadership has adversely affected the Department’s ability to develop and execute a strategic plan and to implement the recommendations of the 2007 Business Process Reengineering Report (2007 BPR).

#### ii. DBI Response to Civil Grand Jury Finding No. 1

**The Department disagrees with Civil Grand Jury Finding No. 1** as it does not believe changes in DBI leadership, especially over the past five years, have adversely affected its ability to develop and execute an effective and achievable strategic plan. The report erroneously stated there have been ‘five Directors in the past seven years.’ In fact, there have been two Directors in the past six years. Also, the Department does not believe that the aforementioned changes in DBI leadership have adversely affected implementation of the recommendations set forth in its 2007 Business Process Reengineering (BPR) report. In fact, the Department has developed a Fiscal Year 2013-2015 Strategic Plan (Exhibit A), and also made substantial progress implementing the recommendations of the 2007 BPR, which is reflected in the BPR February 2013 Update and Implementation Plan (Exhibit B).

**In addition, the Department disagrees partially with Recommendations 1.1 and 1.2 to the extent that they involve the retention of a consultant.** Toward that end, the Department

believes it has been able to successfully update the 2007 BPR findings and recommendations, as well as develop a detailed and achievable strategic plan utilizing existing management and staff resources. Implementation timing was postponed by the recent severe economic recession.

**The Department agrees partially with Recommendation 1.1** with respect to providing an update on the implementation of the 2007 BPR recommendations to the BIC and DBI Director. Similarly, the Department agrees partially with Recommendation 1.2 with regard to the development of a detailed action plan with firm due dates for the implementation of those recommendations from the 2007 BPR that have not been fully implemented. The Director will convene the BPR Steering Committee before the end of this year to begin this process.

The Department did explore the possibility of hiring a consultant immediately after the 2007 BPR was released in December 2007, but budgetary constraints caused by the severe economic recession made such a step impracticable. Therefore, the Department developed its implementation plan internally, and began to execute that plan in the first quarter of 2008. Responses from the 2008 Customer Satisfaction/Public Perception Survey (Exhibit C) demonstrated that these early implementation efforts were having the desired effect as survey participants indicated their ratings were higher than they would have been as little as six (6) to twelve (12) months prior. When the Department was forced to lay off more than 25 percent of its personnel, 130 professionals, in September of 2008, many of the BPR implementation efforts were put on hold.

Nevertheless, the Department adapted to the budgetary and staffing shortages and continued to address the 2007 BPR recommendations to the greatest extent possible. As a result of these ongoing efforts, as of February 2013, the Department had fully implemented more than twenty-five (25) of the 2007 BPR recommendations and partially implemented another twenty (20). Approximately ten (10) of the partially implemented 2007 BPR recommendations will be fully implemented when the new Permit and Project Tracking System is fully tested, staff trained to use the new system, and the new system goes live in early 2014. Therefore, only about fifteen (15) partially implemented recommendations, and seven (7) fully unimplemented recommendations, will remain outstanding as of Quarter One 2014, each of which has been integrated into the Strategic Plan and will be addressed further throughout fiscal year 2013-2014.

The Department believes significant progress is being made in implementing the 2007 BPR recommendations and it is committed to completing the implementation in the next fiscal year.

c. Departmental Reform Finding No. 2

i. Civil Grand Jury Finding No. 2

DBI's policies and procedures manuals are not current. The lack of accessible, up-to-date department procedures inhibits the ability of the organization to train its employees and ensure consistent enforcement of departmental policies and procedures.

ii. DBI Response to Civil Grand Jury Finding No. 2

**The Department agrees with this finding** and is already in the process of implementing Recommendation 2.1 and has begun to update departmental policies and procedure manuals. These actions will enhance the Department's ability to train new employees and ensure that departmental policies and procedures are applied consistently.

**The Department also agrees with Civil Grand Jury Recommendation 2.1** and has already begun to update departmental policies and procedures. Likewise, **the Department agrees with Civil Grand Jury Recommendation 2.2**, and has made considerable progress in making departmental policies and procedures easily accessible online internally and, where appropriate, externally.

While Civil Grand Jury Recommendation 2.1 has not been fully implemented, significant progress has been made and complete implementation is expected to be achieved by early 2014. DBI managers, line staff, MIS and Accela personnel are working diligently to update and define business rules and workflow processes to ensure that the new Accela Permit and Project Tracking System (Accela System) is a highly efficient, transparent and effective product.

In addition, DBI has already generated seventeen (17) Code Information Sheets and made them available online (Exhibit D). By creating current Code Information Sheets and making them readily accessible online, DBI is making significant progress towards ensuring its employees are trained and that departmental policies and procedures are being consistently enforced.

Also, as the Code Information Sheets (Exhibit D) demonstrate, these interpretation guidelines have been made accessible online to both internal and external users and feature links to the pertinent code sections so that interested parties can easily access relevant information.

- d. Departmental Reform Finding No. 3
  - i. Civil Grand Jury Finding No. 3

The DBI does not have a multi-year employee training plan with annual training objectives.

- ii. DBI Response to Civil Grand Jury Finding No. 3

**The Department partially agrees with Civil Grand Jury Finding No. 3** as it already is implementing a multi-year training plan with annual training objectives. As you can see in the attached Exhibit E, which includes types of training, training budgets, training vendors, DBI already treats training as a top priority. This is especially true as we have recently added nearly 40 new staff whose training is essential to continuing effective DBI operations, as well as due to the fact that commencing in January 2014 an entire new 3-year State code cycle begins. We are well along in our standard preparations to ensure staff is fully up to speed on all code changes.

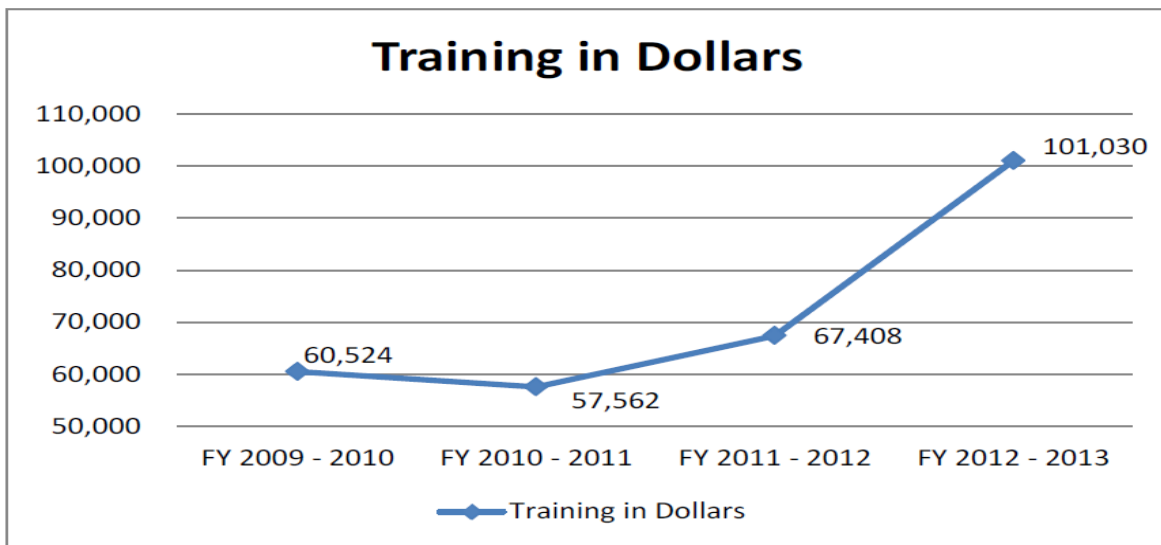
While the Department disagrees partially with Finding No. 3 as to the perceived lack of a multi-year training plan with annual training objectives, it does agree with each of the Grand Jury Recommendations. Toward that end, the identification of training and appropriate skill sets are central to DBI's multi-year training plan; Recommendation 3.2 is being fully implemented.

In addition, while the Department continues to pursue additional leadership and communications training opportunities, overriding economic issues and technical code training demands have made full implementation of Recommendation 3.1 difficult to achieve. Also, the Civil Service System, which prohibits staff in one classification from performing the duties of staff in different classifications, makes full implementation of Recommendation 3.3 infeasible.

Nevertheless, the Department will continue to explore and increase leadership, communications, technical code and cross-training opportunities by working with the Department of Human Resources to identify additional training opportunities provided within the City. We also will explore the possibility of rehiring an in-house Training Officer, and engage outside training providers where appropriate. **Please see Exhibit F, which details DBI's in-house cross-training that is currently under way, as well as the detailed cross-training schedule that is part of this Exhibit.**

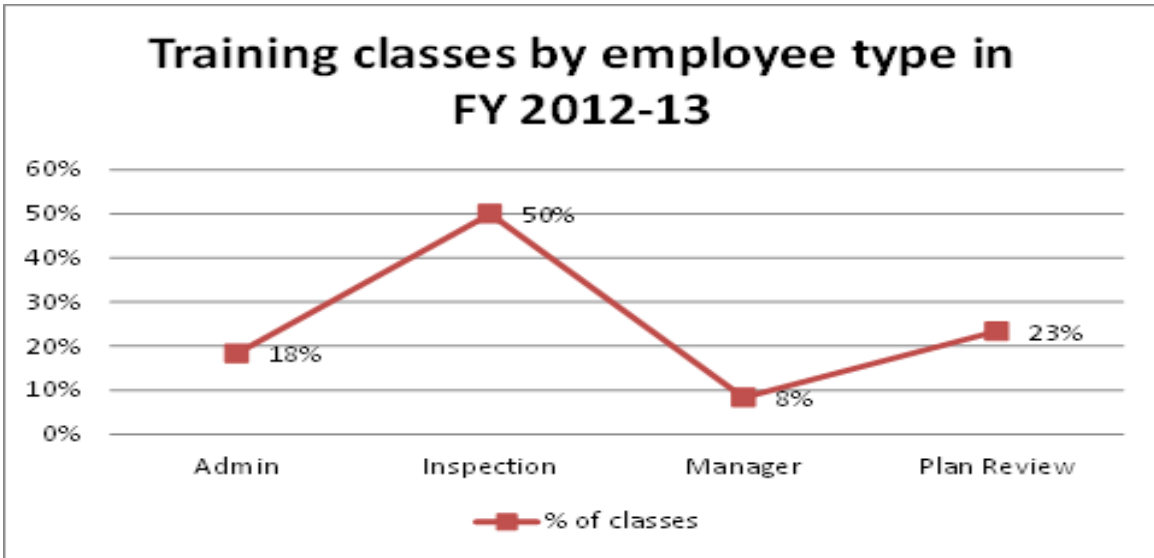
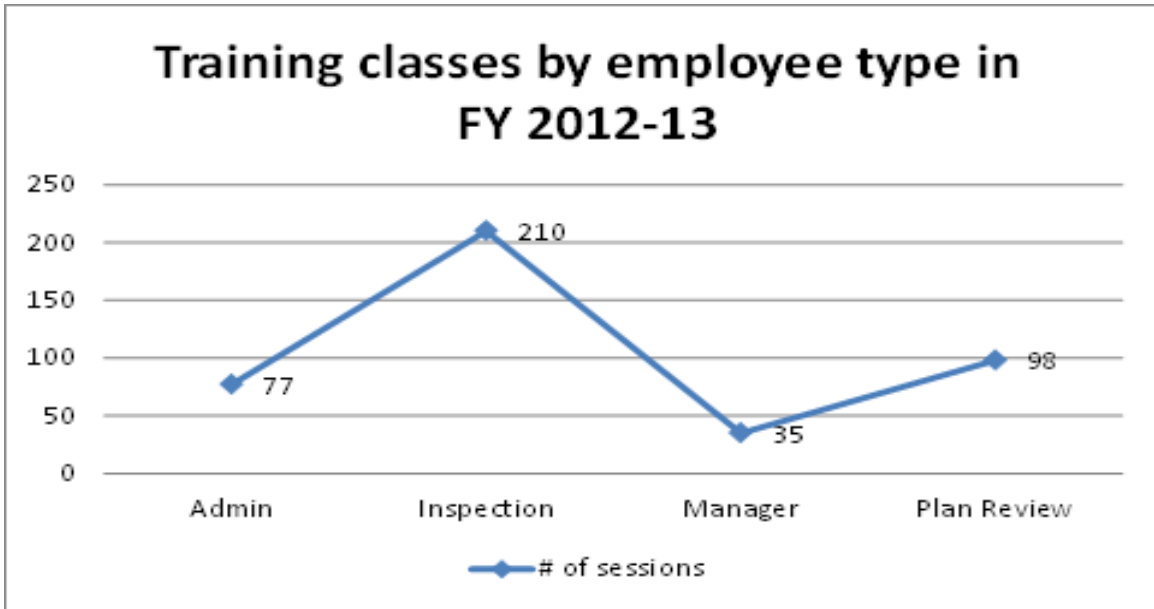
Fortunately, as the building-construction economy has improved, DBI has increased staffing levels and its funding for training both new and existing staff. As the graph below indicates, training expenditures have steadily increased over the past few years, with a \$33,622 (~50%) increase over training expenditures during fiscal year 2011-2012 and a \$43,468 (~75%) increase in training expenditures from fiscal year 2010-2011.

**TRAINING EXPENDITURES**



Likewise, as the charts below show, the increase in training expenditures enabled the Department to provide Administrative and Managerial personnel with 77 and 35 training classes, respectively. These trainings, which comprised 26% of all trainings provided by the Department during fiscal year 2012-2013, were primarily focused on improving leadership and communication skills but also provided technical code and, to the extent possible, cross-training.





The charts above also indicate the vast majority of training expenditures were utilized to ensure Inspection and Plan Review staff received sufficient technical code training, especially with new code cycle changes set to occur on January 1, 2014.

Ultimately, given the aforementioned recession-driven budgetary and staffing shortfalls, leadership and communications trainings have been challenging to increase. As the economy continues to improve and the budgetary and staffing shortfalls continue to be addressed, the Department remains dedicated to increasing leadership and communications training opportunities by working with the Department of Human Resources, exploring the possibility of rehiring an in-house Training Officer and engaging outside training providers where appropriate.

Also, training and any identified skill deficiencies are noted in the annual performance evaluation process for all staff. Based upon these annual performance evaluations, training plans to address identified areas of deficiencies are developed and implemented for each staff member.

In addition, as the above charts depict, about 50% and 23% of current training resources are dedicated to technical code training for all Inspection and Plan Review personnel, respectively. On top of the 308 in-house technical code training sessions attended by Inspection (210) and Plan Review (98) personnel, DBI staff attends annual training classes offered by the California Association of Building Officials (CALBO). The Department also contracts with outside vendors to provide a variety of trainings (Exhibit E).

Further, Information Technology (IT) personnel regularly attend technical trainings to keep abreast of industry practices, and to evaluate certain technological platforms to determine if they can be implemented to improve operational efficiencies and public information transparency.

**Overall, the Department has fully implemented Recommendation 3.2** because skill deficiencies are identified during the annual performance evaluation process for all staff. Strengthening the skills identified is an essential aspect of the staff performance plans for the following year, with specific trainings incorporated into each staff plan. As more resources become available, the Department will pursue additional technical code training opportunities.

iii. Civil Grand Jury Recommendation 3.3

DBI should cross-train specific staff members to allow the Department to better respond to fluctuating workloads.

iv. DBI Report on Civil Grand Jury Recommendation 3.3

**The Department has not fully implemented Civil Grand Jury Recommendation 3.3, as noted above, because Civil Service prohibits staff in one classification from performing the responsibilities of staff in another classification.** However, efforts to familiarize staff with the duties of those in the same classifications, but who work in another division within the Department, are under way. For example, the cross-training of Inspectors was addressed in a department-wide email from the Acting Director Tom Hui as recently as June 13, 2013 (Exhibit F).

Acting Director Hui appointed Chief Building Inspector Patrick O’Riordan as Chair of the new Cross-Training Team, and identified Chief Building Inspectors Ron Tom and Tony Grieco as team members. In addition, the email explained that all of the Department’s new building inspectors would receive cross-training in order to familiarize themselves with the complex functions performed across divisions within three (3) months.

Cross-Training Team Chair O’Riordan also recently published a detailed schedule for inspection cross-trainings (Exhibit F). All staff are scheduled to have undergone cross-training by September 5, 2013.

Despite the ongoing efforts of the Department to cross-train staff to respond more effectively to fluctuating workloads, staff remains unable to perform duties of those in different Civil Service Classifications. Nevertheless, the Department will continue to explore additional cross-training opportunities, and remains dedicated to ensuring that staff is cross-trained to the greatest extent possible. In addition, DBI will explore the possibility of re-hiring an in-house Training Officer in the next budget, and will identify opportunities where engaging outside trainers would be appropriate.

e. Departmental Reform Finding No. 4

i. Civil Grand Jury Finding No. 4

The DBI has put strong rules of ethical conduct in place and made operational changes to deter improper ethical conduct. Nevertheless, the public perception persists that some DBI customers receive preferential treatment.

ii. DBI Response to Civil Grand Jury Finding No. 4

**The Department partially agrees with Civil Grand Jury Finding No. 4** as it believes it has implemented strong ethical conduct rules and made operational changes to ensure legally required ethical conduct practices. Department personnel are not only expected to demonstrate model ethical behavior in the performance of their daily responsibilities, but also must comply fully with annual ethics training requirements (Exhibit G). All staff also complete and file annual legal conflict of interest reviews, including the submission of Form 700 Statements of Economic Interest (Exhibit H) and Sunshine Ordinance Declarations (Exhibit I).

**The Department disagrees with the portion of Finding No. 4 regarding there being a ‘public perception’ that certain DBI customers receive preferential treatment.** This statement is unsubstantiated given the model ethical behavior exhibited by staff, and given the omission in the report of any concrete evidence substantiating it. While those who participated in the 2008 Customer Satisfaction/Public Perception Survey (Exhibit C) mentioned rumors about ‘preferential treatment,’ no specific allegations, charges, or evidence of preferential treatment was documented.

The Survey concluded, among other things, that much of the frustration and perception surrounding ‘perceived’ preferential treatment stemmed from a lack of knowledge with respect to the inspection and permitting processes. Individuals who are not familiar with the inspection and permitting processes often do not know what steps they need to take. As a result, when more experienced and knowledgeable individuals are able to navigate the inspection and permitting processes more easily, it may be attributed to ‘preferential treatment’.

The Survey, in fact, showed an 85% satisfaction level with respect to the professional services provided by Department staff. DBI has budgeted for an updated Customer Perception Study in 2014, and will thus soon have more current and objective data on how customers perceive the department’s professional services. Given that both Commission and Departmental leadership are fully committed to maintaining the highest achievable adherence to ethics, we will not only

obtain new and current data through a new Customer Perception Study in the coming year, but also will continue to audit our processes and services to see if any data show inconsistencies that may be interpreted as ‘preferential’ treatment. The overwhelming majority of DBI employees fulfill the highest ethical standards, and both Commission and Departmental leadership are completely committed to continuing the monitoring and training to sustain this standard.

iii. Civil Grand Jury Recommendation 4.1

The DBI Director should conduct an ethical climate survey and use the results to identify areas where improved communication of ethical standards and monitoring of employee behavior are needed.

iv. DBI Report on Civil Grand Jury Recommendation 4.1

**DBI partially agrees with this recommendation.** Civil Grand Jury Recommendation 4.1 has not been fully implemented, but the Department is currently investigating the use of Ethical Climate surveys, such as those used by the City of Oakland, and as referenced in the 2007 BPR, to identify areas where improved communication of ethical standards and codes of professional conduct continue to be a top priority.

Toward that end, the Department agrees there is merit to continually assessing public perceptions of its staff, and will go to bid for a new survey in fiscal year 2013-2014 in order to reassess public perceptions about the Department’s services, including staff adherence to ethics.

f. Departmental Reform Finding No. 5

i. Civil Grand Jury Finding No. 5

Many issues that the Jury found would have been ameliorated by tighter and more active oversight by the Building Inspection Commission (BIC).

ii. BIC-DBI Joint Response to Civil Grand Jury Finding No. 5

**The BIC partially disagrees with Civil Grand Jury Finding No. 5** as a close working relationship already exists between BIC and DBI leadership. Specifically, BIC Commissioners provide policy oversight to the Department while the Director and Executive Management Team implement the policies and manage daily operations. The BIC meets on a monthly basis to review issues pertinent to Departmental operations, and meaningful suggestions from the public concerning improvement of the permit review process are often received and, in turn, addressed internally by the Department.

In addition, the Director of DBI meets regularly with the Mayor, key Mayoral Staff and members of the Board of Supervisors in order to obtain policy guidance and address specific code and related building issues affecting constituents. DBI also hosts monthly public meetings of its Public Advisory Committee (PAC), where process problems are discussed and resolved. The public, media, and BIC Commissioners are welcome to attend PAC meetings, and often do.

iii. Civil Grand Jury Recommendation 5.1

The Board of Supervisors should hold a hearing within six months of the release of this report by the 2012-2013 Jury to see if DBI has taken action on the issues raised.

iv. BIC-DBI Joint Report on Civil Grand Jury Recommendation 5.1

**The BIC and Department partially disagree with Civil Grand Jury Recommendation 5.1** primarily on the grounds that neither BIC nor DBI may set a Board of Supervisors' hearing; that is determined by members of the Board of Supervisors. In fact, and based upon conversation with the Chair of the Board of Supervisors' Government Audit and Oversight (GAO) Committee, which will schedule hearings for all departments in receipt of a 2013 Civil Grand Jury report, the BIC and DBI expect a hearing to be scheduled on either the second or the fourth Thursday in October – meaning there may be a hearing either on October 10 or October 24 that would include Committee review of this joint BIC-DBI response to the Grand Jury report.

g. Code Enforcement Finding No. 6

i. Civil Grand Jury Finding No. 6

DBI's code enforcement policies and practices have resulted in a backlog of unresolved violations.

ii. DBI Response to Civil Grand Jury Finding No. 6

**The Department partially agrees with Civil Grand Jury Finding No. 6** as it does not believe that existing code enforcement policies and practices have resulted in a backlog of unresolved violations. In fact, historical data indicate the Department has successfully abated 95.5% of complaints and Notices of Violation since 2000.

**The Department does agree with Recommendation 6.1** in that its existing performance standards and "best practices" for resolving code violations within designated time frames should continue to be reviewed and approved by BIC in public sessions. Likewise, **the Department agrees with Recommendation 6.2 with respect to developing monthly management reports** for BIC to monitor the Department's performance in continuing to resolve building code violations, especially with the dramatic increase in building projects currently under way throughout San Francisco. The first of these new monthly Code Enforcement Updates was on the August 21, 2013 BIC Agenda. The BIC and the Department also agree to review the Notice of Violation (NOV) process, and to make recommendations for improvements. In addition, we will take additional steps to ensure that customers are aware of our Code Enforcement Outreach Program, where non-profits with multilingual, multicultural and extensive experience in working cooperatively with both tenants and property owners, work closely with the Department to achieve mutually agreeable resolutions of code and habitability issues. The Department already funds these programs with budgetary allocations of more than \$2 million per year, and we will continue to recommend these services to those in situations that would benefit from CEOP

assistance. These services are unique to San Francisco; no other U.S. major urban center offers all of these types of services.

iii. Civil Grand Jury Recommendation 6.1

The DBI should establish performance standards for resolving code violations within designated time frames - for example, closing 75 percent of Notices of Violation within six months and 95 percent within 12 months of when they are issued. The performance standards should be reviewed and approved by BIC in public session.

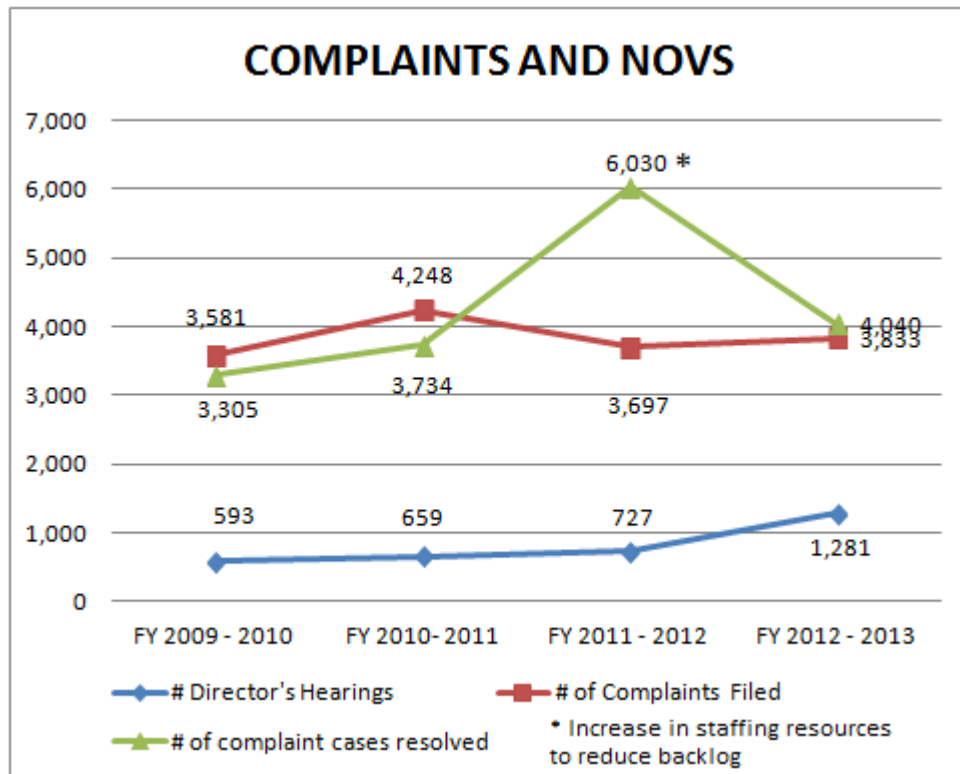
iv. DBI Report on Civil Grand Jury Recommendation 6.1

**The Department partially agrees with Civil Grand Jury Recommendation 6.1** and believes it has already been fully implemented. The Department utilizes “best practices” and historical data as benchmarks to ensure that staff remains in compliance. The Department’s “best practices” adhere to the City Attorney’s due process procedures in that they provide for specific periods of time within which the Department must respond to code violations in a well-established, step-by-step, and well publicized code enforcement process.

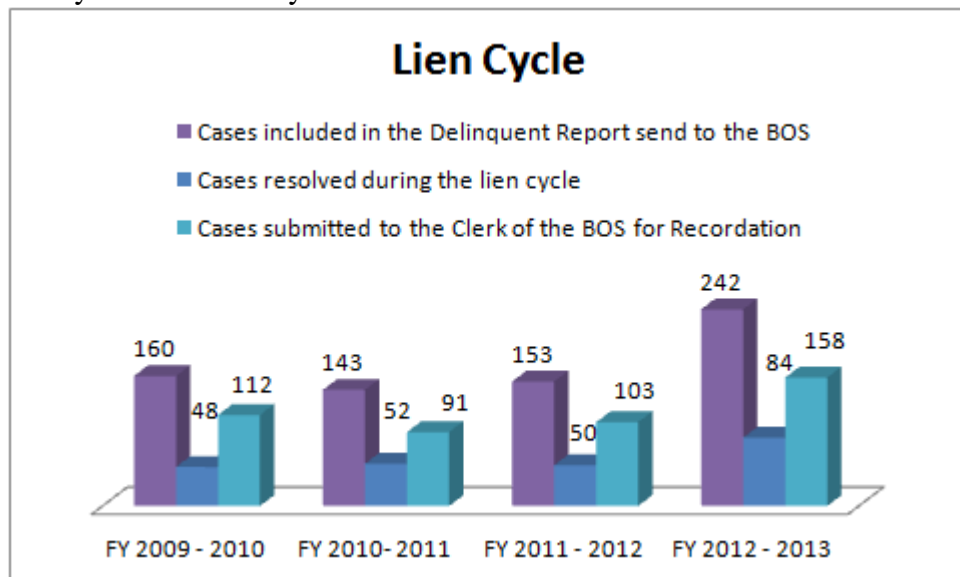
Specifically, when a property owner fails to correct cited code violation(s), staff has 30 days to issue a second NOV. If the property owner again fails to address the cited code violation(s) in the specified timeframe, staff has 30 days to prepare the property for a scheduled Director’s hearing. DBI has doubled the number of Directors’ Hearings in the past year, with Building Code violations heard every Tuesday, and Housing Code Violations held every Thursday. If the property owner fails to attend a Director’s Hearing, or to correct the noticed code violation(s), the Department may place the property on the annual delinquent property list, which encumbers the property with the Tax Assessor and ensures the violation(s) are corrected and all penalties paid. The delinquent property list is reviewed and voted upon annually by the Board of Supervisors. At the July 30, 2013 Board Hearing, out of a total of 242 properties placed upon the delinquent list, 158 were placed on this year’s list, or 65 percent of those properties notified.

The “Complaints and NOV’s” chart below illustrates the volume of complaints and NOV’s the department has handled between fiscal years 2009-2010 and 2012-2013, and how many of those complaints reached a Director’s Hearing and, ultimately, were placed on the Lien Property List. Further, the chart demonstrates that the Department was able to resolve a greater number of complaints than were filed in each of the last two (2) years, meaning that any existing backlog of cases is being reduced year over year. The dramatic decline from 6,030 to 4,040 –33 percent -- reflects DBI’s increase in code enforcement staff resources addressing this issue.

Historical data indicate that DBI staff has been largely in compliance with the above standards. Specifically, between 2000 and 2012 DBI responded to 135,000 complaints, and, as of the date of this response, approximately 95.5% of complaints have been abated. While about 6,000 of the 135,000 complaints received between 2000 and 2012, or 4.5%, remain open, DBI staff remains in compliance with established performance standards. In addition, managers are providing DBI Deputy Directors with weekly reviews and updates on numbers of complaints received and NOV’s issued (Exhibit J).



Further, as the “Lien Cycle” chart below illustrates, fiscal year 2012-2013 began with a Delinquent Report consisting of 242 cases. Throughout the year, 84 of those cases (35%) were successfully resolved during the lien cycle and 158 (65%) of the properties were submitted to the Board of Supervisors for Recordation (Exhibit K). The chart demonstrates the Department has been able to reduce its backlog by successfully processing all liens during fiscal year 2012-2013, and every other year since fiscal year 2009-2010.



Therefore, Civil Grand Jury Recommendation 6.1 has been fully implemented as performance standards do, in fact, exist for resolving code violations within designated time frames.

In addition, as recommended, DBI performance standards are reviewed and approved by the BIC in public sessions. Beginning in August 2013, DBI placed a recurring item on the BIC agenda concerning the performance of Code Enforcement staff, which will ensure that performance standards for resolving code violations within designated time frames are being achieved.

The Department believes its existing enforcement policies and practices do not create an unreasonably high volume of unresolved cases, and, given that some cases may be complicated, a small number of cases do require more time to resolve. Our goal remains to achieve code compliance and safer structures; it is not to penalize and punish a few owners who may be in difficult circumstances and in need of more time to comply. It also is worth noting that when you compare the professional services provided to property owners and tenants by cities throughout the United States, San Francisco's Building Inspection services provide a leadership model that is simply not found in other U.S. cities.

h. Code Enforcement Finding No. 7

i. Civil Grand Jury Finding No. 7

The DBI has been unable to achieve prompt abatement of a significant number of serious, continuing code violations in multi-unit housing and abandoned older buildings.

ii. DBI Response to Civil Grand Jury Finding No. 7

**The Department disagrees with Civil Grand Jury Finding No. 7** as the Department's tracking tools show reasonably prompt abatement in the vast majority of cases, including serious code violations in multi-unit housing and abandoned older buildings.

**Recommendation 7.1 will not be implemented because it is not warranted** as the Department believes it to be based on an error. Specifically, the 2012-2013 Grand Jury Report contains an error on pages 21-22, in that it states:

“...In 2010, the Board transferred \$738,240 from the defunct Code Enforcement and Rehabilitation Fund (CERF) to DBI ‘to support code enforcement activities.’”

However, DBI receives no General Fund money, and, in this particular instance, DBI actually transferred funds to the Mayor's Office of Housing (the General Fund) to enable that agency to fulfill the earlier-established State requirements for the fund.

In fact, the State of California terminated the fund a number of years ago, with the Department having received its last such funding during fiscal year 2003-2004. With the CERF Fund eliminated, reviewing and expanding the criteria for using the funds contained therein to achieve actual abatement of unsafe building conditions is infeasible and no longer germane.



In FY 2009-2010, the Board of Supervisors approved a transfer of \$344,331 from the Code Enforcement and Rehabilitation Fund (DBI) to the Mayor's Office of Housing for MOH's Hardship Loan Program. The ordinance authorized the transfer of the funding so that MOH, instead of DBI, would be responsible for the entire program, including the reuse of the Hardship Loan payments to grant additional loans.

There is a separate fund, the Building Code's Demolition and Repair Fund, which is subject to the Director's determination of an "emergency" situation. This is defined as a structure being a public safety hazard, and in danger of imminent collapse, as verified by an engineer's inspection, and where a property owner has refused to act as required by law. The Controller's Office issued a report in April 2013 on the Department of Building Inspection Reserves Analysis. It stated that after funding is set aside for an economic stabilization reserve, DBI should designate the remaining fund balance for one-time capital expenditures. The amount that was recommended for the Repair and Demolition Fund Transfer was \$1,000,000. This transfer was approved by the BOS in the FY 2013-14 budget. Upon completion of the transfer, the balance in the Repair and Demolition Fund will be \$1,200,000. Please note that the use of Repair and Demolition funds to cover the costs of an irresponsible property owner is very rare. In the overwhelming majority of "emergency" situations, property owners do act responsibly and follow the directions provided by the Building Official. There was a case at the end of 2012 and resolved in February 2013 where the owner refused to act and the Department went to bid and had the work done in order to address the public safety hazard. The owner was then billed in both March and April, 2013, to recover the City costs expended. As of this writing, the owner has yet to pay and most likely the property will go on the 2014 delinquent property list. While this action will encumber the property, in the Department's experience it is very difficult to recover departmental costs in such cases until City Attorney litigation is successful – an outcome that may take years and which more frequently than not fails to achieve DBI cost recovery.

**The Department has fully implemented Recommendation 7.2**, given that the Abatement Appeals Board voted in April 2013 to limit the number of continuances granted during the NOV and code enforcement process (Exhibit L). This will ensure compliance with the Building Code's limits on continuances during the NOV process.

iii. Civil Grand Jury Recommendation 7.3

The Board of Supervisors should review the administrative procedures in the Building Code and consider enacting a process that provides for stronger penalties at the administrative level.

**The Department partially agrees with this Recommendation** because it can, and does, impose a 9X Penalty for failures to respond and/or cure cited code violations, where work was done without a permit or where work exceeded the permit's scope. While San Francisco's Building Code's 9X penalty is the highest in the State, note that owners appeal this penalty to the Board of Appeals and in more than 99 percent of such appeals, the 9X penalty is reduced to a 2X penalty (Exhibit M).

iv. DBI Report on Civil Grand Jury Recommendation 7.3

Recommendation 7.3, as noted above, has already been fully implemented. However, since the primary goal is to ensure building safety through code compliance, inspectors try to provide property owners with sufficient time to achieve compliance before resorting to use of the 9X Penalty, which can actually hinder compliance due to its severity. Therefore, a 2X Penalty is commonly imposed since it promotes a positive working relationship while also delivering a firm message to the property owner that compliance must occur. Nevertheless, the Department will explore the viability of using stronger penalties to achieve increased code compliance, and will consult with the BIC and its Code Advisory Committee for concrete recommendations in this area during the current fiscal year.

i. Code Enforcement Finding No. 8

i. Civil Grand Jury Finding No. 8

DBI's Building and Code Enforcement Sections have not consistently assessed and/or collected fees, costs, and penalties available under the Building Code. This has deprived DBI of resources that could be devoted to further enforcement activities.

ii. DBI Response to Civil Grand Jury Finding No. 8

**The department partially disagrees with Civil Grand Jury Finding No. 8.** While the Department agrees that more consistent enforcement and/or collection of the fees and penalties available via the Building Code would result in additional resources that could be devoted to enforcement activities, the primary purpose of Code Enforcement is to achieve compliance and a safer building stock throughout the City. Working with property owners and showing some leniency with respect to the assessment and/or collection of fees and penalties has proven to be a superior means to achieve compliance. That is to say, especially in cases of financially-strapped property owners, the imposition of higher penalties could actually inhibit property owners from bringing their property into compliance.

Therefore, while the Department agrees that it has not recovered all possible fees, costs and penalties available under the Building Code, it believes that by not seeking the maximum amount in each case it is better able to accomplish its primary objective of building safety through code compliance.

iii. Civil Grand Jury Recommendation 8.1

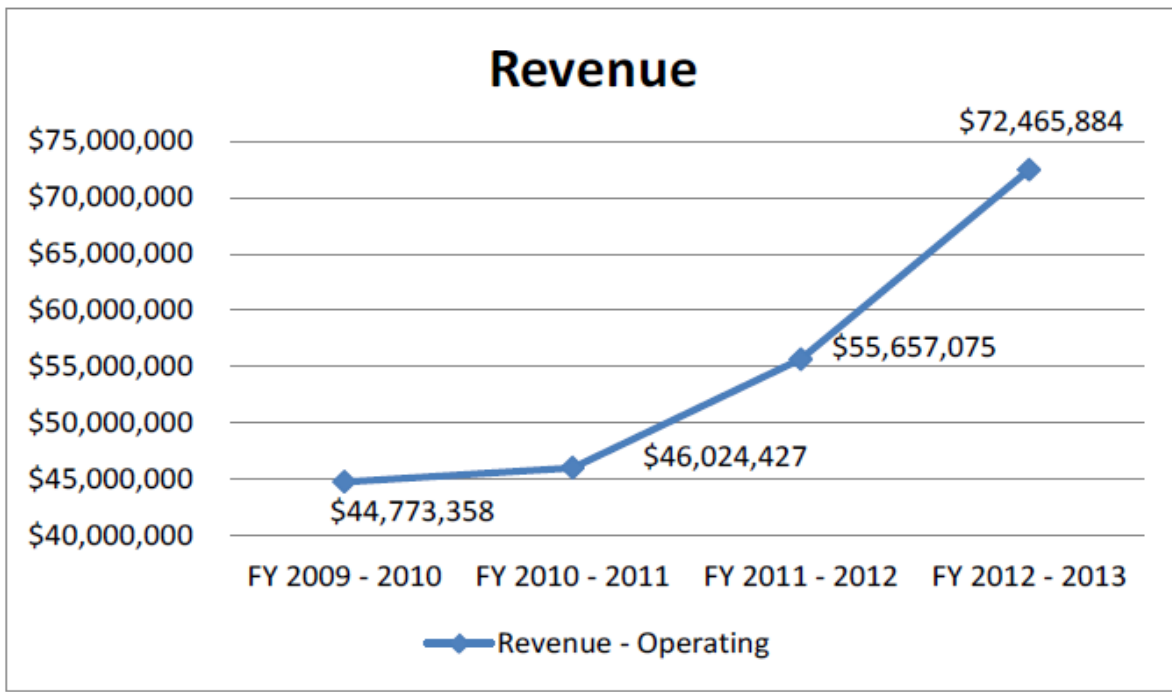
All DBI enforcement units should use the monetary tools in the Building Code to encourage abatement and to fund enforcement operations.

iv. DBI Report on Civil Grand Jury Recommendation 8.1

**The Department agrees with Recommendation 8.1.** While it has not yet been fully implemented, the Department is continuing to explore ways to best utilize the monetary tools available under the Building Code to encourage abatement and fund enforcement operations.

The Department is attempting to strike a reasonable and achievable balance between the enforcement and/or collection of fees and penalties available under the Building Code and working with property owners to achieve compliance. Toward that end, as the chart below illustrates, there is ample reason for the Department to continue working with property owners to achieve compliance rather than seeking the maximum amount available under the Building Code. This is particularly clear when you consider that FY 2012-2013 revenues increased by \$16,808,809, or 30%, from FY 2011-2012 and \$26,441,457, or 57%, from FY 2010-2011.

**REVENUE INFORMATION**



In addition, with revenues trending upwards over the past two years, the Department will have additional staff resources available to encourage abatement and further enforcement activities. Toward that end, the Department has already used some of these increased revenues to triple its Code Enforcement personnel over the past several months, and to double its weekly Code Enforcement Director’s Hearings.

Overall, the department agrees that more consistent enforcement and/or collection of the fees and penalties available under the Building Code would result in additional resources that could be devoted to enforcement activities. However, as the primary purpose of Code Enforcement is to

achieve building safety through compliance where violations have been verified, the Department's field experiences prove that showing some leniency with respect to the assessment and/or collection of fees and penalties is often a superior means to achieving compliance than levying substantially punitive fees and then having to ask the City Attorney to litigate. Even if litigation succeeds, it is often very difficult, if not impossible, to collect the owed penalties and assessments of costs – and such cases take many years to litigate and/or to resolve.

Notwithstanding the foregoing, the Department will continue to explore opportunities to increase revenues and to use available tools to work with property owners to obtain building safety code compliance.

j. Role of Technology Finding No. 9

i. Civil Grand Jury Finding No. 9

Outdated and incomplete documentation and poorly defined business processes could compromise the implementation of the Accela software system.

ii. DBI Response to Civil Grand Jury Finding No. 9

**The Department partially disagrees with Civil Grand Jury Finding No. 9** as the perceived issues with “outdated and incomplete documentation and poorly defined business processes” have not jeopardized the implementation of the Accela software system, which is still in its implementation and initial testing phases.

DBI, on its own initiative, requested proposals and, after considerable evaluation, awarded Accela-21 Tech (“Accela”) the contract to substantially upgrade the Permit and Project Tracking System, which was also one of the primary 2007 BPR recommendations. After being awarded the contract, Accela began working with DBI and with Planning Department staff to implement the new system, and has continued to do so for the past three (3) years. The current schedule forecasts the system will go live during the first quarter of 2014, and the expectation is that the product will meet needs by capturing all existing data, requirements and documents.

All information, business rules and workflow processes gathered from the different functional divisions are being documented, and, at this stage of the implementation process, the managers are validating the requirements configured within the system. However, regardless of the current go live projection for the first quarter of 2014, the Accela System will only be fully implemented after receiving approval from Department management, staff is adequately trained and it is adopted by users, including customers.

iii. Civil Grand Jury Recommendation 9.1

The DBI should ensure that management has clearly defined the business rules and workflow processes for the new Accela system.

iv. DBI Report on Civil Grand Jury Recommendation 9.1

**The Department partially agrees with Recommendation 9.1.** While it has not yet been fully implemented, DBI managers, line staff, MIS and Accela personnel have been holding regular technical meetings focused on clearly defining the business rules and workflow processes so as to ensure the Accela system is an efficient, transparent, accurate and reliable product. DBI staff has made considerable progress in satisfying this Recommendation.

The ‘ go live’ projection for the first quarter of 2014 will not be actualized without difficulty as Accela had fallen behind as of July 2013 due to its failure to dedicate enough skilled resources to accomplish the agreed-upon tasks. In addition, parts of the analysis and configuration has been incomplete and/or flawed, which has required substantial reworking by implementation team members. However, the CCSF implementation team communicated concerns about the lack of skilled resources and flawed and/or incomplete deliverables to the vendor team, and Accela is in the process of adding additional skilled resources to the project. The Accela System will only be fully implemented after receiving approval from Department management, staff is adequately trained and, ultimately, it is adopted by users and customers.

v. Civil Grand Jury Recommendation 9.2

The DBI “subject matter experts” assigned to the Accela implementation team should be given adequate time to respond to consultant questions not addressed by department documentation and to fully assist in system acceptance testing prior to going live.

vi. DBI Report on Civil Grand Jury Recommendation 9.2

**The Department agrees with this Recommendation.** While it has not yet been fully implemented, measures have been taken to ensure that Department “subject matter experts” are provided adequate time to respond to consultant questions throughout the implementation process. Department “subject matter experts” have ten (10) business days to review and provide feedback on the deliverable documents. In addition, there have been many instances where the ten (10)-day period has been extended to provide “subject matter experts” with adequate time to evaluate the deliverable documents and respond.

Further, the Department fully expects to participate in system acceptance testing prior to going live, which will consist of three rounds of user acceptance testing with both vendor and internal technical staff team members fully involved.

In summation, DBI agrees with Recommendations 9.1 and 9.2, and both goals are on schedule be fully implemented once the Accela System goes live in the first quarter of 2014.

Although Recommendations 9.1 and 9.2 will not be fully implemented until early 2014, each has been implemented to the greatest extent possible with management clearly defining the business rules and workflow processes and implementation team members being provided with adequate

time to respond to consultant questions not addressed by department documentation as well as being provided with an opportunity to fully assist in system acceptance testing.

k. Role of Technology Finding No. 10

i. Civil Grand Jury Finding No. 10

Well-designed business processes supported with good information systems can improve effectiveness of DBI.

ii. DBI Response to Civil Grand Jury Finding No. 10

**The Department wholly agrees with Finding No. 10** and has been involved in the implementation of the Accela System for the past several years with full expectations it will improve the effectiveness, public transparency of review processes, and efficiencies of DBI.

iii. Civil Grand Jury Recommendation 10.1

The DBI should conduct a methodical review of all major business processes to ensure that they are designed to achieve the Department objectives and that they include time or due date criteria that can be monitored by information systems.

iv. DBI Report on Civil Grand Jury Recommendation 10.1

**The Department partially agrees with this Recommendation.** Recommendation 10.1 has not yet been fully implemented, but DBI has been conducting a methodical review of all its business processes as part of the implementation process for the new Accela System. In doing so, the Department is ensuring that its business processes are designed to achieve Departmental objectives.

The major business processes captured include key attributes comprising performance metrics for monitoring and reporting within the system. The attributes also include time and due date criteria and features recommended in the 2007 BPR.

The Department wholly agrees with Finding No. 10 and has engaged in a concerted effort to improve departmental effectiveness through the implementation of the well-designed Accela System. As such, Recommendation 10.1 cannot be said to be fully implemented solely because implementation of the Accela System has been a complex and lengthy process, which is not scheduled to be completed until the first quarter of 2014. However, significant progress has been implementing Recommendation 10.1, and it will become fully implemented once the Accela System goes live.

1. Role of Technology Finding No. 11

i. Civil Grand Jury Finding No. 11

Use of handheld devices interfacing directly with Accela would free inspectors from filling out paper forms, eliminate office data entry of paper forms, and collect more useful, accurate and timely data from the inspection process.

ii. DBI Response to Civil Grand Jury Finding No. 11

**The Department wholly agrees with Finding No. 11**, and has provided inspectors with handheld devices –Smart Phones-- that allow them to schedule, review and document inspections in real time from the field. This frees inspectors from time-consuming paperwork and data entry, and enables them to focus on collecting useful, accurate and timely data through the inspection process. The data entered by inspectors in the field also is incorporated into existing Department databases, and will be linked to the Accela System once it goes live. Channel Seven TV did a story a few months ago on these DBI hand-held Smart Phones, and positioned the Department as a model example of a government agency utilizing appropriate technology in ways that improve significantly customer services.

iii. Civil Grand Jury Recommendation 11.1

The DBI should ensure that all field inspectors and supervisors are fully trained and supported in both the use of the mobile equipment and the mobile Accela application being implemented as part of the Permit and Project Tracking System.

iv. DBI Report on Civil Grand Jury Recommendation 11.1

**The Department agrees with this Recommendation.** In an effort to create an environment of efficiency and transparency, the Department has recently assigned new phone devices to 65 field inspectors. The devices provide inspectors the ability to schedule, review and document inspections in real time from the field. Each Smart Phone also has the capability to integrate inspection schedules and inspection results into Department databases, eliminating additional clerical tasks and data entry delays.

As Exhibit N evinces, training on the new phone devices is currently under way, and is focused on device functionality with respect to current technologies. In addition, training on the devices and their functionality with respect to the new Accela System will be ongoing at least six (6) weeks prior to going live so as to ensure that users are adequately trained.

v. Conclusion

The Department has addressed Finding No. 11 by providing inspectors with handheld devices that allow them to schedule, review and document inspections in real time from the field. This

frees Inspectors from time consuming paperwork and data entry, and enables them to focus on the collection of useful, accurate and timely data through the inspection process. The data entered by Inspectors in the field is also integrated into existing Department databases, and will be linked to the Accela System once it goes live.

The Department also has taken steps to ensure that Recommendation 11.1 is addressed and is fully committed to training inspectors and supervisors on Smart phone technology. In addition, Inspectors and Managers will be undergoing comprehensive training on the devices and its functionality within the new Accela System at least six (6) weeks prior to its launch.

Therefore, Finding No. 11 will be adequately addressed and Recommendation 11.1 fully implemented once the Accela System goes live.

### III. Final Thoughts

The Department values the Civil Grand Jury's findings and recommendations, and will continue its implementation of improvements over the coming fiscal year. In addition, by achieving the goals set forth in our two-year Strategic Plan, we are confident we will continue to fulfill our mission of safer privately-owned buildings throughout the City through the permit, plan review, inspection and code enforcement processes we have established. With greater attention to public outreach, and to educating our customers more thoroughly about the permit review and approval process, we know that San Francisco can continue to lead the nation, and the State, in building code compliance excellence.

###



## Exhibits

Exhibit A	2013-2015 DBI Strategic Plan
Exhibit B	BPR February 2013 Update and Implementation Plan
Exhibit C	2008 Customer Satisfaction/Public Perception Survey
Exhibit D	Code Information Sheets
Exhibit E	Multi-year Training Plan
Exhibit F	Cross Training of New Inspectors Memo and Schedule
Exhibit G	Certificate of Ethics Training Form
Exhibit H	Form 700 Statements of Economic Interest
Exhibit I	Sunshine Ordinance Declarations
Exhibit J	Monthly Complaint/NOV Data
Exhibit K	Lien List for May 19, 2012 to May 24, 2013
Exhibit L	Abatement Appeals Board Minutes from April 17, 2013
Exhibit M	San Francisco Building Code Section Regarding Penalties
Exhibit N	Phone/Tablet Training for ISP Staff

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**



***Finance Services***

**GOAL 1: Improve DBI's adherence to City's financial policies and procedures.**

**Goal Lead:**

Objectives

- 1A: Pay vendors within prescribed deadlines.
- i. Maintain a 97% or greater compliance with the Controller's Office policy that all invoices are paid within 30 days of receipt. Accounting will continue monitoring that invoices are paid on-time and propose new policies to correct any deficiencies found in the annual audit by January of each year.
  - ii. Continue to review payment requests and payment reports on a monthly basis.
- 1B: Ensure purchasing documents are approved prior to purchase of goods and services.
- i. Maintain a 97% or greater compliance with the Controller's Office policy that all purchase orders are set up with vendors before any good or services are ordered. Accounting will continue monitoring that purchase orders are set-up correctly and propose new policies to correct any deficiencies found in the annual audit by January of each year.
  - ii. Update and disseminate purchasing policies to all staff on an annual basis.
- 1C: Ensure vendors are compliant with City's regulations.
- i. Ensure that vendors are in good standing in FAMIS before entering into agreement for goods or services. Work with vendors to be in FAMIS or correct any deficiencies when needed.
  - ii. Consult with the Office of Contract Administration on items over \$10,000 or services that require a professional services contract.
- 1D: Ensure all cash, checks, and credit cards are collected per State or Federal laws and City guidelines, and funds are posted in appropriate accounts within 2 business days of receipt.
- i. Continue to balance all revenue receipts on a daily basis and run the necessary reports to transfer the funds from a centralized bank account to the appropriate index codes and projects.
  - ii. Continue to run a reconciliation report every day to ensure that the Department's bank accounts remain balanced.
- 1E: Ensure 100% of professional services contracts are procured under the appropriate OCA guidelines.
- i. Continue to work with OCA to mitigate any concerns in the contracting process.
  - ii. Continue to work with the City Attorney's Office on large contracts.

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**

***Records Management***

**GOAL 1: Improve records request response time, resulting in improved customer service for Report of Residential Building Records (3R) and Records Requests.**

**Goal Lead:**

Objectives

- 1A: Convert microfilm rolls into digital images by March 2014 in their original state.
- i. Execute the amendment with the outside vendor by September 2013.
  - ii. Train staff on Digital Real by September 2013.
  - iii. Retool tracking methodology for quick and dirty images by October 2013.
  - iv. Provide monthly reports to management on progress beginning October 2013.
- 1B: Clean and index digital images.
- i. Complete project by FY 15-16.

**GOAL 2: Improve the response time for 3R Reports.**

**Goal Lead:**

Objectives

- 2A: Process 3R requests to meet the goal of 90% within 7 business days.
- i. Hire and train staff in completing 3R Reports by March 2014.
  - ii. Identify any process improvements which can be implemented in order to meet objective.
  - iii. Report weekly on progress.

**GOAL 3: Improve the response time for Records Requests.**

**Goal Lead:**

Objectives

- 3A: Process all records requests within 20 business days from receipt.
- i. Hire and train staff in completing records requests by December 2013.
  - ii. Process 70% of records request over the counter by December 2013.
  - iii. Identify any process improvements which can be implemented in order to meet objective.
  - iv. Report weekly on progress.

**GOAL 4: Use technology to streamline processes and improve customer service.**

**Goal Lead:**

Objectives

- 4A: Review recently implemented Records Management module
- i. Develop written policies and procedures for customers and staff by October 2013.
  - ii. Evaluate current processes, work with MIS, and make necessary changes to further streamline process by December 2013.
  - iii. Review and implement revised reporting methods using the new automated module by October 2013.
- 4B: Integrate Accela software to improve our current process which includes 3R, Records, Duplication of Plans, and Subpoenas.
- i. Identify staff to work with Accela on implementation in FY 12-13.

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**

- ii. Identify appropriate staff to work with MIS and Accela by December 2013 on additional functionality to integrate E-Process with Accela online application and electronic document review.
- iii. Maintain an ongoing log of ways the software can be used to improve current day to day processes, making them more efficient and less time consuming in FY13-14.
- iv. Prioritize log improvements and begin to implement in FY 13-14.

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**

***Payroll and Personnel***

**GOAL 1: Support the development of employees through professional and career development.**

**Goal Lead:**

Objectives

- 1A: Invest in professional development programs to improve supervisory and leadership capabilities, job skills and employee productivity.
- i. Work with the Department of Human Resources to create job descriptions as positions are filled that communicate the needs of the Department.
  - ii. Request training officer position in the FY 14-15 budget.
  - iii. Survey other City departments concerning professional training programs offered to their managers by December 2014.
  - iv. Work with divisions to create quarterly reports on number of training hours for all DBI employees to begin benchmarking in FY14-15.
- 1B: Develop management and supervisory tools, job enrichment strategies and mentorship programs to help employees prepare for new opportunities.
- i. Survey other City departments concerning job enrichment strategies and mentorship programs offered by December 2013.
  - ii. Assign staff to identify courses helpful to staff growth at various levels by February 2014.
  - iii. Request training officer position in FY 14-15 budget.
  - iv. Develop a schedule of classes.
  - v. Establish plan for formal training and mentorship program in FY14-15.

**GOAL 2: Deliver HR services that enhance employment opportunities for current and potential employees.**

**Goal Lead:**

Objectives

- 2A: Leverage technology to streamline HR internal and external processes and procedures to improve services and delivery.
- i. Work with the Department of Human Resources to expand technological capabilities and explore the use of electronic forms in various selection processes.
  - ii. Explore ways that social media and other collaborative technology can be used to enhance recruitment opportunities by FY14-15.

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**

***Inspection Services***

**GOAL 1: Assure building inspectors and plan examiners in the Inspection Services Division are and certified and compliant with AB717.**

**Goal Lead:**

Objectives

- 1A: Ensure building inspectors and plans examiners are certified.
- i. Assign appropriate staff to lead collecting information within the Inspection Services Program.
  - ii. Identify all staff that requires certification.
  - iii. Track and report status of progress on an ongoing basis.
- 1B: Ensure building inspectors and plans examiners obtain 45 hours of continuing education every three years.
- i. Assign appropriate staff to collect information within the Inspection Services Program.
  - ii. Identify all staff that requires continuing education.
  - iii. Create a system for reporting and tracking hours completed.
  - iv. Request transcripts, receipts, or other documentation of course completion.
  - v. Report status of progress on an ongoing basis.

**GOAL 2: Enable highest level of customer service.**

**Goal Lead:**

Objectives

- 2A: Retain, develop, and recruit a capable motivated and diverse workforce.
- i. Expand hiring and promotion practices through diversity outreach and on-boarding planning.
  - ii. Ensure 100% of hiring interview panels is diverse.
  - iii. Create on-boarding plan for 30% of new hires in FY14-15, increasing in by 10% future years.
- 2B: Establish effective communication.
- i. Conduct training sessions on internal and external customer service and communication best practices in FY13-14.
  - ii. Continuously send memos from the Director's Office communicating department vision and updates. If available, communicate future training opportunities.
  - iii. Use online tools such as department web site and employee newsletter to promote key messages.
- 2C: Embrace innovation and organizational efficiency.
- i. Develop measurements that enhance data-driven decision-making.
  - ii. Leverage database technology to improve service delivery.
  - iii. Develop evaluation criteria and reporting plan for technological improvements by FY13-14.

# **STRATEGIC PLAN for the Department of Building Inspection** **Fiscal Years 2013-2015**

## **GOAL 3: Ensure effective first response protocols and procedures for earthquake, fire, flood, and other natural disasters.**

### **Goal Lead:**

#### **Objectives**

- 3A: Establish definitive criteria for response to natural or man-made disasters.
  - i. Review FEMA National Response Framework guidelines by FY13-14.
  - ii. Update DBI disaster response procedure manual by FY13-14, incorporating FEMA guidelines.
  
- 3B: Schedule and obtain any available training for DBI staff to be best prepared for any emergency.
  - i. Ensure that supervisors have completed NIMS training requirements.
  - ii. Inform new hires of NIMS training requirements by December 31, 2013.
  - iii. Include staffs emergency role on organizational chart by June 2014.
  
- 3C: Practice drills on being prepared to react to an emergency.
  - i. Schedule two drills in FY13-14; drills scheduled at least three months in advance.
  - ii. Develop criteria and measurements regarding effectiveness of emergency response.
  - iii. Evaluate response time and actions to ensure timeliness and response success.
  
- 3D: Have all necessary response materials and equipment available and updated to ensure emergency response.
  - i. Review FEMA National Response Framework guidelines annually to ensure proper materials and equipment are known.
  - ii. Assess missing materials and prepare to purchase by end of FY13-14.
  - iii. Incorporation materials use training into drills or separate training with appropriate staff by end of FY14-15.

## **GOAL 4: Improve quality control measures.**

### **Goal Lead:**

#### **Objectives**

- 4A: Supervisors will continue to perform spot check inspections of subordinate staff daily duties.
  - i. Create calendar of weekly potential spot-check locations by September 30, 2013.
  - ii. Establish benchmarks regarding desired levels of quality, exact spot-check procedures.
  - iii. Report on spot check results with quarterly analysis of effectiveness.
  
- 4B: Use updated technology to document processes.
  - i. Research mobile inspection database technologies used by other municipalities.
  - ii. Ensure staff is trained and aligned with proper usage of mobile database technology by end of FY13-14.
  
- 4C: Coach, mentor, and motivate staff and peers to achieve the highest standards as a team.
  - i. Establish quarterly benchmark standards in FY14-15.
  - ii. Review staff/team accomplishments against quarterly benchmarks.
  - iii. Brainstorm rewards/recognition programs for team accomplishments.

# **STRATEGIC PLAN for the Department of Building Inspection** **Fiscal Years 2013-2015**

## ***Plan Review***

### **GOAL 1: Assure Plan Review inspectors and plans examiners are compliant with State Regulation AB717.**

#### **Goal Lead:**

#### **Objectives**

- 1A: Ensure building inspectors and plans examiners are certified.
- i. Assign appropriate staff to lead collecting information within the Plan Review Division.
  - ii. Identify all staff that requires certification.
  - iii. Track and report status of progress on an ongoing basis.
- 1B: Ensure building inspectors and plans examiners obtain 45 hours of continuing education every three years.
- i. Assign appropriate staff to collect information within the Plan Review Division.
  - ii. Identify all staff that requires continuing education.
  - iii. Create a system for reporting and tracking hours completed.
  - iv. Request transcripts, receipts, or other documentation of course completion.
  - v. Report status of progress on an ongoing basis.

### **GOAL 2: Expand City services at the 5th Floor plan check operations.**

#### **Goal Lead:**

#### **Objectives**

- 2A: Improve collection process for the San Francisco Unified School District fees on new construction, or horizontal and vertical additions.
- i. Provide information sheet to the SFUSD on process flow and documentation needs of our Department.
  - ii. Correct and add to website new service provided by DBI that customers may now pay all required school fees at DBI.
  - iii. Ensure staff will adhere to SFUSD policies and procedures.
- 2B: Improve and expand 5<sup>th</sup> floor plan check operations in anticipation of upcoming requests from the San Francisco Health Department.
- i. Assess current staffing levels to ensure we are able to fulfill the needs of City department requests.
  - ii. Add to website that the Department of Public Health will offer limited services at DBI at certain days and times.
  - iii. Provide Department of Public Health staff a station on the 5<sup>th</sup> floor to provide service to customers.

### **GOAL 3: Prepare to implement new code cycle beginning January 1, 2014.**

#### **Goal Lead:**

#### **Objectives**

- 3A: Provide staff appropriate training on changes occurring in the new code cycle.
- i. Purchase of 2013 California Building, Mechanical, Electrical, Plumbing code books by September 2013.
  - ii. Conduct informal meetings with appropriate staff from October to December 2013.
  - iii. Appoint team to ensure all San Francisco amendments pertaining to new code cycle are updated and corrected as needed prior to start of January 1<sup>st</sup>.



# **STRATEGIC PLAN for the Department of Building Inspection**

## **Fiscal Years 2013-2015**

### **GOAL 4: Update standard requirements to safeguard the public.**

#### **Goal Lead:**

#### **Objectives**

- 4A: Increase health, safety, and general welfare improvements by establishing new standards to improve key elements of plans review that comply with state regulations.
- i. Review and revise current policies and procedures.
  - ii. Identify key areas where improvements can be made.
  - iii. Prioritize improvements.
  - iv. Assign and implement improvements on an ongoing basis.
- 4B: Regulate and control demolition of all buildings and structures, excavation, and land filling to improve safety to firefighters and emergency responders during emergency operations.
- i. Review and revise current policies and procedures by June 2014.
  - ii. Identify key areas where improvements can be made.
  - iii. Prioritize improvements.
  - iv. Assign and implement improvements on an ongoing basis.

### **GOAL 5: Improve infrastructure to ensure efficiency.**

#### **Goal Lead:**

#### **Objectives**

- 5A: Ensure successful implementation of the new Permit and Project Tracking System per the Business Process Re-engineering.
- i. Meet with staff regularly to identify areas of opportunity for improvement.
  - ii. Track feedback.
- 5B: Prepare and oversee the 1st floor and 2nd floor remodel to improve work site conditions for DBI staff and customers alike.
- i. Survey relevant staff by December 2013 on what physical workspace improvements can be made.
  - ii. Take staff suggestions into account when remodeling space.

### **GOAL 6: Improve building safety with the implementation of the Mandatory Soft Story Ordinance**

#### **Goal Lead:**

#### **Objectives**

- 6A: To implement San Francisco Soft Story Program by October 2013.
- i. Dedicate staff to ensure a successful program.
  - ii. Work with the Soft Story Director to guide property owners on seismic strengthening in order to better protect vulnerable buildings from collapse during the next earthquake.
  - iii. Send out notices to property owners who will be required to complete and submit a mandatory screening form.

**STRATEGIC PLAN for the Department of Building Inspection**  
**Fiscal Years 2013-2015**

***Information Technology***

**GOAL 1: Use technology to streamline processes.**

**Goal Lead:**

Objectives

- 1A: Implement new Cash Management System.
- i. Research CMS systems used by other City agencies and make recommendations by December 31, 2013.
  - ii. Purchase software and train IT employees by end of FY13-14.
- 1B: Deploy hand-held devices for field inspectors to record data electronically in the field.
- i. Contract with internet-enabled mobile device carrier by December 31, 2013.
  - ii. Ensure that inspection database can have mobile application synced with desktop.
  - iii. Train field inspectors on mobile database usage by end of FY13-14.

**GOAL 2: Implement new systems to improve efficiency.**

**Goal Lead:**

Objectives

- 2A: Implement new Permit and Project Tracking System to encompass recommendations from the Business Process Re-engineering effort.
- i. Determine the different types of permits/reviews/authorizations that are to be tracked in the new system.
  - ii. Determine the number of common steps in the Permit and Project Tracking System.
  - iii. Establish baseline metrics and ensure BPR recommendations are incorporated.
  - iv. Begin entering data and evaluating effectiveness of system.
- 2B: Implement Electronic Plan review and Document Management System to enable electronic review and approval of plans, integrated into the Permit and Project Tracking System.
- 2C: Consolidation of Mission Corridor departments IT infrastructure within the 1660 Mission IT Equipment room, to be in line with the City's IT goals.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

**Plan Review and Permit Issuance Subcommittee Recommendations**

- I. PR-1 – New Permit Center on one or two floors for all agency review.
  1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Achieved as of February 2013 with the modification, remodeling and improvement of both staff and customer space at the 1660 Mission Street location.
  
- II. PR-2a – Provide more frequent, hands-on and specific in-house training to improve knowledge base of all staff and consistency of interpretations.
  1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Achieved as of February 2013.
  
- III. PR-2b – Improve recruiting and hiring policies in order to improve technical expertise.
  1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Partially achieved as of February 2013, but full implementation requires additional support and actions from the Department of Human Resources.
  3. Timeline for Achievement: FY 13-14.
  
- IV. PR-2c – Increase written policies and procedures for plan reviewers.
  1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Partially achieved as of February 2013.
  3. Timeline for Achievement: FY 13-14.
  
- V. PR-3 – All staff at all agencies are to have nametags.
  1. Assigned Staff: V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Achieved as of February 2013 with all staff having been provided with DBI Identity Cards, which are to be in their possession at all times.
  
- VI. PR-4 – Establish task force to provide more quality control throughout review process.
  1. Assigned Staff:
    - a. Internal DBI Staff - R. Lui, V. Day, S. McNulty
    - b. Industry Participants - John Pollard (SFGC), Simon Kwan
    - c. Union Personnel
  2. Status: Achieved as of February 2013.
  
- VII. PR-5 – Maintain adequate staffing levels at all public counters in order to satisfy customer demands.
  1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Achieved as of February 2013.
  
- VIII. PR-7 – Install an automated customer tracking system to provide comprehensive routing and screening.
  1. Assigned Staff: V. Day, H. Nekkanti, Automation Subcommittee
  2. Status: With Q-matic incompatibility, this goal remains pending.
  3. Timeline for Achievement: Will be revisited during FY 13-14.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- IX. PR-9 – Provide better internal communications between staff, divisions and agencies.
1. Assigned Staff: B. Strawn
  2. Status: Achieved as of February 2013, and is subject to ongoing monitoring in furtherance of continuous improvement.
- X. PR-9a – Provide cross-training between divisions and departments.
1. Assigned Staff: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
  2. Status: Partially achieved as of February 2013.
  3. Timeline for Achievement: DBI will continue to explore ways to engage in cross-training without running afoul of the Civil Service Rules throughout FY 13-14.
- XI. PR-10 – Eliminate duplicate reviews that result in overlapping work.
1. Assigned Staff: R. Lui, P. Otellini (ARS)
  2. Status: Achieved as of February 2013.
- XII. PR-10a – Create a parallel plan review process available for all projects.
1. Assigned Staff: V. Day, R. Lui
  2. Status: Achieved as of February 2013.
- XIII. PR-10b – Within the parallel plan review process, provide multi-agency approach to notifying customers of general information, pre-application conferences, plan review and plan check comments.
1. Assigned Staff: V. Day, R. Lui
  2. Status: Achieved as of February 2013.
- XIV. PR-12 – Increase opportunities to obtain permits online.
1. Assigned Staff:
    - a. Internal DBI Staff: R. Lui, S. McNulty, J. Duffy, H. Nekkanti
    - b. SFFD Personnel
    - c. Industry Participants: J. Pollard (SFGC), H. Karnilowicz (OE)
    - d. Automation Subcommittee
  2. Status: Being addressed by the Automation Subcommittee as of February 2013.
  3. Timeline for Achievement: FY 13-14.
- XV. PR-12b – Provide online fee estimation calculation.
1. Assigned Staff: Automation Subcommittee
  2. Status: Being addressed by Automation Subcommittee as of February 2013.
  3. Timeline for Achievement: Will be part of the new Permit Tracking System and is expected to be achieved by November 2013.
- XVI. PR-12c – Provide permit application submittal guidelines and checklists.
1. Assigned Staff: V. Day
  2. Status: Achieved as of February 2013.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- XVII. PR-13a – Have clear and integrated automation process.
1. Assigned Staff: Automation Subcommittee
  2. Status: Being addressed by the Automation Subcommittee as of February 2013.
  3. Timeline for Achievement: Will be part of the new Permit Tracking System and is expected to be achieved by November 2013.
- XVIII. PR-15 – Demand an improvement to the quality of work coming in.
1. Assigned Staff: V. Day
  2. Status: Achieved as of February 2013, and is subject to ongoing monitoring in furtherance of continuous improvement.
- XIX. PR-17 – Improve coordination and consistency between plan review and inspections in order to reduce in-house field changes.
1. Assigned Staff: I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi
  2. Status: Achieved as of February 2013 with related policies/procedures being developed.
- XX. PR-19 – Centralize all cashier functions.
1. Assigned Staff: V. Day
  2. Status: Being addressed as of February 2013.
  3. Timeline for Achievement: Goal of 40 stations, all floors, by end FY 13-14.
- XXI. PR-21 – Establish a task force to create a database of city buildings, including easements.
1. Assigned staff:
    - a. Internal DBI Staff: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
    - b. Automation Subcommittee
  2. Status: Being addressed as of February 2013.
  3. Timeline for Achievement: FY 13-14.
- XXII. PR-22 – Establish a task force to re-evaluate and continue to improve the process.
1. Assigned Staff: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
  2. Status: Incomplete.
  3. Timeline for Achievement: Will revisit the creation of an ongoing task force in FY 13-14.
- XXIII. PR-23 – Provide initial check-in station to identify needs of the customer with general information and registration functions.
1. Assigned Staff: P. Herrera, L. Yim
  2. Status: Achieved as of February 2013.
- XXIV. PR-23d – Total time for interacting with customer not to exceed 60 seconds.
1. Assigned Staff: P. Herrera, L. Yim
  2. Status: Achieved as of February 2013, although the amount of time spent with each customer varies depending upon the complexity of customer request.
- XXV. PR-24 – Customers applying for permits are to be sent by Registration Counter or self-help kiosk to Initial Permit Review (IPR) Station.
1. Assigned Staff: V. Day
  2. Status: Achieved as of February 2013.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- XXVI. PR-24a – Create a counter staffed by a “Permit Technician” who will enter information into PTS, determine routing and check for completeness.
1. Assigned Staff: V. Day
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: FY 13-14.
- XXVII. PR-24b – Create a separate station above and beyond the issuing station to handle quick items.
1. Assigned Staff: V. Day
  2. Status: Has not been achieved as of February 2013 as it requires additional staffing and higher fees to provide the level of service sought.
  3. Timeline for Achievement: Will be revisited during FY 2013-2014.
- XXVIII. PR-24d – Track staff comments, answers, determinations, requirements, etc. and tie tracking system to Permit Tracking System.
1. Assigned Staff: Automation Subcommittee.
  2. Status: Achieved as of February 2013.
- XXIX. PR-24e – Provide better access to Assessor’s Office database to cover all address issues and access to other city agencies’ databases.
1. Assigned Staff: Automation Subcommittee.
  2. Status: Yet to be achieved as of February 2013.
  3. Timeline for Achievement: Will be revisited in FY 13-14.
- XXX. PR-25 – When projects are required to be reviewed by the Planning Department, they should be routed there first, then go through “Shotgun” Review Process at other stations.
1. Assigned Staff: V. Day, Planning Department.
  2. Status: Achieved as of February 2013.
- XXXI. PR-27 – Create a true Permit Issuance Station.
1. Assigned Staff: V. Day
  2. Status: Achieved Partially as of February 2013.
  3. Timeline for Achievement - Requires additional staffing and higher fees to provide the level of service sought, but it will be revisited during FY 13-14.
- XXXII. PR-29 – Install a customer Self-Help Center.
1. Assigned Staff: V. Day, J. Hallisey
  2. Status: Achieved as of February 2013.
- XXXIII. PR-30 – Increase opportunities for online permit application filing and issuance.
1. Assigned Staff:
    - a. Internal DBI Staff: R. Lui, S. McNulty, J. Duffy, H. Nekkanti,
    - b. SFFD
    - c. Industry Personnel: J. Pollard (SFGC), H. Karnilowicz (OE)
    - d. Automation Subcommittee
  2. Status: Being addressed by the Automation Subcommittee as of February 2013.
  3. Timeline for Achievement: FY 13-14.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- XXXIV. PR-54 – Create a Help Desk station devoted to answering code, process, policy and procedure questions for customers.
1. Assigned Staff: V. Day
  2. Status: Achieved as of February 2013.

**Inspections Subcommittee Recommendations**

- I. IS-1 – Centralize and automate inspection scheduling for all disciplines.
1. Assigned Staff:
    - a. Internal DBI Personnel: S. McNulty, H. Nekkanti
    - b. Industry Personnel: J. O'Connor (RBA), T. Sanchez- Corea (ARS), M. Hamman
    - c. Automation Subcommittee
  2. Status: Partially achieved as of February 2013.
  3. Timeline for Achievement: FY 13-14.
- II. IS-2 – Create hybrid scheduling system, partly automated for inspection time slots with supervisors allocating assignments day of, to sustain needed flexibility.
1. Assigned Staff:
    - a. Internal DBI Staff: S. McNulty, H. Nekkanti
    - b. Industry Personnel: J. O'Connor (RBA), T. Sanchez- Corea (ARS), M. Hamman,
    - c. Automation Subcommittee
  2. Status: Not Achieved.
  3. Timeline for Achievement: FY13-14.
- III. IS-5 – Automate permit applications, revisions, expirations numbering system for one master permit application number.
1. Assigned Staff:
    - a. Internal DBI Staff: J. Hallisey, I. Hasenin, V. Day, D. Green, P. Herrera, H. Nekkanti,
    - b. SFFD
    - c. DPW-BSM
    - d. Assessor's Office
    - e. Industry Personnel: T. Sanchez-Corea (ARS), P. Becky, KCA
    - f. Automation Subcommittee
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: Will be achieved when Permit Tracking System goes live in November 2013.
- IV. IS-6 – Assign an inspector at inspection counter and Help Desk from 7:30 a.m. to 5:00 p.m.
1. Assigned Staff: S. McNulty
  2. Status: Achieved as of February 2013.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- V. IS-8 – All City agencies to adhere to response time, hours and methods of inspections.
1. Assigned Staff:
    - a. Internal DBI Staff: S. McNulty
    - b. DPW-BSM Staff: B. Moy
    - c. Industry Personnel: J. Pollard (SFGC), H. Karnilowicz (OE), Webcor
  2. Status: Partially achieved as of February 2013 with testing and planning having begun.
  3. Timeline for Achievement: FY 13-14.
- VI. IS-11 – Establish a task force to develop and implement policy to streamline small residential remodel permits and inspections.
1. Assigned Staff:
    - a. Internal DBI Staff: M. Hennessy, E. Sweeney, S. Panelli, Plan Checker R. Lui to assign additional staff.
    - b. Industry Personnel: J. O’Connor (RBA), S. Shatara, H. Karnilowicz (OE)
  2. Status: Not achieved as of February 2013.
  3. Timeline for Completion: Will be revisited in FY 13-14.
- VII. IS-15 – Establish a task force to create new policies/processes to alert inspectors when permits expire and that is tied to automation with trigger mechanism to generate notice letter.
1. Assigned Staff:
    - a. Internal DBI Staff: V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H. Tom, L. Aurea
    - b. Planning Department
    - c. Industry Personnel: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
    - d. Automation Subcommittee
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: Tied to new Permit Tracking System with an expected achievement date in November 2013.
- VIII. IS-15a – Establish a task force to change 90 calendar days electrical and plumbing permit expiration to 180 calendar days.
1. Assigned Staff:
    - a. Internal DBI Staff: V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H. Tom, L. Aurea
    - b. Planning Department
    - c. Industry Personnel: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
    - d. Automation Subcommittee
  2. Status: Partially achieved as of February 2013 as 2013 legislation doubles time.
  3. Timeline for Achievement: FY 13-14.



**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- IX. IS-15b – Tie electrical and plumbing permits to associated building permit expiration date.
1. Assigned Staff:
    - a. Internal DBI Staff: V. Day, E. Sweeney, J. Duffy, D. Lowrey, S. Panelli, D. Green, H. Tom, L. Aurea
    - b. Planning Department
    - c. Industry Personnel: M. Hamman, T. Sanchez-Corea (ARS), S. Shatara
    - d. Automation Subcommittee
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: Tied to new Permit Tracking System with an expected achievement date in November 2013.
- X. Copy block and lot maps out of Central Permit Bureau (CPB) drawers and make available online:
1. Assigned Staff:
    - a. Internal DBI Staff: V. Day, H. Nekkanti
    - b. SFFD
    - c. DPW-BSM
    - d. Assessor's Office
    - e. DTIS
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: Tied to new Permit Tracking System with an expected achievement date in November 2013.
- XI. IS-31 – Expand outreach programs to educate homeowners using handouts, mailings and online access (IS-31)
1. Assigned Staff: P. Herrera, L. Yim
  2. Status: Achieved as of February 2013.
- XII. IS-37 - Utilize outside service garage as an option to expedite city vehicle repair and maintenance.
1. Assigned Staff: S. McNulty
  2. Status: Controlled by City Administrator/Central Shops, with average of four (4) DBI vehicles in for repairs at all times.
- XIII. IS-42 – Establish Task Force regarding tower crane permits.
1. Assigned Staff:
    - a. Internal DBI Staff: R. Lui
    - b. Cal OSHA
  2. Status: Achieved as of February 2013.
- XIV. IS-43 – Establish a task force to develop specific work scope conditions requiring pre-construction meetings with DBI, DPW, and other required agencies.
1. Assigned Staff: S. McNulty
  2. Status: Partially Achieved as of February 2013.
  3. Timeline for Achievement: Revisiting during FY13-14 with building boom.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- XV. Establish a task force to establish performance standards for condominium conversion map and Physical Inspection Reports between DBI and DPW-BSM.
1. Assigned Staff: S. McNulty
  2. Status: Partially achieved as of February 2013.
  3. Timeline for Achievement: FY 12-13 based on collaboration with DPW-BSM.
- XVI. IS-45 – Establish a task force to resolve street vaults’ conflicts/issues with DBI, Planning Department, Office of the City Attorney and PG&E.
1. Assigned Staff:
    - a. Internal DBI Personnel: D. Green
    - b. Industry Personnel: J. Schlesinger (AIA), J. O'Connor (RBA), J. Pollard (SFGC)
    - c. PG&E
  2. Status: Partially achieved as of February 2013.
  3. Timeline for Achievement: Will continue to work with other City agencies and outside organizations to fully achieve recommendation during FY13-14.
- XVII. IS-41 – Establish a task force on special inspections to ensure construction quality with goal of is setting up a separate inspection unit where special inspections are audited and special inspectors are certified.
1. Assigned Staff:
    - a. Internal DBI Staff: N. Friedman, S. McNulty
    - b. SFFD
    - c. Industry Personnel: J. O'Connor (RBA), M. Hamman, J. Maddox, T. Sanchez-Corea (ARS)
  2. Status: Achieved as of February 2013.

**Automation Subcommittee Recommendations**

- I. Create New Permit Tracking System with enhanced functionality that is integrated with City Planning
1. Status: Partially achieved as of February 2013.
  2. Timeline for Achievement:
    - a. Full achievement is expected once the Permit Tracking System goes live in November 2013.
    - b. Electronic plan submittal, review and approval will be revisited in FY 13-14.
    - c. Q-Matic implementation and integration was tested & discontinued in FY 12-13.
    - d. Integration with Planning Department to be accomplished in FY13-14, with other departments to be integrated thereafter.
    - e. Electronic plan review pilot is on hold, but will be revisited during FY 13-14.

**Performance Measures Subcommittee Recommendations**

- I. PM-3 – Complete and issue comprehensive plan review comments within established turnaround times for at least 90% of projects.
1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  2. Status: Achieved as of February 2013.

**SF Department of Building Inspection**  
**2007 BPR Recommendation Update and Implementation Plan**  
**Updated as of February 2013**

- II. PM-4 – Small Projects: 10 business days from arrival date to review discipline.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Not achieved.
  - 3. Timeline for Achievement: FY 13-14.
  
- III. PM-5 – Medium Projects: 20 business days from arrival date to review discipline.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Not achieved as of February 2013.
  - 3. Timeline for Achievement: FY 13-14.
  
- IV. Large Projects: Turnaround times to be determined on a case by case basis.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Achieved as of February 2013.
  
- V. PM-8 – Schedule all rechecks within three business days of request for at least 90% of projects.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Not achieved as of February 2013.
  - 3. Timeline for Achievement: FY 13-14.
  
- VI. PM-10 – Schedule pre-application meetings for all city agencies, excluding Planning Department and SFRA, within three business days of request and to be held within 10 business days for 90% of projects.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Achieved as of February 2013.
  
- VII. Respond to life safety complaints in one business day.
  - 1. Assigned Staff: I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi
  - 2. Status: Achieved as of February 2013.

# EXECUTIVE SUMMARY

Three focus groups were conducted with customers of the Department of Building Inspection. The groups were made up of 1) San Francisco building professionals, 2) homeowners, and 3) community and industry representatives (influentials). Topics centered on their experiences and perceptions of the Department. An overview of the findings is included below.

## Building and Renovating Property in San Francisco

- Homeowners cited their extreme frustration and fear of going through the permitting and inspection processes, largely due to a lack of knowledge. . . . *You don't know what hoops to jump through next . . .*
- Professionals and Influentials also cited the fear of homeowners as clients, as well as the amount of time required to convince them to go through the permitting/inspection process. *[It] takes hours and hours for a new client to understand what it takes.*

## Perception of the San Francisco Department of Building Inspection

- SF DBI received ratings from all three groups, Homeowners tended to rate their experience lower than either Influentials or Professionals.
- Much of the Homeowners' frustration and dissatisfaction seemed to stem from a lack of knowledge about the inspection and permitting processes, not knowing which person to speak to, or what steps to take next in the permitting/inspection processes.
- Although Professionals (Group 1) and Influentials (Group 3) gave SF DBI higher ratings, the Homeowners' frustration impacted them in several ways. Both Professionals and Influentials indicated that education of clients about the SF DBI process was time-consuming. In addition, both Professionals and Influentials alluded to homeowners (who often didn't know where to go or what to do) tying up SF DBI resources due to their lack of knowledge, thus causing everyone longer waits in line, delays to see staff, etc.
- Both Influentials and Professionals were aware of recent improvements and changes, and both groups indicated their ratings were higher than they would have been as little as 6-12 months prior.

## Permitting Process

- Professionals rated their permitting process experience with SF DBI more positively than Homeowners. While both groups expressed many similar positives and negatives, Professionals indicated that there was always someone they could find who was helpful and able to answer their questions or help them – but primarily because they were more familiar with the department. *If you haven't been there, you won't know that, it's more something you find out over time*, one participant noted.
- While Influentials were more likely than Homeowners to feel that they could get their questions answered, some of their lower ratings on other attributes stemmed from a sense of SF DBI taking too much time and/or stalling to make a final decision. *One department looks at the other and no one wants to sign off*, said one participant.

## Public Perception of SF DBI

- Although all three groups mentioned rumor and scandals, Professionals and Influentials were more concerned about less knowledgeable people believing everything they read or heard, and felt that public relations was a key component of any changes.
- Both Influentials and Professionals also felt this created more work for them with clients, as they had to convince clients it was not only OK, but desirable, to go through the formal permitting process.
- Homeowners' perceptions focused on their own experiences and those of their friends and neighbors. They were fearful, and worried one question on a minor change would trigger a full-scale overhaul.

## Visions for the Department's Future

- All three groups rated the current programs in place, *Expansion of over-the-counter review process* and *Plan review checks by appointment*, the most highly.
- Homeowners did not like the proposed Premium Services plans, as they felt it created a two-tiered system in which San Francisco's wealthiest would receive much better service than the average homeowner. While there was some of this sentiment in Influentials, many in the group looked much more favorably on these proposals. Professionals were more ambivalent about fee-for-service proposals, rating them higher than Homeowners, but not as highly as Influentials.

## Usage of the SF DBI Web Site

While Professionals and Influentials had used the web site the most, all three groups felt that it could be better utilized. Group participants felt the web site should allow them to:

- Make appointments
- Track permits/approvals
- Read/download guidebooks or special sections just for homeowners, small business owners, and other infrequent visitors to SF DBI
- Download/print forms
- Print approved permits online, directly from their computers
- Make a microfilm record request
- View inspector assignments for particular areas
- Read/download vital sections of information, including building codes, Sanborn maps, and block identification

## Comparisons/Emerging Practices

Professionals and Influentials felt that SF DBI is doing a number of things right – things they would like other departments to adopt. These include:

- SF DBI's thoroughness. Other departments were accused of merely *glossing things through* or providing only boilerplate information.
- Influentials cited the depth of knowledge of SF DBI's inspectors as particularly positive.
- Professionals cited the ability to walk in and talk to someone face to face, without necessarily having an appointment, as a positive.

Professionals and Influentials made the following recommendations for SF DBI, based on what they have seen at other Building and Inspection departments:

- Professionals and Influentials both felt that SF DBI should do more to coordinate with other departments, from having business licenses nearby to parallel plan checks.
- Professionals particularly noted the need for SF DBI to repair its relationships with the Planning Department and the Fire Department. Relevant comments included, *Sometimes [they're] so separate, [there's a] lack of communication, and Building and Fire in SF war with each other too much . . .*
- Influentials stressed the need for larger, more modern, revamped facilities. One Influential summarized his feelings as, *It (SFDBI) reminds me of walking into a hospital, and not a good one.*

### **Wrap-Up: Recommendation to SF DBI Director**

The three groups made very similar recommendations in their final focus group exercises. Key recommendations included:

- Revamping SF DBI offices. In addition to improved signage, this included a better layout, more spacious offices, and a more positive, welcoming environment for visitors and employees alike.
- Streamlining SF DBI processes. All three groups felt a reorganization of how the department works could minimize the steps required, reducing the time and cost of permits and inspections.
- Strive for consistency of interpretation/clarification of jurisdictions. Professionals and Influentials, particularly, saw the need for staff training so that codes were interpreted in a uniform manner. These two groups also felt that boundaries needed to be clarified between when an issue must be decided by SF DBI and when, for example, it should be decided by Planning.
- Improved Information, both online and offline. In addition to adding items to the SF DBI web site, suggestions included informational kiosks (self-serve and staffed) to guide those visiting for the first time. Special resources for homeowners and/or first-time visitors were also suggested.
- A single point of contact for each customer or project. All three groups stressed the need for one person they could contact within DBI who could guide them through the necessary steps, ensure needed approvals weren't waiting on someone on vacation, etc.

*Important: This type of qualitative research permits directional rather than statistical analysis.*

# City and County of San Francisco Department of Building Inspection

Focus Groups among Professionals, Homeowners, and Influentials

## SUMMARY REPORT

Groups Conducted on July 31, 2007 and August 22, 2007

Prepared by

**Corey, Canapary & Galanis Research**  
San Francisco, California

August 2007

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.  
Findings are highly confidential and any external dissemination or the promotional use of this information  
must be cleared in advance through CC&G and the San Francisco Department of Building Inspection*

# CONTENTS

**INTRODUCTION** ..... 4

**EXECUTIVE SUMMARY** ..... 5-10

**DETAILED OBSERVATIONS** ..... 11

**GROUP 1: PROFESSIONALS**

- Building and Renovating Property in San Francisco ..... 12
- Role of San Francisco Department of Building Inspection ..... 13
- Familiarity with San Francisco Department of Building Inspection ..... 14
- General Positive/Negative Reaction to San Francisco Department of Building Inspection (Self-Administered Questionnaire #1) ..... 14
- Written Comments Regarding SF DBI Overall Rating (Self-Administered Questionnaire #1) ..... 16
- Types of Permits Applied For/Received ..... 17
- Rating of SF DBI Service Attributes (Self-Administered Questionnaire #2) ..... 18
- San Francisco DBI Service Attributes – Discussion (Self-Administered Questionnaire #2) ..... 19
- Public Perception of the Department of Building Inspection (Exhibit A) ..... 22
- Reaction to News Article and Proposed Changes (Exhibit B) ..... 24
- Vision for the Department’s Future (Self-Administered Questionnaire #3) ..... 25
- Vision for the Department’s Future – Discussion (Self-Administered Questionnaire #3) ..... 26
- Vision for the Department’s Future – Written Comments (Self-Administered Questionnaire #3) ..... 28
- Usage of the SF DBI Website ..... 29
- Comparisons/Emerging Practices (Professionals/Influentials Only) ..... 30
- Mock Building Inspection Committee ..... 31
- Wrap-Up (Final Comments) ..... 31

**GROUP 2: HOMEOWNERS**

- Building and Renovating Property in San Francisco ..... 33
- Role of San Francisco Department of Building Inspection ..... 34
- Familiarity with San Francisco Department of Building Inspection ..... 35
- General Positive/Negative Reaction to San Francisco Department of Building Inspection (Self-Administered Questionnaire #1) ..... 36
- Written Comments Regarding SF DBI Overall Rating (Self-Administered Questionnaire #1) ..... 38
- Rating of SF DBI Service Attributes (Self-Administered Questionnaire #2) ..... 39
- San Francisco DBI Service Attributes – Discussion (Self-Administered Questionnaire #2) ..... 40
- Public Perception of the Department of Building Inspection (Exhibit A) ..... 43
- Reaction to News Article and Proposed Changes (Exhibit B) ..... 45
- Vision for the Department’s Future (Self-Administered Questionnaire #3) ..... 47
- Vision for the Department’s Future – Discussion (Self-Administered Questionnaire #3) ..... 48
- Vision for the Department’s Future – Written Comments (Self-Administered Questionnaire #3) ..... 50
- Usage of the SF DBI Website ..... 51
- Use of Professionals and Departmental Distinctions (Homeowners Only) ..... 52
- Mock Building Inspection Committee ..... 53
- Wrap-Up (Final Comments) ..... 53

**GROUP 3: INFLUENTIALS**

- Building and Renovating Property in San Francisco ..... 55
- Role of San Francisco Department of Building Inspection ..... 56
- Familiarity with San Francisco Department of Building Inspection ..... 56



Role of the San Francisco Planning Department/Crossover Issues .....57  
General Positive/Negative Reaction to San Francisco Department of Building Inspection  
(Self-Administered Questionnaire #1).....58  
Written Comments Regarding SF DBI Overall Rating (Self-Administered Questionnaire #1) .....60  
Rating of SF DBI Service Attributes (Self-Administered Questionnaire #2) .....62  
San Francisco DBI Service Attributes – Discussion (Self-Administered Questionnaire #2) .....63  
Public Perception of the Department of Building Inspection (Exhibit A) .....64  
Reaction to News Article and Proposed Changes (Exhibit B) .....66  
Vision for the Department’s Future (Self-Administered Questionnaire #3) .....67  
Vision for the Department’s Future – Discussion (Self-Administered Questionnaire #3).....68  
Vision for the Department’s Future – Written Comments (Self-Administered Questionnaire #3) .....70  
Improving the Relationship Between SF DBI and . . . (Group 3-Influentials Only) .....71  
Usage of the SF DBI Website .....72  
Comparisons/Emerging Practices (Professionals/Influentials Only) .....73  
Mock Building Inspection Committee .....74  
Wrap-Up (Final Comments) .....74

**APPENDICES**

- Moderator Outline/Self-Administered Questionnaires and Exhibits
- Screening Questionnaires
- Focus Group Rosters

# INTRODUCTION

## Background

The focus groups were conducted to elicit qualitative insights from San Francisco building professionals, homeowners, and community and industry representatives regarding their experiences and perceptions of the San Francisco Department of Building Inspection. Some of the specific topics discussed during the groups included:

- Building and Renovating Property in San Francisco
- Unaided Perception of the San Francisco Department of Building Inspection
- Permitting Process
- Rating of SF DBI Service Attributes
- Public Perception of the Department of Building Inspection
- Visions for the Department's Future
- Usage of the SF DBI Website
- Comparisons/Emerging Practices

**Information and insights from these groups will be used to help develop a quantitative survey instrument to be administered among DBI customers. This quantitative survey will also provide statistically reliable results (as opposed to the data contained herein, which is qualitative and directional only).**

## Scope of Work

Two focus groups were conducted on July 31, 2007. Respondents in Group 1 were all contractors, architects, engineers, or other building professionals doing business in, and based in, San Francisco ("Professionals"). Respondents in Group 2 were all San Francisco residents who were homeowners ("Homeowners"). Respondents in both groups had recently or were currently engaged in activities requiring interaction with the San Francisco Department of Building Inspection – Group 1 respondents on behalf of their clients, Group 2 respondents for their own homes. Each group included a cross-section of people belonging to each particular group, and represented a mix of different San Francisco neighborhoods, age groups, ethnicities, incomes, etc.

A third group (Group 3) was conducted on August 22, 2007 among Influential/stakeholder respondents. This group included prominent architects, engineers, and representatives from community, landlord, and merchant groups ("Influentials"). Respondents in this group represent firms which have heavy contact with the San Francisco Department of Building Inspection or whose membership has heavy contact with SF DBI.

All three groups were conducted in San Francisco and lasted a full two hours each. Jon Canapary from Corey, Canapary & Galanis served as moderator and project director.

Please see the Appendix of this report for more specific information on the composition of groups and for examples of the forms and materials used on this project.

# EXECUTIVE SUMMARY

## Building and Renovating Property in San Francisco

- Positive traits of building and renovating in San Francisco included a lot of demand (*Everyone wants to live here*) and being highly profitable (either in the renovation work done, for Professionals and Influentials, or in the value of the home, for Homeowners).
- Negative traits included time, money, and frustration – all mentioned by all three groups.
- Homeowners cited their extreme frustration and fear of going through the permitting and inspection processes, largely due to a lack of knowledge. . . . *You don't know what hoops to jump through next . . .*
- Professionals and Influentials also cited the fear of homeowners as clients, as well as the amount of time required to convince them to go through the permitting/inspection process. *[It] takes hours and hours for a new client to understand what it takes.*

## Perception of the San Francisco Department of Building Inspection

- While SF DBI received very average ratings from all three groups, Homeowners tended to rate their experience lower than either Influentials or Professionals.
- Much of the Homeowners' frustration and dissatisfaction seemed to stem from a lack of knowledge about the inspection and permitting processes, not knowing which person to speak to, or what steps to take next in the permitting/inspection processes.
- Although Professionals (Group 1) and Influentials (Group 3) gave SF DBI higher ratings, the Homeowners' frustration impacted them in several ways. Both Professionals and Influentials indicated that education of clients about the SF DBI process was time-consuming. In addition, both Professionals and Influentials alluded to homeowners (who often didn't know where to go or what to do) tying up SF DBI resources due to their lack of knowledge, thus causing everyone longer waits in line, delays to see staff, etc. Those representing small businesses (in Influentials) also said similar help should be available for them as well. Like Homeowners, small business owners were likely to go to SF DBI one or two times over a lifetime.
- Both Influentials and Professionals were aware of recent improvements and changes, and both groups indicated their ratings were higher than they would have been as little as 6-12 months prior.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

	EXCELLENT %	GOOD %	ONLY FAIR %	POOR %	DON'T KNOW %	MEAN SCORE (4 PT SCALE)
<b>Overall, how would you rate your experience with the SF Department of Building Inspection in the past year?</b>						
Professionals .....	0	70	20	10	0	2.6
Homeowners .....	11	22	44	22	0	2.2
Influentials .....	27	18	45	0	9	2.8
All 3 Groups .....	13	37	37	10	3	2.5

## Permitting Process - SF DBI Service Attributes

- Professionals rated their experience with SF DBI more positively than Homeowners. While both groups expressed many similar positives and negatives, Professionals indicated that there was always someone they could find who was helpful and able to answer their questions or help them – but primarily because they were more familiar with the department. *If you haven't been there, you won't know that, it's more something you find out over time*, one participant noted.
- While Influentials were more likely than Homeowners to feel that they could get their questions answered, some of their lower ratings on other attributes stemmed from a sense of SF DBI taking too much time and/or stalling to make a final decision. Influentials also ranked staff's courtesy and professionalism the lowest among the three groups. *One department looks at the other and no one wants to sign off*, said one participant.

## Feedback on Specific SF DBI Service Attributes

- **Able to Solve Problems** – This was the most highly rated of any attribute. However, Professionals, who rated this more highly than other groups, acknowledged that the high rating was only because they knew who to go to in order to get what they needed.
- **Clear Communication of Fees** – While Professionals were relatively unconcerned with this attribute, Homeowners particularly were extremely frustrated by the lack of clear explanation of fees.
- **Courteous and Professional Staff** – There was some debate in each group as to whether discourteous staff was an anomaly, or part of a larger indication that cultural change is required. All groups, however, had a number of positive things to say about SF DBI staff, and many were concerned about employee's working conditions. Homeowners were concerned about the verbal abuse (screaming, angry customers) employees had to deal with on a daily basis, while Influentials felt that the physical environment SF DBI staff worked in was detrimental to both the department as a whole and employees' ability to do a good job.
- **Adequate Signs/Directions** – All participants cited the need for improved signage, as a minimum, with the addition of other helpful guides, such as computer information kiosks and greeters on the ground floor, highly desired. Members of all groups mentioned many confusing, handwritten paper signs taped on the walls.
- **Straightforward Communication of Steps to Obtain Permit** – With more detailed knowledge, Professionals rated this attribute higher than the other two groups. However, this attribute was not given overly positive ratings by anyone.
- **Efficient Service** – One of the lowest rated service attributes, Professionals did give credit to SF DBI for recent changes, saying they did make service more efficient.
- **Well-Run City Department** – While this attribute received low ratings, Professionals again rated it higher than the other two groups, again citing recent changes at SF DBI which have improved the way it is run.

- **Timely Permit Process** – This attribute received average to below-average ratings, with Homeowners giving it the lowest rating. One Homeowner cited a process that took 11 months, while other group members cited no-shows and confusing directions. Influentials particularly said the lack of willingness to make a decision slowed down the process considerably.
- **Timely Scheduling of Inspections** – One of the higher rated attributes, most group members indicated that, once at the inspection stage, the process was relatively smooth and straightforward.
- **Staff is Consistent, Regardless Who You See** – This received below-average ratings from all three groups. Group members cited the lack of willingness to make decisions and different interpretations from different staff members as particularly common problems.
- **Key Disciplines Are Clearly Defined** – While this was rated average to above-average, some Influentials felt that key disciplines might be too well-defined, leaving gaps in projects.
- **Plan Check (Professionals and Homeowners Only)** – This attribute received average ratings from those who had gone through the process. While group members felt SF DBI was generally helpful and the process was positive, there was some frustration over vague comments.

### Public Perception of SF DBI

- Although all three groups mentioned rumor and scandals, Professionals and Influentials were more concerned about less knowledgeable people believing everything they read or heard, and felt that public relations was a key component of any changes. Rumors impacted both groups, in that they often felt they had to dispel untrue or half-true perceptions formed by clients and other contacts.
- Both Influentials and Professionals also felt this created more work for them with clients, as they had to convince clients it was not only OK, but desirable, to go through the formal permitting process. This was particularly true on smaller jobs.
- Homeowners were less likely to have solid information and more likely to rely on information from the media, as well as partial or informally gathered information.
- Homeowners' perceptions focused on their own experiences and those of their friends and neighbors. They were fearful, and worried one question on a minor change would trigger a full-scale overhaul.

### Visions for the Department's Future

- All three groups rated the current programs in place, *Expansion of over-the-counter review process* and *Plan review checks by appointment*, the most highly.
- Homeowners did not like the proposed Premium Services plans, as they felt it created a two-tiered system in which San Francisco's wealthiest would receive much better service than the average homeowner. While there was some of this sentiment in Influentials, many in the group looked much more favorably on these proposals. Professionals were more ambivalent about fee-for-service proposals, rating them higher than Homeowners, but not as highly as Influentials.

## Current and Proposed Programs

### Programs Currently Implemented

- **Expanded Over-The-Counter Review Process** – While highly rated, there was some negative reaction stemming from the perception that the wait in line would be longer (since the time limit increased from 15 minutes to one hour). One group member explained, *If I'm in the line, it wouldn't be as efficient; I'd have to sit there to wait for an hour to be the next person, I'd rather make an appointment.*
- **Plan Review Re-Checks by Appointment** – This was the most positively rated program, and group members felt it was long overdue. One group member observed, *Finally moving into the 21<sup>st</sup> century – make an appointment like the rest of us do.*

### Programs Being Considered

- **Customer Service Initiative** – While generally regarded as positive, Professionals and Homeowners particularly had a negative reaction to the phrase “Customer Bill of Rights,” in that they felt it was too gimmicky and/or didn't really promise them anything. Influentials were concerned with the idea of making a ‘guarantee’, and wondering what would happen if that wasn't upheld. Influentials also pointed out that expectations of customers should also be stated, that customers should not be allowed to try and push through bad plans or shoddy work.
- **Expansion of Electronic/Automated Services** – This service was generally highly rated. However, group members raised concerns about ensuring that documents were actually properly received by the right person. Influentials particularly questioned whether this could be applied to extremely large graphical files. All groups thought it was a great idea for smaller documents, however. All groups also praised the expansion of web services, since most of them indicated a desire to do more via the web, from making appointments to checking on the status of a particular project.

### Premium Services Being Considered

- Express Plan Premium Services
- After-Hours and Weekend Inspections
- Service by Appointment

There was a lot of negative reaction to all three of the premium services from Homeowners, who saw this as the introduction of an unfair, two-tiered system. Professionals were somewhat more ambivalent, agreeing that a two-tiered system was not desirable, but also acknowledging they had clients who would pay the additional fees. Influentials had the most positive reaction to the Premium Services, with one person stating, *Time is money. This reflects that.*

Homeowners and Professionals were more likely to say they wanted the services, but without the fees. Alternately, they suggested raising all fees and offering these services to everyone, rather than charging extra for these particular services. Some also suggested implementing other changes first, and revisiting the premium services once initial changes were already in place. Homeowners and Professionals were most favorable to after-hours and weekend inspections, as they felt the additional fee was most justified, due to staff overtime.

## Usage of the SF DBI Web Site

While Professionals and Influentials had used the web site the most, all three groups felt that it could be better utilized. Group participants felt the web site should allow them to:

- Make appointments
- Track permits/approvals
- Read/download guidebooks or special sections just for homeowners, small business owners, and other infrequent visitors to SF DBI
- Download/print forms
- Print approved permits online, directly from their computers
- Make a microfilm record request
- View inspector assignments for particular areas
- Read/download vital sections of information, including building codes, Sanborn maps, and block identification

## Comparisons/Emerging Practices

Professionals and Influentials felt that SF DBI is doing a number of things right – things they would like other departments to adopt. These include:

- SF DBI's thoroughness. Other departments were accused of merely *glossing things through* or providing only boilerplate information.
- Influentials cited the depth of knowledge of SF DBI's inspectors as particularly positive.
- Professionals cited the ability to walk in and talk to someone face to face, without necessarily having an appointment, as a positive.

Professionals and Influentials made the following recommendations for SF DBI, based on what they have seen at other Building and Inspection departments:

- Professionals and Influentials both felt that SF DBI should do more to coordinate with other departments, from having business licenses nearby to parallel plan checks.
- Professionals particularly noted the need for SF DBI to repair its relationships with the Planning Department and the Fire Department. Relevant comments included, *Sometimes [they're] so separate, [there's a] lack of communication*, and *Building and Fire in SF war with each other too much . . .*
- Influentials stressed the need for larger, more modern, revamped facilities as part of a complete overhaul of processes and environment (including updating the permit application). One Influential summarized his feelings as, *It reminds me of walking into a hospital (SF DBI), and not a good one.*

## Wrap-Up: Mock Recommendations and Recommendation to SF DBI Director

The three groups made very similar recommendations in their final focus group exercises. Key recommendations included:

- Revamping SF DBI offices. In addition to improved signage, this included a better layout, more spacious offices, and a more positive, welcoming environment for visitors and employees alike.
- Streamlining SF DBI processes. All three groups felt a reorganization of how the department works could minimize the steps required, reducing the time and cost of permits and inspections.
- Improve/strive for consistency of interpretation/clarification of jurisdictions. Professionals and Influentials, particularly, saw the need for staff training so that codes were interpreted in a uniform manner. *Sometimes it takes awhile to get a permit approved, other times it goes right through*, stated one participant. These two groups also felt that boundaries needed to be clarified between when an issue must be decided by SF DBI and when, for example, it should be decided by Planning.
- Improved Information, both online and offline. In addition to adding items to the SF DBI web site, suggestions included informational kiosks (self-serve and staffed) to guide those visiting for the first time. Special resources for homeowners and/or first-time visitors were also suggested.
- A single point of contact for each customer or project. All three groups stressed the need for one person they could contact within DBI who could guide them through the necessary steps, ensure needed approvals weren't waiting on someone on vacation, etc. Homeowners particularly wanted this person to replace expeditors altogether.



# DETAILED OBSERVATIONS

## Group 1: Professionals

## Building and Renovating Property in San Francisco

- Professionals (Group 1) cited the amount of lucrative work as one of the primary positives about renovating and building in San Francisco, and this sentiment was shared by Influentials (Group 3), while Homeowners (Group 2) cited the pleasure of living in San Francisco and the resale value of their homes.
- Among the primary negatives mentioned by Professionals was the difficulty in educating homeowners about the permit and inspection processes. Professionals also cited the amount of time and effort it takes to bring a new client up to speed.
- Professionals also cited unclear or overly strict guidelines as a negative.

### General Discussion

- Most difficult in Bay Area
- Very challenging
- Time consuming
- Frustrating
- Strict guidelines
- More strict guidelines than anywhere else
- Bread and butter
- Daly City is harder
- Lots of work
- Have to talk to clients to get them through the process
- Takes hours and hours for a new client to understand what it takes
- Have to get client to understand the building process and the regulations
- 90 per cent of the frustration is with the planning process

### Positives

- Profitable
- Historic
- A lot of demand
- A lot of activity
- Property values higher
- Higher quality of construction
- People respect what architects do

### Negatives

- Having to deal with the city
- Time, extent of projects
- Traffic
- Expensive
- There are no clear guidelines when dealing with historic buildings
- Planning commission is a bit of a special creature we could do without
- Restrictive
- Approvals -- too many needed
- Strict guidelines

## **Role of San Francisco Department of Building Inspection**

- Professionals, like other groups, stated the role of SF DBI was to ensure buildings were built safely by enforcing the building codes.
- Professionals also indicated that SF DBI has a role to collect fees (on behalf of the City and County of San Francisco, to contribute to public funds) and to educate people regarding building codes.

### **Role of the San Francisco Department of Building Inspection (SF DBI)**

- Collect fees
- Make sure construction done to a certain level
- Avoid fire traps/health hazards in building
- Code enforcement
- Standard role – protect health and safety of population
- Assist in getting building permits
- Supposed to be public servants
- Throwing roadblocks at you
- To educate people what codes are and interpret the codes

**Familiarity with San Francisco Department of Building Inspection  
(Self-Administered Questionnaire #1)**

- Nearly all Professionals were mostly very familiar with SF DBI.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

*1. How familiar are you with the San Francisco Department of Building Inspection?*

	Very Familiar	Somewhat Familiar	Not Too Familiar	Not At All Familiar
Professionals	9 90%	1 10%	0	0

**General Positive/Negative Reaction to San Francisco Department of Building Inspection  
(Self-Administered Questionnaire #1)**

- Professionals rated their experience with SF DBI more positively than Homeowners yet similar to Influentials.
- Professionals indicated that there was always someone they could find who was helpful and able to answer their questions or help them – but only because they were more familiar with the department. Said one participant: *Going through the process [the] first time [is] not a good experience; [you] have to figure out who to talk to and who you don't.*
- Professionals indicated discourteous/unhelpful staff existed and were a problem, but could be worked around, making statements such as, *At times, there's an attitude problem – not a sense they're there to help you through the process.*
- Professionals mentioned streamlined procedures and the 4<sup>th</sup> floor reorganization as very positive aspects of SF DBI. However, they also felt the department was still somewhat disorganized.
- Professionals also frequently indicated that resolving code conflicts and obtaining clear answers to conflicting codes remained a negative.
- The amount of time required and the cost were also negatives.
- Some participants in the group cited being “stood up” for inspection appointments.

*2. Overall, how would you rate your experience with the S.F. Department of Building Inspection in the past year?  
Would you say...*

	Excellent	Good	Fair	Poor	Mean (4 pt. scale)
Professionals	0 0%	7 70%	2 20%	1 10%	2.6

## Positives

- Electrical permits online
- Procedures streamlined in many ways
- Can often walk out with a permit in 2-3 hours
- Quick process
- Permit tracking online
- Full service, availability to answer questions
- Can always find someone willing to be helpful/solve problems
- Fast service in plumbing permits over-the-counter
- New 4<sup>th</sup> floor setup very good because all departments are in one room
- Brown bag lunches – informative
- People at upper end of inspection try to help
- Friendly
- Trying to improve things, with fast tracking

## Negatives

- Inconsistencies
- Inherent conflict in codes that need to be addressed
- Interpretations vary from person to person -- different answers on the same subject
- Fees
- Recordkeeping can be tricky
- Junior inspectors need to be trained properly
- One permit was more expensive than construction of the project
- Inspector sometimes thinks it's OK to give me a 1.5 hour window, but comes in during the last five minutes
- At times, there's an attitude problem – not a sense they're there to help you through the process
- Biggest hurdle, how codes are interpreted, especially where there's conflicts
- Some people are very responsive, others want to find reasons not to approve something
- General sense of disorganization which is very frustrating
- Inspectors – different approach than from in-house; with the field inspectors, most want to try and make things work, whereas in-house (in the office) folks want to look for reasons not to approve things
- Different inspectors enforce codes differently
- Maybe one or two, very limited, problematic – but resolution from someone else or supervisor
- When over-the-counter permit vs. plan check – they don't have a fast way to get over-the-counter people through; one person spends hours and hours in front of you while you're waiting, even though you just have 10 minutes' worth of items
- Might need to differentiate knowledgeable/unknowledgeable

## General Discussion about why rated Excellent/Good/Only Fair/Poor

- Good because they have district inspectors [who know all of the codes]; counties often only have someone who knows only one of 3 codes; that's a positive that San Francisco has that the counties don't
- Generally try to help you
- Don't try to roadblock you too often
- Going through the process first time not a good experience; have to figure out who to talk to and who you don't
- Why only fair – different answers to same questions, depending on who you deal with
- Can usually climb the chain of command if there's a problem, but who wants to bother doing that?
- Can get hold of people, can leave messages, and people are helpful – you can actually reach person you need to
- Poor (why) – mainly because of cost, prices are quite high

## Written Comments Regarding SF DBI Overall Rating (Self-Administered Questionnaire #1)

Name	Rating	Verbatim Comments – SF DBI; Group 1: Professionals Self-Administered Questionnaire #1 Comments ( <i>Question #3: Why Is That?</i> )
Dan	Good	<ul style="list-style-type: none"> <li>- Generally OK, but uneven.</li> <li>- Many plan checkers are generally helpful but interpretations are often inconsistent from one person to another.</li> <li>- The new over the counter efforts are a large improvement, but inconsistencies still abound.</li> </ul>
Harlan	Only Fair	<ul style="list-style-type: none"> <li>- It's mixed, depending who I am dealing with. Often people at the lower end official [<i>sic</i>] cannot make decisions so it can be a matter going up the ladder of command to get reasonable decisions.</li> <li>- Also it can be difficult to square special conditions in SF versus the state codes.</li> </ul>
Troy	Good	<ul style="list-style-type: none"> <li>- Good – once you understand submittal requirements. Generally staff is helpful in guiding through the process. Also Technical Services is a good resource for clarifying ambiguous sections of the code. Technical bulletins are helpful with San Francisco specific existing building conditions.</li> <li>- There could be more efficiency with permitting field changes during construction.</li> </ul>
Roland	Good	<ul style="list-style-type: none"> <li>- Very friendly and ready to help when necessary.</li> <li>- In terms of electrical, plumbing permit is relatively quick process.</li> <li>- Building permits are usually a long process, need improvement.</li> <li>- Junior Building Inspectors need more training as to how to deal with contractors.</li> </ul>
James	Only Fair	<ul style="list-style-type: none"> <li>- Objectivity of code interpretations by individual plan checkers.</li> <li>- Waiting in line – non-professionals require extra time for processing.</li> <li>- Having to wait now in the plan check line for basic code questions – no direct person to go to.</li> <li>- Positive – the new 4<sup>th</sup> floor over-the-counter with divisions on one floor.</li> </ul>
Robert	Good	<ul style="list-style-type: none"> <li>- High fees.</li> <li>- Parking ticket every time I pull a permit in person.</li> <li>- Plumbing over the counter permit OK.</li> <li>- Building permit too long of a wait and they send you to the wrong floor.</li> </ul>
Gary	Good	<ul style="list-style-type: none"> <li>- Generally good service. I have a major problem with the disorganization of the department.</li> <li>- One stop permit review may help improve this problem. So far, my experience with this has been mediocre. They had no phones!</li> </ul>
Dan G.	Poor	<ul style="list-style-type: none"> <li>- Too Expensive. Small deck permits can cost more than the deck.</li> <li>- Too long. 3+ months on last deck permit before receiving plan check comments.</li> <li>- Historical planning – guidelines sound like Dr. Phil. No idea what they mean.</li> <li>- Fire department – inconsistent on definitions of stories.</li> </ul>
Allen	Good	More friendly attitude toward to the public and shorten the time of review the project.
John	Good	<ul style="list-style-type: none"> <li>- They have implemented over the Internet permits for electrical.</li> <li>- They have not put the district inspectors' map and assignments online. We call on the phone every time to confirm the proper inspector.</li> <li>- Changes in the interpretation of the code are not published. There is a fear of making code changes.</li> </ul>

## Types of Permits Applied For/Received (Professionals Only)

- Professionals applied for and/or received a wide variety of permits, from remodeling and electrical permits to more extensive projects that required plumbing, electrical, and general building permits.

### Briefly, what type of permit(s) have you applied for/received in the past year?

- Electrical permits
- General building permits
- Plan checks
- Building permits - plan check and over-the-counter
- Addition/remodel and plan check
- Everything, from over-the-counter to board of appeal
- over-the-counter and plan check, remodels, additions
- Electrical, plans
- Building permits, plans
- Plumbing, building, electrical, sidewalk
- Plan check
- Remodeling, addition, plan check, over-the-counter

**SF DBI Service Attributes - Ratings  
(Self-Administered Questionnaire #2)**

- Overall, Professionals rated SF DBI’s services more highly than Homeowners and Influentials.
- “Straightforward communication of steps to obtain permit” was one of the lowest rated attributes. One Professional said, *The majority of people who go there don’t know where to go, people are spun around for 3-4 hours.* Professionals clearly felt that other customers were having to take more time, and such inefficiency was tying up SF DBI resources as well, thus impacting them. Agency disorganization in general, conflicting code interpretations, and difficulty in tracking a request were also cited.
- Professionals rated “Staff is consistent, regardless of who you see” the lowest of any attribute. Participants gave examples, such as, *[I] had a project where the inspector said fire escape couldn’t be done that way – but it was in plans that way and [I] had to change it (plans had been approved that way). [I] had a problem with [an] inspector who said probably it’s OK, then found out later someone else came by and gave [a] different opinion, and said no, it’s not OK.*
- The attribute “Timely Permit Process” also received a low rating from the Professionals group. Members particularly expressed frustration at the way items tended to be slowed down or lost once submitted. *Usually you have to watch online and then pick up the phone and say, "You got this last week, what have you done about it?"; if you don't stay on it, it's still there one month later.*
- Professionals rated “Able to solve problems/ answer questions” most highly. However, they acknowledged an initial learning period to reach that point. One participant alluded to this initial confusion by stating, *If you haven’t been there, you won’t know that, it’s more something you find out over time.*

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

	← Applies Strongly      Does Not Apply →					NA	Mean
	5	4	3	2	1		
Able to solve problems/ answer questions	3	7	0	0	0	0	4.3
Clear communication of fees	3	2	2	2	1	0	3.4
Courteous and professional staff	1	6	3	0	0	0	3.8
Adequate signs/ directions inside facility	1	1	7	0	1	0	3.1
Straightforward communication of steps needed to obtain your permit	0	3	5	1	1	0	3.0
Efficient service	0	5	4	1	0	0	3.4
Well-run City department	1	5	3	1	0	0	3.6
Timely permit process	0	2	5	2	1	0	2.8
Timely scheduling of inspections	0	6	0	2	0	2	3.5
Staff is consistent, regardless who you see	0	0	7	3	0	0	2.7
Key disciplines – building, plumbing, electrical – are clearly defined and do not overlap each other	1	6	2	0	0	1	3.9
Plan Check	0	7	1	1	0	1	3.7



## San Francisco DBI Service Attributes - Discussion (Self-Administered Questionnaire #2)

### Able to solve your problems or answer your questions

- Always people you can find who know the answer (but if you haven't been there, you won't know that, it's more something you find out over time)

### Clear communication of fees

- Real clear
- Often don't look at what fees are
- You're notified prior to the fee
- When you walk in you know what it's going to cost
- 2 – don't know
- Not as clear, often learn what it is only after you get permit
- Not always clear what applies
- Planning signs off, not always clear whether it applies
- If not applicable you still have to pay sometimes – not clear/fair
- I know what they'll be, not because it's been communicated, but because I've done it so many times
- Often we don't care – don't really care to find out (1 person states)

### Courteous and professional staff

- Sometimes
- Usually (4 people)
- Usually courteous, helpful
- Ok
- They answer the questions
- Ask for advice, you get it
- They are courteous, professional, doing their job; they're not going out of their way NOT to work with you

### Adequate signs/directions inside facility (on Mission Street)

- There is a problem with the number system (which # to pull) or they're not keeping numbers going
- Planning and building mixing
- You walk in the front door and there's stuff going on there, but you usually have to go to the fourth floor; that isn't clear
- Need to hire a graphic designer for signs
- Marker/follow where to go needed
- Stuff is stickered/taped all over
- Signs not very clear
- Need paths/footprints to follow so people know where to go

### Straightforward communication of steps needed to obtain your permit

- Not very straightforward ("Oh, we forgot to tell you, you also need . . .")
- Inconsistent
- Don't like the security guard -- he sits on his ass and reads the paper, but if you lean against his desk he gets upset; doesn't seem helpful
- When you pay for permit, one guy sits on the end, and he acts as if he has all types of authority to reject the permit when he doesn't
- Sometimes, you have to do stuff like count the trees on the lot and there aren't any trees there – strange things like that

### Efficient service

- Not necessarily efficient
- Do they have a separate area for "homeowners, start here?" – should have that
- People will be sent right to 3<sup>rd</sup> or 4<sup>th</sup> floor
- You'll be directed to a department, but not necessarily where you need
- Need to tell people where to go
- Someone who doesn't know the area can be sent to the wrong place
- The majority of people who go there don't know where to go, people are spun around for 3-4 hours
- The system is geared for professionals who go there over and over again, not someone who's a homeowner going for the first time
- New procedures very efficient
- New fast track good – much better; process is days now, not weeks
- Every time we want to get an inspection, we call to find out who has that inspection – we'd like to have that online; that would make it more efficient
- If planning department has to mail things out, you're shepherded away from OTC, even if it's a relatively simple thing, making process longer

### Well run City department

- For what it's doing, yes
- If you know where you're going, yes
- Too early to tell
- Was poorly run before, but new guy in charge
- Before, bottom of the barrel; too early to tell right now

### Timely permit process

- No
- Not if you have to submit
- Usually you have to watch online and then pick up the phone and say, "You got this last week, what have you done about it?"; if you don't stay on it, it's still there one month later
- When you call up, [it's frustrating when] the person it's been assigned [to] is on vacation for 2 weeks; it sits on their desk
- Why not make every project parallel plan check?

### Timely scheduling of inspections

- Good/pretty good
- Could be tighter
- Need more inspectors
- They're all overworked
- Don't have to wait that long, usually have a window
- In one instance, we waited 4 days, for a plumbing permit, meaning the gas was off for a restaurant trying to open (too long)

### Staff is consistent, regardless who you see

- That's not true
- Not consistent
- One guy tells you differently than the other
- Even though process is faster, still inconsistent
- Pretty good, not too much of a rollercoaster ride, getting better
- Last five years has been improving – people more relaxed, doing their job
- Had a project where the inspector said fire escape couldn't be done that way – but it was in plans that way and had to change it (plans had been approved that way)
- Had a problem with inspector who said probably it's OK, then found out later someone else came by and gave different opinion, and said no, it's not OK

### Key disciplines – building, plumbing, electrical, mechanical, major projects – are clearly defined

- Basically they keep hands off each other's stuff
- Not too muddled
- Had a situation where plumbing didn't want to sign off on how furnace was installed; building inspector didn't want to sign off either and threw it back to plumbing inspector; no one wanted to take responsibility; had to go and see head of plumbing department to resolve it
- There are occasions when there is a problem

### Provide clear comments and correction on plan checks

- Usually don't have a big problem, usually they try to think out what the issues are
- Plan check can be helpful – one project previous owners got permits but didn't go through the plan check process
- Many counties use boilerplate, but SF tailors it to your plan, and it's a much better process; they actually read and respond to your plan
- Sometimes won't get all corrections the first time
- One time, major part of plan changed, essentially negating the project, but it wasn't presented as such
- Comments can be kind of vague, especially if not familiar with codes/specs in detail
- Own project – had to make some corrections, and had to go back and forth several times on issues, because notes made on plan check corrections were too vague

## Public Perception of the Department of Building Inspection (Unaided) (Exhibit A)

- Professionals emphasized that, although they had heard some rumors, this had not been their experience, but rather, was the public perception, and stressed the need for public relations. Their reaction was somewhat similar to the Influentials, as both groups felt there was too much negative press, and therefore, the average San Francisco resident probably thought worse about SF DBI than was truly justified. Said one participant, *When the newspaper reports it, everyone assumes everybody is taking money, because they found one.*
- Both Influentials and Professionals also felt this created more work for them with clients, as they had to convince clients it was not only OK, but desirable, to go through the formal permitting process. This was particularly true on smaller jobs.
- Professionals were somewhat concerned about how recent changes affect the morale of the inspectors they work with.
- Almost all Professionals were aware that there was a new SF DBI Director and that he had already made some changes. As one participant said, *He came in saying, "This is a terribly disorganized department and I'm going to run it more efficiently."*

### Public's perception of the San Francisco Department of Building Inspection

- Scared out of their minds
- Cumbersome
- Don't want to go there
- Scared to deal with them
- Bribes, corruption
- Roadblock, not an agency geared towards helping you do what you want
- If inspector comes in, he'll find everything under the sun that's wrong (I reassure my clients that this isn't the case)
- Heard people talk about having to bribe them
- They need to do public outreach
- Public needs to be educated about the value of going through the permit process, people aren't aware of that
- Mostly viewed as expensive
- A lot of people try to not go through it – "why do we have to do this?" -- especially on small jobs
- Need to put out some PR – it's good that the inspector comes by and makes sure it's done right

### Awareness of any major issues/problems facing the Department

- Newspaper articles – reporting re: residential inspectors have tainted the entire view of DBI
- Taints ethics as a whole
- When the newspaper reports it, everyone assumes everybody is taking money, because they found one
- Expeditors – that's the group that has great influence, perception of great influence
- Expeditors establish relationships with DBI or used to work there, so they have an inside track
- Sometimes they do have an inside track
- Expeditors have roadmaps to having things done efficiently – sometimes I'd rather pay for that
- Sometimes that tarnishes our image with our clients, since clients assume expeditors can do the job and we can't
- Unclear what is required to be an expeditor, asked what the criteria is, and was told there is no criteria
- If something could blow up into a big deal and I'd rather keep it minor I'll use an expeditor
- Expeditors have a purpose, but they run up the costs by thousands of dollars, and it's very frustrating when the plan checker's wife works as an expeditor, for example; why can't I get a permit overnight like the expeditor does, especially if everything is above-board?
- They work behind the counter – but signs are right there, no public access
- No experience with it
- Clients ask if they should hire one and I say I don't really know how they'll do it more efficiently, don't understand how that works

- Image amongst professionals is that the expediter issue tarnishes the department more than any other thing
- Should fix the system -- so everyone else is fast like an expediter, but don't slow down the expediter to everyone else's current pace
- Inconveniently located, awkward location
- Parking is too expensive
- Need to project themselves as public servants
- Some participants – more as public servants; others – they're there to enforce the code, not to hold your hand
- Can still be helpful while enforcing the codes

**Awareness of current changes in the Department; General (unaided) awareness**

- Big thing – 4<sup>th</sup> floor (2-3 months ago) go to one room and you have planning, building, electrical, plumbing all right there; start downstairs and go to 4<sup>th</sup> floor if it's over the counter (many participants aware of 4<sup>th</sup> floor changes)
- Aware that they're reorganizing -- have been there twice and they were shut down for a meeting
- I pull a lot of permits online – I only visit when there's a glitch with that

**How many aware that new SF DBI Director was appointed in February of this year? Reaction.**

**Yes, aware – 8 (out of 10)**

- One person knew name of new Director
- I know he went to Penn State
- I know he came from San Diego
- Came in talking tough -- made some harsh comments towards the inspectors
- Everyone is enthusiastic to see someone come in and try to do that (talk tough, make changes) – it was a rudderless department before that
- Some inspectors I deal with feel they've been accused; they've been there for 20 years, and now a stranger is coming in and accusing them of bribes and other things when it's just a couple of bad apples
- He came in saying, "This is a terribly disorganized department and I'm going to run it more efficiently"

**EXHIBIT A**



**AT-A-GLANCE**

**Mission**

Under the direction and management of the seven-member citizen Building Inspection Commission, to oversee the effective, efficient, fair and safe enforcement of the City and County of San Francisco's Building, Housing, Plumbing, Electrical, Mechanical, and Disability Access Codes.

**Background**

The Department of Building inspection (DBI) was created by voter referendum under Proposition G in 1994. The charter amendment established the body known as the Building Inspection Commission (BIC) which was designed to provide representation for the various communities which interact with the Building Department.

**Permit and Inspection Activity for 2005-2006**

Employees	288
Number of Permits Issued	60,971 (25,726 Building; 14,201 Electrical; 16,492 Plumbing; and 4,552 Miscellaneous Permits)
Construction Valuation	Over \$2.5 billion
Number of Inspections	131,563
Number of Construction Permits Approved in One-day or less	89%

## Reaction to News Article and Proposed Changes (Exhibit B)

- Professionals were generally positive about the news article and proposed changes. As one Professional noted, *[He's] made the right decision to shake up the department, correct the problems.*
- Some members felt the article was not specific enough, or wanted a specific timeline for the changes mentioned in the article. (These concerns were raised in all three groups.)
- Professionals questioned why the Planning Department is not being reorganized as well. Most group members felt (as one stated), *Planning department needs to be changed too--should be changed in conjunction.*

### Reaction to article

- Very positive, let's hope it works as well as it sounds like it's working
- I don't think it says anything
- It's always been the planning department that's difficult
- You want to impress me, get rid of Neighborhood Notification
- Made the right decision to shake up the department, correct the problems
- Sounds really substantive
- Relatively positive article for a paper that's been more of an adversary
- I like the word transparent – sounds like it's more open so you can see what's going on
- Seems like the building department changes – but does city planning have changes too?
- Planning department needs to be changed too -- should be changed in conjunction
- If planning and building were one department, it would be more efficient
- Problems w/planning are usually overarching, high-profile problems; but DBI deals with a lot of the smaller, lower-profile issues, and these changes are dealing with them, making everyone's life easier

### Positives of proposed changes

- Before if there was ambiguity, you had to wait – now it's more instantaneous
- If someone made a bad call before, it would stick, but now it's more likely to be changed
- The whole notion of customer service issues is new (addressing them)

### Negatives of proposed changes

- Looking at codes, which codes make sense, needs to be done
- There were major changes to building code around 2000, but they haven't addressed those; have been addressed only in terms of local equivalencies

#### EXHIBIT B

Editorial

##### Building Inspection's new broom

The San Francisco Examiner Newspaper, The Examiner

2007-06-19 10:00:00.0

**SAN FRANCISCO** - The Department of Building Inspection has long been one of San Francisco's most troubled agencies. It was investigated by the FBI and blasted by the grand jury and City Controller's Office as unresponsive, inconsistent, susceptible to cronyism and political pressure, and in general a hotbed of improper favoritism.

Mayor Gavin Newsom made a 2003 campaign promise to reform the department. He named Amy Lee as acting director; but it was not until March 2007 that The City finally found a permanent director with a track record of implementing meaningful restructuring.

Isam Hasenin, 48, arrived from San Diego, where he was credited with streamlining a cumbersome permit process during his five years as chief building officer. In 2004, Gov. Arnold Schwarzenegger appointed him vice chairman of the California Building Standards Commission, which oversees building code changes statewide.

During his confirmation hearing, Hasenin pledged that the Department of Building Inspection would become fair, transparent, straightforward and ethical for all clients. He said he would spend his first months "aggressively examining the nuts and bolts" of the department and return to the Building Inspection Commission with specific "action steps" for "a new day at DBI."

Last week, Hasenin fulfilled that timetable, bringing the commission more than 50 recommendations comprising a viable approach for fixing the department. Most striking about the new director's program is that many of his action steps are so fundamental it becomes almost startling to realize they haven't already been done here.

Only a deeply flawed bureaucracy with pervasive mistrust of change could for so long have avoided instituting customer services as basic as these: service-by-appointment reservations; staff commitments to specific deadlines that eliminate unpredictable delays; guaranteed second opinion service offering rapid hearings with senior officials on request; comprehensive universal permit application form to end duplication and overlapping.

In addition, Hasenin presented plans for a greatly expanded one-stop customer service center and an enhanced over-the-counter service where rotating teams could approve permits on smaller projects within one hour. There will also be a "Customers' Bill of Rights" giving the public clear, realistic and predictable expectations about their permit-application process.

The Examiner applauds these long-needed initiatives finally being launched under the impressive new leadership of Isam Hasenin. It is crucial to the future of San Francisco that the Department of Building Inspection functions with efficiency and fairness for city residents trying to remodel their homes, and for contractors and builders trying to construct projects adding to The City's livability.



**Visions for the Department’s Future - Ratings  
(Self-Administered Questionnaire #3)**

- Professionals were most enthusiastic about the first two programs, Expand over-the-counter service and Plan review re-checks by appointment. However, there was some concern that Expand over-the-counter service could take more time for some members. *I don't want to wait longer than I already am*, said one Professional, while others felt that any positive outgrowth would not directly impact them.
- There was strong resistance to the phrase “Customer Bill of Rights.” Professionals said it *sounded silly*, or that it *wasn't believable*.
- Like the other two groups, Professionals were least favorable towards the fee-for-service programs in general, feeling that this would create a two-tiered system that would negatively impact most people. But there was some acknowledgement that some of their clients would want these premium services. Others suggested raising all rates so that premium services could be offered without an additional charge.
- However, there was some ambivalence about the fee-for-service program Service By Appointment. While group members gave this a low rating, it nonetheless received 3 votes when participants circled the two programs that would have the most positive impact. Comments ranged from *Sounds good* to *As long as it isn't required*.
- After-Hours and weekend inspections were also somewhat accepted, with one participant explaining, *[It] requires overtime, so if people want to pay for it, it's OK*.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

Program (# of times circled in parentheses)*	Excellent ←					→ Poor					NA/Blank	Mean
	5	4	3	2	1	5	4	3	2	1		
Expand over-the-counter review process (5)	5	2	2	0	0	1						4.3
Plan review re-checks by appointment (2)	4	4	1	0	0	1						4.3
Customer Service Initiative (3)	2	6	1	1	0	0						3.9
Expansion of Electronic/Automated Services (3)	4	3	2	1	0	0						4.0
Express Plan Premium Services (0)	0	3	4	0	2	1						2.9
After-hours and weekend inspections (0)	1	2	4	1	1	1						3.1
Service by appointment (3)	1	3	2	3	1	0						3.0

\*Note: Two participants in Group 1 (Professionals) did not circle any options. Participants were asked to circle up to two options.

## Visions for the Department's Future – Discussion (Self-Administered Questionnaire #3)

### Programs Currently Implemented

#### a. Expanded over-the counter review process

- I don't want to wait longer than I already am
- If I were an architect, I'd be thrilled, but for me I don't like it
- I don't see any improvement right now
- Best thing they've done in years – cuts a week out of our budget
- Can't get bigger projects OTC anyway
- For commercial it works well
- Have gone through it – and gotten through slightly larger projects quicker
- Now there's maybe 1 person ahead of you, whereas before it was more like, 'take a number'
- Don't know if I've encountered it, but the thing I find helpful is how knowledgeable they are in terms of what to look for; well trained; know exactly what to look for in any set of plans
- Seems like historical planning isn't really part of this change
- As a specialty contractor, it doesn't do anything for me

#### b. Plan review re-checks by appointment

- Any time you have an appointment it's a good thing
- They do that anyway
- I've been able to do that anyway; it's not really new; but it's positive
- Fantastic
- Frees up the counter for everyone else

### Programs Being Considered

#### c. Customer Service Initiative

- Good thing
- Customer bill of rights sounds silly (sounds like the airlines) and more PR than anything else
- Other items sound good, but the second opinion isn't as big a deal -- it doesn't come up too often
- Don't see the positive in it -- would rather people are trained so second opinion isn't needed
- It's good – more access to higher authority if you're not happy with staff decision
- Bill of rights – not believable

#### d. Expansion of Electronic/Automated Service

- Prefer face to face; when I send email I don't know what's going on
- I love it
- I'd like it if they will review it quickly
- Saves time
- Getting plans printed can take 4-5 hours, so it saves time, submit from your office
- Good thing but ONLY if they respond in a timely way
- Practical difficulties – with paper copies, they're making changes, notes, etc.,
- Can't make paper changes, notes, etc. any more – don't like that
- Went in to make some plans, OTC, made a few notes on the plans (signed and dated) and the plan checker said you won't be able to do that any more – do a whole new set of plans for minor things, maybe just one sheet out of the whole set, etc.; that's not good
- Plan check comments, etc., would be good, email .pdfs, that would be great; I always get letters in the mail now and it wastes a couple of days
- If it's 4:30 in the afternoon, though, you can send it and don't have to worry about getting to their office before closing, etc.



## Premium Services Being Considered

### e. Express Plan Premium Services

- We already feel we're paying a premium
- People with more money will always be in line ahead of you
- Financially, it would be a killer – creates a two-tiered system
- It's like a bribe, only legal
- I have high-end residential clients who would pay for it, but others who couldn't afford it
- I could go both ways; it'd be nice to do something fast, but it is going to slow down everyone else
- Would rather see them be more efficient first, then revisit this at a later date
- Quite dangerous – unless you have a model in another city
- It's a two-tiered system

### f. After-hours and weekend inspections

- Advantage to this if you want to get a project done quickly
- Question is how short a notice
- Consider raising the rates so it's consistent, one rate, whenever you need to get the inspection; raise the rates to cover it
- They don't need to pay people extra to work on Saturdays; just schedule people to work on Saturdays and take other days off
- Requires overtime, so if people want to pay for it, it's OK

### g. Service by appointment

- Sounds good
- Wastes so much time now
- Extra fee is the problem – should just be one fee regardless
- Why pay more? Should be standard
- As long as it isn't required – still want to be able to walk in; I don't want to be told I have to make an appointment
- I don't like their coming up with new ways to add revenue; they're already the most profitable department in the City
- For what we're paying, they should figure out ways to make it more convenient for us WITHOUT us paying more

## Visions for the Department's Future – Written Comments (Self-Administered Questionnaire #3)

### Verbatim Comments – SF DBI; Group 1: Professionals Self-Administered Questionnaire #3 Comments

Dan      Somehow deal with inconsistent code interpretations.

---

Harlan    Look into how code applies to specifics of SF more.

---

Troy      -    Parallel processing is good  
           -    PDFs of plan check comments available – possibly?  
           -    More efficient service @ CPB for payment – when busy, the wait can be 1-2 hours.

---

Roland    1.    Clear directions to different departments.  
           2.    Reduction of fees for over the counter permits.

---

James    Let ALL staff know that they are public servants – our taxes and permit fees pay their salaries.

---

Robert    Raise inspection fee fix price for 2 years, any time inspection.

---

Dan G.    -    Get rid of neighborhood notification  
           -    Reduce permit taxes  
           -    Restrict passage of new laws/rules that restrict building or impose a minority's beliefs on others, i.e. environmentalism  
           -    Trees are not sacred, we can plant new ones

---

## Usage of the SF DBI Website

- Everyone in the Professionals group had used the SF DBI web site. Group members were very enthusiastic about additional online services, such as appointments and codes, which might be added to the web site.

### How many have used the SF DBI website?

All 10 have used the site

### Most important/useful features of site (whether have or have not used it)

- See where permit is
- Block identification
- San Francisco codes available (should be on there)
- Appointments (should be there)
- Who's an inspector for what area (should be on there)
- Sanborn maps (orig. historical maps used for some things)
- Permits (current); do more of that
- Microfilm; to see permits submitted; would be good to have those on web
- Microfilm record request (should be online); now it's a tedious process, submit ID, come back with money, etc.

## Comparisons/Emerging Practices (Professionals and Influentials Only)

- Professionals had high marks for SF DBI's accessibility, its thoroughness, and the ability to get relatively simple permits in a short amount of time.
- The Professionals group felt that SF DBI should do more to coordinate with other departments, from having business licenses nearby to parallel plan checks.

### Positives (things San Francisco DBI is doing, or doing better, than other areas)

- In San Francisco, you can walk in and talk to inspectors; in Berkeley, you have to make an appointment, no matter what you're doing
- For a non-binding permit, can get it in a couple hours; longer in other areas
- SF DBI is very thorough

### Negatives (things San Francisco DBI should do better, or introduce, that are already being done elsewhere)

- Smaller towns have the business license and building department right next to each other so you can go and get the business license and permits for your business building at the same time; in SF there's distance
- Relationship between building and planning – sometimes so separate, lack of communication
- Building and Fire in SF war with each other too much compared with other cities/counties
- Parallel plan checking between building and inspection
- In Daly City, tighter on street/sidewalk, e.g. 4-5 inspections for 1 water main; but they're checking to maintain the quality, whereas a sidewalk permit in SF is a fee that is paid, there's never an inspection; if there's a fee for an inspection, there should be an inspection

## Mock Building Inspection Committee

- **Better signage, streamlining, and eliminating favoritism/perceived favoritism (expeditors) were the primary recommendations.**
- **Like the other two groups, Professionals also mentioned separate or additional services for homeowners and/or those who are using SF DBI for the first time and don't use SF DBI regularly.**

### Group #1 – Professionals

- **Eliminate favoritism (perception)**
- **More online activity**
- **Better graphics for departments**
- **Separate information desk or orientation for homeowners vs. professionals or those with more experience**
- **Better code interpretation and consistency**
- **More rapid approval of products**
- **Central permit – streamline**

- Eliminate favoritism perception – expeditors, for example, people getting disparate treatment,
- More online activity (look at permits, etc.)
- Better graphics for departments (especially as homeowners), especially if there's a change
- Some type of separate info desk/orientation for homeowners/separate from professionals
- Better code interpretation for consistency and more openness around that; more information sharing; right now there's a fear of creating new code that prevents supervisors from sharing information regarding code interpretation
- More rapid approval of products (standards, testing) as new materials, etc. come available
- Central permit streamlining – sometimes it takes awhile to get a permit approved, other times it goes right through

## Wrap-Up (Final Comments)

- Put everything online
- Keep accelerated OTC plan check moving and work out the wrinkles
- Encourage entire staff to act as public servants
- Education of the public – e.g. value of getting permits
- Prioritize permit applications that don't have plans so the waiting period is lessened
- Make code books as small as possible
- Give more training to junior inspectors
- Better coordination with planning department
- Public relations to city residents, let them know getting permits is the way to go, open people's eyes to doing things right; explain why doing illegal work to avoid the fees is a bad idea

# DETAILED OBSERVATIONS

## Group 2: Homeowners

## Building and Renovating Property in San Francisco

- Homeowners (Group 2) cited the pleasure of living in San Francisco and the resale value of their homes as positive aspects of renovating property in San Francisco.
- Like the other two groups, Homeowners mentioned the difficulty and lack of knowledge/education for them about the permit and inspection processes. Homeowners particularly cited the frustration of not knowing where to go or what steps to take next, while the other two groups noted how this tied up SF DBI resources.
- Homeowners indicated they felt some frustration at being at the mercy of both the permit/planning process and contractors, largely due to their lack of knowledge.

### General Discussion

- Headache
- Don't do it
- Complicated
- Expensive, lots of paperwork, lots of rules and regulations to follow (or ignore)
- Doesn't feel encouraged
- But we all choose to live in old homes and there's a lot of work that needs to get done
- You don't like having inspectors telling you to do x, y, and z and jumping through all these hoops, and you don't know what hoops to jump through next
- Redundancy in fees is a killer
- The city says you have to do one thing, plans are drawn according to city whether or not they're rational, and you pay all over again to make a project work; it's months in time and 6, 8, 10 trips for one modification on a curb cut
- Extremely expensive
- None of the rules and regulations protects you from a rotten contractor
- Issue of identity vs. issue of reality – was warned about the image, but reality may or may not be as awful as you're warned; my reality is we passed, had a happy ending; perception probably worse than reality

### Positives

- Lucrative
- Potential
- Creativity
- Resale value
- Everyone wants to live here
- Lucky that I'm able to live here
- Historic preservation
- Surprisingly good experience with DBI

### Negatives

- Complicated
- Risk
- The process
- Subject to tenants' rights
- Always get a parking ticket when you try to get a permit
- Unfriendly
- Paperwork
- Confusing
- Lack of coordination (e.g. upstairs, then back downstairs, back and forth)
- Bouncing around city offices (often have to go down to 9<sup>th</sup> Street, then back to Howard Street)

## **Role of San Francisco Department of Building Inspection**

- Homeowners stated the role of SF DBI was to ensure buildings were built safely by enforcing the building codes.

### **Role of the San Francisco Department of Building Inspection (SF DBI)**

- Safety
- Standards
- Make sure building code is followed
- Consistency in terms of issues of safety, following rules
- Make sure your house doesn't fall down
- Assurances that work has been done to a certain standard



**Familiarity with San Francisco Department of Building Inspection  
(Self-Administered Questionnaire #1)**

- The majority of Homeowners were only somewhat familiar with SFDBI. While some Homeowners indicated they had had a fair amount of contact with SF DBI, they did not necessarily feel they were more familiar with the agency as a result. As one Homeowner stated, *I've pulled a number of permits over the years, and how it operates is still a mystery to me.*
- Homeowners were more likely to be familiar as a result of third party sources – i.e. what they heard in the media or what their contractor or other professional told them – and this information was often incomplete or inaccurate.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

*1. How familiar are you with the San Francisco Department of Building Inspection?*

	Very Familiar	Somewhat Familiar	Not Too Familiar	Not At All Familiar
<b>Homeowners</b>	3 33%	5 56%	1 11%	0 0%

- Not very
- Somewhat
- I've only gotten the one permit
- Mostly what I've read in the paper
- Mysterious; I've pulled a number of permits over the years, and how it operates is still a mystery to me
- I started going down there myself because of all the changes; I saw people down there screaming and shrieking, because you can sit there for 3.5 hours

**General Positive/Negative Reaction to San Francisco Department of Building Inspection (Self-Administered Questionnaire #1)**

- Homeowners rated their overall experience with SFDBI lower than either Professionals or Influentials.
- While all groups indicated discourteous/unhelpful staff existed and were a problem, Homeowners had some disagreement as to whether discourteous/unhelpful staff were the exception to the rule or part of an overall cultural norm.
- All groups, including Homeowners, indicated the amount of time required and the cost were negatives. One participant said, *Budget, timing way off – should have been 2-3 months, and it was 2-3 years.*
- Homeowners alluded to not knowing or understanding the processes, thus further raising the cost in time and money for them, and adding to their negative reaction. Said one Homeowner: *It was intimidating, unfriendly, and felt like I had to go through hoops with each of these people, but once I could connect with them, they were helpful; I felt like I had to prove myself; don't really seem to know what are the rules.*
- Some Homeowners cited being “stood up” for inspection appointments.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

2. Overall, how would you rate your experience with the S.F. Department of Building Inspection in the past year? Would you say...

	Excellent	Good	Fair	Poor	Mean (4 pt. scale)
Homeowners	1 11%	2 22%	4 44%	2 22%	2.2

**Positives**

- Competence
- Easy to get to
- Trying to preserve SF architecture
- Knowledgeable
- Ultimately helpful
- Surprisingly patient
- Helpful

**Negatives**

- Not efficient
- Corrupt
- Understaffed
- Rude to the customer
- Confusing
- City owes a responsibility to everyone to have a better method of educating any prospective applicant what the process is, inspections, details of the work
- Costs exorbitant

## General Discussion about why rated Excellent/Good/Only Fair/Poor

### - Why Excellent? (1)

- Low expectations when I went in, and it wasn't as bad as I thought it would be
- It is a bureaucracy, but it's necessary
- Very patient, I made it through the system; didn't feel screwed over; felt it would be corrupt and it wasn't
- Treated fairly
- I was mostly pleasantly surprised
- Web site good

### - Why Good? (2)

- Went and only took me 3 trips and I got my permit; only 2.5 hours waiting once another time
- Courteous professionalism
- No one was rude to me
- Person who helped me was humorous/nice
- It wasn't the hellhole I was expecting
- Architect had made it out much worse; he went with me and 'warned' me, but warnings didn't pan out
- I got what I came for

### - Why Only Fair? (4)

- Budget, timing way off – should have been 2-3 months, and it was 2-3 years
- Every change takes a couple of months
- Extremely pricey
- Had some really good inspectors who were kind/helpful, but had some that should never have gone into public service, abysmal, tainted experience
- Expectations very low, had a few experiences that went very smoothly, but had a couple of experiences that really tarnished it; hate to put it all on one person, but one person in particular who was unbelievable because a) he was in public service and b) he was allowed to go on treating people that way, notorious for it; timing issues as well
- Had a TIC and handled condo conversion requirements for [entire] building and had another person leaning on me
- Once through the permit process, people are nice – they (inspectors) get out, they get fresh air
- It was intimidating, unfriendly, and felt like I had to go through hoops with each of these people, but once I could connect with them, they were helpful; I felt like I had to prove myself; don't really seem to know what are the rules

### - Why Poor? (2)

- The process; I'm in month 15 of just construction on the garage in front of the house; thousands of dollars to get the first permit; if there's any change, you pay almost as much all over again just for a curb cut; but the original permit was never used; you pay and pay and pay and pay; the original curb cut was wrong and I'd already paid; because it went over 2 feet the bill from the water department went from \$2,500 to \$4,300
- I had 2 very bad experiences; last fall I was stood up 2x waiting for inspector to come after taking the day off to meet him; currently going through condo conversion process -- it was a joke, they picked out minor things; inspectors on my property for hours; they didn't notice illegal deck rotting away, but noticed other minor things; it was a waste of taxpayer dollars
- One inspector said there's a roll of the dice as to who comes out; there's no consistency in application of condo conversion rules

## Written Comments Regarding SF DBI Overall Rating (Self-Administered Questionnaire #1)

Name	Rating	Verbatim Comments – SF DBI; Group 2: Homeowners Self-Administered Questionnaire #1 Comments <i>(Question #3: Why is that?)</i>
Michael	Only Fair	You can't plan and budget your project. The plans are reviewed too slowly. A lot of burocratism [sic]. So many regulations applied.
Mary	Poor	<ul style="list-style-type: none"> <li>- The process is complicated, time-consuming, aggravating.</li> <li>- The costs associated with each permit are high. Many charges, even if the problem originated with DBI, are almost as high as the original permit. Outrageous.</li> <li>- Each time another department e.g. water, PG&amp;E, is involved, the time increases exponentially. I am now in month 15 of adding a garage after waiting months for the permit.</li> </ul>
Hillary	Only Fair	I had some pleasant experiences, especially once I had the permit(s). Inspections were smooth – polar opposite of permit process. But getting permit proved to be stressful and ultimately left me with the feeling of not wanting to do that for a very long time . . . maybe even forego further renovations in the at least near future (1-2 years).
Paul	Only Fair	I had to deal with several inspectors, a couple of whom were helpful and informative, and a few who should definitely NOT be in public service. The good ones shined, and the bad ones tainted my whole experience. The office itself seems chaotic and disorganized.
James	Excellent	<ul style="list-style-type: none"> <li>- I had low expectations; I expected delays, incompetence, corruption. I experienced some bureaucracy, but not as annoying as, say, going to the DPT. Having to wait 11 months (I think) for my condo inspections was terrible, but I knew this in advance, which helped. The inspectors were competent and professional and on time, and contradicted my good-old-boy corruption-tainted stereotype.</li> <li>- I like the website.</li> <li>- (on back) Our complaints are all about limits, resources, equality, fairness. E.g. 311/DMV. Not adequate time for last exercise. Roomful of SF property owners. Glad to have my opinion heard.</li> </ul>
Thom	Good	I felt process was professional, but it featured too many layers of bureaucracy. When I called for inspections, I learned after the fact that no framing inspection could be conducted UNTIL plumbing and electrical were done. The city has an affirmative duty to educate the public about the overall nature of 1) applications; 2) processing; and 3) inspections. Additional educational materials in print and on the web must be made available.
Gayle	Only Fair	<p>[vacillated between Good/Fair]</p> <ul style="list-style-type: none"> <li>- Good – got the permit, street parking, etc. Got what I went for.</li> <li>- Fair – Intimidating, unfriendly, seemed there was a hurdle I had to jump over, or prove myself. Doubt. Once I figured out how to 'befriend' the person, it was OK. Repetitive process.</li> </ul>
Harland	Good	In only three trips to the building department I got my permit. (Permit was simply to add a half bath.)
William	Poor	<ul style="list-style-type: none"> <li>- I was 'stood up' twice by building inspector after I took time off from my job to meet him at job site.</li> <li>- I got the 'run around' when applying for permits at DBI office.</li> <li>- My pre-condo conversion inspection was a joke – inconsistent, incomplete, inefficient, and bureaucratic.</li> </ul>

**SF DBI Service Attributes - Ratings  
(Self-Administered Questionnaire #2)**

- Homeowners expressed the most concern over not knowing where to go, an apparent lack of efficiency, the timeliness of the process and scheduling inspections, and the ambiguity of fees.
- Homeowners generally felt that staff was helpful, and rated “Courteous and Professional Staff” most highly. But as one participant noted, *People are courteous and helping me solve problems, but they’re helping me solve problems someone else in their department created.*
- Homeowners’ comments highlight the fact that much of their frustration comes from not knowing or fully understanding the various permit requirements and processes.
- Homeowners rated Efficient Service the lowest of any service attribute. Reaching SF DBI staff, and/or being stood up for appointments, appeared to be the driving factors behind the low rating. *I had someone [I paid] waiting for me [waiting for the person from SF DBI because I could not] – [SF DBI] came at the very end of the time frame; another time, they came 2 hours late (said they would come between 12:30 and 2:30 and they showed up at 4:30).*
- “Timely Permit Process” also received low ratings from the Homeowners. *Not timely at all; before even doing the plans it took 11 months,* said one participant.
- “Staff is consistent, regardless who you see” was also rated low by Homeowners. As one participant noted, *[It’s] the worst part about DBI.*
- Homeowners rated “Able to solve problems/answer questions” highly, citing examples of staff help, even when they didn’t know they needed it. One participant explained, *A couple of things I hadn’t thought of and the guy at the desk made the notation on my drawings.*

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

	← Applies Strongly					Does Not Apply →						
	5	4	3	2	1	NA	Mean					
Able to solve problems/answer questions	3	1	3	1	1	0	3.4					
Clear communication of fees	1	0	5	1	2	0	2.7					
Courteous and professional staff	5	2	3	2	0	0	3.8					
Adequate signs/directions inside facility	0	3	3	2	1	0	2.9					
Straightforward communication of steps needed to obtain your permit	0	3	0	4	2	0	2.4					
Efficient Service	0	2	1	3	3	0	2.2					
Well-run City department	0	1	4	1	2	1	2.5					
Timely permit process	0	0	4	2	2	1	2.3					
Timely scheduling of inspections	1	5	1	1	1	0	3.4					
Staff is consistent, regardless who you see	0	1	4	1	3	0	2.3					
Key disciplines – building, plumbing, electrical – are clearly defined and do not overlap each other	0	3	2	1	2	1	2.8					
Plan Check	1	1	2	2	0	3	3.2					

## San Francisco DBI Service Attributes - Discussion (Self-Administered Questionnaire #2)

### Able to solve your problems or answer your questions

- Low; I had a report on a condo conversion and presented it to inspector and said, what does it mean; he says, read it again; very unhelpful
- A couple of things I hadn't thought of and the guy at the desk made the notation on my drawings and I didn't have to do anything; rated pretty high
- Writing things in for me during planning; Allen was the guy's name – if there's something you don't know about the code, call him, he's excellent
- Had an inspection as part of a series and learned about the order of how things had to be done; person who helped me was very friendly and accurate, but would have been nice to know that earlier

### Clear communication of fees

- Low; they tell you how much they think it will cost and your contractor says, just tell them you're doing that yourself; everyone tells you not to tell them anything; sometimes they charge you \$44 and sometimes it's \$900; it's not very clear
- I've had at least 6 permit renewals and it's a mystery how much it's determined each time; it's different every time; I just write the check; I still don't know how they figured it out
- Virtually non-existent communication of fees
- E.g. curb cut; no explanation as to why the fee had to be paid again
- You don't know what the fee is until they tell you and you're sitting right there

### Courteous and professional staff

- Yes
- Average
- For me, it goes back to first question; people are courteous and helping me solve problems, but they're helping me solve problems someone else in their department created
- I had an obscure question about the code; the plumbing guy wasn't there but the electrical guy was able to help me; I tend to be able to reach people I need to and not get through a phone maze
- Varies from person to person; some are polite like Gil Chavez (sp?), but it depends on the person
- Other times, you get there at 3 [PM] and the line closes, but no one tells you an area closes
- A lot of handwritten signs

### Adequate signs/directions inside facility (on Mission Street)

- Have to do the up and down the elevator route a lot
- Not very professional; a lot of handwritten signs, some with arrows and circles
- A lot of people for whom English isn't a first language, and it's confusing
- A lot of places have take-a-number setups and it's confusing what the number is for; you can wait in the wrong section for hours; so you take 3 different numbers from different places and hope one of them is right
- Can't tell from signs if you're in the right place
- Lines close off at various times and there's no sign posted as to when some areas open/close or lines close off
- There's a couple people acting as reception on the first floor; I think they're wonderful

### Straightforward communication of steps needed to obtain your permit

- Pretty clear; I got a nice detailed letter; but when you get into the working part of carrying out the work it gets confusing
- The letter spells it out very well, but once you start down the process, things go awry
- Department has to deal with both homeowners and professionals so they don't necessarily tailor their answers because they don't know the knowledge level of the person calling; sometimes assuming person knows more than they do
- Wish they had two people, one assigned to homeowners, one to professionals

### Efficient service

- Very low, because of my experience being stood up; called the inspector 3 times and left message, but never heard back
- Really depends on who you talk to; sometimes great, sometimes not
- Had someone waiting for me – came at the very end of the time frame; another time, they came 2 hours late (said they would come between 12:30 and 2:30 and they showed up at 4:30)

### Well run City department

- Each city department has its own rules and there's no communication among them; and breakdown between electric, gas, city departments, etc.
- It was OK; you can find your permit online; I was amazed by that
- Street cleaning is a 10 and DBI is a 1
- Adequate; not superior
- Rating fairly high, mainly because I could make my way through it OK
- I can't say it's well run, BUT -- I can't think of any way to run it any better myself; all of us have different situations and we're not just renewing our drivers' licenses; they're trying to have lines for every situation, but you can't always do that; they do a decent job compared to other departments, but it's still not good enough

### Timely permit process

- Varies
- Average; could be better (3-4 people in agreement)
- Not timely at all; before even doing the plans it took 11 months

### Timely scheduling of inspections

- It took a few days
- 11 months for a condo conversion inspection
- Once you do the work, they come right out
- It took 11 months for the first part, before the work is done
- For condo conversions there's one guy; the rest of it goes pretty well

### Staff is consistent, regardless who you see

- I remember going and putting my name on clipboard, then being told to take a number; confusion as to whether to do one or the other
- No, not at all
- Worst part of DBI
- You're not entitled to see the same person – whoever is up next is who you're assigned to; so you could have someone you've never dealt with before, runs the gamut whether the person is knowledgeable

### Key disciplines – building, plumbing, electrical, mechanical, major projects – are clearly defined

- Had a plumber putting in a bathroom fan and it was too close to the window; even though it was required there was nowhere to put it to keep it far away enough from the window to meet code; there was overlap of codes and it wouldn't work
- Had to get both electrical and framing permit; electrician said he could get permit; I thought, OK, that's odd that he can get his own permit; some inconsistency in the process; it seemed like the electrician could get permits I could not

### Provide clear comments and correction on plan checks

- Did make notations, changes, very clear
- They were helpful, did make notations
- Had gone through just about every single hoop and a supervisor walked by and said, 'no' and so I had to start something all over again; this was after months and months; I called and he said some big scandal had broken the week before and they were cracking down

### (Written comment regarding plan checks, from questionnaire)

- Hillary: "It was awful. I had a very minor change to make (remove 2 French double doors) and was supposed to get plans. Well, I thought I could do this on my own – wrong. I had to pay \$300 for this!!!!!"



## Public Perception of the Department of Building Inspection (Unaided) (Exhibit A)

- Homeowners talked more about what they had heard or read in local media, and more often reported rumors or piecemeal information when it came to overarching changes, politics, or scandal. For example, 8 out of 10 of the Professionals Group had heard that a new Director had been appointed to SF DBI, but none of the Homeowners Group knew of this.
- 6 out of 9 Homeowners had heard of Expeditors before the focus group. While the perception of expeditors was generally negative, they also liked the idea of someone to shepherd them through the process. *When I'm there myself and waiting I wonder whether I should just hire one*, one participant explained.
- Homeowners' feedback about SF DBI was more focused when discussing perceptions or alleged changes that directly affected them. *Nightmare*, and *scary if you've never been*, were pointed comments about the public's perception. When asked about changes at SF DBI, participants pointed to a doubling of fees and a new inspector for condo conversions.

### Public's perception of the San Francisco Department of Building Inspection

- Nightmare
- Corrupt
- Bureaucratic
- Broken system
- Invisible
- Unknown
- Political
- Scary if you've never been
- Not independent (tied to political agendas depending on who's in power)
- Cronyism
- Reactive – e.g. when deck collapsed, suddenly it was tough to get a deck permit
- Possibly corrupt – a lot of independence of inspectors, don't know if they're taking bribes; doesn't seem to be a lot of oversight
- When you're in the middle of the inspection process, you wonder if they can be paid off
- Expeditors
- Corruption – expeditors; who's paying whom; someone was fired for accepting money from expeditors
- Article about one inspector buying someone's house
- Before I had involvement I heard the stories too; but when I heard about expeditors I was just outraged

### Expeditors

- They exist
- People who seem to have the appearance of political connections with DBI
- It's not just people who are smart, but who are connected
- Our architectural firm actually sent an assistant and called it an expeditor (but it wasn't someone whose job is to run it through, merely to wait in line)
- Expeditors are retained and paid by a client because they have a connection in DBI
- Expeditors were recommended to me twice, like a lobbyist, to get it through
- When I'm there myself and waiting I wonder whether I should just hire one
- Expediter used 2 different ways – some just kids paid to wait in line
- Ed Jew scandal – putting permits through, expeditor was involved

### Participants who had heard of expeditors before this evening's focus group: 6 (out of 9)

**Awareness of any major issues/problems facing the Department**

- Supervisor Ed Jew taking money for building permits; peripherally tied to DBI
- Corruption
- Something around Chinese New Year, a guy appointed as the head of it
- Someone had to be fired because he was accepting bribes
- My perception is that's what these focus groups are about – to try and change the perception
- Where's the public accountability – according to this there's a 7-member commission; who are these people, how are they appointed, etc. I've never heard of them
- People get irate because of the problems, and employees are abused by customers as a result (being yelled at all the time); so changes are in their own best interest, for the well-being of employees

**Awareness of current changes in the Department; General (unaided) awareness**


- I heard something in the last year with somebody stepping down because of corruption, but can't remember what it was
- Doubling the fees
- Another building inspector for condo conversion

**How many aware that new SF DBI Director was appointed in February of this year? Reaction**

**None of the participants really knew – confusion re: Amy Lee and news regarding other City departments, etc.**

- It's interesting I don't remember something positive, which that is
- And it's good to hear there's been improvements
- Want to know what his qualifications are

**EXHIBIT A**



**San Francisco  
Department of Building Inspection**

---

**AT-A-GLANCE**

**Mission**  
Under the direction and management of the seven-member citizen Building Inspection Commission, to oversee the effective, efficient, fair and safe enforcement of the City and County of San Francisco's Building, Housing, Plumbing, Electrical, Mechanical, and Disability Access Codes.

**Background**  
The Department of Building inspection (DBI) was created by voter referendum under Proposition G in 1994. The charter amendment established the body known as the Building Inspection Commission (BIC) which was designed to provide representation for the various communities which interact with the Building Department.

**Permit and Inspection Activity for 2005-2006**

Employees	288
Number of Permits Issued	60,971 (25,726 Building; 14,201 Electrical; 16,492 Plumbing; and 4,552 Miscellaneous Permits)
Construction Valuation	Over \$2.5 billion
Number of Inspections	131,563
Number of Construction Permits Approved in One-day or less	89%

## Reaction to News Article and Proposed Changes (Exhibit B)

- Homeowners were generally positive about the news article and proposed changes. They expressed surprise that so many positive changes were happening. Explained one participant, . . . *It's a lot more happening than I knew was happening; I didn't realize there was a new person who's got a real track record with great potential and specific steps he's taking.*
- Some members of all three groups felt the article was not specific enough, or wanted a specific timeline. (This was a common sentiment among all three groups.)
- The phrase "Customer Bill of Rights" generated some cynicism and negative feedback. *[It] seems like something that isn't really going to make my life better,* noted one participant.

### EXHIBIT B

Editorial  examiner.com

**Building Inspection's new broom**

The San Francisco Examiner Newspaper, The Examiner

2007-06-19 10:00:00.0

**SAN FRANCISCO** - The Department of Building Inspection has long been one of San Francisco's most troubled agencies. It was investigated by the FBI and blasted by the grand jury and City Controller's Office as unresponsive, inconsistent, susceptible to cronyism and political pressure, and in general a hotbed of improper favoritism.

Mayor Gavin Newsom made a 2003 campaign promise to reform the department. He named Amy Lee as acting director; but it was not until March 2007 that The City finally found a permanent director with a track record of implementing meaningful restructuring.

Isam Hasenin, 48, arrived from San Diego, where he was credited with streamlining a cumbersome permit process during his five years as chief building officer. In 2004, Gov. Arnold Schwarzenegger appointed him vice chairman of the California Building Standards Commission, which oversees building code changes statewide.

During his confirmation hearing, Hasenin pledged that the Department of Building Inspection would become fair, transparent, straightforward and ethical for all clients. He said he would spend his first months "aggressively examining the nuts and bolts" of the department and return to the Building Inspection Commission with specific "action steps" for "a new day at DBI."

Last week, Hasenin fulfilled that timetable, bringing the commission more than 50 recommendations comprising a viable approach for fixing the department. Most striking about the new director's program is that many of his action steps are so fundamental it becomes almost startling to realize they haven't already been done here.

Only a deeply flawed bureaucracy with pervasive mistrust of change could for so long have avoided instituting customer services as basic as these: service-by-appointment reservations; staff commitments to specific deadlines that eliminate unpredictable delays; guaranteed second opinion service offering rapid hearings with senior officials on request; comprehensive universal permit application form to end duplication and overlapping.

In addition, Hasenin presented plans for a greatly expanded one-stop customer service center and an enhanced over-the-counter service where rotating teams could approve permits on smaller projects within one hour. There will also be a "Customers' Bill of Rights" giving the public clear, realistic and predictable expectations about their permit-application process.

The Examiner applauds these long-needed initiatives finally being launched under the impressive new leadership of Isam Hasenin. It is crucial to the future of San Francisco that the Department of Building Inspection functions with efficiency and fairness for city residents trying to remodel their homes, and for contractors and builders trying to construct projects adding to The City's livability.

### Reaction to article

- Exciting
- Great
- All of these things are like what they did at the DMV, and it's a lot better
- I once compared my experience at DBI to DMV and the DBI folks were VERY offended
- Just the service by reservation is a real plus
- Very favorable – it sounds like they know there's a problem and they're trying to do something about it; it's a lot more happening than I knew was happening; I didn't realize there was a new person who's got a real track record with great potential and specific steps he's taking
- Timeline for implementation? It sounds good, but I was in the process in May and I didn't find it all that wonderful
- It's hopeful
- For new people entering the condo conversion process or whatever, it's very helpful, changing the obvious -- appointments, for example
- It's encouraging that this guy did this in San Diego, so he should know what he's doing
- But he doesn't know City politics
- I'm hopeful, but it doesn't have a lot of specifics
- He's supposed to be pretty good, but I haven't seen the benefits
- Like the specific reforms at end of article
- Sounds too good to be true
- Cautious optimism
- Just having a plan being worked on and good intentions is an improvement already

### Positives of proposed changes

- Customer bill of rights gives a possibly clearer expectation when you begin process so you don't feel you're down a rabbit hole
- I like the one-stop, so you won't find out you're in the wrong area when you've been waiting for an hour
- One permit application so you don't fill out the wrong one
- It seems like they're encouraging you to make changes and they're wanting to say yes if possible; right now it feels very discouraging and you have to beg them to say 'yes'
- It's clear, realistic, and predictable
- It's equitable

### Negatives of proposed changes

- What about ombudsman? Someone to assist you going through the maze
- Ombudsman -- that's kind of like the expediter [say other participants]
- Customer's bill of rights – seems like something that isn't really going to make my life better
- Customer's bill of rights has to go along with customer service training for staff (like at DMV) and an employee assistance program to help them deal with the stress
- It's not really a bill of rights - it's articulating the process in a clear, concise way; but who's going to ensure that happens?
- No timeline – next century? By November elections?
- Nothing about how to change the culture of the department

**Visions for the Department’s Future - Ratings  
(Self-Administered Questionnaire #3)**

- All three groups, including Homeowners, were most enthusiastic about the first two programs, Expand over-the-counter service and Plan review re-checks by appointment. Homeowners generally felt these should have been in place. As one participant explained regarding re-checks by appointment, *I would expect this; you don't have your teeth rechecked and wonder when you'll be seen.*
- Homeowners were least favorable towards the fee-for-service programs in general, feeling that this would create a two-tiered system that would negatively impact most people. As one participant explained, *I don't want a two-tier system; I don't want to wait for hours and have someone speed past me.*
- However, one fee-for-service program, Service by appointment, received two votes from Homeowners as programs they would use. Homeowners rated this the highest of any premium service; however, many in the group felt, as one person stated, *[it] should be available without a fee.*

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

Program (# of times circled in parentheses)*	Excellent					Poor	NA/Blank	Average
	5	4	3	2	1			
Expand over-the-counter review process (6)	3	5	0	1	0	0	4.1	
Plan review re-checks by appointment (3)	6	2	1	0	0	0	4.6	
Customer Service Initiative (4)	6	0	2	0	1	0	4.1	
Expansion of Electronic/Automated Services (2)	2	5	1	0	1	0	3.8	
Express Plan Premium Services (0)	2	1	1	0	5	0	2.4	
After-hours and weekend inspections (0)	0	2	2	3	2	0	2.4	
Service by appointment (2)	3	0	3	0	3	0	3.0	

\*Note: One participant in Group 2 (Homeowners) circled only one option. Participants were asked to circle up to two options.

## Visions for the Department's Future – Discussion (Self-Administered Questionnaire #3)

### Programs Currently Implemented

#### a. Expanded over-the counter review process

- Good if you're sitting there receiving the additional attention – but if you're waiting, you're pissed off (because you have to wait longer)
- It would be really worth it – you'd spend 1-2 hours more waiting, but it would be better than waiting 11 months
- It's a great idea if it's part of a whole plan – but some employees might not be needed as much; assume this is part of an overall staffing plan
- OTC – I think of it as the express lane, and assume I should get in and out fast; but then I'm waiting and waiting and wonder what people are talking about that's causing me to wait so long – they should divide it between people with and without architectural plans
- Would expect that they would hire more people to minimize the additional wait time

#### b. Plan review re-checks by appointment

- Great – otherwise you wait 2 months for a recheck and receive a letter in the mail; it takes much less time this way
- It would be nice if you could schedule a time and do this – since you can't handle plans yourself internally (you can't walk your plans to another area or floor, for some reason)
- You wouldn't have to just sit and wait and wonder when you'd be seen
- I would expect this; you don't have your teeth rechecked and wonder when you'll be seen

### Programs Being Considered

#### c. Customer Service Initiative

- It's common sense
- Quality control is good (having a second opinion)
- Universal form is great
- Just the concept of customer service – we do pay these people's salaries and I do expect to be treated like a customer; this speaks to changing the culture, having people not be as antagonistic towards customers
- This is the heart of it – predictability, timeliness
- I think it's great but then I go back to my situation – it was after 7 months that a supervisor added things; had a bad experience with a second opinion; it's all contingent upon who you get; wouldn't want to force a second opinion
- This second opinion should be there anyway; I rated this kind of low; bill of rights – should be there anyway

#### d. Expansion of Electronic/Automated Service

- 2 reactions; in theory it sounds good; but in practice I don't want to put something into a faceless machine and then be told, 'we don't see it in our computer'; but I do like it for informational purposes – I just don't want to submit it online
- Face to face interaction in some cases is very important/a positive; don't want to do away with that entirely
- Need an acknowledgment if submitting online so I have confirmation
- If I believed they cared enough to confirm receipt, this would be fine
- I'd rather be sitting across from someone and listen to him face to face than do it online
- General expansion of web-based services is good as long as it's not required; in-person option should be an option still; not everyone has a computer and there are situations where you don't want to interact online, you want/need the face to face interaction

### Premium Services Being Considered

#### e. Express Plan Premium Services

- Don't like it – if I'm not willing to put up the money I'll have to wait even longer
- It's efficient – I'd rather have done that than wait as long as I did
- I don't want a two-tier system; I don't want to wait for hours and have someone speed past me
- Lots of concern about two-tier system [6 heads nodding in addition to person speaking]

- Good service should NOT be premium service
- Retool/reallocate service – don't create a two-tier system
- On one hand you have a customer bill of rights – but over here they're going to charge a fee for a guaranteed turnaround time, which sort of indicates there isn't one; seems conflicting
- Seems like whether you fly first class or coach on the airplane; doesn't think it's a big deal
- Hopefully, everyone else isn't having to wait weeks and weeks and weeks

**f. After-hours and weekend inspections**

- Not necessary
- Should be able to get it done during normal business hours (most agree)
- I like extended hours but don't want to pay the fee
- Same two-tiered system
- Makes it somewhat more justifiable since people have to be paid more to work then
- Why not think of DBI as 24/7 agency, like cops and fire?

**g. Service by appointment**

- If an additional fee, don't want it
- Should be available without a fee

## Visions for the Department's Future – Written Comments (Self-Administered Questionnaire #3)

### Verbatim Comments – SF DBI; Group 2: Homeowners Self-Administered Questionnaire #3 Comments

- Michael** Have available list of recommended engineers and architects the public can use.
- 
- Hillary** For non-industry people or first timers: Like the DMV, you should have the option of going to a general window to briefly, but semi-detailed information, get pointed in the right direction. The security guard has the biggest desk in there! It should be where this 'help' person is. Plus, a phone number should be available that has a willing, helpful person on the other end. This person should want to help.
- 
- Paul** I do not believe that good service should be labeled 'premium' service with a fee attached! These are good ideas that should be implemented in the name of efficiency and convenience to taxpayers, not just those who pay more!
- 
- Jim** Outrageous waits and delays should at least afford me equal treatment. Expedited service for the wealthy doesn't make me happy. I would LOVE increased across the board fees allowing for after-hours and weekend inspections by appointment. But not a whiff of favoritism/ special treatment for the wealthy. No 2-tier system.
- I am willing to pay more for better/faster service as long as it is uniformly applicable. That is, raise ALL fees.
- Customer Bill of Rights is too theoretical to matter to me. (Like saying "Have a nice day!") It's facile. I'd rather have a commitment to give me good service, timely, etc.
- How about something like 311 equivalent? One stop.
- 
- Thom** Changes
- Public communications
- To whom it may concern,  
I credit you with attempting to 'fix' a broken system. However, if you wish to introduce a multi-tiered 'premium' service system into a PUBLIC TRUST, you run the risk of increasing the stratification of service in a city already facing enormous demographic and economic changes.
- A municipal service that exists to serve all its citizens must offer services equitably. To that end, if the department wishes to increase its efficiencies, it can be accomplished by a reallocation of current resources, rather than offering 'premium' services with an expectation of additional revenues.
- 
- Gayle** Some good ideas, but 'additional fees' negates intent. How is this different than paying expeditors?
- 
- William** Easily accessible Internet access to SF building code so public can research questions and issues.
-



## Usage of the SF DBI Website

- Only about half of Homeowners had used the SF DBI web site.
- Homeowners indicated that some additional services on the web would make it more useful, including how busy SF DBI is at a given time, fees for standard items, and what to expect when going through the building/renovation processes.

### How many have used the SF DBI website?

4 (out of 9) have used it

### Most important/useful features of site (whether have or have not used it)

- Would like to see building code online
- Knowing where my plan/permit was in the process (is on there but didn't know it)
- How-to guide
- Welcome/what to expect
- What you will pay
- It's great they have people's phone numbers
- Condo conversions – more info would be nice
- Live chat feature
- Ability to make an appointment (need)
- Find out how busy they are at the time (like DMV)
- Who's who with a photo
- Found web site kind of confusing — make it easier to navigate; has more to do with the City as much as DBI
- 7-member building commission – would like more information about them, from them, and to have a report from new director, update as far as what is going on

## Use of Professionals and Departmental Distinctions (Group 2 - Homeowners Only)

- About half of Homeowners submitted plans or got permits themselves.

### Use Professional Architect/Engineer when you submitted plans/got permits?

- Did it myself (5 of 9 participants)
- Yes; used architect and engineer; at one point engineer had to go down and get permit, but otherwise I did
- I had both architect and engineer; for awhile, the architect went down; but when revisions started coming in I took over because I was paying him
- Used professional architect/engineer and I was going all the time
- Yes, using both and I went as well

### How many, before coming into this group, understood DBI and Planning are separate?

7 (of 9) understood

### What are the differences? Is that clear?

- They are two autonomous agencies
- One makes one decision and one makes another, and you often get caught between them
- Not clear to me that they are two separate agencies (2)
- Yes, clear to me (7)

## Mock Building Inspection Committee

- Homeowners mentioned streamlining and eliminating favoritism as recommendations.
- Homeowners also mentioned a better layout of DBI offices, and greeters at the entrance to help give general direction and answer questions.
- Outreach was also a key component of Homeowners' recommendations.

### Group #2 – Homeowners

- **Changes**
  - Ombudsperson (aka 'the people's expeditors')
  - Clear, consistent, simplified process
  - Keep promises
  - [Better] layout of DBI office
  - Greeter who explains process – at kiosk
  - No favoritism in process (no two-tiered)
  - Sensitive advocates for specific services
  - Service by appointment
- **Outreach**
  - Public information sheet ('how to')
  - New ads in media
  - Touchscreen (info kiosk) in office
  - Enhanced web access

## Wrap-Up (Final Comments)

- Improve the perception, increase my faith that the system will be fair – not necessarily faster or cheaper, but fair
- Simplify process
- Appointments
- Walk in the shoes of people who have had problems
- Time frames
- Appointments (2<sup>nd</sup>)
- Train staff to know whether they're talking to contractor or homeowner and adjust accordingly
- Customer service training
- Let people know what to expect, not open-ended

# DETAILED OBSERVATIONS

## Group 3: Influentials

## Building and Renovating Property in San Francisco

- Influentials praised SF DBI's thoroughness and knowledge, which they tied to the value and the quality of completed renovation/building work in San Francisco.
- Influentials (Group 3) were most frustrated by the amount of time and cost of renovating and building in San Francisco.
- Influentials also cited the fearfulness felt by many homeowners and clients, as well as some contractors outside of San Francisco, as negatives. One Influential noted, *A lot of clients ask, are you familiar with the process? That's the first thing they ask is how familiar you are with DBI.*
- In addition to the length of time, Influentials also noted the element of surprise and the frequency of community input as negatives.

### General Discussion

- More difficult here than other places
- Very challenging if you are intimidated
- A lot of homeowners/clients are intimidated
- A lot of clients ask, are you familiar with the process? That's the first thing they ask is how familiar you are with DBI
- When I talk to contractors outside SF, they always say, how can you do it in the City? I can't do it; they are intimidated by the process of getting permits, inspections, etc.
- We have an overabundance of community input into every project and renovation that goes on; we let general community control too much of the design, renovation, planning

### Positives

- When a project is done, it is usually pretty good; very nice once it's done
- Inspectors I deal with are all plumbers and speak the language
- The personnel at DBI are generally very knowledgeable
- Highly profitable
- Many projects go through process smoothly (if you run into right official at DBI)
- If you're restoring a building, you can use state code, which is more lenient
- Recent change in structure works a lot better – specifically, the way they take in projects at DBI
- Building is a very technically oriented dept and the staff are very knowledgeable and offer alternatives in solving the problems

### Negatives

- Highly profitable (a negative as well as a positive)
- People retiring at SFDBI are knowledgeable – and they're difficult to replace
- Time – lots required
- Lengthy process
- You can always be blindsided by a discretionary review; once you get your project approved, someone, anyone – a neighbor, or even someone outside SF – can throw in a discretionary review and stop the project dead cold; so a \$175 discretionary review fee can stop a multi-million dollar project
- San Francisco has a lot of codes that are specific that can make allowances for alternative methods; if you're not familiar with it, though, you won't know how to go about solving it
- Inconsistent interpretation – a lot from lack of leadership and having
- Having interim director for so long
- Disconnect between plan check and inspectors

**Role of San Francisco Department of Building Inspection**

- Like the other two groups, Influentials said that SF DBI was to inspect buildings, ensure they were built and renovated safely, and issue permits for appropriate usage.
- Influentials agreed with Homeowners in that they felt SF DBI also had a responsibility to assist people going through the permit and inspection process, and that SF DBI should educate those who deal with the agency infrequently and/or are going through the processes for the first time. One participant commented, *SFDBI put out a how to get a permit book several years ago – something like that, loaded up on the web site and take John Q Public through the process, would be huge.*

**Role of the San Francisco Department of Building Inspection (SF DBI)**

- Provide information to public on how to get permit
- Help Harry Homeowner or commercial property owner get through process and get permits
- Ensure health and safety of people using/living in the building
- Enhance the process by educating the public about the code
- Code can be read and interpreted differently – need to spend time with each individual regarding conflicting interpretations
- SFDBI put out a how to get a permit book several years ago – something like that, loaded up on the web site and take John Q Public through the process, would be huge
- Online tutorials would be huge
- Inspections is just to inspect the actual building

**Familiarity with San Francisco Department of Building Inspection (Self-Administered Questionnaire #1)**

- All of the Influentials were very or somewhat familiar with SF DBI.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

*1. How familiar are you with the San Francisco Department of Building Inspection?*

	Very Familiar	Somewhat Familiar	Not Too Familiar	Not At All Familiar	Don't Know
<b>Influentials</b>	5	5	0	0	1

## Role of the San Francisco Planning Department/Crossover Issues (Group 3-Influentials Only)

- Influentials clearly felt that the Planning Department should also be reorganized and/or improved, and overall felt the Planning Department was not in as good a shape as SF DBI. *DBI commissioners are accessible and open, planning commissioners aren't*, one Influential noted. Another said, *You get your money's worth at DBI, but not at Planning.*
- However, Influentials also said Planning and Building Inspection need to work together more and not allow projects or steps to fall through the cracks between the two agencies. One participant summed it up by saying, *After getting planning approvals, often, even under construction, if changes are made there's confusion as to whether the change is adjudicated by planning, DBI, both, neither.*

### Role of the San Francisco Planning Department

- They're not doing what they're supposed to do
- Plan for the future of the city and make sure people have housing, transportation, etc. – but not design a project for people (3 verbally agree with original person's statement)
- Should be enforcing the general plan that's been adopted, but instead make it conditional on 100 different things
- Determine the adequacy of the design in all planning permutations
- When a project is likely to be appealed to the board of supervisors it is very political and they don't use the objective criteria as much as they used to
- DBI commissioners are accessible and open, planning commissioners aren't

### Are responsibilities of Planning and DBI clearly defined? Is there crossover?

- Defined, but lots of crossover
- Yes, they are relatively well defined on paper
- There is crossover
- After getting planning approvals, often, even under construction, if changes are made there's confusion as to whether the change is adjudicated by planning, DBI, both, neither
- At the end of a project, especially one with a few RFIs on it, trying to get it finalized by both planning and DBI is difficult
- On smaller projects I split them up; I do the outside stuff on one and the inside stuff on the other, because it will go through faster; and that shouldn't have to happen

### Customers' perspective of working relationship between Planning and Dept of Building Inspection

- You get your money's worth at DBI but not at planning
- Planning assessment is totally unreasonable
- Changing the window might be routed through planning and you're paying an extra \$1,000 for no reason
- Planning department seems to favor larger projects and provides better service to them than smaller projects
- Hope planning and DBI will bring in public and meet and talk things over
- Sometimes something falls through the crack and no agency wants to touch it – e.g. a glitch on a building; planning had it one way, DBI had it the other way, and no one wanted to address the issue
- We were having a problem for awhile with disabled access stuff, a lot of additional scrutiny (lawsuits, not enforcing ADA as well), but I think it's been ironed out for the most part

**General Positive/Negative Reaction to San Francisco Department of Building Inspection (Self-Administered Questionnaire #1)**

- Influentials praised SF DBI’s recent changes, as well as its knowledge base, training, and thoroughness. As one Influential noted, *Much more so now – there’s an attitude of we’re here to help you, NOT ‘we’re here to prevent you.’*
- However, Influentials cited the length of time involved and inconsistency in code interpretation as negative aspects of dealing with SF DBI. *[There’s an] Inconsistency of people we deal with during permit process* said one participant. . . *[There’s] lots of time involved for a small business owner to sign a lease and get permits for their space is an issue,* said another.

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

*2. Overall, how would you rate your experience with the S.F. Department of Building Inspection in the past year? Would you say...*

	Excellent	Good	Fair	Poor	Don’t Know	Mean (4 pt. scale)
<b>Influentials</b>	3 28%	2 18%	5 45%	0 0%	1 9%	2.8

**Positives**

- Information is easy to access – in my role it’s my job to find information and present it to readers through monthly publication; they’re always very responsive and senior staff is available to do interviews, provide information
- Gearing up for changes is done in a positive way, they way they get people trained and prepare for changes
- We can talk – easy to call people up and talk to them
- Technical person is available on the phone and will return phone calls
- A lot of people don’t seem to know that a technical person is available
- The building services division trains a lot of people and thus encourages consistency
- Also have a public advisory committee – wish other departments did this – so you can go in and talk about a process or a problem, etc. The director attends so it has weight.
- Sense of optimism, change
- Recognize the needs of adding staff to the team – they know they’re backlogged
- Much more so now – there’s an attitude of we’re here to help you, NOT ‘we’re here to prevent you’
- SFDBI is always willing to work with someone who gets a notice of violation, even if owner has trouble getting access immediately; more willing to work with owner to get the work done rather than litigate



## Negatives

- Parallel plan check is worse, supposed to be better; different players mean different interpretations and just results in starting over, going backwards
- Hear complaints about having to replace a kitchen sink or cabinets, and you need a permit for that
- Time – lots of time involved for a small business owner to sign a lease and get permits for their space is an issue
- Lots of stumbling blocks
- It would be helpful if you could schedule inspections online, ahead of time
- Inconsistency of people we deal with during permit process
- Inconsistency of interpretation
- Hard to figure out which department and which floor to go to in order to get the permits, and do you need 10 permits or how many, etc.
- There should be a better way to track the process once your plans are turned in so you know where they are – sometimes plans sit while someone goes on vacation for one or two weeks; someone needs to step in so they don't sit anywhere for 2 weeks
- Had a client who was ready to pick up the permit set and SFDBI couldn't find the plans, even though we'd gotten approval and had just submitted them – tracking system needed

**Written Comments Regarding SF DBI Overall Rating  
(Self-Administered Questionnaire #1)**

Name	Rating	Verbatim Comments – SF DBI; Group 3: Influentials Self-Administered Questionnaire #1 Comments <i>(Question #3: Why is that?)</i>
Jim	Only Fair	<ul style="list-style-type: none"> <li>- Inconsistent code interpretation</li> <li>- Length of time required to obtain permits (without permit expediter)</li> <li>- Inspectors differing in their interpretation of codes, requiring field changes over already approved plans and specs.</li> </ul>
John	Only Fair	<ul style="list-style-type: none"> <li>- On our several projects, there has been inconsistent and contradictory communication, disruption of flow through the process, change of personnel causing backtracking, resubmissions.</li> <li>- Pre-application process is not fully effective.</li> <li>- Inspectors can often become the “new” plan checkers in the field, changing requirements, causing delays and problems.</li> <li>- “Final permitting”/certificates of occupancy are cumbersome and lengthy.</li> </ul>
Margie	Excellent	<p>[Excellent rating – “recently”; Poor “one year ago”]</p> <ul style="list-style-type: none"> <li>- Recent improvements in permitting have received rave reviews – however, the Department is hampered by decades of “bad experiences”</li> <li>- For homeowners, the process borders on incomprehensible, and even for experienced customers (architects and contractors), the length of time to get a permit and what permits are needed (i.e. what’s the process?) are very unclear</li> </ul>
Sam	Only Fair	<p>I have had, and seen, better process in other cities. Staff were “customer friendly,” whereas in SF, you might find some poor service from the civil servants. I have done projects through regular plan check and parallel plan check. The parallel plan check is worse than regular.</p>
Ken	Excellent	<ul style="list-style-type: none"> <li>- Communication! We have excellent communication with DBI personnel, who have taken the time to meet with me and my association members frequently on building department processes, code interpretations, and problems we need to address.</li> <li>- Product! We have had an excellent relationship with DBI that has allowed us to create administrative bulletins together that help define how state codes are going to be interpreted and enforced locally.</li> </ul>
Andy	Good	<p>They (inspectors) understand the permit process is not streamlined, which creates a delay ultimately costing everyone money. They know the situation is harmful and they help you out accordingly so long as their job or reputation will not be damaged.</p>
Janan	Good	<p>Responsive to request for information and access.</p>
Sean	Only Fair	<p>Culture of the employer</p> <ul style="list-style-type: none"> <li>- Some very good – solutions</li> <li>- Some not great – create obstacles, obstructionist</li> <li>- Those who tried to be a part of the solution were cast with accusations of favoritism, which ultimately just encourages a “safe decision” atmosphere.</li> </ul>
Jason	Only Fair	<p>Recently, we ran into disputes during a pre-application meeting of code interpretation and means and methods of alternatives. The Fire Department recommended a solution and it took it and developed it further. We resubmitted the revised plans, and then found out DBI and the Fire Department disagreed.</p>

Name	Rating	Verbatim Comments – SF DBI; Group 3: Influentials Self-Administered Questionnaire #1 Comments <i>(Question #3: Why is that?)</i>
------	--------	---

Bright	Excellent	I get permits online. They are almost always available for questions regarding code and standard practices. They are reasonable when we differ in opinion.
--------	-----------	--

---

**SF DBI Service Attributes - Ratings  
(Self-Administered Questionnaire #2)**

- Like the other two constituent groups, Influentials gave high marks to SF DBI’s ability to solve problems or answer questions
- Influentials gave the lowest marks to the attribute, “Staff is consistent, regardless who you see.”
- Influentials again mentioned the length of time involved in the permitting and inspection process. One Influential cited the intake process as an example, saying, *Intake is a joke – when you go to 6 intake meetings, no one is taking anything in.*
- In discussion, Influentials cited the tendency of DBI staff to avoid or put off making decisions as a key reason permit and inspection processes are so time-consuming. As one Influential stated, *One department looks at the other and no one wants to sign off.*

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

	← Applies Strongly      Does Not Apply →					NA	Mean 5-pt. Scale
	5	4	3	2	1		
	Number who rated						
Able to solve problems/answer questions	2	5	4	0	0	0	3.8
Clear communication of fees	2	3	5	1	0	0	3.5
Courteous and professional staff	1	4	3	2	0	1	3.4
Adequate signs/directions inside facility	0	4	3	3	1	0	2.9
Straightforward communication of steps needed to obtain your permit	0	0	6	3	1	1	2.5
Efficient Service	0	1	5	4	1	0	2.5
Well-run City department	1	0	2	5	2	1	2.3
Timely permit process	1	1	1	5	2	1	2.4
Timely scheduling of inspections	1	2	4	1	0	3	3.4
Staff is consistent, regardless who you see	0	2	0	5	3	1	2.1
Key disciplines – building, plumbing, electrical – are clearly defined and do not overlap each other	1	2	3	2	1	2	3.0
Plan Check	NOT ASKED						

## San Francisco DBI Service Attributes - Discussion (Self-Administered Questionnaire #2)

### Comments on Various DBI Service Attributes

- Glad you mentioned the signs and directions – between that and the noise and the amount of people milling around I'm amazed anyone can work there or find anything there
- There needs to be more overlap and cross-training (last sentence is TOO true); there's some balkanization sometimes, probably because of the employee unions that don't allow for cross-training
- Opposite – electrical, fire, and plumbing will all inspect caulking, for example, and all with different interpretations (2 people)
- Timely permit process is comical; if you analyze how many man-hours goes into checking these things and how long it takes, there's a huge discrepancy
- For a high-rise building, it took us 18 months to get to the point where we could call for inspections; there's probably 100 hours for someone to review, but it took 18 months to get it done
- Tenant improvements in office buildings it's been a pretty fast turnaround; TI process has been fast
- The pre-app meeting can take as long as 6 months, from the time you have the first meeting until all open issues are resolved – it's advisable to have it but it takes so long to
- Intake is a joke – when you go to 6 intake meetings, no one is taking anything in
- People seem afraid to make decisions, even when there's a supervisor or director in the room
- One department looks at the other and no one wants to sign off
- Anyone who gets there trying to do their job is seen as favoritism; people are coerced into making the safe decision, not the right decision

## Public Perception of the Department of Building Inspection (Unaided) (Exhibit A)

- Like Professionals, Influentials felt that much of the public perception of SF DBI had been unfairly tainted by constant stories in the media which emphasized negative events.
- Influentials cited that the effects of this negative influence caused many homeowners/clients to fear SF DBI's permitting and inspection processes, causing some people to avoid getting permits they should have sought. One group member explained, *Many of my customers say, "I just don't want them in here." They perceive inspectors as being tyrants, they're afraid of them.*
- While Influentials did not like the idea of Expeditors, most had used one, believing that it was a necessary evil on some projects, particularly those which were complicated or simply could get easily bogged down.
- All members of the Influentials group had heard of recent changes at DBI, and these changes were viewed positively. One Influential explained, *[[sam] spoke to several groups I've been involved in – he seems very competent, great credentials, seems like he wants to do the right thing for the customer and doesn't come with a political agenda, unlike other dept. heads in the city*
- Influentials did express concern about the political backlash SF DBI, and its Director, might experience due to the changes being made.

### Public's perception of the San Francisco Department of Building Inspection

- The Chronicle has built the general perception that you have to know somebody or have political connections to get your project approved
- The corruption scandal has really tarnished the department, will take time to heal the perception
- Even employees within the department perceived influence more than was there
- Many of my customers say, "I just don't want them in here." They perceive inspectors as being tyrants, they're afraid of them.
- From small biz standpoint follows that – they're afraid to go through the process; they're afraid of what it's going to take; it's correct perception in terms of timing; how am I going to get through this process and still have money to open my business
- With small biz/small property owners, you trigger a lot of code requirements; e.g. a seismic retrofit also requires ADA upgrades, electrical upgrades, etc. you have to bring everything up to code turning \$100k into \$500k project
- I stand at the counter and I hear a husband/wife come in and they're completely frustrated
- This leads to a lot of people doing the work and not getting permits because the perception is that SFDBI is an obstruction
- A lot of people still believe that what SFDBI is trying to do is uphold safe, quality building in SF – and some people are afraid because they have illegal building

### Awareness of any major issues/problems facing the Department

- Leadership
- Expeditors – perceived need for them
- Computer system doesn't work
- Automation needs across the board
- Culture of not being motivated to be part of the solution, question, why they're there
- Employees playing solitaire on their computer
- Favoritism
- Lack of experience, some plan checkers/inspectors not up to par

- **USE EXPEDITER: 7 out of 10 do (1 “don’t know” left before question was asked)**
- Why?
  - Process is so complicated, and don’t have time to go down there
  - You can’t pay me enough
  - More predictable for getting something out
  - Expediter has a more comfortable relationship with those at DBI
  - Inspectors can let their hair down more with expeditors
  - I might do 1-2 projects/year; the expediter does 25/year; he’s got a much better learning curve than I do, I want to take advantage of his experience
  - They are our permit team – we’re asking for assigned caseworker; our expeditors are our caseworker now
  - Problem with expeditors – pulled off someone’s desk, etc., adds to favoritism perception

**Awareness of current changes in the Department; General (unaided) awareness**

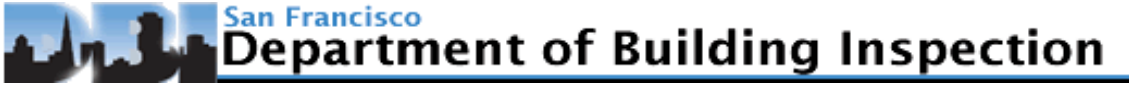
- New director
- Overturn with staffing – a lot of people leaving and new people coming in
- Some old timers coming back
- A lot of discussion of improved processes, but can’t describe fully what those are
- Openness of a sustainability agenda, willing to talk about that and make more energy-efficient homes

**How many aware that new SF DBI Director was appointed in February of this year? Reaction**

**All (11 out of 11)**

- Great
- We’re happy
- Someone that is coming in and make a positive change for the city of SF, but not a lot of people are open to change
- I ran into Isam, and the first thing he said was, how are we treating you, and if you have any issues, give him a call and schedule meeting with him
- Gone through new process, think it’s positive
- New director spoke to group I’m at and seemed very up
- Background, experience, willingness to make changes all good – wait and see
- Spoke to several groups I’ve been involved in – he seems very competent, great credentials, seems like he wants to do the right thing for the customer and doesn’t come with a political agenda, unlike other dept. heads in the city
- He’s very political, that’s why he’s doing outreach – worried about getting his knees chopped off by commission; worried if he won’t have support he’ll be gone
- He’s making changes and ruffling very powerful feathers

**EXHIBIT A**



**AT-A-GLANCE**

**Mission**  
Under the direction and management of the seven-member citizen Building Inspection Commission, to oversee the effective, efficient, fair and safe enforcement of the City and County of San Francisco's Building, Housing, Plumbing, Electrical, Mechanical, and Disability Access Codes.

**Background**  
The Department of Building Inspection (DBI) was created by voter referendum under Proposition G in 1994. The charter amendment established the body known as the Building Inspection Commission (BIC) which was designed to provide representation for the various communities which interact with the Building Department.

**Permit and Inspection Activity for 2005-2006**

Employees	<b>288</b>
Number of Permits Issued	<b>60,971 (25,726 Building; 14,201 Electrical; 16,492 Plumbing; and 4,552 Miscellaneous Permits)</b>
Construction Valuation	<b>Over \$2.5 billion</b>
Number of Inspections	<b>131,563</b>
Number of Construction Permits Approved in One-day or less	<b>89%</b>

## Reaction to News Article and Proposed Changes (Exhibit B)

- While the reaction to the article from Influentials was largely positive, they had several concerns.
- Several group members, as with the other two groups, cited the lack of a timeline and questioned how the changes would be implemented.
- Influentials were also concerned that political forces would conspire against positive changes at SF DBI. One participant noted, . . . *I think there's a subculture in city government that is very much anti-growth, and part of the reason this is so cumbersome is that if you can't figure it out, nothing gets done . . .*

### Reaction to article

- Good article
- Good editorial
- Sounds like the guy is really a pusher, promoter, streamlining things, like customer bill of rights
- Obviously somebody's really been after the DBI (pervasive reluctant to change, etc.)
- I see a challenge with it becoming transparent – it's been so corrupted for the past how many years – what's the timeline?
- Doesn't seem he'll be able to come through with promise (Gavin Newsom) unless he can allow SFDBI director to lead change
- Isam is going to have a lot of people pushing against him the other way – entrenched interests, unions, employees, elected officials, etc. I'm skeptical, not of Isam, but with all the pushback – can anyone make change in this town? Ever?
- Customer service has been brought up for 10-15 years, but it's never really materialized (one-stop shop)
- The article makes it sound like the old structure was really bad, but they make it sound worse than it really was
- A lot of what we've seen in past years was pretty much pro-growth; 10-15 years ago SF was anti-growth, and I think planning/DBI got hamstrung by that; lots of major new projects being announced – let's see if they can get through the process, does that change, can they get through the process; this is going to put all kinds of political pressure on SFDBI , impact on residential infrastructure, etc.
- Progressives are against a lot of change as they see it as gentrification –
- Part of even admitting SFDBI is flawed is that there's been a lot of construction in the city, so the pressure to move things along and get permits is there
- As much as we talk about pro-growth, I think there's a subculture in city government that is very much anti-growth, and part of the reason this is so cumbersome is that if you can't figure it out, nothing gets done; some people in local government don't want change, new construction, renovation, etc.
- They don't want anything to change – public, too
- If your neighbor's putting something in, people from 3 miles around can weigh in on the project, even if they're just tenants and could be gone tomorrow

Editorial

EXHIBIT B



#### Building Inspection's new broom

The San Francisco Examiner Newspaper, The Examiner

2007-06-19 10:00:00.0

**SAN FRANCISCO** - The Department of Building Inspection has long been one of San Francisco's most troubled agencies. It was investigated by the FBI and blasted by the grand jury and City Controller's Office as unresponsive, inconsistent, susceptible to cronyism and political pressure, and in general a hotbed of improper favoritism.

Mayor Gavin Newsom made a 2003 campaign promise to reform the department. He named Amy Lee as acting director; but it was not until March 2007 that The City finally found a permanent director with a track record of implementing meaningful restructuring.

Isam Hasenin, 48, arrived from San Diego, where he was credited with streamlining a cumbersome permit process during his five years as chief building officer. In 2004, Gov. Arnold Schwarzenegger appointed him vice chairman of the California Building Standards Commission, which oversees building code changes statewide.

During his confirmation hearing, Hasenin pledged that the Department of Building Inspection would become fair, transparent, straightforward and ethical for all clients. He said he would spend his first months "aggressively examining the nuts and bolts" of the department and return to the Building Inspection Commission with specific "action steps" for "a new day at DBI."

Last week, Hasenin fulfilled that timetable, bringing the commission more than 50 recommendations comprising a viable approach for fixing the department. Most striking about the new director's program is that many of his action steps are so fundamental it becomes almost startling to realize they haven't already been done here.

Only a deeply flawed bureaucracy with pervasive mistrust of change could for so long have avoided instituting customer services as basic as these: service-by-appointment reservations; staff commitments to specific deadlines that eliminate unpredictable delays; guaranteed second opinion service offering rapid hearings with senior officials on request; comprehensive universal permit application form to end duplication and overlapping.

In addition, Hasenin presented plans for a greatly expanded one-stop customer service center and an enhanced over-the-counter service where rotating teams could approve permits on smaller projects within one hour. There will also be a "Customers' Bill of Rights" giving the public clear, realistic and predictable expectations about their permit-application process.

The Examiner applauds these long-needed initiatives finally being launched under the impressive new leadership of Isam Hasenin. It is crucial to the future of San Francisco that the Department of Building Inspection functions with efficiency and fairness for city residents trying to remodel their homes, and for contractors and builders trying to construct projects adding to The City's livability.



**Visions for the Department’s Future - Ratings  
(Self-Administered Questionnaire #3)**

- Influentials were overall more positive about all of the programs than the other two groups, both with existing and proposed programs.
- While there was some concern about a two-tiered system among Influentials, they were less concerned than either Homeowners or Professionals. One participant summed it up by saying, *Time is money, this reflects that.*
- Influentials’ primary concerns about new programs was the cost involved, the logistics (in terms of sending items electronically), and whether fees collected would cover any additional labor costs. As one Influential stated, *Data transfer and getting drawings online that are useful, manipulating large files, may not work well at first.*
- Influentials also felt that customers needed to be held accountable as well, and not try to turn in incomplete plans or use political influence to push through otherwise unacceptable construction. They felt that this should go hand-in-hand with any customer service guarantee. One explained, *Sometimes customers bring things in that just aren’t approvable and they think their political clout will get a bad plan approved.*
- Influentials were also concerned about making guarantees. As one said, *I’m a skeptic whenever I hear the word ‘guarantee’ – I can see a client saying, the department guaranteed the permit, you didn’t get it, etc. you’re creating a situation where it can be problematic; failure to meet a guarantee = damage.*

*It should be kept in mind that this type of qualitative inquiry permits directional rather than statistical analysis.*

Program (# of times circled in parentheses)*	Excellent					Poor	NA/Blank	Average
	5	4	3	2	1			
Expand over-the-counter review process (1 )	4	5	2	0	0	0	4.2	
Plan review re-checks by appointment (3)	5	5	1	0	0	0	4.4	
Customer Service Initiative (1 )	4	5	1	1	0	0	4.1	
Expansion of Electronic/Automated Services (7)	6	4	1	0	0	0	4.5	
Express Plan Premium Services (4)	5	0	5	0	1	0	3.7	
After-hours and weekend inspections (1)	5	3	2	1	0	0	4.1	
Service by appointment (4)	6	3	2	0	0	0	4.4	

\*Note: Two participants in Group 3 (Influentials) circled only one option, while one participant circled three. Participants were asked to circle up to two options.

## Visions for the Department's Future – Discussion (Self-Administered Questionnaire #3)

### Programs Currently Implemented

#### Expanded over-the counter review process

- If I'm in the line, it wouldn't be as efficient; I'd have to sit there to wait for an hour to be the next person, I'd rather make an appointment
- A lot of homeowners and small biz owners would love the opportunity to just sit down and get this done
- If you take the time off work and can get it done, great; but if there's 3 people in front of you, it's 3 hours of waiting
- It's good; if the structure remains as it is, you have to adjust; I wouldn't go at certain time of day/day of week because I'd spend more time waiting
- Vast majority are small contractors and homeowners, and get them out, lead them through, be done with it
- Concerned about how it can be paid for, if they actually did take that long the fees on these jobs are small
- Haven't seen it change, so I'm skeptical
- Great reaction if it does result in the decision being made; if they take an hour and still don't make a decision, it doesn't help

#### Plan review re-checks by appointment

- Good
- Efficient
- Works for everybody
- As long as they keep appointments
- Be sure doesn't happen like the doctor's office
- Finally moving into the 21<sup>st</sup> century –make an appointment like the rest of us do
- More efficient way of doing business
- Also gives plan checkers chance to prepare for a meeting so they are knowledgeable about what the meeting will be about
- Does this imply more of a caseload, where one person is in charge of certain things?

### Programs Being Considered – Customer Service Initiative, Expansion of Electronic/Automated Services

- People want to do the right thing and this is saying, we recognize there are obstacles to getting permits and doing the right thing; come down here, this is what you're going to get and we'll try to live up to it
- This is saying, this is what you're going to get and we'll try to live up to it
- I didn't think it was that great, if everybody was doing their job you don't need a 2<sup>nd</sup> opinion
- They're not accountable, so what's the point of having another opinion
- Predict amount of time to get your permits – can they really do that?
- A guarantee would be even better
- Anybody who knows something about plans can look at criteria and they should know whether it's 100 hours, 40 hours, 2 hours, etc.; when you hear 100 hours of work taking 18 months – nobody wins in that situation
- On larger, more complex projects, they say you'll get your permit in x time, as long as your drawings are perfect – but often it takes time because they have questions about the plans
- How long it's going to take is valuable for anyone unfamiliar with the process and might help people decide to go forward with something or not
- You would be making someone more accountable with something like this, and change the perception from the first onset
- Customer bill of rights – I think it's good because a lot of my clients are just afraid and this gives them their rights
- CBR – coupled with responsibilities; small-time guys are big offenders, where they just put crap out there; if you have rights there's also responsibilities (for the customers as well)
- Sometimes customers bring things in that just aren't approvable and they think their political clout will get a bad plan approved
- Customer has to be expected to do the following things as well – rights and responsibilities; no incomplete plans
- CBR – has to also be backed up by enforcement mechanism – what happens when bill of rights isn't followed??
- Electronic – huge

- Great
- To be able to check on information right away, turn drawings in = great!
- Already done in many cities
- Don't have to bring whole set in – more time to actually get drawings in because you don't have to print them out, produce them
- Los Angeles is doing the electronic, so is Portland
- There's also places that don't review plans very carefully – implementation is not always there; being a first adapter is often expensive and fraught with peril, so need to be careful
- Data transfer and getting drawings online that are useful, manipulating large files, may not work well at first
- The architects, etc. are ready to go, but recipients aren't always ready to review plans that way
- Should apply this on recheck, start with the recheck process going electronic, that's a little part, easier to implement, workout the bugs there
- Smaller projects would do well electronically too
- Can get a plumbing permit right now online; it's great; can pay online, etc.
- The work in plumbing is the inspection, not the permitting process

### Premium Services Being Considered: Express Plan, After-hours/Weekend Inspections, Service by appointment

- A lot of my clients would pay that – some clients would pay 200% more
- A premium – sounds reasonable; if the guy has an option and it makes sense for him, then go forward
- It's revenue for DBI, too, which is good
- It's a great idea in concept, if there's the staff available, if they're actually working overtime to accomplish that, but otherwise, it will slow down all the other work
- Can reinforce the idea of the expediter
- Pushes everyone else back in the queue – could be a problem
- Outsourcing would be great; there may not be people at SFDBI willing to put in the overtime
- Can be up to SFDBI to figure out how to make it work – although might impact other people's work
- I'm a skeptic whenever I hear the word 'guarantee' – I can see a client saying, the department guaranteed the permit, you didn't get it, etc. you're creating a situation where it can be problematic; failure to meet a guarantee = damage
- If I've got a project, I'll get my first set of plan checks in 1-2 weeks; I don't want to get too excited about it, because I think it would be great
- We've had horror stories of people just trying to get as-builts done and they hold up the file;
- Worried it will hold someone else back
- Either you have the money to pay and move your things forward or you don't; the small person who tries to get something done will have to wait longer
- Two-tiered system (oh, so the rich can fork it out and move ahead but I'm at the end of the line); 4-5 nods/agreement
- (What if you) Use a private inspection firm and do 100% premium; so you're not using SFDBI employees, it's not a burden on the dept, it's more money for SF, you're getting through faster
- After hours and weekends – have it now
- Great, especially for smaller clients
- Great to be able to fast track, and do it now, to some extent
- Service by appt – why should you pay an additional fee for setting an appointment. It seems more efficient and saves the department money anyway
- We often have very specific building inspection issues on a one on one basis and most clients would be willing to pay the fee to solve a particular problem
- Sends a message that you're important, it's a little bit of a respect thing
- Time is money, this reflects that

## Visions for the Department's Future – Written Comments (Self-Administered Questionnaire #3)

Name	Verbatim Comments – SF DBI; Group 3: Influentials Self-Administered Questionnaire #3 Comments <i>(Suggestions on other ways to improve service at the Department of Building Inspection)</i>
Jim	"Case worker"
John	<ul style="list-style-type: none"> <li>- Assign a "go to" person at DBI for each significant project who has electronic access to the whole permit picture.</li> <li>- Figure out a way to streamline addendum process: i.e. concentrated plan check "appointments" for each addendum package (managed by the above "go to" person).</li> </ul>
Doug	Concerned that Express Plan services would occur at expense of normal projects in queue.
Margie	"How to get a permit" sessions offered for homeowners/ others.
Sam	<ul style="list-style-type: none"> <li>- Better web access to City database or records.</li> <li>- I am not in favor to go with a Premium plan. It's not fair for people without money.</li> </ul>
Ken	<ul style="list-style-type: none"> <li>- (re: Service by appointment): Why do you need to pay more? Only if you have a third/ fourth, need to work on same problem or project.</li> <li>- Allow for private engineering and/or architectural firms to do inspections and/or plan reviews when the Department is overloaded. Have Director make decision and/or other responsible party when DBI needs to "go outside."</li> </ul>
Andy	<p>Understand permit process and effectively communicate to the general public. This change will create a positive perception of DBI, which they will generate more revenue. Win/win</p> <ol style="list-style-type: none"> <li>1. Automation</li> <li>2. Demo building</li> <li>3. Changes – improve customer service (how to communicate)</li> </ol>
Janan	Revamp and upgrade internal computer system.
Sean	Improve employee morale – make employees feel like they are part of the housing <u>solution</u> . The service they provide is important. Perhaps offer incentives to employees to improve production and service.
Jason	Be accountable on what they have approved and signed.
Bright	Map or 'how to' brochure. Helpers to explain to the uninitiated what they can expect. Customer Bill of Rights.

## Improving the Relationship Between SF DBI and . . . (Group 3 – Influentials Only)

- Influentials suggested a combination of outreach/information campaigns and introductory brochures (e.g. a brochure for homeowners, for those new to SF DBI) in order to improve relationships between SF DBI and various constituencies. One Influential explained, *Too much time now spent just getting information – for a city like SF in heart of technology area, we should be able to provide the public with information they should be able to get.*

### Between SF DBI and Neighborhood Groups

- Inspectors, 2-3 items/year talk to us, have dinner, maybe need to do that too
- Code of conduct – when I talk to people in NH groups there's a perception that there's favoritism, political connections, expeditors; need a code of conduct which would state that if there's wrongdoing, there's a structure to address it
- Grand jury was full of things, but no specifics, cast a dark cloud over SFDBI, but no real specifics that would help; it's time to get rid of the half-truths, rumors, etc.
- There's ample opportunity for people to be informed
- Online information too
- Have a web site that has a lot of information on upcoming events and walk through the process, and where to go if you need more info, where to go next, links from association web sites to department, AIA should have a link, BOMA, etc. should have a link to SFDBI from their own sites

### Between SF DBI and Professionals, Including Engineers, Architects, Developers, Contractors, and Others

- More information accessible online
- Too much time now spent just getting information – for a city like SF in heart of technology area, we should be able to provide the public with information they should be able to get
- Incentivize employees to be more inclined to be part of the solution; very easy to have a set of drawings and find problems, but harder to find solutions; you get into situations the codes don't always address; employees should help find solutions
- DBI has really partnered with educating members re: codes, building code and green issues, etc. have seen a real change in that regards
- Professional newsletter would be great; we have one inspector who writes a column; he picks one where there's a lot of failures that month, and why, etc., very educational; would be great to do the same for other professions
- What about a DBI blog? You could ask a question and get an answer, informally
- Interpretations tend to change

## Usage of the SF DBI Website

- Most Influentials had used the SF DBI web site.
- Influentials wanted to see the web site used more, particularly for informational and outreach goals they mentioned earlier (such as a section for homeowners/newcomers).

### How many have used the SF DBI website?

7 (out of 11) have used it

### Most important/useful features of site (whether have or have not used it)

- List of people to contact
- Navigating the system
- Status and tracking of permits
- Need improved status and tracking of permits
- Online permits
- Ability to print permits from your own computer
- Understanding the processes
- Tracking, paying fees, printing out forms, submitting forms
- Appointment calendar
- Specific section for small biz and homeowners, so they just deal with issues they need to deal with, instead of going through a lot of things that don't apply, e.g. homeowners' corner
- A lot of people go once in their life for a permit – small biz owner, homeowner – have that information step by step, since they aren't likely to have to go through process again
- SFDBI should be able to take you to link to fire dept for inspection, etc. so you keep those in mind too

## Comparisons/Emerging Practices

- Influentials acknowledged that SF DBI is among the largest and most complex building inspection department they deal with locally.
- Influentials praised the knowledge base of both plan checkers and inspectors.
- Influentials were most likely to suggest that SF DBI consider moving to a physical space that could more readily accommodate the agency, so that staff was less cramped and had a more efficient, more pleasant environment to work in.

### Comparison of San Francisco DBI with building inspection departments in other Bay Area Counties

- It's the biggest
- Most complicated
- When I go down to Hillsboro to take a permit there's a sweet lady and they give you a pen and you fill out the application

### Positives of San Francisco DBI vs. elsewhere

- Different inspectors – one for plumbing, knows plumbing inside and out, the electrical guys know electrical, etc.
- Knowledgeable plan checkers

### Negatives of San Francisco DBI vs. elsewhere

- Oakland will call you looking for the information; hey are you going to do this or not? San Francisco doesn't do that
- Parking
- The process is convoluted
- Labyrinthine
- Should assign an individual to track from day one – other communities do that, a caseworker kind of system
- One person can call you and tracks your plans through the system
- SF has used same building application form for 20 years – and things have changed but they haven't kept up, it doesn't ask right questions

### Specific emerging practices that DBI should consider based on experience dealing with other Building Inspection Departments

- Oakland has an incentive program where their re employees get a bonus at year's end when they provide best service, etc. very motivated to get your permits out
- Oakland doesn't plan check – they just glass things through (contrasting view); so the incentive may not be the key
- Customer service, etc. – can anyone tell me where to provide customer service feedback to DBI??? This person was great, this one wasn't, etc. there's never been any accountability.
- Is there some part of DBI's performance reviews that show accolades/criticism from the public?
- Where do you go to resolve a problem? That isn't clear either. Creates a bit of fear in clients

### Things other SF City Departments are doing that should be considered or replicated by DBI (in dealing with the public and key professionals like yourselves)

- The department is overseen by a commission; not sure how well educated, knowledgeable the commissioner is
- The director should help commissioners understand what the department wants/needs to do
- Some commissioners are very suspect of change – that's a problem
- Overall organization – even office layout, better environment for the employees, make it friendlier to walk in
- Current DBI office is pretty dated
- Don't just think about other SF departments – but also private sector and nonprofit sector
- Facility DBI is in doesn't function well; they need to have better facilities
- More staff needed
- Other departments in Bay Area have huge facilities; you don't see the cramped crowded quarters like you do at SFDBI
- It reminds me of walking into a hospital (SFDBI) and not a good one

## Mock Building Inspection Committee

- Influentials mentioned better signage and a revamped office space as necessary steps in improving SF DBI's service.
- Influentials also mentioned separate or additional services for homeowners and/or those who are using SF DBI for the first time.
- Accountability was also a key issue for Influentials, and they saw this as part of an overall internal reorganization that may already be under way.
- Final recommendations also included making sure the SF DBI director has the authority to make vital, but major, changes.

### Group #3 - Influentials

- Automation – web-based
  - Information tracking (how-to)
  - Tracking applications
  - Appointments
  - Permits
- Physical environment – reprogrammed
- Permit Team accountability (as part of overall Employee Performance tracking)

### Wrap-Up (Final Comments)

- Use the 3 listed in mock
- Clarify process so it's clear what to do without using an expediter
- Use 3 listed; also look at contracting out services
- Use 3 listed; but also premium services being considered
- He needs the power to do what he wants to do
- Adopt the notion of having a permit manager for each major project
- Employee performance tracking; if motivated all employees to work it would eliminate a lot of the backlog, not just finding problems
- Seek some endorsements from groups, industry; make a presentation and we can have a meeting to endorse it, his job is easier; buy-in
- Needs to be clearer communication who is to do what, who has jurisdiction; often they don't know who can make that decision
- The director should be given extreme authority and cut the little bureaucrats; we want to know who to shoot (humor)
- #3 on mock trial/internal reorganization



**City and County of San Francisco  
Department of Building Inspection**

**2008 Customer Phone Survey  
SUMMARY REPORT**

Prepared by

**Corey, Canapary & Galanis Research  
San Francisco, California**

September 2008

# CONTENTS

**INTRODUCTION.....3**

**EXECUTIVE SUMMARY ..... 4**

**DETAILED RESULTS..... 6**

**Part 1: Satisfaction with San Francisco  
Department of Building Inspection**

**Overall Satisfaction with Department of Building Inspection ..... 7**

**Improvement/Decline in SF DBI Services ..... 9**

**Most Common Reasons Given for Improvement..... 11**

**Most Common Reasons Given for Decline ..... 12**

**Overall Satisfaction with SF DBI Departments ..... 13**

**Rating of Permit Services..... 15**

**Expanded Over-The-Counter Plan Check Services ..... 17**

**Plan Check Services ..... 18**

**Inspection Services ..... 19**

**Records (Microfilm and Report of Residential Records [3R]) ..... 20**

**Part 2: Characteristics of San Francisco Department of  
Building Inspection Customers..... 21**

**Frequency of Use..... 22**

**Number of Times Visited ..... 23**

**Number of Projects Processed ..... 24**

**Type and Location of Work ..... 25**

**SF DBI Web Site ..... 29**

**Part 3: Customer Demographics ..... 32**

**APPENDICES**

- Questionnaire
- Verbatim Comments
- Statistical Tables
- Interviewer Specifications

# INTRODUCTION

In July/August 2007, three focus groups were conducted to elicit qualitative insights from San Francisco building professionals, homeowners, and community and industry representatives regarding their experiences and perceptions of the San Francisco Department of Building Inspection. Some of the specific topics discussed during the groups included:

- Unaided Perception of the San Francisco Department of Building Inspection
- Rating of SF DBI Service Attributes
- Public Perception of the Department of Building Inspection
- Visions for the Department's Future

Qualitative results from these groups were compiled into a report. In addition, information and insights from these groups were used to help develop a quantitative survey instrument to be administered among DBI customers.

The purpose of the quantitative survey was to:

1. To quantitatively verify the perceptions and conclusions from the focus groups;
2. To probe issues raised during the focus groups, providing a more statistically sound answer from a broader base of respondents; and
3. To establish a baseline, so that a statistically relevant survey can be conducted each year, and so that results can be compared over time.

The first such survey was conducted from July 9, 2008, through July 31, 2008, with surveying of those who had worked with Microfilm Records and/or 3R Services on August 21, 2008. A total of 832 interviews were conducted. Respondents were contacted based on SF DBI records, which indicated the contacts had worked with SF DBI over the prior 12 months.

Calling was done during both daytime and evening shifts, so that both professionals/contractors and homeowners could be surveyed. Respondents were called primarily Monday through Friday, with some Saturday and Sunday surveying, primarily to reach homeowners. Surveying was done by professionally trained, experienced interviewers who are based in, and familiar with, San Francisco.

In reviewing the detailed report, please note that percentages may not total 100% due to statistical rounding. Statistics in grey type indicate data with a low base of respondents. Such data should not be considered statistically reliable.

# EXECUTIVE SUMMARY

**On a 5-point scale, respondents rated their overall satisfaction with SF DBI at 3.76.**

- Contractors and other professionals were generally more satisfied (3.84) than property owners (3.44).
- Electrical and plumbing contractors were generally more satisfied than building contractors. Architects and engineers were the least satisfied among contractors and professionals, providing a rating of 3.69.
- Those who had 10 or more projects processed through SF DBI were more satisfied (3.83) than those who had 2-10 projects processed (3.77). This suggests that customer education and/or knowledge of SF DBI's processes, and/or the building code and related regulations, contributes to customer satisfaction.

**Overall, 36% of respondents said that SF DBI had improved over the past six months.**

- By category, building contractors, those applying for building permits, and those who have had frequent contact with SF DBI were most likely to say that service had improved.
- Among professionals, building contractors and architects/engineers were most likely to say things had improved over the past six months, even though they provided lower overall satisfaction ratings than other industry groups.
- Women were somewhat more likely than men to say they did not know whether service had improved.

**Recent changes to SF DBI, along with SF DBI staff, contributed greatly to improvements.**

- The most common reasons given for improvement were streamlined processes (25%), Over-the-Counter Plan Check (22%), and short wait times (16%) were mentioned. This is consistent throughout the survey, with items such as the Fourth Floor layout in OTC Plan Check receiving among the highest mean scores of any department-specific attribute (4.15).
- However, of all improvement reasons provided, 28% were staff-related (e.g. customer service-oriented, 11%; Staff availability, 6%). This is also consistent throughout the survey, with staff-related attributes ranking among the highest across OTC Plan Check, Plan Check, Inspection, and Permit Services.

**Respondents who indicated service had declined tended to focus on Inspection Services.**

- Three of the five top reasons given for decline related to inspection services (scheduling process – 32%; inspections 3<sup>rd</sup> floor – 12%; inspection window – 12%).
- Although staff-related comments were 47% of negative comments, many of these comments related to training/trainable issues (e.g. staff not qualified/knowledgeable – 20%).

**Of the department-specific ratings, Records received the highest average score, followed by Inspection and OTC Plan Check services. Regular Plan Check services received the lowest average score, by department, at 3.47.**

- Within Inspection Services, those 55 years and older gave the division the highest mean score (3.93), followed by those who visited SF DBI 1-2 times (3.83) and those who have done more than 10 projects (3.80).
- OTC Plan Check Services had a similar pattern, with those over 55, those who have done 10 or more projects, and those who have visited more than 10 times providing the highest mean scores. Permit Services and Plan Check had similar patterns in the mean scores provided.
- Inspection Services was the only service that had nearly identical ratings by both contractor/professionals and property owners. The other three major services all received noticeably higher ratings from contractors than from property owners.

**Of the department-specific ratings, those pertaining to Staff ranked among the highest across all four major departments.**

- “Staff was helpful in addressing your questions” received the highest marks in Inspection Services and Permit Services; however, none of the departments received a score below 3.78. (The question was not asked regarding Microfilm and 3R services.)
- “Efficient and professional staff” received the highest marks in Inspection Services (at 4.05); however, none of the departments received a score below 3.79.

**Almost all respondents have visited SF DBI at least 3 times in the past year; the average SF DBI customer has visited nearly 11 times in the past year.**

- Among contractor type, permit applied for, and projects processed, it appears that those who visited the least provided the highest overall ratings. This suggests that at least part of the overall satisfaction from respondents stems from both their own knowledge about the process as well as the efficiency of their interaction with SF DBI.

**Adding to or altering a home was the most common project among respondents, followed by adding or altering a commercial building.**

**Among respondents, 40% of all projects were in 6 neighborhoods – Sunset, Richmond, Mission/Mission Terrace, Downtown/Civic Center, Noe Valley, and Pacific Heights.**

**More than half of all respondents (57%) have visited the SF DBI web site. Those aged 18-34, women, those with 10 or more projects in the past year, and architects/engineers were most likely to have visited the web site.**

- Although plumbing contractors were among the least likely to have visited the SF DBI web site, those who did visit the site were most likely to track permits and were also very likely to download forms.
- Similarly, whether or not someone had visited the web site varied considerably by age; however, among those who visited the site, there was much less variation as to whether they had tracked permits or downloaded forms. Older respondents who visited the web site were almost as likely as younger respondents who visited the web site to have tracked permits or downloaded forms.

**The average contractor or other building professional processed 22 projects through SF DBI in the past year.**

- Builders processed fewer total projects than electrical contractors or architects/engineers.
- Female contractors/professionals processed more projects, on average, than male contractors/professionals (35 vs. 20).

# DETAILED RESULTS

## **Part 1: Satisfaction with San Francisco Department of Building Inspection**

**Overall Satisfaction with Department of Building Inspection**

- On a 5-point scale, respondents rated their overall satisfaction with SF DBI at 3.76.
- Contractors and other professionals were generally more satisfied (3.84) than property owners (3.44). Notably, those who had 10 or more projects processed through SF DBI were more satisfied (3.83) than those who had 2-10 projects processed (3.77). This suggests that customer education and/or knowledge of SF DBI's processes, and/or the building code and related regulations, contributes to customer satisfaction.
- Electrical and plumbing contractors were generally more satisfied than building contractors. Architects and engineers were the least satisfied among contractors and professionals, providing a rating of 3.69.

**Q17. How would you rate your overall experience with the Department of Building Inspection? Would you say. . .**

N=832 (All Respondents)	<b>2008</b>
<b>Percent (%) saying they are:</b>	<b>%</b>
(value)	
(5) Very Satisfied .....	<b>31</b>
(4) Somewhat Satisfied .....	<b>37</b>
(3) Neutral .....	<b>14</b>
(2) Somewhat Dissatisfied .....	<b>12</b>
(1) Very Dissatisfied .....	<b>6</b>
Don't Know/Refused .....	<b>&lt;1</b>
	<b>100%</b>
 Recap:	
Very/Somewhat Satisfied .....	<b>68%</b>
Very/Somewhat Dissatisfied .....	<b>18%</b>
 AVERAGE (mean) RATING (5-point scale) .....	<b>3.76</b>

NOTE: A five point scale was used on this question. Higher average ratings are more positive. Very Satisfied = 5, Somewhat Satisfied = 4, Neutral = 3, Somewhat Dissatisfied = 2, Very Dissatisfied = 1. Don't Know responses have been eliminated in calculating the averages. Maximum positive score = 5.00. Lowest possible score = 1.00.

(See Statistical Table 65)

**OVERALL SATISFACTION BY SURVEY SUB-GROUPINGS**

Group	[Number of Respondents]	Average Ratings	Very/Somewhat Satisfied	Very/Somewhat Dissatisfied
<b>TOTAL</b>	<b>[832]</b>	<b>3.76</b>	<b>68%</b>	<b>18%</b>
<b>BY RESPONDENT TYPE</b>				
Contractor/Other Professional	[627]	3.84	71	14
Property Owner	[125]	3.44	57	30
Both	[57]	3.63	65	26
Other	[23]	3.52	65	26
<b>BY CONTRACTOR TYPE</b>				
Builder	[265]	3.70	66	17
Plumbing	[73]	3.86	73	17
Electrical	[170]	3.99	75	12
Architectural/Engineering	[65]	3.69	68	20
<b>BY PERMIT APPLIED FOR</b>				
Building	[578]	3.66	65	20
Electrical	[450]	3.75	67	18
Plumbing	[362]	3.70	65	20
<b>BY NUMBER OF TIMES VISITED SFDBI</b>				
Never	[18]	3.89	78	22
1 to 2 Times	[102]	3.93	73	13
3 to 10 Times	[438]	3.73	68	18
More than 10 Times	[252]	3.72	67	20
<b>BY NUMBER OF PROJECTS PROCESSED</b>				
1 Project	[57]	4.00	77	12
2 to 10 Projects	[397]	3.77	68	16
More than 10 Projects	[238]	3.83	72	16
<b>AGE</b>				
18-34 Years Old	[131]	3.68	64	18
35-44 Years Old	[234]	3.67	65	17
45-54 Years Old	[253]	3.74	69	21
55 Years and Older	[185]	3.94	73	15
<b>GENDER</b>				
Male	[705]	3.79	69	17
Female	[127]	3.59	63	24

(See Statistical Table 65)



**Improvement/Decline in SF DBI Services**

- Overall, 36% of respondents said that SF DBI had improved over the past six months.
- By category, building contractors, those applying for building permits, and those who have had frequent contact with SF DBI were most likely to say that service had improved. Women were somewhat more likely than men to say they did not know whether service had improved.
- Among professionals, building contractors and architects/engineers were most likely to say things had improved over the past six months, even though they provided lower overall satisfaction ratings than other industry groups.

**Q 18. Over the past six months, would you say the services provided by the Department of Building Inspection have improved, declined, or are about the same?**

N=832 (All Respondents)	<b>2008</b>
<b>Percent (%) saying they are:</b>	<b>%</b>
Improved .....	36
Declined .....	12
About the same .....	41
Don't know .....	11
	<b>100%</b>

(See Statistical Table 66)

**IMPROVEMENT/DECLINE BY SURVEY SUB-GROUPINGS**

Group	[Number of Respondents]	Improved	Declined	Same
<b>TOTAL</b>	<b>[832]</b>	<b>36</b>	<b>12</b>	<b>41</b>
<b>BY RESPONDENT TYPE</b>				
Contractor/Other Professional	[627]	37	13	43
Property Owner	[125]	14	7	44
Both	[57]	58	16	23
Other	[23]	48	4	35
<b>BY CONTRACTOR TYPE</b>				
Builder	[265]	41	10	45
Plumbing	[73]	33	16	44
Electrical	[170]	28	23	42
Architectural/Engineering	[65]	52	6	39
<b>BY PERMIT APPLIED FOR</b>				
Building	[578]	39	9	41
Electrical	[450]	32	15	43
Plumbing	[362]	37	11	44
<b>BY NUMBER OF TIMES VISITED SFDBI</b>				
Never	[18]	17	-	44
1 to 2 Times	[102]	28	9	32
3 to 10 Times	[438]	33	10	48
More than 10 Times	[252]	46	16	35
<b>BY NUMBER OF PROJECTS PROCESSED</b>				
1 Project	[57]	32	4	30
2 to 10 Projects	[397]	36	11	48
More than 10 Projects	[238]	47	20	31
<b>AGE</b>				
18-34 Years Old	[131]	32	14	47
35-44 Years Old	[234]	37	11	43
45-54 Years Old	[253]	38	13	41
55 Years and Older	[185]	37	12	36
<b>GENDER</b>				
Male	[705]	36	13	41
Female	[127]	32	9	43

(See Statistical Table 66)

**Most Common Reasons Given for Improvement**

- The most common reasons given for improvement were streamlined processes (25%), Over-the-Counter Plan Check (22%), and short wait times (16%) were mentioned. However, of all improvement reasons provided, 28% were staff-related (e.g. customer service-oriented, 11%; Staff availability, 6%).

**Q18A. Why is that? [Follow-up to Q18. Over the past six months, would you say the services provided by the Department of Building Inspection have improved, declined, or are about the same?]**

N=296 (Stated Services Have Improved)	2008
Percent (%) saying reason for improvement is:	%
Process fast/streamlined/efficient .....	25
OTC – Fourth Floor .....	22
Not crowded/short wait-time/no lines .....	16
Inspections – 3 <sup>rd</sup> Floor .....	11
Customer-service oriented/accommodating.....	11
Layout organized/together in one place.....	9
Turnaround time for permits .....	7
Process clear/simple/easy to follow .....	7
Scheduling .....	7
Staff accessibility/availability.....	6
Plan check.....	5
Staff professional/well-trained .....	4
Staff is efficient .....	4

(See Statistical Table 67 for a complete list of reasons; respondents could provide more than one answer)

**Most Common Reasons Given for Decline**

- Three of the five top reasons given for decline related to inspection services (scheduling process – 32%; inspections 3<sup>rd</sup> floor – 12%; inspection window – 12%).
- Although staff-related comments were 47% of negative comments, many of these comments related to training/trainable issues (e.g. staff not qualified/knowledgeable – 20%).

**Q18A. Why is that? [Follow-up to Q18. Over the past six months, would you say the services provided by the Department of Building Inspection have improved, declined, or are about the same?]**

N=101 (Stated Services Have Improved) Percent (%) saying reason for decline is:	2008 %
Inspection scheduling process .....	32
Staff not qualified/knowledgeable/professional .....	20
Too many changes/system not worked out/confusing...	15
Inspections – 3 <sup>rd</sup> Floor .....	12
Inspection window inconvenient.....	12
Inconsistent/conflicting interpretations/decisions.....	11
Staff attitude/morale .....	10
Process bureaucratic/complicated/slow.....	8
Lack of communication/language barrier .....	8
Plan check.....	6
Codes/regulations/procedures need updates/ centralized information source .....	6
Availability/understaffed .....	6
Turnaround time for permits .....	5
OTC – 4 <sup>th</sup> floor.....	4
Multiple inspections/inspectors required.....	4
Staff not efficient/responsible .....	4

(See Statistical Table 68 for a complete list of reasons; respondents could provide more than one answer)

**Overall Satisfaction with SF DBI Departments**

- Of the department-specific ratings, Records received the highest average score, followed by Inspection and OTC Plan Check services. Regular Plan Check services received the lowest average score, by department, at 3.47.
- Within Inspection Services, those 55 years and older gave the division the highest mean score (3.93), followed by those who visited SF DBI 1-2 times (3.83) and those who have done more than 10 projects (3.80). OTC Plan Check Services had a similar pattern, with those over 55, those who have done 10 or more projects, and those who have visited more than 10 times providing the highest mean scores. Permit Services and Plan Check had similar patterns in the mean scores provided.
- However, Inspection Services was the only service that had nearly identical ratings by both contractor/professionals and property owners. The other three major services all received noticeably higher ratings from contractors than from property owners.

		Permit Services	OTC Plan Check	Plan Check	Inspection	Records
<b>TOTAL</b>	<b>[832]</b>	<b>3.68</b>	<b>3.74</b>	<b>3.47</b>	<b>3.76</b>	<b>3.85</b>
<b>BY RESPONDENT TYPE</b>						
Contractor/Other Professional	[627]	3.72	3.77	3.50	3.75	3.94
Property Owner	[125]	3.54	3.51	3.40	3.76	3.88
Both	[57]	3.53	3.68	3.18	3.74	4.19
Other	[23]	3.62	4.36	4.09	4.06	3.64
<b>BY CONTRACTOR TYPE</b>						
Builder	[265]	3.57	3.73	3.44	3.70	4.44
Plumbing	[73]	3.71	3.36	3.29	3.64	5.00
Electrical	[170]	4.01	3.84	3.81	3.77	4.42
Architectural/Engineering	[65]	3.39	3.55	3.23	3.39	4.08
<b>BY PERMIT APPLIED FOR</b>						
Building	[578]	3.59	3.72	3.45	3.76	3.67
Electrical	[450]	3.68	3.66	3.48	3.72	3.29
Plumbing	[362]	3.62	3.66	3.53	3.74	3.87
<b>BY NUMBER OF TIMES VISITED SFDBI</b>						
Never	[18]	2.82	3.44	3.13	3.78	4.31
1 to 2 Times	[102]	3.95	4.09	3.82	3.83	3.52
3 to 10 Times	[438]	3.64	3.65	3.41	3.74	3.76
More than 10 Times	[252]	3.69	3.78	3.48	3.75	4.48

		Permit Services	OTC Plan Check	Plan Check	Inspection	Records
<b>BY NUMBER OF PROJECTS PROCESSED</b>						
1 Project	[57]	3.86	3.64	3.63	3.74	3.72
2 to 10 Projects	[397]	3.65	3.71	3.39	3.71	3.99
More than 10 Projects	[238]	3.74	3.86	3.58	3.80	3.85
<b>AGE</b>						
18-34 Years Old	[131]	3.74	3.75	3.60	3.77	3.71
35-44 Years Old	[234]	3.59	3.52	3.25	3.70	4.07
45-54 Years Old	[253]	3.66	3.85	3.46	3.68	3.82
55 Years and Older	[185]	3.81	3.87	3.70	3.93	4.05
<b>GENDER</b>						
Male	[705]	3.70	3.74	3.48	3.76	3.86
Female	[127]	3.57	3.74	3.44	3.73	3.81

(See Statistical Tables 19, 30, 40, 50, and 58)

**Rating of Permit Services**

- Staff’s helpfulness in addressing questions received the highest ranking in Permit Services (3.98), with consistently high ratings from applicants in all three permit areas. Wait-time at the counter ranked lowest (3.37), with fairly consistent low marks in all three permit areas.
- Building permit applicants tended to give lower ratings for each attribute than those applying for either electrical or plumbing permits.

Q5. Permit Services is responsible for routing plans and issuing permits, and is located on the first floor of the 1660 Mission Street building. I’m going to read you a list of words or phrases related to Permit Services. Please indicate how strongly each applies using a 5-point scale, where 5 means “applies strongly” and 1 means “does not apply.” You may choose any number between 1 and 5.

N=774 (Applied For/Received Permit)	APPLIES STRONGLY		DOES NOT APPLY		DON'T KNOW/NA	MEAN SCORE (5 Pt. Scale)	
	5	4	3	2	1		[ ]
----- read % across ▶ -----							
<b>Staff was helpful in addressing your questions</b>							
ALL APPLICANTS .....	40	28	20	5	4	4	3.98
Building Permit Applicants.....	39	28	22	6	3	2	3.96
Electrical Permit Applicants .....	40	26	20	6	4	4	3.97
Plumbing Permit Applicants.....	40	27	20	6	3	2	3.97
<b>Clear communication of fees</b>							
ALL APPLICANTS .....	44	23	15	10	6	3	3.91
Building Permit Applicants.....	40	24	17	10	7	2	3.82
Electrical Permit Applicants .....	44	22	15	9	7	4	3.90
Plumbing Permit Applicants.....	42	22	17	11	7	2	3.84
<b>Efficient and professional staff</b>							
ALL APPLICANTS .....	35	29	21	8	4	3	3.87
Building Permit Applicants.....	33	30	22	9	4	2	3.80
Electrical Permit Applicants .....	37	27	22	7	4	4	3.89
Plumbing Permit Applicants.....	36	26	24	7	5	2	3.83
<b>Received accurate information</b>							
ALL APPLICANTS .....	36	28	17	11	6	4	3.79
Building Permit Applicants.....	30	30	20	12	7	2	3.66
Electrical Permit Applicants .....	36	26	17	10	6	4	3.79
Plumbing Permit Applicants.....	33	27	19	11	7	3	3.70

N=774 (Applied For/Received Permit)	APPLIES STRONGLY		DOES NOT APPLY			DON'T KNOW/NA	MEAN SCORE (5 Pt. Scale)
	5	4	3	2	1	[ ]	
----- read % across ▶ -----							
<b>Clear explanation of steps needed to obtain your permit</b>							
ALL APPLICANTS .....	34	25	17	12	9	4	3.66
Building Permit Applicants.....	29	26	19	14	9	3	3.54
Electrical Permit Applicants .....	34	24	17	11	9	4	3.67
Plumbing Permit Applicants.....	32	24	20	14	8	3	3.59
<b>Adequate signs and directions inside the building</b>							
ALL APPLICANTS .....	29	24	18	14	7	8	3.59
Building Permit Applicants.....	28	25	21	15	6	5	3.56
Electrical Permit Applicants .....	29	24	18	12	8	9	3.57
Plumbing Permit Applicants.....	27	24	20	14	9	6	3.48
<b>Supervisory staff was available for second opinion, if requested</b>							
ALL APPLICANTS .....	24	19	11	6	11	30	3.57
Building Permit Applicants.....	23	19	13	7	12	27	3.48
Electrical Permit Applicants .....	23	18	12	7	10	30	3.52
Plumbing Permit Applicants.....	24	20	12	8	10	26	3.54
<b>Decisions were consistent among all staff that reviewed your permit</b>							
ALL APPLICANTS .....	25	26	17	14	12	7	3.40
Building Permit Applicants.....	20	26	19	17	14	4	3.24
Electrical Permit Applicants .....	27	25	16	14	11	7	3.46
Plumbing Permit Applicants.....	22	27	19	15	12	6	3.33
<b>Wait-time at the permit counter was reasonable</b>							
ALL APPLICANTS .....	22	26	24	13	10	4	3.37
Building Permit Applicants.....	20	26	25	16	11	2	3.29
Electrical Permit Applicants .....	22	24	25	13	11	5	3.36
Plumbing Permit Applicants.....	22	22	27	14	12	3	3.30
<b>OVERALL SATISFACTION RATINGS for Permit Services</b>							
ALL APPLICANTS .....							3.68
Building Permit Applicants.....							3.59
Electrical Permit Applicants .....							3.68
Plumbing Permit Applicants.....							3.62

(See Statistical Tables 10-19)



**Expanded Over-The-Counter Plan Check Services**

- OTC Plan Check Services were rated highest on the fourth floor OTC layout (4.15) and staff (3.91 in answering questions, 3.87 for efficiency and professionalism).
- Respondents were least satisfied with consistency (3.22), wait time (3.58), and the accuracy of answers (3.65) given by staff.

Q7. I'm going to read you a list of words or phrases related to the Over-the-Counter plan check services. Please indicate how strongly each applies using a 5-point scale, where 5 means "applies strongly" and 1 means "does not apply." You may choose any number between 1 and 5.

N=310 (Visited OTC plan check services)	APPLIES STRONGLY		DOES NOT APPLY			DON'T KNOW/NA	MEAN SCORE
	5	4	3	2	1	[ ]	(5 Pt. Scale)
	----- read % across ▶ -----						
Fourth Floor layout met your OTC needs .....	40	38	15	3	2	2	4.15
Staff was helpful in addressing your questions.....	37	35	13	9	5	1	3.91
Efficient and professional staff.....	36	32	20	7	5	-	3.87
Recently implemented Over-the-Counter plan review services meet my needs .....	33	34	17	7	6	2	3.83
Supervisory staff was available for second opinion, if requested .....	30	24	15	4	8	19	3.77
Clear explanation of steps needed to obtain your permit .....	32	28	20	12	7	1	3.66
Received accurate information .....	29	30	23	9	8	1	3.65
Wait-time at the review stations was reasonable .....	24	32	28	12	5	<1	3.58
Consistent staff decisions and code interpretations .	21	25	23	16	15	<1	3.22
<b>OVERALL SATISFACTION RATING for Over-The-Counter Plan Services.....</b>							<b>3.74</b>

(See Statistical Tables 21-30)

**Plan Check Services**

- Plan Check Services received high ratings from respondents for the professionalism (3.79) and helpfulness (3.78) of its staff, as well as the availability of supervisors (3.53).
- Respondents rated return phone calls (3.14), consistency of code interpretations (3.27), and turnaround times (3.28) the lowest.

Q9. Now I'm going to read you a list of words or phrases related to the Plan Check of your project. Please indicate how strongly each applies using a 5-point scale, where 5 means "applies strongly" and 1 means "does not apply." You may choose any number between 1 and 5.

N=321 (Went through a plan check)	APPLIES STRONGLY		DOES NOT APPLY			DON'T KNOW/NA	MEAN SCORE
	5	4	3	2	1	[ ]	(5 Pt. Scale)
	----- read % across ▶ -----						
Efficient and professional staff .....	32	32	20	10	4	1	3.79
Staff was helpful in addressing your questions .....	31	33	21	9	4	2	3.78
Supervisory staff was available for second opinion, if requested .....	24	21	16	7	11	22	3.53
Staff provided clear and accurate comments and corrections the first time .....	24	30	23	12	9	2	3.50
You were able to schedule re-check appointment When needed.....	24	24	16	10	11	15	3.49
Reasonable turnaround times for your project.....	24	21	24	14	14	3	3.28
Staff decisions and code interpretations were consistent.....	21	23	25	16	12	3	3.27
Staff was timely in returning phone calls .....	19	19	21	14	15	13	3.14
<b>OVERALL SATISFACTION RATING for Plan Check Services.....</b>							<b>3.47</b>

(See Statistical Tables 32-40)

**Inspection Services**

- Inspection Services was rated relatively high by respondents who had worked with the division. Most highly rated were direct staff attributes (efficient and professional, 4.05; helpful 3.98), while the availability of supervisory staff for a second opinion was rated lowest (3.62).

**Q11. Now I'm going to read you a list of words or phrases related to the Inspection Process of your project(s). Please indicate how strongly each applies using a 5-point scale, where 5 means "applies strongly" and 1 means "does not apply." You may choose any number between 1 and 5.**

N=677 (Involved in Inspection process)	APPLIES STRONGLY		DOES NOT APPLY		DON'T KNOW/NA [ ]	MEAN SCORE (5 Pt. Scale)	
	5	4	3	2			1
----- read % across ▶ -----							
Efficient and professional staff .....	42	31	16	6	3	2	4.05
Staff was helpful in addressing your questions .....	40	30	18	6	4	2	3.98
Able to accommodate your inspection scheduling needs .....	31	32	19	11	6	1	3.71
Conflicts between approved plans and field inspections were resolved in a timely manner .....	27	27	14	6	9	17	3.70
Consistent code interpretations and decisions made in the field .....	32	28	20	11	7	2	3.68
Satisfied with inspection scheduling process .....	34	28	17	11	9	1	3.66
Staff was timely in returning phone calls .....	30	27	19	9	8	7	3.65
Supervisory staff was available for second opinion, if requested .....	25	20	10	3	12	30	3.62
<b>OVERALL SATISFACTION RATING for Inspection Services .....</b>							<b>3.76</b>

(See Statistical Tables 42-50)

**Records (Microfilm and Report of Residential Records [3R])**

- Respondents who used Microfilm and/or 3R records rated the resolution of any issues the highest, at 4.11, of any attribute.
- Respondents rated the availability of supervisors, at 3.50, the lowest of any attribute within records-related services.

Now I'm going to read you a list of words or phrases related to Records and Microfilm at the Department of Building Inspection. Please indicate how strongly each applies using a 5-point scale, where 5 means "applies strongly" and 1 means "does not apply." You may choose any number between 1 and 5.

N=51 (Requested copies of Microfilm/3R)	APPLIES STRONGLY		DOES NOT APPLY			DON'T KNOW/NA	MEAN SCORE
	5	4	3	2	1	[ ]	(5 Pt. Scale)
	----- read % across ▶ -----						
Able to resolve any issues related to microfilm and 3R .....	49	23	8	4	8	8	4.11
Process policies were clearly explained .....	47	23	16	10	4	-	4.00
Requested information was accurate .....	47	25	10	8	8	2	3.98
Process was timely and efficient .....	41	22	18	6	12	2	3.76
Satisfied with turnaround times and fees .....	33	23	20	14	4	6	3.73
Supervisory staff available for second opinion, if requested .....	25	16	6	6	14	33	3.50
<b>OVERALL SATISFACTION RATING for Records Services .....</b>							<b>3.85</b>

**Q12g. Would you be willing to pay for expedited Records and Microfilm services?**

N=51 (Requested copies of Microfilm/3R)

Yes .....	51%
No .....	29%
Maybe/It depends .....	18%
Don't know.....	2%

(See Statistical Tables 52-59)

## **Part 2: Characteristics of San Francisco Department of Building Inspection Customers**

**Frequency of Use**

- Most respondents had visited SF DBI within the past year.
- Within subcategories, it appears that the longer it has been since a person visited, the higher the overall rating given to SF DBI.

**Q13. When was the last time you visited the Department of Building Inspection office at 1660 Mission Street in San Francisco?**

N=832 (All Respondents)	Within past month	2-6 months	6 months-1 year	More than 1 year ago	Never	*MEAN # OF MOS.	MEAN SATISFACTION
----- read % across -----							
<b>TOTAL (All Respondents)</b> .....	<b>54</b>	<b>34</b>	<b>8</b>	<b>2</b>	<b>2</b>	<b>2.78</b>	<b>3.76</b>
<b>BY RESPONDENT TYPE</b>							
Contractor/Other Professional .....	57	33	7	2	1	2.61	3.84
Property Owner .....	40	40	12	3	4	3.63	3.44
Both .....	61	30	4	3	2	2.49	3.63
Other .....	30	26	22	-	17	4.03	3.52
<b>BY CONTRACTOR TYPE</b>							
Builder .....	58	36	6	<1	-	2.30	3.70
Electrical .....	50	34	10	5	1	3.49	3.99
Plumbing .....	66	19	6	4	4	2.46	3.86
Architectural/Engineering .....	66	28	6	-	-	1.99	3.69
<b>BY PERMIT APPLIED FOR</b>							
Building .....	59	34	6	1	1	2.37	3.66
Electrical .....	54	35	7	3	1	2.87	3.75
Plumbing .....	60	32	4	2	1	2.33	3.70
<b>BY NUMBER OF TIMES VISITED SF DBI</b>							
1 to 2 Times .....	23	32	43	1	-	5.52	3.93
3 to 10 Times .....	47	49	4	-	-	2.54	3.73
More than 10 Times .....	87	13	<1	-	-	0.99	3.72
<b>BY NUMBER OF PROJECTS PROCESSED</b>							
1 Project .....	21	47	26	2	4	4.85	4.00
2 to 10 Projects .....	54	38	5	2	1	2.58	3.77
More than 10 Projects .....	70	21	3	3	3	2.07	3.83
<b>AGE</b>							
18-34 Years Old .....	60	31	5	2	2	2.48	3.68
35-44 Years Old .....	49	40	7	2	1	2.85	3.67
45-54 Years Old .....	55	32	8	2	3	2.77	3.74
55 Years and Older .....	55	30	9	3	3	2.96	3.94
<b>GENDER</b>							
Male .....	56	33	7	2	1	2.68	3.79
Female .....	42	36	12	2	7	3.41	3.59

\*This mean shows, on average, how long ago members of each sub-category visited SF DBI, in number of months.

(See Statistical Tables 60 and 65)

**Number of Times Visited**

- Almost all respondents have visited SF DBI at least 3 times in the past year; the average SF DBI customer has visited nearly 11 times in the past year.
- Among contractor type, permit applied for, and projects processed, it appears that those who visited the least provided the highest overall ratings. This suggests that at least part of the overall satisfaction from respondents stems from both their own knowledge about the process as well as the efficiency of their interaction with SF DBI.

**Q14. About how many times have you visited the Building Inspection office in the past year?**

N=814 (Visited SF DBI)	1-2 TIMES	3-5 TIMES	6-10 TIMES	10-20 TIMES	20+ TIMES	MEAN # VISITS	MEAN SATISFACTION
----- read % across ----->							
<b>TOTAL (All Respondents)</b> .....	<b>13</b>	<b>29</b>	<b>25</b>	<b>14</b>	<b>17</b>	<b>10.8</b>	<b>3.76</b>
<b>BY RESPONDENT TYPE</b>							
Contractor/Other Professional .....	9	28	25	17	18	11.5	3.84
Property Owner .....	29	37	25	2	4	5.6	3.44
Both .....	7	16	29	11	34	15.4	3.63
Other .....	26	32	26	-	11	7.3	3.52
<b>BY CONTRACTOR TYPE</b>							
Builder .....	6	29	28	18	18	11.7	3.70
Electrical .....	16	23	22	14	18	11.2	3.99
Plumbing .....	6	27	24	19	19	12.2	3.86
Architectural/Engineering .....	12	12	17	17	42	17.0	3.69
<b>BY PERMIT APPLIED FOR</b>							
Building .....	10	29	25	15	19	11.4	3.66
Electrical .....	11	28	26	13	18	11.2	3.75
Plumbing .....	6	30	27	15	19	11.7	3.70
<b>BY NUMBER OF PROJECTS PROCESSED</b>							
1 Project .....	56	24	18	2	-	3.5	4.00
2 to 10 Projects .....	5	37	32	17	7	9.0	3.77
More than 10 Projects .....	6	11	16	19	45	18.7	3.83
<b>AGE</b>							
18-34 Years Old .....	10	23	25	13	26	13.1	3.68
35-44 Years Old .....	12	29	29	16	13	10.1	3.67
45-54 Years Old .....	10	29	28	12	19	11.2	3.74
55 Years and Older .....	16	29	19	16	16	10.4	3.94
<b>GENDER</b>							
Male .....	11	29	26	15	17	11.0	3.79
Female .....	22	26	23	9	17	9.9	3.59

(See Statistical Tables 61 and 65)

**Number of Projects Processed**

Q27. About how many projects have you processed through the Department of Building Inspection in the past year?

- The average contractor or other building professional processed 22 projects through SF DBI in the past year. Builders processed fewer total projects than electrical contractors or architects/engineers, but most likely had more complex projects processed.
- Female contractors/professionals processed more projects, on average, than male contractors/professionals (35 vs. 20).

N=684 (All Contractors)	1 Project	2-4 Projects	5-10 Projects	11-20 Projects	21-100 Projects	100+ Projects	MEAN # OF PROJECTS	MEAN SATISFACTION
----- read % across ----->								
<b>TOTAL (All Respondents) .....</b>	<b>8</b>	<b>28</b>	<b>29</b>	<b>13</b>	<b>17</b>	<b>4</b>	<b>22</b>	<b>3.76</b>
<b>BY CONTRACTOR TYPE</b>								
Builder .....	8	37	31	9	10	3	16	3.70
Electrical .....	9	24	25	18	17	4	22	3.99
Plumbing .....	6	23	29	10	29	4	28	3.86
Architectural/Engineering .....	8	17	17	22	32	3	30	3.69
<b>BY PERMIT APPLIED FOR</b>								
Building .....	7	31	31	11	15	3	20	3.66
Electrical .....	9	31	28	13	14	4	19	3.75
Plumbing .....	7	32	31	9	16	3	19	3.70
<b>AGE</b>								
18-34 Years Old .....	7	23	23	16	29	2	26	3.68
35-44 Years Old .....	7	29	36	10	15	2	17	3.67
45-54 Years Old .....	7	27	27	13	19	5	24	3.74
55 Years and Older .....	11	29	28	13	12	7	23	3.94
<b>GENDER</b>								
Male .....	8	29	30	12	16	3	20	3.79
Female .....	4	19	23	14	31	8	35	3.59

(See Statistical Tables 65 and 79)



**Type and Location of Work**

- Q2. Which of the following have you been personally involved in (over the past 12 months)
- a. Applied for or received a permit through the San Francisco Department of Building Inspection
  - Q4. Which of the following permits have you personally applied for in the past 12 months?
  - b. Went through a plan check through the San Francisco Department of Building Inspection
  - Q6. Have you visited the expanded Over-The-Counter plan check services on the 4<sup>th</sup> Floor in the past 12 months?
  - Q8. Am I correct that you were personally involved in a Plan Check at the Department of Building Inspection in the past 12 months?
  - c. Received an inspection through the San Francisco Department of Building Inspection
  - Q10. Am I correct that you have personally been involved in the inspection process of a project in the past 12 months?
  - d. Applied for a 3R Report or a microfilm record request through the Department of Building Inspection?
- Q3. Did you, or your architect or contractor, go through a preliminary review of your plans through the San Francisco Planning Department?

N=832 (All Respondents)

Percent (%) saying they:	(%)
Applied for/received a permit.....	93
Went through a plan check .....	45
Received an inspection through SFDBI.....	81
Went through a preliminary review through SF Planning Dept.....	37

(See Statistical Tables 2, 3, 4, and 6)

N=53 (Those asked/on record as 3R/ Microfilm visitors)

Percent (%) saying they:	(%)
Applied for a 3R report or a microfilm record request.....	96

(See Statistical Table 5)

N=774 (Applied for/received a permit)

Percent (%) saying they applied for a(n):	(%)
Building permit .....	75
Electrical permit.....	58
Plumbing permit .....	47

(See Statistical Tables 7-9)

N=374 (Went through a plan check)

Percent (%) saying they:	(%)
Visited the expanded OTC plan check services.....	83

(See Statistical Table 20)

N=374 (Went through a plan check)

Percent (%) saying they were:	(%)
Personally involved in a plan check .....	86

(See Statistical Table 31)

- Adding to or altering a home was the most common project among respondents, followed by adding or altering a commercial building.

**Q15. Which of the following categories describes the scope of work of your project(s) in the past year?**

N=832 (All Respondents)	Add/alter Single family	Add/alter Commercial	New Construction	Electrical (not spec.)	Research Property	Repair Work	Signage	Roofing
----- read % across ▶ -----								
<b>TOTAL % (All Respondents) .....</b>	<b>66</b>	<b>54</b>	<b>19</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>BY RESPONDENT TYPE</b>								
Contractor/Other Professional ....	67	59	21	5	<1	1	1	1
Property Owner .....	68	31	6	-	2	-	-	-
Both .....	75	58	26	-	-	2	-	-
Other .....	22	22	22	-	39	4	-	9
<b>BY CONTRACTOR TYPE</b>								
Builder .....	71	51	12	<1	-	1	1	1
Electrical .....	71	69	26	16	-	2	-	-
Plumbing .....	74	60	30	-	-	-	-	-
Architectural/Engineering .....	68	63	32	-	-	2	-	-
<b>BY PERMIT APPLIED FOR</b>								
Building .....	67	51	17	1	-	1	1	2
Electrical .....	69	59	19	6	-	1	2	<1
Plumbing .....	74	54	16	<1	-	1	<1	<1
<b>BY NUMBER OF TIMES VISITED SFDBI</b>								
Never .....	56	50	22	6	11	6	-	-
1 to 2 Times .....	57	41	13	7	1	2	2	-
3 to 10 Times .....	67	48	15	3	2	1	1	1
More than 10 Times .....	70	68	28	3	-	<1	<1	2
<b>BY NUMBER OF PROJECTS PROCESSED</b>								
1 Project .....	44	42	12	9	4	2	4	-
2 to 10 Projects .....	71	55	17	4	1	1	1	1
More than 10 Projects .....	63	68	31	3	1	2	1	2
<b>AGE</b>								
18-34 Years Old .....	60	57	23	4	3	-	1	1
35-44 Years Old .....	74	50	17	3	<1	<1	1	1
45-54 Years Old .....	66	55	23	5	2	2	<1	2
55 Years and Older .....	60	55	16	2	2	3	2	1
<b>GENDER</b>								
Male .....	68	55	19	4	1	1	1	1
Female .....	55	46	17	2	3	1	2	1

(Above are only the most commonly given categories; See Statistical Table 62 for a complete list)

**Q15a. (If new construction) What type of *new construction*?**

N=159 (Involved in New Construction Project)	TOTAL %	BUILDING PERMIT	ELECTRICAL PERMIT	PLUMBING PERMIT
Single family home or duplex.....	62	54	66	67
Multi-unit residential building .....	60	58	59	59
Commercial or office building.....	48	46	51	45
Other .....	10	8	18	7
Don't know.....	3	3	3	7

(See Statistical Table 63)

Among respondents, 40% of all projects were in 6 neighborhoods – Sunset, Richmond, Mission/Mission Terrace, Downtown/Civic Center, Noe Valley, and Pacific Heights.

**Q16. In what neighborhood was your most recent project property located?**

N=832 (All Respondents)	Sunset	Richmond	Mission/ Terrace	Downtown/ Civic	Noe Valley	Pacific Hts.	SOMA S. Beach	Fin. Dist.	Marina	Bernal Hts.	Castro
-----read % across ▶-----											
<b>TOTAL %</b> .....	9	9	8	8	6	5	4	3	3	3	3
<b>BY RESPONDENT TYPE</b>											
Contractor/Other Prof. ....	10	8	7	9	6	6	5	4	3	2	3
Property Owner .....	7	14	7	1	3	2	3	1	2	6	2
Both .....	7	12	9	5	14	7	4	-	2	2	-
<b>BY CONTRACTOR TYPE</b>											
Builder.....	10	10	8	5	6	7	2	3	4	3	2
Electrical .....	9	6	7	13	6	6	6	4	3	1	4
Plumbing .....	11	7	11	7	7	3	4	-	3	-	1
Architectural/Engineering .....	5	9	3	11	17	5	3	3	5	5	-
<b>BY PERMIT APPLIED FOR</b>											
Building.....	9	10	8	7	7	5	4	3	3	3	2
Electrical .....	10	8	8	8	6	5	5	3	4	2	4
Plumbing .....	10	9	8	4	6	4	4	2	4	3	3
<b>BY NUMBER OF TIMES VISITED SFDBI</b>											
Never.....	-	11	11	11	6	6	-	-	-	6	11
1 to 2 Times .....	9	5	10	4	4	6	6	3	3	2	2
3 to 10 Times.....	9	9	8	7	5	3	4	3	3	3	3
More than 10 Times .....	10	9	5	10	10	8	5	4	4	2	1
<b>BY NUMBER OF PROJECTS PROCESSED</b>											
1 Project.....	4	5	12	4	4	4	11	5	-	4	5
2 to 10 Projects .....	9	9	9	5	7	5	4	3	3	2	3
More than 10 Projects.....	11	7	6	16	8	8	4	4	4	2	1
<b>AGE</b>											
18-34 Years Old.....	11	5	7	9	8	5	5	2	3	2	3
35-44 Years Old.....	8	7	10	6	7	6	4	3	4	2	2
45-54 Years Old.....	10	8	6	8	6	4	4	6	3	4	4
55 Years and Older.....	6	15	6	8	5	4	5	3	2	3	1
<b>GENDER</b>											
Male.....	10	8	8	8	7	5	4	3	3	3	3
Female .....	5	11	8	7	5	4	4	4	2	2	2

(Above are only the most commonly given locations; See Statistical Table 64 for a complete list)

**SFDBI Web Site**

More than half of all respondents (57%) have visited the SF DBI web site. Those aged 18-34, women, those with 10 or more projects in the past year, and architects/engineers were most likely to have visited the web site.

Although plumbing contractors were among the least likely to have visited the SF DBI web site, those who did visit the site were most likely to track permits and were also likely to download forms. Similarly, whether or not someone had visited the web site varied considerably by age; however, among those who visited the site, there was much less variation as to whether they had tracked permits or downloaded forms.

- Q19. Have you ever visited the Department of Building Inspection’s website?
- Q20. Have you used the website to track permits?
- Q21. Have you used the website to download forms?
- Q22. Briefly, what other information would you like to see on the website?

**Percentage of respondents who said they have visited SF DBI’s web site**

**TOTAL (All Respondents) ..... 57% (473 out of 832 respondents)**

**BY RESPONDENT TYPE**

Contractor/Other Prof. .... 56  
 Property Owner ..... 61  
 Both ..... 65

**BY CONTRACTOR TYPE**

Builder..... 52  
 Electrical ..... 62  
 Plumbing ..... 54  
 Architectural/Engineering ..... 89

**BY NUMBER OF PROJECTS PROCESSED**

1 Project..... 37  
 2 to 10 Projects ..... 49  
 More than 10 Projects..... 75

**AGE**

18-34 Years Old..... 73  
 35-44 Years Old..... 61  
 45-54 Years Old..... 51  
 55 Years and Older..... 51

**GENDER**

Male ..... 55  
 Female ..... 69

(See Statistical Table 70)

N=473 (Visited Web Site)	Used Web to Track Permits	Used Web to Download Forms
Percentage [with actual number in brackets]		
<b>TOTAL (All Who Visited Web Site) .....</b>	<b>66</b> [313]	<b>56</b> [265]
<b>BY RESPONDENT TYPE</b>		
Contractor/Other Professional .....	66 [229]	57 [199]
Property Owner .....	62 [47]	55 [42]
Both .....	81 [30]	49 [18]
<b>BY CONTRACTOR TYPE</b>		
Builder.....	65 [89]	46 [63]
Electrical .....	69 [63]	57 [52]
Plumbing .....	80 [36]	69 [31]
Architectural/Engineering .....	71 [41]	79 [46]
<b>BY NUMBER OF PROJECTS PROCESSED</b>		
1 Project.....	38 [8]	62 [13]
2 to 10 Projects .....	62 [120]	48 [93]
More than 10 Projects.....	78 [138]	66 [117]
<b>AGE</b>		
18-34 Years Old.....	65 [62]	57 [55]
35-44 Years Old.....	69 [98]	54 [77]
45-54 Years Old.....	64 [83]	50 [65]
55 Years and Older.....	66 [63]	66 [63]
<b>GENDER</b>		
Male.....	66 [256]	56 [217]
Female .....	66 [57]	55 [48]

(See Statistical Tables 71-72)

**Q22. Briefly, what other information would you like to see on the website?**

When asked what additional information they would like to see, the most commonly given response was “don’t know/no comment (41%), followed by the comment that the site is already helpful and respondents can find the information they need (13%).

Among those who suggested changes or additions, codes and code changes were the most commonly requested item, followed by information on scheduling inspection or checking an inspector’s schedule and more details on permit tracking (both 6%).

**Percentage who said they would like to see:**

N=473 (Visited Web Site)	% Requesting
Don’t know/no comment.....	41%
Comprehensive/helpful/can find information needed.....	13
Codes/code changes .....	8
Schedule inspections/check inspector’s schedule .....	6
Permit tracking/all permits/more details .....	6
Submit application/pull all permits.....	5
FAQ/Checklist of steps for process/requirements.....	5
Contact information/phone numbers/email addresses/ Inspectors for districts .....	5
Easier/faster to navigate/links/improved software .....	5
Accurate/updated information.....	3
Land parcel info/property info/block and lot numbers/ zoning .....	3

(These are only the most commonly given responses; see Statistical Table 73 for a complete list.)

### Part 3: Customer Demographics

(N=832 All Respondents) %

**Age**

18 to 24 years .....	1
25 to 34 years .....	15
35 to 44 years .....	28
45 to 54 years .....	30
55 to 64 years .....	18
65 years or older.....	4
Refused .....	4

**MEAN 45.9 YEARS OF AGE**

**Race/Ethnicity**

Caucasian.....	62
Asian/Pacific Islander.....	24
Hispanic/Latino.....	7
African-American .....	2
Middle Eastern.....	1
Other .....	1
Native American.....	<1
Refused .....	4

**Gender**

Male.....	85
Female .....	15

(See Statistical Tables 74-75 and 82)



**Demographics – Contractors Only**

(N=684 All Contractors) %

**Number of People Employed in Organization**

1 person .....	26
2-3 people.....	17
4-5 people.....	14
6-10 people.....	13
11-20 people .....	11
21-50 people .....	9
51 or more people.....	6
Don't know/refused .....	5

**Company Classification**

Building contractor .....	39
Electrical contractor .....	25
General contractor .....	11
Plumbing contractor.....	11
Architecture firm .....	6
Other (not specified).....	5
Engineering firm.....	4
Fire protection/sprinkler contractor.....	2
Roofing/waterproofing contractor .....	2
Specialty contractor .....	2
Signage .....	1
Solar/energy efficiency contractor.....	1
Mechanical contractor .....	<1
Property management/realtor.....	<1
Remodeling contractor.....	<1
HVAC contractor.....	<1

(See Statistical Tables 77-78)

**Projects Requiring DBI Professional Services**

**Percentage of respondents who said they have used Professional Services over the past 6 months**

(N=684 All Contractors)

%

---

**TOTAL (All Contractors) ..... 16**

**BY CONTRACTOR TYPE**

**Builder..... 15**  
**Electrical ..... 12**  
**Plumbing ..... 15**  
**Architectural/Engineering ..... 25**

**BY NUMBER OF PROJECTS PROCESSED**

**1 Project..... 17**  
**2 to 10 Projects ..... 15**  
**More than 10 Projects..... 20**

**AGE**

**18-34 Years Old..... 16**  
**35-44 Years Old..... 14**  
**45-54 Years Old..... 17**  
**55 Years and Older..... 20**

**GENDER**

**Male ..... 17**  
**Female ..... 12**

(See Statistical Tables 77-81)



## SF Department of Building Inspection

- [Home](#) | 
 [Permit Services](#) | 
 [Plan Review](#) | 
 [Inspection Services](#) | 
 [Most Requested](#) | 
 [Other Services](#) | 
 [Calendar](#) | 
 [About Us](#)

Home » Plan Review » Information Sheets

### Information Sheets

TEXT FONT SIZE A<sup>-</sup> A<sup>+</sup>

Select Language

#### DISABLED ACCESS

<b>DA-01</b>	<b>Ordinance on Telephone Jacks and Grab Bars for SROs</b>
--------------	--

#### EGRESS

<b>E-01</b>	<b>Exiting and Fire Sprinkler Requirements for Roof Decks</b>
<b>E-02</b>	<b>Emergency Escape and Rescue Openings to Yard for R-3 Occupancies</b>

#### FIRE SAFETY

<b>FS-01</b>	<b>Allowable Area and material for Combustible Roof Decks</b>
<b>FS-02</b>	<b>Automatic Sprinkler System Increase</b>

#### GENERAL

<b>G-01</b>	<b>Signature on Plans</b>
<b>G-02</b>	<b>Approval of Various Plan Review Procedures</b>
<b>G-03</b>	<b>Assigning Street Addresses</b>
<b>G-04</b>	<b>Signs</b>
<b>G-05</b>	<b>Affixing Building Enlargement Description Stamp</b>
<b>G-06</b>	<b>Cancellation, Withdrawl, Extension and Reactivation of Permit Applications That are Not Issued</b>

#### GREEN BUILDING

<b>GB-01</b>	<b>Green Building Submittal Instructions per AB-093</b>
--------------	---

<b>INTERIOR ENVIRONMENT</b>	
<b>IE-01</b>	<b>Natural Light</b>

<b>MECHANICAL, ELECTRICAL, PLUMBING</b>	
<b>MEP-01</b>	<b>Additions and Alterations to Existing Non-Residential Buildings after July 1, 2012</b>

<b>STRUCTURAL</b>	
<b>S-01</b>	<b>Structural Submittal Requirements for (A) Tower Crane Foundation and Attachment Permit and (B) Foundation</b>
<b>S-02</b>	<b>Suspended Ceilings</b>
<b>S-03</b>	<b>Tension Anchors in UMBs</b>

Last updated: 3/26/2013 11:33:09 AM



San Francisco Department of Building Inspection  
1660 Mission Street • San Francisco, CA 94103 • Tel: (415) 558-6088 • Fax: (415) 558-6401



[Contact SFGov](#) — [Accessibility](#) — [Policies](#)

City and County of San Francisco ©2000-2013



**TRAINING VENDORS**

<b><u>VENDOR</u></b>	<b><u>TYPE OF TRAINING</u></b>
1ST FIVE MINUTES	FIRST AID & CPR TRAINING
ACCELA INC	COMPUTER TRAINING
AMERICAN SOCIETY OF CIVIL ENGINEERS INC	CODE TRAINING
CALIFORNIA BUILDING OFFICIALS	CODE TRAINING
DAVID BONOWITZ, S.E.	EARTHQUAKE RETROFITTING/CODE TRAINING
DEPARTMENT OF HUMAN RESOURCES	ERGONOMIC & SAFETY TRAINING
GPPA ARCHITECTS	CASP & ADA CODE TRAINING
LEARN IT	COMPUTER TRAINING
LORMAN EDUCATION SERVICES	CUSTOMER SERVICE TRAINING
NATIONAL FIRE PROTECTION ASSOCIATION	CODE TRAINING
NATIONAL SEMINARS TRAINING	CODE TRAINING
SKILLPATH SEMINARS/COMPUMASTER	COMPUTER TRAINING
STRUCTURAL ENGINEERS ASSOC OF NOR CALIF	CODE TRAINING
VERIZON WIRELESS	CELL PHONE AND TABLET TRAINING



# 2013 Education Weeks

REGISTER ONLINE } [www.calbo.org](http://www.calbo.org)

## CALBO Training Institute (CTI) Course Directory

Message from CTI

2013-2014 CALBO  
Membership Registration

2013 Education Weeks:  
General Information  
San Ramon & Ontario

2013 Education Weeks:  
Course Descriptions

2013 Education Weeks:  
Event Registration

Building Official Leadership  
Academy General  
Information &  
Registration...  
Still Room in 2013-2014  
Classes!

Request a CALBO Training  
Institute (CTI) Course for  
Your Jurisdiction or  
Chapter

CTI Education Course  
Offerings and Descriptions

2014 ABM:  
A Look Ahead

1

3

4

5

9

13

15

16

22

CALBO Training Institute (CTI) is pleased to continue the tradition of offering two Education Weeks, Northern California and Southern California. The 23rd Annual Education Weeks will be held September 23 – September 26, 2013 in San Ramon and October 21 – 24, 2013 in Ontario.

**Registration**

Registration is available in half-day, full-day, and full-week enrollment. (Full week registrations may only be split between two individuals!) The registration form must accompany full payment, purchase order, or credit card information. You can register online at [www.calbo.org](http://www.calbo.org), or mail the form to the CALBO office at 1225 8th Street, Suite 425, Sacramento, CA 95814 or faxed to (916) 442-3616. Payment for registration should be received by registration deadline. **The San Ramon registration deadline is Friday September 13, 2013 and the Ontario registration deadline is Friday, October 11, 2013.**

**Late Registration**

Registration forms received after the registration deadline will have to register onsite. Late registrations must be submitted onsite at the CALBO registration desk and are accepted on a “space available” basis only.



**Fees**

All registration fees include morning and afternoon refreshment and lunch.

REGISTRATION TYPE	CALBO MEMBERS	NON-MEMBERS
Full Week (4 Days)	\$555	\$740
Full Day	\$165	\$220
One Half-Day	\$110	\$125
Two Half-Days (same day, same person)	\$165	\$220

**Class Materials**

Attendees are provided with professional written materials to supplement audio/visual and verbal instruction.

**Special Needs**

If special accommodations or dietary needs exist, **please notify CALBO staff at least 15 days prior to registered session.**

**Cancellation Policy**

Cancellations received up to 7 days prior to the beginning of each session will be refunded, minus a 25% processing fee. Refund requests must be received in writing. You may email any requests for refund to [info@calbo.org](mailto:info@calbo.org). **Cancellations received less than 7 days prior to the beginning of the session will not be refunded, and registrants are responsible for full payment.** No-shows will not be refunded and are responsible for full payment. Registration may be transferred to another session or another individual with prior authorization of CALBO staff. CALBO reserves the right to cancel a class for low enrollment. Registration may be transferred if class is cancelled.

**Certificate of Attendance**

It is the policy of CTI that Certificates of Attendance reflect the prescribed number of hours the student has participated in the subject matter. A certificate of attendance will be presented upon the completion of each class for those who attended the entire session. You will not receive credit if you do not attend the entire session.

**Hotel Information**

**San Ramon Marriott**

2600 Bishop Drive  
San Ramon, CA 94583  
Reservation Number: 800-228-9290  
CALBO Room Rate: \$149.00 +tax  
**Reservation Cut Off Date:** Friday, September 6th  
Parking Information: Free Parking is provided to all CALBO attendees



**Ontario Doubletree by Hilton**

222 North Vineyard Avenue  
Ontario, CA 91764  
Reservation Number: 800-222-8733  
CALBO Room Rate: \$84.00 +tax  
**Reservation Cut Off Date:** Friday, October 5th  
Parking Information: Free Parking is provided to all CALBO attendees

## 2013 California Building Code

This full day course is conducted in a workshop format with the lecturer and attendees participating in active discussions of the significant non-structural revisions that will help with the transition to the latest CA CBC. The course highlights those areas that have been revised from the 2010 CBC with other code topics welcomed for discussion. The workshop is appropriate for experienced and not-so-experienced users of the CBC. It is recommended for Building Officials, Architects, Designers, Engineers, Plans Examiners, Field Inspectors and Counter Technicians. Joint CALBO/ICC publication will be available with this course.

## 2013 California Electrical Code

This is a full-day course designed to help clarify the numerous changes to the 2013 California Electrical Code. The discussions will center on the background and intent of the significant changes of the code cycle. Also illustrated will be Substantial changes to the equipotential bonding grid for swimming pools and the new requirements for bonding communication circuits will also be discussed.

## 2013 California Residential Code

This full day course examines the significant revisions to the 2013 CRC. The course is conducted in a workshop format where lecturer and attendees participate in active discussions of the revisions. The course highlights those areas that have been revised from the 2010 CRC with other code topics always welcomed. Recommended for Building Officials, Architects, Designers, Home Builders, Plans Examiners, Field Inspectors and Counter Technicians. Joint CALBO/ICC publication will be available with this course.

## **new!** 2013 CBC Chapter 11B - Accessibility in Public Buildings, Public Accommodations, Commercial Buildings and Public Housing

This course will provide attendees with a working understanding of the completely reformatted 2013 CBC Ch11B. The State's historic move to align California's accessibility requirements with the federal requirements, and at the same time update the accessibility scoping and technical requirements, has resulted in literally thousands of changes between the last code cycle and the current 2013 CBC. This course will meet:

- (1) *H&S code requirements for continuing education requirements for building department personnel*
- (2) *B&P code requirements for CA Licensed Architects Disabled Access Continuing Education*
- (3) *AIA CES HSW Learning Units*
- (4) *Continuing education requirements for Certified Access Specialist (CAsp)*

This program is recommended for local jurisdictional staff (including - building department, public works, parks and recreations, etc.), Architects, designers, contractors, and business owners/managers.

## 2013 Essentials of California Mechanical Code

Providing a fundamental understanding of the California Mechanical Code (CMC), this seminar offers participants an opportunity to learn the basics of the 2013 CMC. This seminar focuses on the most important topics covered in the code as well as some important changes that have been made in this new edition. At the end of the seminar participants will be able to apply their knowledge by working on practical exercises and determine if systems and components are installed according to the code.

## 2013 Essentials of California Plumbing Code

This seminar will provide a fundamental understanding of the new California Plumbing Code (CPC). Each chapter is covered in an easy-to-understand way that supplies the "need to know" information required to successfully understand and apply the provisions of that chapter. The 2013 edition of CPC includes a total revision to Chapter 16 and new Chapter 17 that will be highlighted in this seminar. At the end of the seminar participants will be able to apply their knowledge by working on practical exercises and determine if systems and components are installed according to the code.

## 2013 Non Residential Energy Standards

This full day course will provide an overview of the 2013 Energy Standards updates for nonresidential newly constructed buildings, additions and alterations. This course will cover the new mandatory requirements for covered processes, solar ready zones, building commissioning, acceptance test technician certification, forms registration, and much more. Additional topics include the new nomenclature for the Energy Standards section numbers and compliance forms. Using sample construction documents and compliance forms, the class objective is to simplify verification of the new 2013 Energy Standards requirements for nonresidential projects during the plan review and field inspections processes. Through this training Plans Examiners and Field Inspectors will be provided with the knowledge and tools necessary to enforce the 2013 Energy Standards. NOTE: The outdoor lighting and sign lighting requirements for nonresidential buildings will not be covered in this course.



## **new!** California Case Law 2013 Chapters 11A and 11B

In this unique course on California Access the participant will understand the unique relationship between Fair Housing Act, ADA, California Statue and Access Regulations as well as review the strategic published legal cases associated with Accessible Housing and Public Accommodations. The day will cover the structure of and regulations associated with 2013 Chapters 11A and 11B, Fair Housing Design Guidelines, as well as common construction items that are found in litigated Housing and Commercial cases. Knowing where to find regulations and how to apply those regulations to avoid Civil Rights Violations and the potential litigation is the key objective of this course.

## **Combination Inspection I**

This full-day course presents selected misconceptions, methodologies, and resources pertaining to the application of the CA Codes; ideal for the beginning field inspector and those interested in “brushing up” their field techniques. Selected building, electrical, plumbing and mechanical subjects and their inspection methodologies will be explored. An exciting program extensively covering the California Building, Residential, Plumbing, Electrical & Mechanical Codes, the necessary record keeping and office work for all inspectors and understanding changes to the California codes for the current code cycles.

## **new!** Commercial Cooking

The requirements for commercial cooking, in the 2013 California Mechanical Code and California Fire Code. Information will include sizing and installation issues for field-fabricated and listed exhaust hoods, grease ducts, grease filters, and exhaust fans. Also discussed will be UL 300 fire suppression systems, grease duct enclosure systems (duct wrap or self-contained duct/wrap), downdraft cooking appliances, and ductless hood systems. It is intended for plan reviewers, inspectors, fire inspectors, designers and contractors doing work in commercial construction.

## **new!** Effective Communications

It's impossible to win an argument because in an argument, nobody wins. Truly effective communication goes well beyond the spoken and written word. This course will teach you: personal safety tips when dealing with angry, stubborn, or otherwise difficult customers; how to encourage voluntary compliance; how to recognize when a conversation may become an argument; the importance of documentation; and how to overcome your own communication limitations. In this course you will gain an understanding of how health, stress, culture, education, and personal experience all play into the communication process and you will learn strategies that can be used in the office, in the field, and even at home.

## **Electric Vehicle Charging Systems**

**new!**

Learn about the code and listing requirements for electric vehicle charging systems, as required in Article 625 of the California Electrical Code. Information will be provided on key installation concerns, and the scope and limitations of the listed products used to charge electric vehicles. The seminar will cover how to find information necessary to plan check and inspect installations. An overview of electric vehicle charging system policies will be provided.

## **The Complete Permit Technician - Day 1**

**new!**

*It is strongly recommended you register for both days of this series training. Content comprehension is reliant upon both days.* Day one of this 2-day course is intended to provide essential information in the areas of code administration and history, legal aspects, customer service, basic plan review, inspection process, zoning requirements, permit fee calculations, basic occupancy and construction types, basic means of egress and dealing with difficult customers. The course is also beneficial for preparing for the Permit Technician Certification Exam. **Please bring a calculator, 2012 IBC, 2012 International Zoning Code, Legal Aspects of Code Administration and Basic Code Enforcement.**

## **The Complete Permit Technician - Day 2**

**new!**

*It is strongly recommended you register for both days of this series training. Content comprehension is reliant upon both days.* Day two of this 2-day course is intended to provide essential information in the areas of code administration and history, legal aspects, customer service, basic plan review, inspection process, zoning requirements, permit fee calculations, basic occupancy and construction types, basic means of egress and dealing with difficult customers. The course is also beneficial for preparing for the Permit Technician Certification Exam. **Please bring a calculator, 2012 IBC, 2012 International Zoning Code, Legal Aspects of Code Administration and Basic Code Enforcement.**

## **Seismic and Wind Design Considerations for Wood Framed Structures**

**new!**

The overall strength of a building is a function of all of the components – roof, walls, floors, and foundation – working together as a unit. This session will provide a top to bottom overview of lateral design for wood framed structures. Topics of discussion include lessons learned from natural disasters, load path continuity, the 2013 California Residential Code Wall Bracing Provisions, updates to the 2013 California Building Code, Shear Wall Design Alternatives and APA research.

**new!** **Grounding and Bonding**  
NOW FULL DAY

This seminar is a must for those who wish to keep informed and increase their understanding and expertise in grounding and bonding of electrical systems and equipment. Completely revised to the current edition of the NEC, it is based on the authoritative text Soares Book on Grounding and clearly explains the fundamentals and practice of grounding in easily understood language. After taking this course, the participant should be able to (1) have developed an essential basic understanding in the subject of grounding of electrical systems and equipment for safety, (2) know the fundamentals of grounding for systems, services, feeders, branch circuits, and equipment, and (3) have an understanding of sizing requirements for bonding and grounding conductors, equipment grounding conductors, grounding electrodes and grounding electrode conductors.

### Plan Check I

This course is designed for inspectors, permit technicians and others new to plan check. This course covers proven ways of conducting plan checks, goals of a plans examiner, "do's and don'ts" of plan check, and items the plans examiner needs to see on a set of drawings. Morning session covers general nonstructural items from Volume 1 of the CBC. Afternoon session covers significant structural items of CBC Chapter 16. Updates to the 2013 CBC will be covered.

### Plan Check II

This course builds upon the non-structural portion of Plan Check 1. Plan Check 2 is designed for those with some prior plan check experience. This all-day class covers discusses significant non-structural items from Chapters 1 through 10 from Volume 1 of the CBC. Particular emphasis will be placed upon Chapter 5 and 2013 updates.

### Code Enforcement Management



This course covers the Legal Aspects for Inspectors to enter and investigate complaints regarding building and municipal code violations. It will discuss the aspects of doing an investigation as it pertains to plain view, consent, exigent, and warrant

inspections. The course will also provide an example of how to properly write an inspection warrant and the process for submitting it to the court for approval.

### Residential Sprinkler Systems

This new class is on Residential Fire Sprinklers, based on the 2013 Edition of the NFPA 13D, reviewing the process from application to final field approval. During the plan review process we will focus on the critical path starting from the water purveyor to a three dimensional viewpoint while reviewing plans. The Inspections process involves a review of the minimum code requirements and understanding the core issues required in having a functional system prior to occupancy. Both Plan Checkers and Inspectors will garner valuable knowledge in understanding the entire approval process from start to finish. Please bring a calculator for part of the plan review process.

### Swimming Pools and Spas

This seminar covers the electrical requirements in the California Electrical Code, Article 680, for permanently installed swimming pools, storable swimming pools, spas and hot tubs, and fountains. Some of the topics covered will include such things as wiring methods, grounding and bonding, lighting and receptacle locations, motors, and GFCI requirements. This information is a must for installers and inspectors alike who desire a safe environment in and around these wet locations where the combination of water, electricity, and personnel demand a hazard-free experience. Also, an overview of the plumbing, mechanical, and pool barrier requirements in the California Plumbing, Mechanical, and Building codes will be included. Areas covered will include suction fittings and pumps, heaters, luminaires, pool access (fencing, gates, pool covers, and pool alarms), and location of various equipment. Code requirements and applicable listing requirements will be discussed.

### Engineered Wood – A to Z

**new!**

With the expanding choice and use of engineered wood products (EWPs) in today's construction market, it's now more important than ever to understand how to properly select, install and detail engineered wood materials. Karyn will introduce plywood, oriented strand board (OSB), glue laminated timbers (glulam), I-joists, and structural composite lumber (SCL), the benefits of engineered wood and its proper application. New building technologies, common framing mistakes, and case studies will be shared.

### Seismic Ceilings & Assemblies

This new course from CTI will be a full day (6 hour) course and will cover the 2012 Induction of the ASTM E580 transition from CISCA. Topics will include modifications from 2012 IBC for ASTM E580. This course will also cover specialty ceiling assemblies and seismic relation relating to: decorative cloud assemblies, partial attached decorative ceilings and large plank assemblies. This course will offer .6 CEU's and/or 6 AIA LU's.

## Combination Inspection II

This full-day course is designed to spur the thought processes of and to draw on the attendee's abilities as an experienced inspector to perform the more complex field inspections in an orderly, logical, and systematic process. A model case study will be explored in the afternoon, going into the methodology of the inspections required for the construction of a new structure. This course is ideal for the more experienced field inspector who is looking to refresh his/her basic field inspection methodology skills.

## Solar Photovoltaic Systems



This is a full day course to aid counter technicians, plan checking, and field inspectors better understand the intent, and changes, to California Electrical Code Article 690 - Solar Photovoltaic Systems. Discussions will include at least 3 things you should and should not see on a set of plans or in the field. Also included are new labeling requirements, and illustrations to clarify the numerous changes with an interactive approach. With the ever-changing technology and multitude of new solar products, having a better understanding of the intent of the code and the 2010 changes is a must for those involved with the fastest growing segment of the electrical industry.

## 2013 Green Building Code (CALGreen)

This course is designed for those involved with compliance and enforcement of the new 2013 California Green building Standards Code (CALGreen). The course will explore challenges and issues faced by inspectors, plans examiners, contractors and designers concerning construction, inspection, documentation and other enforcement issues. Strategies for compliance will also be discussed. This class will address residential and commercial requirements of the 2013 California Green building Standards Code (CALGreen).

## 2013 Residential Energy Standards

This full day course will provide an overview of the 2013 Energy Standards updates for residential newly constructed buildings, additions, and alterations. The course will cover the new mandatory requirements for HERS testing and solar ready zones, new prescriptive duct leakage requirements for HVAC alterations, and much more. Additional topics include the new nomenclature for the Energy Standards section numbers and compliance forms. Using sample construction documents and compliance forms, the course objective is to simplify verification of the new 2013 Energy Standards requirements for residential projects during the plan review and field inspections processes. Through this training Plans Examiners and Field Inspectors will be provided with the knowledge and tools necessary to enforce the 2013 Energy Standards



Please enter the information below and select the course(s) you would like to attend on Page 9. Send both sides of the registration form, along with payment method, to the address listed below or fax with credit card payment information.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Jurisdiction/Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_ **\*IMPORTANT! Confirmations will be sent by email.**

CALBO Member:  Yes  No I will attend:  San Ramon  Ontario

Registration	CALBO Members	Non-Members	Amount Due
Full Week (4 Days)	\$555	\$740	
Full Day	\$165	\$220	
One Half-Day	\$110	\$125	
Two Half-Days (same day, same person)	\$165	\$220	
		<b>TOTAL</b>	

**VEGETARIAN MEALS:**

Please check here if you prefer vegetarian meals.

**Please note:** All classes are full-day unless otherwise noted. Full-day courses are scheduled for 8:00am – 3:30pm. Half-day courses are scheduled for 8:00am – 11:30am or 12:30pm – 3:30pm. Certificates will be given to attendees who stay for complete classes only, no exceptions.

Registration begins each morning at 7:00 am. Morning refreshments will be available at 7:00 am. Morning refreshments include coffee and light breakfast foods. Please plan to arrive in time to be seated in class at 8:00 am.

Lunch is provided to all registrants. Lunch will be 11:30 am – 12:30 pm. Morning and afternoon refreshments will be provided to all attendees.

**Make your check or purchase order payable to “CALBO” and mail to 1225 8<sup>th</sup> Street, Suite 425, Sacramento, CA 95814 or pay by credit card (VISA/MasterCard. Unfortunately, we cannot accept American Express or Discover credit cards). Online Registration is available at [www.calbo.org](http://www.calbo.org).**

Number: \_\_\_\_\_ Exp. Date: \_\_\_\_\_

Billing Address (if different): \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Name on Card: \_\_\_\_\_ Signature: \_\_\_\_\_

OFFICE USE ONLY: CC	CK	INV	#	\$	DATE
---------------------	----	-----	---	----	------

Please select classes based on your attendance at the Ontario or San Ramon conference

**2013 Education Week Schedule**

**COURSE TIMES**

Full Day: 8:00 am - 3:30 pm  
 Morning Courses: 8:00 am – 11:30 am  
 Afternoon Courses: 12:30 pm – 3:30 pm

<input type="checkbox"/> NORTH Monday   September 23	Tuesday   September 24	Wednesday   September 25	Thursday   September 26
<input type="checkbox"/> SOUTH Monday   October 21	Tuesday   October 22	Wednesday   October 23	Thursday   October 24
<input type="checkbox"/> 2013 California Building Code	<input type="checkbox"/> 2013 California Residential Code	<input type="checkbox"/> 2013 California Building Code	<input type="checkbox"/> 2013 California Residential Code
<input type="checkbox"/> Residential Sprinkler Systems	<input type="checkbox"/> 2013 Essentials of California Mechanical Code	<input type="checkbox"/> 2013 Essentials of California Plumbing Code	<input type="checkbox"/> 2013 California Electrical Code
<input type="checkbox"/> The Complete Permit Technician Day 1	<input type="checkbox"/> The Complete Permit Technician Day 2	<input type="checkbox"/> Plan Check I	<input type="checkbox"/> Plan Check II
<input type="checkbox"/> Commercial Cooking	<input type="checkbox"/> Seismic Ceilings & Assemblies	<input type="checkbox"/> 2013 Non Residential Energy Standards	<input type="checkbox"/> 2013 Residential Energy Standards
<input type="checkbox"/> California Case Law 2013: Chapters 11A & 11B	<input type="checkbox"/> 2013 CBC Chapter 11B: Accessibility in Public Buildings, Public Accommodations, Commercial Buildings & Public Housing	<input type="checkbox"/> Combination Inspection I	<input type="checkbox"/> Combination Inspection II
<input type="checkbox"/> Green Building Code	<input type="checkbox"/> Grounding & Bonding	<input type="checkbox"/> Solar Photovoltaic Systems	<input type="checkbox"/> AM: Electronic Vehicle Charging <input type="checkbox"/> PM: Swimming Pools & Spas
<input type="checkbox"/> Engineered Wood: A to Z	<input type="checkbox"/> Seismic and Wind Design Considerations For Wood-Framed Structures	<input type="checkbox"/> Effective Communication	<input type="checkbox"/> Code Enforcement Management

**From:** [Hui, Tom](#)  
**To:** [DBI-Everyone](#)  
**Subject:** Cross-Training of New Inspectors  
**Date:** Thursday, June 13, 2013 7:54:09 AM

---

To all DBI Staff:

As you know, DBI has hired many new building, plumbing and electrical inspectors in the past few months to ensure that the Department is able to keep up with San Francisco's rapidly growing economy – including the increasing demand for Building Department services.

Effective immediately, I am appointing Patrick O'Riordan as Chair, and Chief Building Inspectors Ron Tom and Tony Grieco as members of a new Cross-Training Team. Over the next three months, this team will insure that all of DBI's new building inspectors receive cross-training to familiarize themselves with the many and often complex functions that must be performed across DBI divisions, including plan review and inspection.

Patrick is developing a schedule for these inspection trainings and the Cross-Training Team will be in direct contact with appropriate DBI supervisory staff to minimize any adjustments these trainings may require in the normal work routines of all divisions.

Please provide Patrick and his Cross-Training Team with your enthusiastic cooperation and support, as we accelerate the integration of our new inspectors into DBI's increasingly busy operations and thereby improve our capabilities of continuing to deliver outstanding customer services.

Thank you.

Tom C. Hui, S.E., C.B.O.  
Acting Director  
City & County of San Francisco  
Department of Building Inspection  
1660 Mission Street  
San Francisco CA 94103  
415-558-6131 Phone | 415-558-6225 Fax  
[Tom.Hui@sfgov.org](mailto:Tom.Hui@sfgov.org)

### Four-Hour Building Inspector Cross Training Schedule (afternoon sessions)

#	Names	Inspection Services				Permit Services				
		BID		CES		Plan Review		TSD/Info Center		
			Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date
1	Mauricio Hernandez	CED			7/24/2013					
		5th Floor					7/31/2013			
		TSD							8/21/2013	
		Inspection	8/14/2013							
		3rd Floor Counter	8/7/2013							
2	Dominic Keane	CED			7/23/2013					
		5th Floor					7/30/2013			
		TSD							8/6/2013	
		Complaints	8/13/2013							
		3rd Floor Counter	8/20/2013							
3	Matthew Greene	CED			8/21/2013					
		5th Floor					8/14/2013			
		TSD							8/7/2013	
		Complaints	7/31/2013							
		3rd Floor Counter	7/24/2013							

### Four-Hour Building Inspector Cross Training Schedule (afternoon sessions)

#	Names	Inspection Services				Permit Services				
		BID		CES		Plan Review		TSD/Info Center		
			Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date
4	Alan Lei	Inspection	7/23/2013							
		Complaints	7/30/2013							
		3rd Floor Counter	8/6/2013							
		5th Floor					8/13/2013			
		TSD							8/20/2013	
5	Chester Chiu	CED			7/31/2013					
		5th Floor					8/7/2013			
		TSD							8/14/2013	
		3rd Floor Counter	8/21/2013							
		Complaints	7/24/2013							
6	Jonathan Chiu	Inspection	8/20/2013							
		Complaints	8/6/2013							
		3rd Floor Counter	7/23/2013							
		CED			7/30/2013					
		TSD							8/13/2013	



### Four-Hour Building Inspector Cross Training Schedule (afternoon sessions)

#	Names	Inspection Services				Permit Services				
		BID		CES		Plan Review		TSD/Info Center		
			Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date	Assign Date	Complete Date
7	Stephen Kwok	Inspection	8/21/2013							
		Complaints	8/14/2013							
		3rd Floor Counter	7/31/2013							
		CED			8/7/2013					
		TSD							7/24/2013	

San Francisco Ethics Commission  
25 Van Ness Avenue, Suite 220  
San Francisco, CA 94102  
Phone: (415) 252-3100  
Fax: (415) 252-3112  
Email: [ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org)  
Web: [www.sfgov.org/ethics](http://www.sfgov.org/ethics)



For SFEC use

# Certificate of Ethics Training

(California Government Code § 53235 (AB 1234))

All City officers who are required to file Statements of Economic Interests ("SEIs") with the Ethics Commission must receive ethics training under California Government Code section 53235 (AB 1234) within one year of assuming office and again within two years of the prior training. *Please fill out the information below, file this form with the Ethics Commission, and retain an Ethics Commission date-stamped copy of this form for a minimum of five years. These certificates are public records maintained at the Ethics Commission.*

Please review the following to determine when you must complete the training:

- If you were in office and completed training in 2011, you must complete another ethics training session within two years of your last training. For example, if you satisfied the training requirement on March 3, 2010, you must complete another ethics training session by March 2, 2012.
- If you have more recently assumed office, you are required to complete ethics training within one year of the date that you began your service. For example, if you assumed office on July 1, 2011, you must complete an ethics training session by June 30, 2013. You may satisfy this training requirement by watching the self-study "Rules of Conduct for Public Officials" training video that is available on the City Attorney's website at [www.sfgov.org/cityattorney](http://www.sfgov.org/cityattorney).

***By signing below, I certify under penalty of perjury that:***

I am in compliance with the ethics training requirement under California Government Code section 53235 (AB 1234) because I have: *(Please check one applicable box and fill in the date that you completed the training.)*

Completed a self-study training course prepared by the City Attorney's Office, which included completion of a self-study test on \_\_\_\_\_.  
You **MUST** provide the actual date of completion.

Completed a self-study training course prepared by another entity that complies with standards recommended by the Fair Political Practices Commission and the California Attorney General. I completed this course on \_\_\_\_\_.  
You **MUST** provide the actual date of completion. *Please attach a copy of the certificate of training.*

\_\_\_\_\_  
Name (print)

\_\_\_\_\_  
Title (print)

\_\_\_\_\_  
Name of agency, department, board or commission (print)

\_\_\_\_\_  
Signature and Date

2012/2013  
Statement of  
Economic Interests



---

# Form 700

A Public Document

*Also available on the FPPC website:*

- ***Form 700 in Excel format***
- ***Reference Pamphlet for Form 700***

## **California Fair Political Practices Commission**

428 J Street, Suite 620 • Sacramento, CA 95814

Email Advice: [advice@fppc.ca.gov](mailto:advice@fppc.ca.gov)

Toll-free advice line: 1 (866) ASK-FPPC • 1 (866) 275-3772

Telephone: (916) 322-5660 • Website: [www.fppc.ca.gov](http://www.fppc.ca.gov)

December 2012

## What's New

During 2011 and 2012, the gift limit was \$420 from a single source per calendar year. For calendar years 2013-2014, the limit increased to \$440 from a single source during a calendar year. This gift limit is effective until December 31, 2014.

### Filing Deadlines for Filers Under Active Military Duty—

If a person is under active military duty as defined in the Servicemember's Civil Relief Act, the deadline for the annual Form 700 is 30 days following his or her return to office, provided the person or a representative notifies the filing officer in writing prior to the filing deadline that he or she is subject to that federal statute and is unable to meet the applicable deadline, and provides the filing officer verification of his or her military status.

## Who must file:

- Elected and appointed officials and candidates listed in Government Code Section 87200
- Employees and appointed officials filing pursuant to a conflict-of-interest code ("code filers"). **Obtain your disclosure categories, which describe the interests you must report, from your agency;** they are not part of the Form 700
- Candidates running for local elective offices that are designated in a conflict-of-interest code (e.g., county sheriffs, city clerks, school board trustees, and water board members)
- Members of newly created boards and commissions not yet covered under a conflict-of-interest code
- Employees in newly created positions of existing agencies

See Reference Pamphlet, page 3, at [www.fppc.ca.gov](http://www.fppc.ca.gov) or obtain from your filing officer.

## Where to file:

### 87200 Filers

State offices	➔ Your agency
Judicial offices	➔ The clerk of your court
Retired Judges	➔ Directly with FPPC
County offices	➔ Your county filing official
City offices	➔ Your city clerk
Multi-County offices	➔ Your agency

### Code Filers — State and Local Officials and Employees Designated in a Conflict-of-Interest Code:

File with your agency, board, or commission unless otherwise specified in your agency's conflict-of-interest code (e.g., Legislative staff files directly with FPPC). In most cases, the agency, board, or commission will retain the statements.

**Members of Boards and Commissions of Newly Created Agencies:** File with your newly created agency or with your agency's code reviewing body.

### Employees in Newly Created Positions of Existing Agencies:

File with your agency or with your agency's code reviewing body. See Reference Pamphlet, page 3.

**Candidates:** File with your local elections office.

## How to file:

The Form 700 is available at [www.fppc.ca.gov](http://www.fppc.ca.gov). Form 700 schedules are also available in Excel format. All statements must have an original "wet" signature or be duly authorized by your filing officer to file electronically under Government Code Section 87500.2. Instructions, examples, FAQs, and a reference pamphlet are available to help answer your questions.

## When to file:

### Annual Statements

#### ➔ March 1, 2013

- Elected State Officers
- Judges and Court Commissioners
- State Board and Commission Members listed in Government Code Section 87200

#### ➔ April 2, 2013

- Most other filers

Individuals filing under conflict-of-interest codes in city and county jurisdictions should verify the annual filing date with their local filing officers.

Statements postmarked by the filing deadline are considered filed on time.

### Assuming Office and Leaving Office Statements

Most filers file within 30 days of assuming or leaving office or within 30 days of the effective date of a newly adopted or amended conflict-of-interest code.

#### Exception:

If you assumed office between October 1, 2012, and December 31, 2012, and filed an assuming office statement, you are not required to file an annual statement until March 3, 2014, or April 1, 2014, whichever is applicable. The annual statement will cover the day after you assumed office through December 31, 2013. See Reference Pamphlet, pages 6 and 7, for additional exceptions.

### Candidate Statements

File no later than the final filing date for the declaration of candidacy or nomination documents.

### Amendments

Statements may be amended at any time. You are only required to amend the schedule that needs to be revised. It is not necessary to amend the entire filed form. Obtain amendment schedules at [www.fppc.ca.gov](http://www.fppc.ca.gov).

### There is no provision for filing deadline extensions unless the filer is under active military duty. (Regulation 18723)

Statements of 30 pages or less may be faxed by the deadline as long as the originally signed paper version is sent by first class mail to the filing official within 24 hours.

# Introduction

---

The Political Reform Act (Gov. Code Sections 81000-91014) requires most state and local government officials and employees to publicly disclose their personal assets and income. They also must disqualify themselves from participating in decisions that may affect their personal economic interests. The Fair Political Practices Commission (FPPC) is the state agency responsible for issuing the attached Statement of Economic Interests, Form 700, and for interpreting the law's provisions.

## Gift Prohibition

Gifts received by most state and local officials, employees, and candidates are subject to a limit. During 2011 and 2012, the gift limit was \$420 from a single source per calendar year. For calendar years 2013-2014, the limit increased to \$440 from a single source during a calendar year. This gift limit is effective until December 31, 2014.

In addition, state officials, state candidates, and certain state employees are subject to a \$10 limit per calendar month on gifts from lobbyists and lobbying firms registered with the Secretary of State. See Reference Pamphlet, page 10.

State and local officials and employees should check with their agency to determine if other restrictions apply.

## Disqualification

Public officials are, under certain circumstances, required to disqualify themselves from making, participating in, or attempting to influence governmental decisions that will affect their economic interests. This may include interests they are not required to disclose (i.e., a personal residence is often not reportable, but may be disqualifying). Specific disqualification requirements apply to 87200 filers (e.g., city councilmembers, members of boards of supervisors, planning commissioners, etc.). These officials must identify orally the economic interest that creates a conflict of interest and leave the room before a discussion or vote takes place at a public meeting. For more information, consult Government Code Section 87105, Regulation 18702.5, and the Overview of the Conflict of Interest Laws at [www.fppc.ca.gov](http://www.fppc.ca.gov).

## Honorarium Ban

Most state and local officials, employees, and candidates are prohibited from accepting an honorarium for any speech given, article published, or attendance at a conference, convention, meeting, or like gathering. See Reference Pamphlet, page 10.

## Loan Restrictions

Certain state and local officials are subject to restrictions on loans. See Reference Pamphlet, page 14.

## Post-Governmental Employment

There are restrictions on representing clients or employers before former agencies. The provisions apply to elected state officials, most state employees, local elected officials, county chief administrative officers, city managers, including the chief administrator of a city, and general managers or chief administrators of local special districts and JPAs. The FPPC website has fact sheets explaining the provisions.

## Late Filing

The filing officer who retains originally-signed statements of economic interests may impose on an individual a fine for any statement that is filed late. The fine is \$10 per day up to a maximum of \$100. Late filing penalties may be reduced or waived under certain circumstances.

Persons who fail to timely file their Form 700 may be referred to the FPPC's Enforcement Division (and, in some cases, to the Attorney General or district attorney) for investigation and possible prosecution. In addition to the late filing penalties, a fine of up to \$5,000 per violation may be imposed.

**For assistance** concerning reporting, prohibitions, and restrictions under the Act:

- Email questions to [advice@fppc.ca.gov](mailto:advice@fppc.ca.gov).
- Call the FPPC toll-free at (866) 275-3772.

### Form 700 Public Access

Statements of Economic Interests are public documents. The filing officer must permit any member of the public to inspect and receive a copy of any statement.

- Statements must be available as soon as possible during the agency's regular business hours, but in any event not later than the second business day after the statement is received. Access to the Form 700 is not subject to the Public Records Act procedures.
- No conditions may be placed on persons seeking access to the forms.
- No information or identification may be required from persons seeking access.
- Reproduction fees of no more than 10 cents per page may be charged.

# Types of Statements

---

## Assuming Office Statement:

If you are a newly appointed official or are newly employed in a position designated, or that will be designated, in a state or local agency's conflict-of-interest code, your assuming office date is the date you were sworn in or otherwise authorized to serve in the position. If you are a newly elected official, your assuming office date is the date you were sworn in.

- Investments, interests in real property, and business positions held on the date you assumed the office or position must be reported. In addition, income (including loans, gifts, and travel payments) received during the 12 months prior to the date you assumed the office or position is reportable.

For positions subject to confirmation by the State Senate or the Commission on Judicial Performance, your assuming office date is the date you were appointed or nominated to the position.

## Example:

Maria Lopez was nominated by the Governor to serve on a state agency board that is subject to state Senate confirmation. The assuming office date is the date Maria's nomination is submitted to the Senate. Maria must report investments, interests in real property, and business positions she holds on that date, and income (including loans, gifts, and travel payments) received during the 12 months prior to that date.

If your office or position has been added to a newly adopted or newly amended conflict-of-interest code, use the effective date of the code or amendment, whichever is applicable.

- Investments, interests in real property, and business positions held on the effective date of the code or amendment must be reported. In addition, income (including loans, gifts, and travel payments) received during the 12 months prior to the effective date of the code or amendment is reportable.

## Annual Statement:

Generally, the period covered is January 1, 2012, through December 31, 2012. If the period covered by the statement is different than January 1, 2012, through December 31, 2012, (for example, you assumed office between October 1, 2011, and December 31, 2011, or you are combining statements), you must specify the period covered.

- Investments, interests in real property, business positions held, and income (including loans, gifts, and travel payments) received during the period covered

by the statement must be reported. Do not change the preprinted dates on Schedules A-1, A-2, and B unless you are required to report the acquisition or disposition of an interest that did not occur in 2012.

- If your disclosure category changes during a reporting period, disclose under the old category until the effective date of the conflict-of-interest code amendment and disclose under the new disclosure category through the end of the reporting period.

## Leaving Office Statement:

Generally, the period covered is January 1, 2012, through the date you stopped performing the duties of your position. If the period covered differs from January 1, 2012, through the date you stopped performing the duties of your position (for example, you assumed office between October 1, 2011, and December 31, 2011, or you are combining statements), the period covered must be specified.

- Investments, interests in real property, business positions held, and income (including loans, gifts, and travel payments) received during the period covered by the statement must be reported. Do not change the preprinted dates on Schedules A-1, A-2, and B unless you are required to report the acquisition or disposition of an interest that did not occur in 2012.

## Candidate Statement:

If you are filing a statement in connection with your candidacy for state or local office, investments, interests in real property, and business positions held on the date of filing your declaration of candidacy must be reported. In addition, income (including loans, gifts, and travel payments) received during the 12 months prior to the date of filing your declaration of candidacy is reportable. Do not change the preprinted dates on Schedules A-1, A-2, and B.

Candidates running for local elective offices (e.g., county sheriffs, city clerks, school board trustees, and water district board members) must file candidate statements, as required by the conflict-of-interest code for the elected position. The code may be obtained from the agency of the elected position.

## Amendments:

If you discover errors or omissions on any statement, file an amendment as soon as possible. You are only required to amend the schedule that needs to be revised; it is not necessary to refile the entire form. To obtain amendment schedules, contact the FPPC, your filing official, or go to the FPPC website at [www.fppc.ca.gov](http://www.fppc.ca.gov).

# Instructions — Cover Page

Enter your name, mailing address, and daytime telephone number in the spaces provided. **Because the Form 700 is a public document**, you may list your business/office address instead of your home address.

## Part 1. Office, Agency, or Court

- Enter the name of the office sought or held, or the agency or court. Consultants must enter the public agency name rather than their private firm's name. (Examples: State Assembly; Board of Supervisors; Office of the Mayor; Department of Finance; Hope County Superior Court)
- Indicate the name of your division, board, or district, if applicable. (Examples: Division of Waste Management; Board of Accountancy; District 45)
- Enter your position title. (Examples: Director; Chief Counsel; City Council Member; Staff Services Analyst)
- If you hold multiple positions (i.e., a city council member who also is a member of a county board or commission), you may be required to file statements with each agency. To simplify your filing obligations, you may complete an expanded statement.

To do this, enter the name of the other agency(ies) with which you are required to file and your position title(s) in the space provided. Attach an additional sheet if necessary. Complete one statement covering the disclosure requirements for all positions. Each copy must contain an original signature. Therefore, before signing the statement, make a copy for each agency. Sign each copy with an original signature and file with each agency.

### Example:

Scott Baker is a city council member for the City of Lincoln and a board member for the Camp Far West Irrigation District – a multi-county agency that covers Placer and Yuba counties. Scott will complete one Form 700 using full disclosure (as required for the city position) and covering interests in both Placer and Yuba counties (as required for the multi-county position) and list both positions on the Cover Page. Before signing the statement, Scott will make a copy and sign both statements. One statement will be filed with City of Lincoln and the other will be filed with Camp Far West Irrigation District. Both will contain an original signature.

Remember that if you assume or leave a position after a filing deadline, you must complete a separate statement. For example, a city council member who assumes a position with a county special district after the April 2 annual filing deadline must file a separate assuming office statement. In subsequent years, the city council member may expand his or her annual filing to include both positions.

## Part 2. Jurisdiction of Office

- Check the box indicating the jurisdiction of your agency and, if applicable, identify the jurisdiction. Judges, judicial candidates, and court commissioners have statewide jurisdiction. All other filers should review the Reference Pamphlet, page 13, to determine their jurisdiction.
- If your agency is a multi-county office, list each county in which your agency has jurisdiction.

- If your agency is not a state office, court, county office, city office, or multi-county office (e.g., school districts, special districts and JPAs), check the "other" box and enter the county or city in which the agency has jurisdiction.

### Example:

This filer is a member of a water district board with jurisdiction in portions of Yuba and Sutter Counties.

<b>1. Office, Agency, or Court</b>	
Agency name South Sutter Water District	
Division, Board, Department, District, if applicable	Your Position Board Member
► If filing for multiple positions, list below or on an attachment.	
Agency: _____	Position: _____
<b>2. Jurisdiction of Office (check at least one box)</b>	
<input type="checkbox"/> State	<input type="checkbox"/> Judge or Court Commissioner (Statewide Jurisdiction)
<input type="checkbox"/> Multi-County _____	<input type="checkbox"/> County of _____
<input type="checkbox"/> City of _____	<input checked="" type="checkbox"/> Other: Portions of Yuba & Sutter Counties

## Part 3. Type of Statement

Check at least one box. The period covered by a statement is determined by the type of statement you are filing. If you are completing a 2012 annual statement, **do not** change the pre-printed dates to reflect 2013. Your annual statement is used for reporting the previous year's economic interests. Economic interests for your annual filing covering January 1, 2013, through December 31, 2013, will be disclosed on your statement filed in 2014. See Reference Pamphlet, page 4.

Combining Statements: Certain types of statements may be combined. For example, if you leave office after January 1, but before the deadline for filing your annual statement, you may combine your annual and leaving office statements. File by the earliest deadline. Consult your filing officer or the FPPC.

## Part 4. Schedule Summary

- Enter the total number of completed pages including the cover page and either:  
Check the box for each schedule you use to disclose interests;  

- or -

if you have nothing to disclose on any schedule, check the "No reportable interests" box. Please **do not** attach any blank schedules.

## Part 5. Verification

Complete the verification by signing the statement and entering the date signed. All statements must have an original "wet" signature or be duly authorized by your filing officer to file electronically under Government Code Section 87500.2. Instructions, examples, FAQs, and a reference pamphlet are available to help answer your questions. **When you sign your statement, you are stating, under penalty of perjury, that it is true and correct.** Only the filer has authority to sign the statement. An unsigned statement is not considered filed and you may be subject to late filing penalties.

COVER PAGE

Please type or print in ink.

NAME OF FILER (LAST) (FIRST) (MIDDLE)

**1. Office, Agency, or Court**

Agency Name \_\_\_\_\_

Division, Board, Department, District, if applicable \_\_\_\_\_ Your Position \_\_\_\_\_

► If filing for multiple positions, list below or on an attachment.

Agency: \_\_\_\_\_ Position: \_\_\_\_\_

**2. Jurisdiction of Office** (Check at least one box)

- |   |   |
|---|---|
| <input type="checkbox"/> State              | <input type="checkbox"/> Judge or Court Commissioner (Statewide Jurisdiction) |
| <input type="checkbox"/> Multi-County _____ | <input type="checkbox"/> County of _____                                      |
| <input type="checkbox"/> City of _____      | <input type="checkbox"/> Other _____  |

**3. Type of Statement** (Check at least one box)

- |   |  |
|---|--|
| <input type="checkbox"/> <b>Annual:</b> The period covered is January 1, 2012, through December 31, 2012.         | <input type="checkbox"/> <b>Leaving Office:</b> Date Left ____/____/_____<br>(Check one)         |
| <b>-or-</b>   | <input type="radio"/> The period covered is January 1, 2012, through the date of leaving office. |
| The period covered is ____/____/_____, through December 31, 2012.   | <input type="radio"/> The period covered is ____/____/_____, through the date of leaving office. |
| <input type="checkbox"/> <b>Assuming Office:</b> Date assumed ____/____/_____<br>_____                            |  |
| <input type="checkbox"/> <b>Candidate:</b> Election year _____ and office sought, if different than Part 1: _____ |  |

**4. Schedule Summary**

Check applicable schedules or "None." ► Total number of pages including this cover page: \_\_\_\_\_

- |  |  |
|--|--|
| <input type="checkbox"/> <b>Schedule A-1 - Investments</b> – schedule attached | <input type="checkbox"/> <b>Schedule C - Income, Loans, &amp; Business Positions</b> – schedule attached |
| <input type="checkbox"/> <b>Schedule A-2 - Investments</b> – schedule attached | <input type="checkbox"/> <b>Schedule D - Income – Gifts</b> – schedule attached                          |
| <input type="checkbox"/> <b>Schedule B - Real Property</b> – schedule attached | <input type="checkbox"/> <b>Schedule E - Income – Gifts – Travel Payments</b> – schedule attached        |
| <b>-or-</b>  |  |
| <input type="checkbox"/> <b>None - No reportable interests on any schedule</b> |  |

**5. Verification**

MAILING ADDRESS STREET CITY STATE ZIP CODE  
 (Business or Agency Address Recommended - Public Document)

DAYTIME TELEPHONE NUMBER ( ) E-MAIL ADDRESS (OPTIONAL)

I have used all reasonable diligence in preparing this statement. I have reviewed this statement and to the best of my knowledge the information contained herein and in any attached schedules is true and complete. I acknowledge this is a public document.

**I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.**

Date Signed \_\_\_\_\_ Signature \_\_\_\_\_  
 (month, day, year) (File the originally signed statement with your filing official.)



## Which Schedule Do I Use?

---

### Common Reportable Interests

Schedule A-1:	Stocks, including those held in an IRA or a 401K
Schedule A-2:	Business entities (including certain independent contracting), sole proprietorships, partnerships, LLCs, corporations, and trusts
Schedule B:	Rental property in the jurisdiction
Schedule C:	Non-governmental salaries of public official and spouse/registered domestic partner
Schedule D:	Gifts from non-family members (such as tickets to sporting or entertainment events)
Schedule E:	Travel payments from third parties (not your employer)

### Common Non-Reportable Interests

Schedule A-1/A-2:	Insurance policies, government bonds, diversified mutual funds, certain funds similar to diversified mutual funds (such as exchange traded funds) and investments held in certain retirement accounts. See Reference Pamphlet, page 12, for detailed information. (Regulation 18237)
Schedule A-1/A-2:	Savings and checking accounts and annuities
Schedule B:	A residence used exclusively as a personal residence (such as a home or vacation cabin)
Schedule C:	Governmental salary (such as a school district)
Schedule D:	Gifts from family members
Schedule E:	Travel paid by your government agency

### Remember:

- ✓ Mark the “No reportable interests” box on Part 4 of the Schedule Summary on the Cover Page if you determine you have nothing to disclose and file the Cover Page only. **Make sure you carefully read all instructions to ensure proper reporting.**
- ✓ The Form 700 is a public document.
- ✓ **Most individuals must consult their agency’s conflict-of-interest code for reportable interests.**
- ✓ Most individuals file the Form 700 with their agencies.

## Questions and Answers

---

### General

- Q. What is the reporting period for disclosing interests on an assuming office statement or a candidate statement?
- A. On an assuming office statement, disclose all reportable investments, interests in real property, and business positions held on the date you assumed office. In addition, you must disclose income (including loans, gifts and travel payments) received during the 12 months prior to the date you assumed office.

On a candidate statement, disclose all reportable investments, interests in real property, and business positions held on the date you file your declaration of candidacy. You must also disclose income (including loans, gifts and travel payments) received during the 12 months prior to the date you file your declaration of candidacy.

- Q. I hold two other board positions in addition to my position with the county. Must I file three statements of economic interests?
- A. Yes, three are required. However, you may complete one statement listing the county and the two boards on the Cover Page or an attachment as the agencies for which you will be filing. Report your economic interests using the largest jurisdiction and highest disclosure requirements assigned to you by the three agencies. Make two copies of the entire statement **before signing it**, sign each copy with an original signature, and distribute one original to the county and to each of the two boards. **Remember to complete separate statements for positions that you leave or assume during the year.**
- Q. I am a department head who recently began acting as city manager. Should I file as the city manager?
- A. Yes. File an assuming office statement as city manager. Persons serving as “acting,” “interim,” or “alternate” must file as if they hold the position because they are or may be performing the duties of the position.
- Q. As a designated employee, I left one state agency to work for another state agency. Must I file a leaving office statement?
- A. Yes. You may also need to file an assuming office statement for the new agency.

### Investment Disclosure

- Q. I have an investment interest in shares of stock in a company that does not have an office in my jurisdiction. Must I still disclose my investment interest in this company?
- A. Probably. The definition of “doing business in the jurisdiction” is not limited to whether the business has an office or physical location in your jurisdiction. See Reference Pamphlet, page 13.
- Q. My spouse and I have a living trust. The trust holds rental property in my jurisdiction, our primary residence, and investments in diversified mutual funds. I have full disclosure. How is this trust disclosed?
- A. Disclose the name of the trust, the rental property and its income on Schedule A-2. Your primary residence and investments in diversified mutual funds registered with the SEC are not reportable.
- Q. I am required to report all investments. I have an IRA that contains stocks through an account managed by a brokerage firm. Must I disclose these stocks even though they are held in an IRA and I did not decide which stocks to purchase?
- A. Yes. Disclose on Schedule A-1 or A-2 any stock worth \$2,000 or more in a business entity located in or doing business in your jurisdiction.
- Q. I own stock in IBM and must report this investment on Schedule A-1. I initially purchased this stock in the early 1990s; however, I am constantly buying and selling shares. Must I note these dates in the “Acquired” and “Disposed” fields?
- A. No. You must only report dates in the “Acquired” or “Disposed” fields when, during the reporting period, you initially purchase a reportable investment worth \$2,000 or more or when you dispose of the entire investment. You are not required to track the partial trading of an investment.
- Q. On last year’s filing I reported stock in Encoe valued at \$2,000 - \$10,000. Late last year the value of this stock fell below and remains at less than \$2,000. How should this be reported on this year’s statement?
- A. You are not required to report an investment if the value was less than \$2,000 during the **entire** reporting

## Questions and Answers Continued

---

period. However, because a disposed date is not required for stocks that fall below \$2,000, you may want to report the stock and note in the “comments” section that the value fell below \$2,000. This would be for informational purposes only; it is not a requirement.

### Income Disclosure

- Q. I reported a business entity on Schedule A-2. Clients of my business are located in several states. Must I report all clients from whom my pro rata share of income is \$10,000 or more on Schedule A-2, Part 3?
- A. No, only the clients doing business on a regular basis in your jurisdiction must be disclosed.
- Q. I believe I am not required to disclose the names of clients from whom my pro rata share of income is \$10,000 or more on Schedule A-2 because of their right to privacy. Is there an exception for reporting clients' names?
- A. Regulation 18740 provides a procedure for requesting an exemption to allow a client's name not to be disclosed if disclosure of the name would violate a legally recognized privilege under California law. This regulation may be obtained from our website at [www.fppc.ca.gov](http://www.fppc.ca.gov). See Reference Pamphlet, page 14.
- Q. I am sole owner of a private law practice that is not reportable based on my limited disclosure category. However, some of the sources of income to my law practice are from reportable sources. Do I have to disclose this income?
- A. Yes, even though the law practice is not reportable, reportable sources of income to the law practice of \$10,000 or more must be disclosed. This information would be disclosed on Schedule C with a note in the “comments” section indicating that the business entity is not a reportable investment. The note would be for informational purposes only; it is not a requirement.
- Q. I am the sole owner of my business. Where do I disclose my income - on Schedule A-2 or Schedule C?
- A. Sources of income to a business in which you have an ownership interest of 10% or greater are disclosed on Schedule A-2. See Reference Pamphlet, page 8, for the definition of “business entity.”

- Q. How do I disclose my spouse's or registered domestic partner's salary?
- A. Report the name of the employer as a source of income on Schedule C.
- Q. I am a doctor. For purposes of reporting \$10,000 sources of income on Schedule A-2, Part 3, are the patients or their insurance carriers considered sources of income?
- A. If your patients exercise sufficient control by selecting you instead of other doctors, then your patients, rather than their insurance carriers, are sources of income to you. See Reference Pamphlet, page 14, for additional information.
- Q. I received a loan from my grandfather to purchase my home. Is this loan reportable?
- A. No. Loans received from family members are not reportable.
- Q. I am running for re-election to city council and made a personal loan to my campaign committee. Is this reportable on my Form 700?
- A. No, the loan is not reportable on Form 700; however, repayments are. Loan repayments from a campaign committee are reported on Schedule C as income.

### Real Property Disclosure

- Q. During this reporting period we switched our principal place of residence into a rental. I have full disclosure and the property is located in my agency's jurisdiction, so it is now reportable. Because I have not reported this property before, do I need to show an “acquired” date?
- A. No, you are not required to show an “acquired” date because you previously owned the property. However, you may want to note in the “comments” section that the property was not previously reported because it was used exclusively as your residence. This would be for informational purposes only; it is not a requirement.
- Q. My daughter is buying her first home and I am the co-signer on the loan. I won't occupy the home, but my daughter will. The home is located in my agency's jurisdiction. Must I report this property?

## Questions and Answers Continued

---

A. No. Property occupied by a family member is not reportable as long as you are not receiving rental income or using the property for business purposes.

### Gift Disclosure

Q. If I received a gift of two tickets to a concert valued at \$100 each, but gave the tickets to a friend because I could not attend the concert, do I have any reporting obligations?

A. Yes. Since you accepted the gift and exercised discretion and control of the use of the tickets, you must disclose the gift on Schedule D.

Q. Mary and Joe Benson, a married couple, want to give a piece of artwork to a close friend who is a county supervisor. Is each spouse considered a separate source for purposes of the gift limit and disclosure?

A. Yes, each spouse may make a gift valued at the gift limit during a calendar year. For example, during 2012 when the gift limit was \$420, the Bensons may have given the supervisor artwork valued at no more than \$840. The supervisor must identify Joe and Mary Benson as the sources of the gift.

Q. I am a Form 700 filer with full disclosure. Our agency holds a holiday raffle to raise funds for a local charity. I bought \$10 worth of raffle tickets and won a gift basket valued at \$120. The gift basket was donated by Doug Brewer, a citizen in our city. At the same event, I bought raffle tickets for, and won a quilt valued at \$70. The quilt was donated by a coworker. Are these reportable gifts?

A. Because the gift basket was donated by an outside source (not an agency employee), you have received a reportable gift valued at \$110 (the value of the basket less the consideration paid). The source of the gift is Doug Brewer and the agency is disclosed as the intermediary. Because the quilt was donated by an employee of your agency, it is not a reportable gift.

Q. My agency is responsible for disbursing grants. An applicant (501(c)(3) organization) met with agency employees to present its application. At this meeting, the applicant provided food and beverages. Would the food and beverages be considered gifts to the employees? These employees are designated in our agency's conflict-of-interest code and the applicant is a reportable source of income under the code.

A. Yes. If the value of the food and beverages consumed by any one filer, plus any other gifts received from the same source during the reporting period total \$50 or more, the food and beverages would be reported using the fair market value and would be subject to the gift limit.

## Instructions – Schedules A-1 and A-2 Investments

“Investment” means a financial interest in any business entity that is located in, doing business in, planning to do business in, or that has done business during the previous two years in your agency’s jurisdiction in which you, your spouse or registered domestic partner, or your dependent children had a direct, indirect, or beneficial interest totaling \$2,000 or more at any time during the reporting period. See Reference Pamphlet, page 13.

### Reportable investments include:

- Stocks, bonds, warrants, and options, including those held in margin or brokerage accounts and managed investment funds (See Reference Pamphlet, page 13.)
- Sole proprietorships
- Your own business or your spouse’s or registered domestic partner’s business (See Reference Pamphlet, page 8, for the definition of “business entity.”)
- Your spouse’s or registered domestic partner’s investments that are legally separate property
- Partnerships (e.g., a law firm or family farm)
- Investments in reportable business entities held in a retirement account (See Reference Pamphlet, page 15.)
- If you, your spouse or registered domestic partner, and dependent children together had a 10% or greater ownership interest in a business entity or trust (including a living trust), you must disclose investments held by the business entity or trust. See Reference Pamphlet, page 15, for more information on disclosing trusts.
- Business trusts

### You are not required to disclose:

- Insurance policies, government bonds, diversified mutual funds, certain funds similar to diversified mutual funds (such as exchange traded funds) and investments held in certain retirement accounts. See Reference Pamphlet, page 12, for detailed information. (Regulation 18237)
- Bank accounts, savings accounts, money market accounts and certificates of deposits
- Insurance policies
- Annuities
- Commodities
- Shares in a credit union
- Government bonds (including municipal bonds)

### Reminders

- Do you know your agency’s jurisdiction?
- Did you hold investments at any time during the period covered by this statement?
- Code filers – your disclosure categories may only require disclosure of specific investments.

- Retirement accounts invested in non-reportable interests (e.g., insurance policies, diversified mutual funds, or government bonds) (See Reference Pamphlet, page 15.)
- Government defined-benefit pension plans (such as CalPERS and CalSTRS plans)
- Interests held in a blind trust (See Reference Pamphlet, page 16.)

**Use Schedule A-1** to report ownership of less than 10% (e.g., stock). Schedule C (Income) may also be required if the investment is not a stock or corporate bond. See second example below.

**Use Schedule A-2** to report ownership of 10% or greater (e.g., a sole proprietorship).

### To Complete Schedule A-1:

*Do not attach brokerage or financial statements.*

- Disclose the name of the business entity.
- Provide a general description of the business activity of the entity (e.g., pharmaceuticals, computers, automobile manufacturing, or communications).
- Check the box indicating the highest fair market value of your investment during the reporting period. If you are filing a candidate or an assuming office statement, indicate the fair market value on the filing date or the date you took office, respectively.
- Identify the nature of your investment (e.g., stocks, warrants, options, or bonds).
- An acquired or disposed of date is only required if you initially acquired or entirely disposed of the investment interest during the reporting period. The date of a stock dividend reinvestment or partial disposal is not required. Generally, these dates will not apply if you are filing a candidate or an assuming office statement.

### Examples:

John Smith holds a state agency position. His conflict-of-interest code requires full disclosure of investments. John must disclose his stock holdings of \$2,000 or more in any company that does business in California, as well as those stocks held by his spouse or registered domestic partner and dependent children.

Susan Jones is a city council member. She has a 4% interest, worth \$5,000, in a limited partnership located in the city. Susan must disclose the partnership on Schedule A-1 and income of \$500 or more received from the partnership on Schedule C.

# SCHEDULE A-1

## Investments

### Stocks, Bonds, and Other Interests

(Ownership Interest is Less Than 10%)

Do not attach brokerage or financial statements.

CALIFORNIA FORM **700**

FAIR POLITICAL PRACTICES COMMISSION

Name \_\_\_\_\_

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

▶ NAME OF BUSINESS ENTITY \_\_\_\_\_

GENERAL DESCRIPTION OF BUSINESS ACTIVITY \_\_\_\_\_

FAIR MARKET VALUE

\$2,000 - \$10,000       \$10,001 - \$100,000

\$100,001 - \$1,000,000       Over \$1,000,000

NATURE OF INVESTMENT

Stock       Other \_\_\_\_\_ (Describe)

Partnership       Income Received of \$0 - \$499

Income Received of \$500 or More (Report on Schedule C)

IF APPLICABLE, LIST DATE:

\_\_\_\_/\_\_\_\_/12      \_\_\_\_/\_\_\_\_/12

ACQUIRED                      DISPOSED

Comments: \_\_\_\_\_

## Instructions – Schedule A-2

### Investments, Income, and Assets of Business Entities/Trusts

---

Use Schedule A-2 to report investments in a business entity or trust (including a living trust) in which you, your spouse or registered domestic partner, and your dependent children together had a 10% or greater interest, totaling \$2,000 or more, during the reporting period and which is located in, doing business in, planning to do business in, or which has done business during the previous two years in your agency's jurisdiction. See Reference Pamphlet, page 13. A trust located outside your agency's jurisdiction is reportable if it holds assets that are located in or doing business in the jurisdiction. Do not report a trust that contains non-reportable interests. For example, a trust containing only your personal residence not used in whole or in part as a business, your savings account, and some municipal bonds, is not reportable.

Also report on Schedule A-2 investments and real property held by that entity or trust if your pro rata share of the investment or real property interest was \$2,000 or more during the reporting period.

#### To Complete Schedule A-2:

**Part 1.** Disclose the name and address of the business entity or trust. If you are reporting an interest in a business entity, check "Business Entity" and complete the box as follows:

- Provide a general description of the business activity of the entity.
- Check the box indicating the highest fair market value of your investment during the reporting period.
- If you initially acquired or entirely disposed of this interest during the reporting period, enter the date acquired or disposed.
- Identify the nature of your investment.
- Disclose the job title or business position you held with the entity, if any (i.e., if you were a director, officer, partner, trustee, employee, or held any position of management). A business position held by your spouse is not reportable.

**Part 2.** Check the box indicating **your pro rata** share of the **gross** income received **by** the business entity or trust. This amount includes your pro rata share of the **gross** income **from** the business entity or trust, as well as your community property interest in your spouse's or registered domestic partner's share. Gross income is the total amount of income before deducting expenses, losses, or taxes.

**Part 3.** Disclose the name of each source of income that is located in, doing business in, planning to do business in, or that has done business during the previous two years in your agency's jurisdiction, as follows:

- Disclose each source of income and outstanding loan **to the business entity or trust** identified in Part 1 if your pro rata share of the **gross** income (including your community property interest in your spouse's or registered

domestic partner's share) to the business entity or trust from that source was \$10,000 or more during the reporting period. See Reference Pamphlet, page 11, for examples. Income from governmental sources may be reportable if not considered salary. See Regulation 18232. Loans from commercial lending institutions made in the lender's regular course of business on terms available to members of the public without regard to your official status are not reportable.

- Disclose each individual or entity that was a source of commission income of \$10,000 or more during the reporting period through the business entity identified in Part 1. See Reference Pamphlet, page 8, for an explanation of commission income.

You may be required to disclose sources of income located outside your jurisdiction. For example, you may have a client who resides outside your jurisdiction who does business on a regular basis with you. Such a client, if a reportable source of \$10,000 or more, must be disclosed.

Mark "None" if you do not have any reportable \$10,000 sources of income to disclose. Adding phrases such as "various clients" or "not disclosing sources pursuant to attorney-client privilege" may trigger a request for an amendment to your statement. See Reference Pamphlet, page 14, for details about requesting an exemption from disclosing privileged information.

**Part 4.** Report any investments or interests in real property held or leased **by the entity or trust** identified in Part 1 if your pro rata share of the interest held was \$2,000 or more during the reporting period. Attach additional schedules or use FPPC's Form 700 Excel spreadsheet if needed.

- Check the applicable box identifying the interest held as real property or an investment.
- If investment, provide the name and description of the business entity.
- If real property, report the precise location (e.g., an assessor's parcel number or address).
- Check the box indicating the highest fair market value of your interest in the real property or investment during the reporting period. (Report the fair market value of the portion of your residence claimed as a tax deduction if you are utilizing your residence for business purposes.)
- Identify the nature of your interest.
- Enter the date acquired or disposed only if you initially acquired or entirely disposed of your interest in the property or investment during the reporting period.

# SCHEDULE A-2

## Investments, Income, and Assets of Business Entities/Trusts

(Ownership Interest is 10% or Greater)

**CALIFORNIA FORM 700**

FAIR POLITICAL PRACTICES COMMISSION

Name \_\_\_\_\_

**▶ 1. BUSINESS ENTITY OR TRUST**

Name \_\_\_\_\_

Address (Business Address Acceptable) \_\_\_\_\_

Check one  
 Trust, go to 2     Business Entity, complete the box, then go to 2

GENERAL DESCRIPTION OF BUSINESS ACTIVITY

---

<p>FAIR MARKET VALUE</p> <input type="checkbox"/> \$0 - \$1,999 <input type="checkbox"/> \$2,000 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000 <input type="checkbox"/> \$100,001 - \$1,000,000 <input type="checkbox"/> Over \$1,000,000	<p>IF APPLICABLE, LIST DATE:</p> <p style="text-align: center;">____/____/12    ____/____/12</p> <p style="text-align: center;">ACQUIRED                  DISPOSED</p>
--	--

NATURE OF INVESTMENT  
 Partnership     Sole Proprietorship     \_\_\_\_\_ Other

YOUR BUSINESS POSITION \_\_\_\_\_

**▶ 1. BUSINESS ENTITY OR TRUST**

Name \_\_\_\_\_

Address (Business Address Acceptable) \_\_\_\_\_

Check one  
 Trust, go to 2     Business Entity, complete the box, then go to 2

GENERAL DESCRIPTION OF BUSINESS ACTIVITY

---

<p>FAIR MARKET VALUE</p> <input type="checkbox"/> \$0 - \$1,999 <input type="checkbox"/> \$2,000 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000 <input type="checkbox"/> \$100,001 - \$1,000,000 <input type="checkbox"/> Over \$1,000,000	<p>IF APPLICABLE, LIST DATE:</p> <p style="text-align: center;">____/____/12    ____/____/12</p> <p style="text-align: center;">ACQUIRED                  DISPOSED</p>
--	--

NATURE OF INVESTMENT  
 Partnership     Sole Proprietorship     \_\_\_\_\_ Other

YOUR BUSINESS POSITION \_\_\_\_\_

**▶ 2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITY/TRUST)**

<input type="checkbox"/> \$0 - \$499	<input type="checkbox"/> \$10,001 - \$100,000
<input type="checkbox"/> \$500 - \$1,000	<input type="checkbox"/> OVER \$100,000
<input type="checkbox"/> \$1,001 - \$10,000	

**▶ 2. IDENTIFY THE GROSS INCOME RECEIVED (INCLUDE YOUR PRO RATA SHARE OF THE GROSS INCOME TO THE ENTITY/TRUST)**

<input type="checkbox"/> \$0 - \$499	<input type="checkbox"/> \$10,001 - \$100,000
<input type="checkbox"/> \$500 - \$1,000	<input type="checkbox"/> OVER \$100,000
<input type="checkbox"/> \$1,001 - \$10,000	

**▶ 3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Attach a separate sheet if necessary.)**

None

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**▶ 3. LIST THE NAME OF EACH REPORTABLE SINGLE SOURCE OF INCOME OF \$10,000 OR MORE (Attach a separate sheet if necessary.)**

None

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**▶ 4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY OR TRUST**

Check one box:  
 INVESTMENT     REAL PROPERTY

Name of Business Entity, if Investment, or Assessor's Parcel Number or Street Address of Real Property \_\_\_\_\_

Description of Business Activity or City or Other Precise Location of Real Property \_\_\_\_\_

<p>FAIR MARKET VALUE</p> <input type="checkbox"/> \$2,000 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000 <input type="checkbox"/> \$100,001 - \$1,000,000 <input type="checkbox"/> Over \$1,000,000	<p>IF APPLICABLE, LIST DATE:</p> <p style="text-align: center;">____/____/12    ____/____/12</p> <p style="text-align: center;">ACQUIRED                  DISPOSED</p>
--	--

NATURE OF INTEREST  
 Property Ownership/Deed of Trust     Stock     Partnership

Leasehold \_\_\_\_\_ Yrs. remaining     Other \_\_\_\_\_

Check box if additional schedules reporting investments or real property are attached

**▶ 4. INVESTMENTS AND INTERESTS IN REAL PROPERTY HELD OR LEASED BY THE BUSINESS ENTITY OR TRUST**

Check one box:  
 INVESTMENT     REAL PROPERTY

Name of Business Entity, if Investment, or Assessor's Parcel Number or Street Address of Real Property \_\_\_\_\_

Description of Business Activity or City or Other Precise Location of Real Property \_\_\_\_\_

<p>FAIR MARKET VALUE</p> <input type="checkbox"/> \$2,000 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000 <input type="checkbox"/> \$100,001 - \$1,000,000 <input type="checkbox"/> Over \$1,000,000	<p>IF APPLICABLE, LIST DATE:</p> <p style="text-align: center;">____/____/12    ____/____/12</p> <p style="text-align: center;">ACQUIRED                  DISPOSED</p>
--	--

NATURE OF INTEREST  
 Property Ownership/Deed of Trust     Stock     Partnership

Leasehold \_\_\_\_\_ Yrs. remaining     Other \_\_\_\_\_

Check box if additional schedules reporting investments or real property are attached

**Comments:** \_\_\_\_\_



## Instructions – Schedule B Interests in Real Property

Report interests in real property located in your agency's jurisdiction in which you, your spouse or registered domestic partner, or your dependent children had a direct, indirect, or beneficial interest totaling \$2,000 or more any time during the reporting period. See Reference Pamphlet, page 13.

### Interests in real property include:

- An ownership interest (including a beneficial ownership interest)
- A deed of trust, easement, or option to acquire property
- A leasehold interest (See Reference Pamphlet, page 14.)
- A mining lease
- An interest in real property held in a retirement account (See Reference Pamphlet, page 15.)
- An interest in real property held by a business entity or trust in which you, your spouse or registered domestic partner, and your dependent children together had a 10% or greater ownership interest (Report on Schedule A-2.)
- Your spouse's or registered domestic partner's interests in real property that are legally held separately by him or her

### You are not required to report:

- A residence, such as a home or vacation cabin, used exclusively as a personal residence (However, a residence in which you rent out a room or for which you claim a business deduction may be reportable. If reportable, report the fair market value of the portion claimed as a tax deduction.)
- Please note: A non-reportable residence can still be grounds for a conflict of interest and may be disqualifying.
- Interests in real property held through a blind trust (See Reference Pamphlet, page 16, for exceptions.)

### To Complete Schedule B:

- Report the precise location (e.g., an assessor's parcel number or address) of the real property.
- Check the box indicating the fair market value of your interest in the property (regardless of what you owe on the property).
- Enter the date acquired or disposed only if you initially acquired or entirely disposed of your interest in the property during the reporting period.

#### Reminders

- Income and loans already reported on Schedule B are not also required to be reported on Schedule C.
- Real property already reported on Schedule A-2, Part 4 are not also required to be reported on Schedule B.
- Code filers – do your disclosure categories require disclosure of real property?

- Identify the nature of your interest. If it is a leasehold, disclose the number of years remaining on the lease.
- If you received rental income, check the box indicating the gross amount you received.
- If you had a 10% or greater interest in real property and received rental income, list the name of the source(s) if your pro rata share of the gross income from any single tenant was \$10,000 or more during the reporting period. If you received a total of \$10,000 or more from two or more tenants acting in concert (in most cases, this will apply to married couples), disclose the name of each tenant. Otherwise, mark "None."
- Loans from a private lender that total \$500 or more and are secured by real property may be reportable. **Loans from commercial lending institutions made in the lender's regular course of business on terms available to members of the public without regard to your official status are not reportable.**

When reporting a loan:

- Provide the name and address of the lender.
- Describe the lender's business activity.
- Disclose the interest rate and term of the loan. For variable interest rate loans, disclose the conditions of the loan (e.g., Prime + 2) or the average interest rate paid during the reporting period. The term of a loan is the total number of months or years given for repayment of the loan at the time the loan was established.
- Check the box indicating the highest balance of the loan during the reporting period.
- Identify a guarantor, if applicable.

If you have more than one reportable loan on a single piece of real property, report the additional loan(s) on Schedule C.

### Example:

Joe Nelson is a city planning commissioner. Joe received rental income of \$12,000 during the reporting period from a single tenant who rented property Joe owned in the city's jurisdiction. If Joe had received the \$12,000 from two or more tenants, the tenants' names would not be required as long as no single tenant paid \$10,000 or more. A married couple would be considered a single tenant.

ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS	
4600 24th Street	
CITY	
Sacramento, CA 95814	
FAIR MARKET VALUE	IF APPLICABLE, LIST DATE:
<input type="checkbox"/> \$2,000 - \$10,000	<input type="checkbox"/> 12 / 12
<input type="checkbox"/> \$10,001 - \$100,000	<input type="checkbox"/> ACQUIRED
<input checked="" type="checkbox"/> \$100,001 - \$1,000,000	<input type="checkbox"/> DISPOSED
<input type="checkbox"/> Over \$1,000,000	
NATURE OF INTEREST	
<input checked="" type="checkbox"/> Ownership/Deed of Trust	<input type="checkbox"/> Easement
<input type="checkbox"/> Leasehold	<input type="checkbox"/> Other
IF RENTAL PROPERTY, GROSS INCOME RECEIVED	
<input type="checkbox"/> \$0 - \$499	<input type="checkbox"/> \$500 - \$1,000
<input type="checkbox"/> \$1,001 - \$10,000	<input type="checkbox"/> \$10,001 - \$100,000
<input checked="" type="checkbox"/> \$10,001 - \$100,000	<input type="checkbox"/> OVER \$100,000
SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.	
Henry Wells	
NAME OF LENDER*	
Sophia Petroillo	
ADDRESS (Business Address Acceptable)	
2121 Blue Sky Parkway, Sacramento	
BUSINESS ACTIVITY, IF ANY, OF LENDER	
Restaurant Owner	
INTEREST RATE	TERM (Months/Years)
8 % <input type="checkbox"/> None	15 Years
HIGHEST BALANCE DURING REPORTING PERIOD	
<input type="checkbox"/> \$500 - \$1,000	<input type="checkbox"/> \$1,001 - \$10,000
<input checked="" type="checkbox"/> \$10,001 - \$100,000	<input type="checkbox"/> OVER \$100,000
<input type="checkbox"/> Guarantor, if applicable	

FPPC Form 700 (2012/2013)

FPPC Advice Email: [advice@fppc.ca.gov](mailto:advice@fppc.ca.gov)

FPPC Toll-Free Helpline: 866/275-3772 [www.fppc.ca.gov](http://www.fppc.ca.gov)

Instructions – 11

**SCHEDULE B**  
**Interests in Real Property**  
 (Including Rental Income)

Name \_\_\_\_\_

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

---

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:

\$2,000 - \$10,000 \_\_\_\_\_/\_\_\_\_\_/12 \_\_\_\_\_/\_\_\_\_\_/12

\$10,001 - \$100,000 \_\_\_\_\_/\_\_\_\_\_/12 \_\_\_\_\_/\_\_\_\_\_/12

\$100,001 - \$1,000,000 ACQUIRED DISPOSED

Over \$1,000,000

NATURE OF INTEREST

Ownership/Deed of Trust  Easement

Leasehold \_\_\_\_\_  \_\_\_\_\_

Yrs. remaining Other

IF RENTAL PROPERTY, GROSS INCOME RECEIVED

\$0 - \$499  \$500 - \$1,000  \$1,001 - \$10,000

\$10,001 - \$100,000  OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.

None

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

▶ ASSESSOR'S PARCEL NUMBER OR STREET ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

---

FAIR MARKET VALUE IF APPLICABLE, LIST DATE:

\$2,000 - \$10,000 \_\_\_\_\_/\_\_\_\_\_/12 \_\_\_\_\_/\_\_\_\_\_/12

\$10,001 - \$100,000 \_\_\_\_\_/\_\_\_\_\_/12 \_\_\_\_\_/\_\_\_\_\_/12

\$100,001 - \$1,000,000 ACQUIRED DISPOSED

Over \$1,000,000

NATURE OF INTEREST

Ownership/Deed of Trust  Easement

Leasehold \_\_\_\_\_  \_\_\_\_\_

Yrs. remaining Other

IF RENTAL PROPERTY, GROSS INCOME RECEIVED

\$0 - \$499  \$500 - \$1,000  \$1,001 - \$10,000

\$10,001 - \$100,000  OVER \$100,000

SOURCES OF RENTAL INCOME: If you own a 10% or greater interest, list the name of each tenant that is a single source of income of \$10,000 or more.

None

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\* You are not required to report loans from commercial lending institutions made in the lender's regular course of business on terms available to members of the public without regard to your official status. Personal loans and loans received not in a lender's regular course of business must be disclosed as follows:

NAME OF LENDER\* \_\_\_\_\_

ADDRESS (Business Address Acceptable) \_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF LENDER \_\_\_\_\_

INTEREST RATE \_\_\_\_\_ TERM (Months/Years) \_\_\_\_\_

\_\_\_\_\_%  None

HIGHEST BALANCE DURING REPORTING PERIOD

\$500 - \$1,000  \$1,001 - \$10,000

\$10,001 - \$100,000  OVER \$100,000

Guarantor, if applicable

\_\_\_\_\_

NAME OF LENDER\* \_\_\_\_\_

ADDRESS (Business Address Acceptable) \_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF LENDER \_\_\_\_\_

INTEREST RATE \_\_\_\_\_ TERM (Months/Years) \_\_\_\_\_

\_\_\_\_\_%  None

HIGHEST BALANCE DURING REPORTING PERIOD

\$500 - \$1,000  \$1,001 - \$10,000

\$10,001 - \$100,000  OVER \$100,000

Guarantor, if applicable

\_\_\_\_\_

Comments: \_\_\_\_\_

# Instructions – Schedule C

## Income, Loans, & Business Positions

### (Income Other Than Gifts and Travel Payments)

Report the source and amount of gross income of \$500 or more you received during the reporting period. Gross income is the total amount of income before deducting expenses, losses, or taxes and includes loans other than loans from a commercial lending institution. See Reference Pamphlet, page 11. Also report your job title with each reportable business entity, even if you received no income during the reporting period. You must also report the source of income to your spouse or registered domestic partner if your community property share was \$500 or more during the reporting period.

A source of income must be reported only if the source is located in, doing business in, planning to do business in, or has done business during the previous two years in your agency's jurisdiction. See Reference Pamphlet, page 13, for more information about doing business in the jurisdiction. Reportable sources of income may be further limited by your disclosure category located in your agency's conflict-of-interest code.

#### Commonly reportable income and loans include:

- Salary/wages, per diem, and reimbursement for expenses including travel payments provided by your employer
- Community property interest (50%) in your spouse's or registered domestic partner's income - **report the employer's name and all other required information**
- Income from investment interests, such as partnerships, reported on Schedule A-1
- Commission income not required to be reported on Schedule A-2 (See Reference Pamphlet, page 8.)
- Gross income from any sale, including the sale of a house or car (Report your pro rata share of the total sale price.)
- Rental income not required to be reported on Schedule B
- Prizes or awards not disclosed as gifts
- Payments received on loans you made to others, including loan repayments from a campaign committee (including a candidate's own campaign committee)
- An honorarium received prior to becoming a public official (See Reference Pamphlet, page 10, concerning your ability to receive future honoraria.)
- Incentive compensation (See Reference Pamphlet, page 12.)

#### Reminders

- Code filers – your disclosure categories may not require disclosure of all sources of income.
- If you or your spouse or registered domestic partner are self-employed, report the business entity on Schedule A-2.
- Do not disclose on Schedule C income, loans, or business positions already reported on Schedules A-2 or B.

#### You are **not** required to report:

- Salary, reimbursement for expenses or per diem, or social security, disability, or other similar benefit payments received by you or your spouse or registered domestic partner from a federal, state, or local government agency.

**See Reference Pamphlet, page 11, for more exceptions to income reporting.**

#### To Complete Schedule C:

##### Part 1. Income Received/Business Position Disclosure

- Disclose the name and address of each source of income or each business entity with which you held a business position.
- Provide a general description of the business activity if the source is a business entity.
- Check the box indicating the amount of gross income received.
- Identify the consideration for which the income was received.
- For income from commission sales, check the box indicating the gross income received and list the name of each source of commission income of \$10,000 or more. See Reference Pamphlet, page 8. **Note: If you receive commission income on a regular basis or have an ownership interest of 10% or more, you must disclose the business entity and the income on Schedule A-2.**
- Disclose the job title or business position, if any, that you held with the business entity, even if you did not receive income during the reporting period.

##### Part 2. Loans Received or Outstanding During the Reporting Period

- Provide the name and address of the lender.
- Provide a general description of the business activity if the lender is a business entity.
- Check the box indicating the highest balance of the loan during the reporting period.
- Disclose the interest rate and the term of the loan.
  - For variable interest rate loans, disclose the conditions of the loan (e.g., Prime + 2) or the average interest rate paid during the reporting period.
  - The term of the loan is the total number of months or years given for repayment of the loan at the time the loan was entered into.
- Identify the security, if any, for the loan.

# SCHEDULE C

## Income, Loans, & Business Positions

(Other than Gifts and Travel Payments)

<b>CALIFORNIA FORM 700</b> FAIR POLITICAL PRACTICES COMMISSION
Name _____

▶ 1. INCOME RECEIVED	▶ 1. INCOME RECEIVED
<p>NAME OF SOURCE OF INCOME _____</p> <p>ADDRESS <i>(Business Address Acceptable)</i> _____</p> <p>BUSINESS ACTIVITY, IF ANY, OF SOURCE _____</p> <p>YOUR BUSINESS POSITION _____</p> <p>GROSS INCOME RECEIVED <input type="checkbox"/> \$500 - \$1,000      <input type="checkbox"/> \$1,001 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000      <input type="checkbox"/> OVER \$100,000</p> <p>CONSIDERATION FOR WHICH INCOME WAS RECEIVED <input type="checkbox"/> Salary      <input type="checkbox"/> Spouse's or registered domestic partner's income <input type="checkbox"/> Loan repayment      <input type="checkbox"/> Partnership <input type="checkbox"/> Sale of _____ <i>(Real property, car, boat, etc.)</i> <input type="checkbox"/> Commission or      <input type="checkbox"/> Rental Income, list each source of \$10,000 or more _____ <input type="checkbox"/> Other _____ <i>(Describe)</i></p>	<p>NAME OF SOURCE OF INCOME _____</p> <p>ADDRESS <i>(Business Address Acceptable)</i> _____</p> <p>BUSINESS ACTIVITY, IF ANY, OF SOURCE _____</p> <p>YOUR BUSINESS POSITION _____</p> <p>GROSS INCOME RECEIVED <input type="checkbox"/> \$500 - \$1,000      <input type="checkbox"/> \$1,001 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000      <input type="checkbox"/> OVER \$100,000</p> <p>CONSIDERATION FOR WHICH INCOME WAS RECEIVED <input type="checkbox"/> Salary      <input type="checkbox"/> Spouse's or registered domestic partner's income <input type="checkbox"/> Loan repayment      <input type="checkbox"/> Partnership <input type="checkbox"/> Sale of _____ <i>(Real property, car, boat, etc.)</i> <input type="checkbox"/> Commission or      <input type="checkbox"/> Rental Income, list each source of \$10,000 or more _____ <input type="checkbox"/> Other _____ <i>(Describe)</i></p>

**▶ 2. LOANS RECEIVED OR OUTSTANDING DURING THE REPORTING PERIOD**

\* You are not required to report loans from commercial lending institutions, or any indebtedness created as part of a retail installment or credit card transaction, made in the lender's regular course of business on terms available to members of the public without regard to your official status. Personal loans and loans received not in a lender's regular course of business must be disclosed as follows:

<p>NAME OF LENDER* _____</p> <p>ADDRESS <i>(Business Address Acceptable)</i> _____</p> <p>BUSINESS ACTIVITY, IF ANY, OF LENDER _____</p> <p>HIGHEST BALANCE DURING REPORTING PERIOD <input type="checkbox"/> \$500 - \$1,000 <input type="checkbox"/> \$1,001 - \$10,000 <input type="checkbox"/> \$10,001 - \$100,000 <input type="checkbox"/> OVER \$100,000</p>	<p>INTEREST RATE      TERM (Months/Years)</p> <p>_____ %      <input type="checkbox"/> None      _____</p> <p>SECURITY FOR LOAN <input type="checkbox"/> None      <input type="checkbox"/> Personal residence <input type="checkbox"/> Real Property _____ <i>Street address</i> _____ <i>City</i> <input type="checkbox"/> Guarantor _____ <input type="checkbox"/> Other _____ <i>(Describe)</i></p>
--	---

**Comments:** \_\_\_\_\_

## Instructions – Schedule D Income – Gifts

A gift is anything of value for which you have not provided equal or greater consideration to the donor. A gift is reportable if its fair market value is \$50 or more. In addition, multiple gifts totaling \$50 or more received during the reporting period from a single source must be reported.

It is the acceptance of a gift, not the ultimate use to which it is put, that imposes your reporting obligation. Except as noted below, you must report a gift even if you never used it or if you gave it away to another person.

If the exact amount of a gift is unknown, you must make a good faith estimate of the item's fair market value. Listing the value of a gift as "over \$50" or "value unknown" is not adequate disclosure. In addition, if you received a gift through an intermediary, you must disclose the name, address, and business activity of both the donor and the intermediary.

### Commonly reportable gifts include:

- Tickets/passes to sporting or entertainment events
- Tickets/passes to amusement parks
- Parking passes
- Food, beverages, and accommodations, including those provided in direct connection with your attendance at a convention, conference, meeting, social event, meal, or like gathering
- Rebates/discounts not made in the regular course of business to members of the public without regard to official status
- Wedding gifts (See Reference Pamphlet, page 16)
- An honorarium received prior to assuming office (You may report an honorarium as income on Schedule C, rather than as a gift on Schedule D, if you provided services of equal or greater value than the payment received. See Reference Pamphlet, page 10, regarding your ability to receive future honoraria.)
- Transportation and lodging (See Schedule E.)
- Forgiveness of a loan received by you

### You are **not** required to disclose:

- Gifts that were not used and that, within 30 days after receipt, were returned to the donor or delivered to a

#### Reminders

- Gifts from a single source are subject to a \$420 limit during 2012. See Reference Pamphlet, page 10.
- Code filers – you only need to report gifts from reportable sources.

charitable organization without being claimed by you as a charitable contribution for tax purposes

- Gifts from your spouse or registered domestic partner, child, parent, grandparent, grandchild, brother, sister, and certain other family members (See Regulation 18942 for a complete list.). The exception does not apply if the donor was acting as an agent or intermediary for a reportable source who was the true donor.
- Gifts of similar value exchanged between you and an individual, other than a lobbyist, on holidays, birthdays, or similar occasions
- Gifts of informational material provided to assist you in the performance of your official duties (e.g., books, pamphlets, reports, calendars, periodicals, or educational seminars)
- A monetary bequest or inheritance (However, inherited investments or real property may be reportable on other schedules.)
- Personalized plaques or trophies with an individual value of less than \$250
- Campaign contributions
- Gifts given to members of your immediate family if the source has an established relationship with the family member and there is no evidence to suggest the donor had a purpose to influence you. (See Regulation 18943.)
- The cost of food, beverages, and necessary accommodations provided directly in connection with an event at which you gave a speech, participated in a panel or seminar, or provided a similar service but only if the cost is paid for by a federal, state, or local government agency. **This exception does not apply to a state or local elected officer, as defined in Section 82020, or an official specified in Section 87200.**
- Any other payment not identified above, that would otherwise meet the definition of gift, where the payment is made by an individual who is not a lobbyist registered to lobby the official's agency, where it is clear that the gift was made because of an existing personal or business relationship unrelated to the official's position and there is no evidence whatsoever at the time the gift is made to suggest the donor had a purpose to influence you.

### To Complete Schedule D:

- Disclose the full name (not an acronym), address, and, if a business entity, the business activity of the source.
- Provide the date (month, day, and year) of receipt, and disclose the fair market value and description of the gift.

## SCHEDULE D Income – Gifts

Name \_\_\_\_\_

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_

ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_

BUSINESS ACTIVITY, IF ANY, OF SOURCE

\_\_\_\_\_

DATE (mm/dd/yy)	VALUE	DESCRIPTION OF GIFT(S)
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____
___/___/___	\$ _____	_____

Comments: \_\_\_\_\_

## Instructions – Schedule E Travel Payments, Advances, and Reimbursements

Travel payments reportable on Schedule E include advances and reimbursements for travel and related expenses, including lodging and meals.

Gifts of travel may be subject to the gift limit. In addition, certain travel payments are reportable gifts, but are not subject to the gift limit. To avoid possible misinterpretation or the perception that you have received a gift in excess of the gift limit, you may wish to provide a specific description of the purpose of your travel. See the FPPC fact sheet entitled “Limitations and Restrictions on Gifts, Honoraria, Travel, and Loans” at [www.fppc.ca.gov](http://www.fppc.ca.gov).

**You are not required to disclose:**

- Travel payments received from any state, local, or federal government agency for which you provided services equal or greater in value than the payments received
- Travel payments received from your employer in the normal course of your employment that are included in the income reported on Schedule C
- Payments for admission to an event at which you make a speech, participate on a panel, or make a substantive formal presentation, transportation, and necessary lodging, food, or beverages, and nominal non-cash benefits provided to you in connection with the event so long as both the following apply:
  - The speech is for official agency business and you are representing your government agency in the course and scope of your official duties.
  - The payment is a lawful expenditure **made only by a federal, state, or local government agency** for purposes related to conducting that agency’s official business.

**Note: This exception does not apply to a state or local elected officer, as defined in Section 82020, or an official specified in Section 87200.**

- A travel payment that was received from a non-profit entity exempt from taxation under Internal Revenue Code Section 501(c)(3) for which you provided equal or greater consideration

**To Complete Schedule E:**

- Disclose the full name (not an acronym) and address of the source of the travel payment.
- Identify the business activity if the source is a business entity.
- Check the box to identify the payment as a gift or income, report the amount, and disclose the date(s).

-- **Travel payments are gifts** if you did not provide services that were equal to or greater in value than the payments received. You must disclose gifts totaling \$50 or more from a single source during the period covered by the statement.

When reporting travel payments that are gifts, you must provide a description of the gift and the **date(s)** received.

-- **Travel payments are income** if you provided services that were equal to or greater in value than the payments received. You must disclose income totaling \$500 or more from a single source during the period covered by the statement. You have the burden of proving the payments are income rather than gifts.

When reporting travel payments as income, you must describe the services you provided in exchange for the payment. You are not required to disclose the date(s) for travel payments that are income.

**Example:**

City council member Rick Chandler is the chairman of a trade association and the association pays for Rick’s travel to attend its meetings. Because Rick is deemed to be providing equal or greater consideration for the travel payment by virtue of serving on the board, this payment may be reported as income. Payments for Rick to attend other events for which Rick is not providing services are likely considered gifts.

▶ NAME OF SOURCE	
<b>Health Services Trade Association</b>	
ADDRESS (Business Address Acceptable)	
<b>1230 K Street, Ste. 610</b>	
CITY AND STATE	
<b>Sacramento, CA</b>	
BUSINESS ACTIVITY, IF ANY, OF SOURCE <input type="checkbox"/> 501 (c)(3)	
<b>Association of Healthcare Workers</b>	
DATE(S):	AMT: \$ <b>588.00</b>
<small>(If applicable)</small>	
TYPE OF PAYMENT: (must check one) <input type="checkbox"/> Gift <input checked="" type="checkbox"/> Income	
DESCRIPTION: <b>Travel reimbursement for board meeting</b>	

**SCHEDULE E**  
**Income – Gifts**  
**Travel Payments, Advances,**  
**and Reimbursements**

- You must mark either the gift or income box.
- Mark the “501(c)(3)” box for a travel payment received from a nonprofit 501(c)(3) organization or the “Speech” box if you made a speech or participated in a panel. These payments are not subject to the \$440 gift limit, but may result in a disqualifying conflict of interest.

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_  
 ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_  
 CITY AND STATE

\_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF SOURCE  501 (c)(3)

\_\_\_\_\_  
 DATE(S): \_\_\_\_/\_\_\_\_/\_\_\_\_ - \_\_\_\_/\_\_\_\_/\_\_\_\_ AMT: \$\_\_\_\_\_  
*(If gift)*

TYPE OF PAYMENT: (must check one)  Gift  Income

Made a Speech/Participated in a Panel

Other - Provide Description

\_\_\_\_\_  
 \_\_\_\_\_

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_  
 ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_  
 CITY AND STATE

\_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF SOURCE  501 (c)(3)

\_\_\_\_\_  
 DATE(S): \_\_\_\_/\_\_\_\_/\_\_\_\_ - \_\_\_\_/\_\_\_\_/\_\_\_\_ AMT: \$\_\_\_\_\_  
*(If gift)*

TYPE OF PAYMENT: (must check one)  Gift  Income

Made a Speech/Participated in a Panel

Other - Provide Description

\_\_\_\_\_  
 \_\_\_\_\_

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_  
 ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_  
 CITY AND STATE

\_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF SOURCE  501 (c)(3)

\_\_\_\_\_  
 DATE(S): \_\_\_\_/\_\_\_\_/\_\_\_\_ - \_\_\_\_/\_\_\_\_/\_\_\_\_ AMT: \$\_\_\_\_\_  
*(If gift)*

TYPE OF PAYMENT: (must check one)  Gift  Income

Made a Speech/Participated in a Panel

Other - Provide Description

\_\_\_\_\_  
 \_\_\_\_\_

▶ NAME OF SOURCE *(Not an Acronym)*

\_\_\_\_\_  
 ADDRESS *(Business Address Acceptable)*

\_\_\_\_\_  
 CITY AND STATE

\_\_\_\_\_  
 BUSINESS ACTIVITY, IF ANY, OF SOURCE  501 (c)(3)

\_\_\_\_\_  
 DATE(S): \_\_\_\_/\_\_\_\_/\_\_\_\_ - \_\_\_\_/\_\_\_\_/\_\_\_\_ AMT: \$\_\_\_\_\_  
*(If gift)*

TYPE OF PAYMENT: (must check one)  Gift  Income

Made a Speech/Participated in a Panel

Other - Provide Description

\_\_\_\_\_  
 \_\_\_\_\_

Comments: \_\_\_\_\_



San Francisco Ethics Commission  
25 Van Ness Avenue, Suite 220  
San Francisco, CA 94102  
Phone: (415) 252-3100  
Fax: (415) 252-3112  
Email: [ethics.commission@sfgov.org](mailto:ethics.commission@sfgov.org)  
Web: [www.sfgov.org/ethics](http://www.sfgov.org/ethics)



For SFEC use

## Sunshine Ordinance Declaration

### Sunshine Ordinance Training (S.F. Admin. Code § 67.33)

All City officers and employees who file Statements of Economic Interests (“SEIs”) with the San Francisco Ethics Commission must annually declare that they have read and have been or will be trained on the Sunshine Ordinance, by filing this form with the Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, California 94102. A filer who assumes office must file this form within 30 days of the date that he or she is sworn in or assumes employment. All other officers and employees must file the completed form no later than **April 1 every calendar year**. You may satisfy the training requirement by reading the Sunshine Ordinance and watching the Sunshine Ordinance portion of the “Rules of Conduct for Public Officials” training video from the City Attorney’s Office at [www.sfgov.org/cityattorney](http://www.sfgov.org/cityattorney). The training must be completed by December 31 every year.

The completed declarations are public records. Please retain a copy of your completed form for your records for at least five years. If you have questions, please contact the Ethics Commission.

***By signing below, I certify under penalty of perjury that:***

- I have read the Sunshine Ordinance and satisfied the Sunshine Ordinance training requirements by completing the training course prepared by the City Attorney's Office on

\_\_\_\_\_ ; or  
(You **MUST** provide the actual date of completion.)

- I will satisfy the Sunshine Ordinance training requirements by reading the Sunshine Ordinance and completing the training course prepared by the City Attorney’s Office by December 31.

If this is an assuming office filing, please provide your assuming office date:

\_\_\_\_\_  
(Insert Assuming Office Date)

\_\_\_\_\_  
Name (print)

\_\_\_\_\_  
Title (print)

\_\_\_\_\_  
Names of agency, department, board or commission (print)

\_\_\_\_\_  
Signature and Date



# Department of Building Inspection

City & County of San Francisco  
1660 Mission Street, San Francisco, CA 94103-2414



## BID Performance measures 07/01/2013 to 07/31/2013

INSPECTIONS PERFORMED	4955	
Within 48 Hours of request date	4814	97%
After 48 Hours of request date	141	3%
NUMBER OF INSPECTOR DAYS	399.31	
INSPECTIONS PER INSPECTOR DAY	12	
COMPLAINTS RECEIVED	274	
COMPLAINT RESPONSE IN 24 HR	134	49%
COMPLAINT RESPONSE IN 72 HR	86	31%
COMPLAINT RESPONSE OVER 72 HRS	47	17%
COMPLAINT NO RESPONSE	7	3%
COMPLAINTS REFERRED TO CED	28	
COMPLAINTS WITH 1ST NOV SENT	67	
COMPLAINTS WITH 2ND NOV SENT	1	
COMPLAINTS RECEIVED AND ABATED WITHOUT NOV FOR SAME PERIOD	131	
ABATED COMPLAINTS WITH NO NOVs	246	
ABATED COMPLAINTS WITH NOVs	44	

Report Date: Aug 12, 2013



# Department of Building Inspection

City & County of San Francisco  
1660 Mission Street, San Francisco, CA 94103-2414



**HIS Performance measures 07/01/2013 to 07/31/2013**

## INSPECTIONS

Complaints received	270	
Complaint inspections	550	
Complaints abated	301	
Routines received	41	
Routine inspections	105	
Routines abated	56	
Notice of Violations issued		
Complaints	111	
Routines	20	
Notice of Violations abated		
Complaints	301	
Routines	56	
Inspections performed	655	
Routine apartments performed	36	
Routine residential hotels performed	7	
Illegal Unit Complaints received	22	
Illegal Unit Complaints abated	36	
Life Hazard Complaints received	3	
Life Hazard Complaints responded within 1 business day	2	67%
Life Hazard Complaints responded within 3 business day	0	0%
Heat Complaints received	11	
Heat Complaints responded within 1 business day	10	91%
Heat Complaints responded within 3 business day	0	0%
Non Life Hazard Complaints received	257	
Non Life Hazard Complaints responded within 3 business days	226	88%

## LEAD PRACTICES

Complaints received	6
Complaints inspected	13
Complaints abated	8
Penalties imposed	0

## MISC RECEIPTS

HIS Assessment	\$41,477.65
HIS Copies - Certified	\$15.00
HIS Copies - Xerox	\$7.10
HIS HCO/AUUR	\$312.00
HIS RECO Inspection	\$29,991.25
HIS Subordinations	\$295.90
HIS Subpoenas	\$1,000.00
	\$73,098.90

## Director's Hearing Report - July 2013

<b>Housing Inspection Services</b>	
# of Cases Sent to Director's Hearing	30
# of Order of Abatements Issued	6
# of Cases Under Advisement	9
<b>Code Enforcement</b>	
# of Cases Sent to Director's Hearing	124
# of Order of Abatements Issued	39
# of Cases Under Advisement	32
# of Cases Referred to City Attorney	0

ALL COMPLAINTS OF ALL SOURCES BASED ON THE FILED DATE RANGE BETWEEN 01-JUL-13 AND 31-JUL-13

COMPLAINT DATE	FILED DATE	SOURCES	BASED ON THE	FILED DATE RANGE	BETWEEN	01-JUL-13 AND	31-JUL-13
201310871	5-Jul-13	INS	BID	2041	12 1767 08TH	AV	13 Working or REFERRED TO OTHER DIV (29-JUL-13)
201310561	1-Jul-13	INS	BID	3502	98 31 ELGIN	PK	3 Work w/o   CASE UPDA A complain Obtain buil 1-Jul-13
201310383	1-Jul-13	INS	BID	6024	25 273 MUNICH	ST	12 Owners of CASE CLOSED (09-AUG-13)
201310721	3-Jul-13	INS	BID	4761	17 1379 QUESADA	AV	11 Working w CASE UPDA A complain Obtain buil 9-Jul-13
201310982	5-Jul-13	INS	BID	1600	31 746 45TH	AV	5 1) Work d CASE UPDA 1) Work d Remove sti 5-Jul-13
201311951	12-Jul-13	INS	BID	807	6 538 HAYES	ST	10 Work with CASE UPDATE (24-JUL-13)
201313291	23-Jul-13	INS	BID	3569	103 88 HOFF	ST	3 Work with NO ENTRY (24-JUL-13)
201312391	16-Jul-13	PID	BID	2434	22 2238 VICENTE	ST	6 Constructic CASE CLOSED (18-JUL-13)
201312141	15-Jul-13	INS	BID	6411	34 974 GENEVA	AV	12 Working w CASE CLOSED (18-JUL-13)
201314471	29-Jul-13	INS	BID	89	1 1765 STOCKTON	ST	15 Work done APPOINTMENT LETTER SENT (02-AUG-13)
201312212	16-Jul-13	INS	BID	5615	28 3319 MISSION	ST	16 backside of INSPECTION OF PREMISES MADE (18-JUL-13)
201313751	24-Jul-13	BID	BID	2041	12 1767 08TH	AV	13 Extending 1 OFFICE/COUNTER VISIT (26-JUL-13)
201313961	25-Jul-13	INS	BID	871	16 1844 MARKET	ST	17 Work prior TELEPHONE CALLS (26-JUL-13)
201311983	15-Jul-13	BID	BID	5260	1 4101 03RD	ST	11 date last o CASE CLOSED (18-JUL-13)
201312152	15-Jul-13	BID	BID	2374	30 2334 46TH	AV	6 date last o CASE CLOSED (16-JUL-13)
201314282	26-Jul-13	INS	BID	5383	5 19 TOPEKA	AV	11 Illegal in-la CASE CLOSED (31-JUL-13)
201311351	9-Jul-13	BID	BID	932 005H	2652 CHESTNUT	ST	4 Height of ri CASE CLOSED (19-JUL-13)
201314195	26-Jul-13	BID	BID	2121A	40 1944 14TH	AV	13 date last o CASE CLOSED (01-AUG-13)
201312721	18-Jul-13	PID	BID	1923	23 1662 21ST	AV	13 Constructic CASE CLOSED (01-AUG-13)
201314892	31-Jul-13	INS	BID	3569	39 577 VALENCIA	ST	3 The smoke CASE ABATED (02-AUG-13)
201311184	9-Jul-13	BID	BID	5618	20 152 ELSIE	ST	16 date last o CASE CLOSED (10-JUL-13)
201313252	23-Jul-13	INS	BID	7255	1 1515 SLOAT	BL	9 Complaint CASE CLOSED (24-JUL-13)
201311921	12-Jul-13	BID	BID	26	30 827 NORTH POIN	ST	15 Doing worl CASE CLOSED (18-JUL-13)
201312851	19-Jul-13	INS	BID	569	10 1770 BROADWAY *		4 ongoing w CASE CLOSED (06-AUG-13)
201314781	30-Jul-13	INS	BID	6983	33 146 MIRAMAR	AV	9 Home own CASE CLOSED (05-AUG-13)
201311365	10-Jul-13	BID	BID	65	15 901 COLUMBUS	AV	15 date last o CASE CLOSED (15-JUL-13)
201314992	31-Jul-13	INS	BID	3597	23 3662 20TH	ST	8 Exceeded s CASE UPDA Exceeded s Obtain a ne 30-Jul-13
201310951	8-Jul-13	INS	BID	1506	37 546 39TH	AV	5 No permit CASE CLOSED (09-JUL-13)
201310334	1-Jul-13	BID	BID	2771	24 533 DIAMOND	ST	17 date last o CASE CLOSED (01-JUL-13)
201310671	3-Jul-13	PID	BID	6630	9 422 DAY	ST	16 Constructic CASE CLOSED (17-JUL-13)
201310801	5-Jul-13	BID	BID	6251	16 199 LELAND	AV	12 Security ga: FIRST NOV A complain File buildin 9-Jul-13
201310591	2-Jul-13	INS	BID	1760	44 1328 06TH	AV	18 Contractor CASE CLOSED (02-JUL-13)

201311341	9-Jul-13	PID	BID	3085	17	765 MANGELS	AV	7 The retaini CASE UPDATE (09-JUL-13)
201312731	18-Jul-13	INS	BID	273	6	734 BUSH	ST	10 Working or INSPECTION OF PREMISES MADE (02-AUG-13)
201311931	12-Jul-13	INS	BID	807	20	464 IVY	ST	10 work withc CASE UPDATE (23-JUL-13)
201311791	11-Jul-13	BID	BID	7061	6	126 CAINE	AV	9 The roof is CASE UPD/A complain Correct fau 11-Jul-13
201312901	19-Jul-13	INS	BID	6554	14	4162 26TH	ST	16 Work ongo INSPECTION OF PREMISES MADE (24-JUL-13)
201311191	9-Jul-13	INS	BID	641	2	1735 FRANKLIN	ST	4 they are ca CASE CLOSED (10-JUL-13)
201311311	9-Jul-13	PID	BID	2376	42	2314 48TH	AV	6 Built a decl CASE UPD/A complain Obtain buil 16-Jul-13
201312501	17-Jul-13	INS	BID	556	56	2100 VALLEJO	ST	4 Final adder FIRST NOV Final adder All work un 17-Jul-13
201311988	15-Jul-13	BID	BID	74	42	2140 TAYLOR	ST	15 date last o CASE CLOSED (29-JUL-13)
201313311	23-Jul-13	INS	BID	4107	5	1042 TENNESSEE	ST	8 Contractor CASE UPD/A complain Obtain buil 25-Jul-13
201314251	24-Jul-13	INS	BID	4076	9	748 SAN BRUNO	AV	8 A fire has o CASE UPD/A fire has o Obtain peri 24-Jul-13
201314961	31-Jul-13	INS	BID	2071	002H	1846 35TH	AV	6 ongoing w/ CASE RECEIVED (08-AUG-13)
201314831	30-Jul-13	BID	BID	2777	9	3851 MARKET	ST	17 Unsecured FIRST NOV 13" unsecu Provide sho 30-Jul-13
201314181	26-Jul-13	INS	BID	7277	15	18 HUNTINGTCDR		9 Work w/o CASE UPDATE (26-JUL-13)
201312111	15-Jul-13	BID	BID	1005	53	3014 SACRAMEN	ST	14 Cottage ha CASE UPD/A complain Contact ins 22-Jul-13
201312181	15-Jul-13	BID	BID	1248	20	1793 HAIGHT	ST	18 Doing an e: CASE ABAT A complain 1. Obtain b 18-Jul-13
201313892	25-Jul-13	BID	BID	643	2	1541 POLK	ST	15 date last o CASE CLOSED (30-JUL-13)
201311251	9-Jul-13	BID	BID	6095	024E	219 PRAGUE	ST	12 At baseme: CASE UPDATE (08-AUG-13)
201313621	24-Jul-13	BID	BID	3781	001A	1045 BRYANT	ST	3 Unsafe con CASE CLOSED (24-JUL-13)
201313121	22-Jul-13	BID	BID	492	30	1995 CHESTNUT	ST	4 Bathroom CASE UPDATE (02-AUG-13)
201313571	24-Jul-13	BID	BID	6954	022B	979 CAYUGA	AV	7 Building ne CASE CLOSED (25-JUL-13)
201313622	24-Jul-13	BID	BID	101	4	1731 POWELL	ST	15 Constructic CASE CLOSED (01-AUG-13)
201314431	29-Jul-13	BID	BID	6635	43	711 SAN JOSE	AV	16 Constructic CASE CLOSED (31-JUL-13)
201311391	10-Jul-13	INS	BID	5621	11	72 ANDOVER	ST	16 Complaint: CASE CLOSED (16-JUL-13)
201314661	28-Jul-13	INS	BID	5896	14	181 GLADSTONE	DR	12 A tree loca: FIRST NOV A tree loca Obtain the 30-Jul-13
201314857	31-Jul-13	BID	BID	6090	17	583 NAPLES	ST	12 date last o CASE CLOSED (31-JUL-13)
201310382	1-Jul-13	INS	BID	1444	23	4850 GEARY	BL	5 Neighborin NO ENTRY (02-JUL-13)
201311032	8-Jul-13	INS	BID	2623	6	376 CASTRO	ST	18 Work withc CASE CLOSED (11-JUL-13)
201310532	2-Jul-13	BID	BID	6178	047B	483 HARKNESS	AV	12 date last o CASE UPD/A complain Obtain buil 2-Jul-13
201310794	5-Jul-13	BID	BID	2402	025B	2422 24TH	AV	13 date last o CASE ABAT A complain Contact ins 9-Jul-13
201310491	1-Jul-13	INS	BID	2878	7	99 MERCED	AV	13 Advertising CASE CLOS A complain Contact ins 9-Jul-13
201313401	23-Jul-13	BID	BID	26	30	827 NORTH POI	ST	15 Building ex CASE CLOSED (25-JUL-13)
201313271	23-Jul-13	INS	BID	3779	22	780 BRANNAN	ST	3 San Francis CASE CLOS San Francis Contact ins 23-Jul-13
201311631	11-Jul-13	BID	BID	1671	0071	879 28TH	AV	5 date last o CASE UPD/A 1) Builit illej Obtain plar 8-Aug-13

201314411	29-Jul-13	30-Jul-13	INS	BID	222	19	1120 TAYLOR	ST	15 Work w/ol CASE CLOSED (30-JUL-13)
201311751	10-Jul-13		INS	BID	6489	3	230 GUTTENBERG	ST	12 Fire damag CASE UPDA Fire damag .
201311291	9-Jul-13	10-Jul-13	BID	BID	261	5	200 PINE	ST	2 Knocking d CASE CLOSED (10-JUL-13)
201313901	25-Jul-13	25-Jul-13	INS	BID	1088	5	145 COOK	ST	14 Work withr CASE CLOSED (25-JUL-13)
201314921	31-Jul-13		BID	BID	589	9	2258 JACKSON	ST	4 Think that : UNABLE TO ENTER (05-AUG-13)
201312011	15-Jul-13	18-Jul-13	BID	BID	1248	20	1793 HAIGHT	ST	18 Building an CASE CLOSED (18-JUL-13)
201312421	17-Jul-13	18-Jul-13	BID	BID	3547	3	1600 15TH	ST	3 date last o CASE CLOSED (18-JUL-13)
201312941	19-Jul-13		INS	BID	516	72	136 PIXLEY	ST	4 Work beyo CASE RECEIVED (19-JUL-13)
201314482	29-Jul-13	31-Jul-13	INS	BID	89	10	1701 STOCKTON	ST	15 Work withr CASE CLOSED (31-JUL-13)
201314611	30-Jul-13		INS	BID	220	2	1251 JONES	ST	15 Working w CASE CONTINUED (01-AUG-13)
201313071	22-Jul-13	26-Jul-13	BID	BID	593	84	1870 JACKSON	ST	4 Installed la CASE CLOSED (26-JUL-13)
201313111	22-Jul-13	24-Jul-13	BID	BID	1552	29	582 10TH	AV	5 Front yard CASE CLOSED (24-JUL-13)
201314761	30-Jul-13		INS	BID	6147	14	900 MANSELL	ST	12 Complaint: CASE UPDATE (09-AUG-13)
201314111	25-Jul-13		EID	BID	256	11	772 PINE	ST	2 BACKYARD FIRST NOV A complain File buildin 2-Aug-13
201312601	18-Jul-13		BID	BID	4021	2	650 FLORIDA	ST	8 Conversion CASE CONTINUED (18-JUL-13)
201314441	29-Jul-13		INS	BID	3626	8	420 ALVARADO	ST	17 Deck witho CASE UPDA A complain Obtain buil 30-Jul-13
201311112	8-Jul-13	9-Jul-13	INS	BID	7004	13	335 VERNON	ST	9 Working o CASE CLOSED (09-JUL-13)
201313361	23-Jul-13	26-Jul-13	HIS	BID	7042B	22	167 ROME	ST	9 We are rep CASE CLOSED (26-JUL-13)
201312861	19-Jul-13	6-Aug-13	BID	BID	27	52	762 BAY	ST	15 Roof deck CASE CLOS A complain Contact ins 23-Jul-13
201314321	26-Jul-13	29-Jul-13	EID	BID	2713	15	51 EAGLE	ST	17 REBUILDIN CASE CLOSED (29-JUL-13)
201314853	31-Jul-13		BID	BID	1912	3	1626 32ND	AV	6 date last o FIRST NOV A complain Obtain buil 31-Jul-13
201311471	10-Jul-13	10-Jul-13	BID	BID	740	14	700 POLK	ST	10 unsafe con CASE CLOSED (10-JUL-13)
201310451	1-Jul-13	2-Jul-13	BID	BID	5862	18	664 SWEENEY	ST	12 Per comple CASE CLOSED (02-JUL-13)
201310961	8-Jul-13	8-Jul-13	INS	BID	2751	31	358 COLLINGWC	ST	17 They have CASE CLOSED (08-JUL-13)
201310362	1-Jul-13	10-Jul-13	INS	BID	2188	42	2134 30TH	AV	6 Working w CASE CLOSED (10-JUL-13)
201310731	3-Jul-13	12-Jul-13	INS	BID	6503	24	437 HOFFMAN	AV	17 Exceeding : CASE CLOSED (12-JUL-13)
201310363	1-Jul-13	2-Jul-13	INS	BID	1649	7	737 06TH	AV	5 Owner has CASE CLOSED (02-JUL-13)
201310402	1-Jul-13	1-Jul-13	INS	BID	1702	42	1250 LA PLAYA	*	6 Both fire es: CASE CLOSED (01-JUL-13)
201310791	5-Jul-13	17-Jul-13	BID	BID	6549	3	1320 CHURCH	ST	17 date last o CASE CLOSED (17-JUL-13)
201310792	5-Jul-13		BID	BID	3027A	116	207 LOS PALMO	DR	7 date last o CASE UPDATE (08-JUL-13)
201310831	5-Jul-13	22-Jul-13	BID	BID	3541	1	106 SANCHEZ	ST	17 This compl: CASE CLOSED (22-JUL-13)
201310341	1-Jul-13	10-Jul-13	BID	BID	6592	52	348 DUNCAN	ST	16 hazardous CASE CLOSED (10-JUL-13)
201311901	12-Jul-13	23-Jul-13	INS	BID	807	4	501 OCTAVIA	ST	10 New kitche CASE CLOSED (23-JUL-13)
201312831	19-Jul-13	6-Aug-13	INS	BID	2623	6	376 CASTRO	ST	18 Multiple sir CASE CLOSED (06-AUG-13)

10-Jul-13

201314911	31-Jul-13	BID	BID	5411	5 5222 03RD	ST	11 The advert CASE CONTINUED (02-AUG-13)
201311232	9-Jul-13	16-Jul-13	INS	BID	4045 2 2121 03RD	ST	8 Constructic CASE CLOSED (16-JUL-13)
201312751	18-Jul-13	25-Jul-13	INS	BID	3537 25 750 14TH	ST	17 Work with CASE CLOSED (25-JUL-13)
201312041	15-Jul-13	24-Jul-13	INS	BID	818 38 581 HAYES	ST	10 Constructic CASE CLOSED (24-JUL-13)
201312051	15-Jul-13	16-Jul-13	INS	BID	6954 022C 975 CAYUGA	AV	7 Working w CASE CLOSED (16-JUL-13)
201313551	24-Jul-13		INS	BID	6516 25 3331 24TH	ST	8 PA 201302 CASE CONTINUED (25-JUL-13)
201312222	16-Jul-13	22-Jul-13	INS	BID	0464A 17 122 AVILA	ST	4 Possibly ov CASE CLOSED (22-JUL-13)
201312381	16-Jul-13	24-Jul-13	INS	BID	815 1 135 VAN NESS	AV	10 The caller s CASE CLOSED (24-JUL-13)
201314951	31-Jul-13	9-Aug-13	INS	BID	2071 021B 1800 35TH	AV	6 Work with CASE CLOSED (09-AUG-13)
201313101	22-Jul-13		INS	BID	941 31 2825 GREENWICH	ST	4 Building pe CASE RECEI Building pe Contact San Francisco
201313027	22-Jul-13	22-Jul-13	BID	BID	909 2 3625 BAKER	ST	4 date last o CASE CLOSED (22-JUL-13)
201313451	23-Jul-13		BID	BID	2777 9 3851 MARKET	ST	17 Work on g CASE UPD A complain Obtain buil 23-Jul-13
201311881	12-Jul-13		BID	BID	1530 1 5001 GEARY	BL	5 Building ov CASE UPDATE (16-JUL-13)
201312423	17-Jul-13	25-Jul-13	BID	BID	3202 34 1905 SAN JOSE	AV	7 date last o CASE CLOSED (25-JUL-13)
201313562	24-Jul-13		BID	BID	3704 15 942 MISSION	ST	3 date last o CASE UPDATE (25-JUL-13)
201312841	19-Jul-13	9-Aug-13	INS	BID	6954 022B 979 CAYUGA	AV	7 Complaint: CASE CLOSED (09-AUG-13)
201314421	29-Jul-13	1-Aug-13	INS	BID	3643 015A 3356 24TH	ST	8 The contra: CASE CLOSED (01-AUG-13)
201311401	10-Jul-13	17-Jul-13	INS	BID	3507 41 1411 MARKET	ST	3 Working ov CASE CLOSED (17-JUL-13)
201313161	22-Jul-13	29-Jul-13	PID	BID	5956 41 111 MADRID	ST	12 Constructic CASE CLOSED (29-JUL-13)
201313391	23-Jul-13	1-Aug-13	PID	BID	5835 9 77 BENTON	AV	16 Constructic CASE CLOSED (01-AUG-13)
201311092	8-Jul-13		INS	BID	813 7 1390 MARKET	ST	10 Unit 1918 CASE UPD A Unit 1918 Obtain a bu 8-Jul-13
201311641	11-Jul-13	15-Jul-13	INS	BID	1811 001A 1415 42ND	AV	6 Front lawn CASE CLOSED (15-JUL-13)
201311782	11-Jul-13	15-Jul-13	INS	BID	829 029A 504 HICKORY	ST	10 Broken up CASE CLOSED (15-JUL-13)
201311711	11-Jul-13	15-Jul-13	BID	BID	2696 022A 257 COLLINGWOOD	ST	17 They are bi CASE CLOSED (15-JUL-13)
201315121	31-Jul-13		INS	BID	6516 25 3331 24TH	ST	8 Rear patio CASE UPD A Rear patio Obtain a bu 31-Jul-13
201314851	31-Jul-13	2-Aug-13	BID	BID	340 2 25 MASON	ST	10 date last o CASE CLOSED (02-AUG-13)
201314854	31-Jul-13	1-Aug-13	BID	BID	1912 3-1626 32ND	AV	6 date last o CASE CLOSED (01-AUG-13)
201311371	10-Jul-13	12-Jul-13	BID	BID	6117 59 460 DWIGHT	ST	12 Major cons CASE CLOSED (12-JUL-13)
201311481	10-Jul-13		BID	BID	849 19 478 HAIGHT	ST	17 Lack of buil CASE CONTINUED (11-JUL-13)
201312221	15-Jul-13	15-Jul-13	BID	BID	814 20 100 VAN NESS	AV	10 Concerns r CASE CLOSED (15-JUL-13)
201310971	8-Jul-13	10-Jul-13	BID	BID	1245 25 1573 HAIGHT	ST	18 They are re CASE CLOSED (10-JUL-13)
201310336	1-Jul-13		BID	BID	2176 20 2179 41ST	AV	6 date last o CASE UPDATE (02-JUL-13)
201310332	1-Jul-13	5-Jul-13	BID	BID	1094 1 2675 GEARY	BL	14 Starting at CASE CLOSED (05-JUL-13)
201310381	1-Jul-13		BID	BID	7043 011D 2439 ALEMANY	BL	9 They are bi CASE UPDATE (05-JUL-13)



201310421	1-Jul-13	INS	BID	6328	3	294 BROOKDALE AV	12 Work withr FIRST NOV A complain File buildin	3-Jul-13
201310471	1-Jul-13	INS	BID	5882	25	1401 SILVER AV	12 Turned cor CASE CLOSED (18-JUL-13)	
201310746	3-Jul-13	INS	BID	2753	023B	139 GRAND VIEV AV	17 This depart CASE UPDFA This Depart Contact ins	3-Jul-13
201310531	2-Jul-13	BID	BID	7008	39	470 VICTORIA ST	9 date last o CASE UPDATE (11-JUL-13)	
201310793	5-Jul-13	BID	BID	7106	58	200 BROAD ST	9 date last o CASE CLOSED (16-JUL-13)	
201310611	2-Jul-13	INS	BID	157	7	1503 TAYLOR ST	15 Working w CASE CLOSED (03-JUL-13)	
201310651	3-Jul-13	INS	BID	3519	67	342 09TH ST	3 342-346 9t INSPECTION OF PREMISES MADE (08-JUL-13)	
201310914	8-Jul-13	BID	BID	2849	33	11 HIGH ST	17 date last o CASE CLOSED (08-JUL-13)	
201310931	8-Jul-13	INS	BID	1627	18	634 18TH AV	5 Working w CASE CLOSED (10-JUL-13)	
201311922	12-Jul-13	INS	BID	807	7	554 HAYES ST	10 Work withr CASE CLOSED (02-AUG-13)	
201313051	22-Jul-13	INS	BID	1546	8	541 03RD AV	14 Residing & CASE CLOSED (25-JUL-13)	
201313431	23-Jul-13	BID	BID	1015	32	200 ARGUELLO BL	14 Apt. 304.Hi CASE CLOSED (24-JUL-13)	
201314401	29-Jul-13	INS	BID	3522	86	358 12TH ST	3 Inadequate CASE UPDATE (31-JUL-13)	
201311212	9-Jul-13	INS	BID	3535	1	2001 MARKET ST	17 Caller says CASE CLOSED (10-JUL-13)	
201312251	16-Jul-13	PID	BID	5515	37	15 MULLEN AV	16 Replacing v INSPECTION OF PREMISES MADE (18-JUL-13)	
201313231	23-Jul-13	BID	BID	2934	2	140 EDGEHILL WY	13 date last o CASE CLOSED (25-JUL-13)	
201311233	9-Jul-13	PID	BID	13	4	350 BEACH ST	15 Commereic CASE UPDFA A complain Correct fau	15-Jul-13
201312371	16-Jul-13	INS	BID	6208	8	124 TEDDY AV	12 Work withr FIRST NOV A complain Obtain a bt	18-Jul-13
201313021	22-Jul-13	BID	BID	3514	61	140 SOUTH VAN AV	3 date last o CASE CLOSED (22-JUL-13)	
201313911	23-Jul-13	BID	BID	671	6	1581 BUSH ST	10 No notice & CASE CLOSED (25-JUL-13)	
201311692	11-Jul-13	HIS	BID	6486	15	384 ALLISON ST	12 date last o CASE CLOSED (08-AUG-13)	
201313081	22-Jul-13	BID	BID	593	80	1870 JACKSON ST	4 Removed e CASE CLOSED (25-JUL-13)	
201313981	25-Jul-13	INS	BID	3703	64	1063 MARKET ST	3 A complain CASE UPDFA A complain Contact ins	25-Jul-13
201313341	23-Jul-13	INS	BID	6508	27	3985 24TH ST	17 Work withr CASE CLOSED (01-AUG-13)	
201312602	18-Jul-13	BID	BID	4262	24	2431 24TH ST	8 date last o CASE CLOSED (18-JUL-13)	
201312604	18-Jul-13	BID	BID	4262	24	2433 24TH ST	8 date last o CASE CLOSED (18-JUL-13)	
201314971	31-Jul-13	INS	BID	3606	85	240 LIBERTY ST	17 There is pe CASE CONTINUED (07-AUG-13)	
201313321	23-Jul-13	INS	BID	1598	27	772 47TH AV	5 Owner has CASE UPDATE (01-AUG-13)	
201311721	11-Jul-13	PID	BID	2375	19	3606 TARAVAL ST	6 These used PERMIT RESEARCH (05-AUG-13)	
201311133	8-Jul-13	INS	BID	2972	2	305 JUANITA WY	7 no permit f CASE UPDFA A complain Corrective	11-Jul-13
201312822	19-Jul-13	BID	BID	5350	54	2255 SHAFTER AV	11 date last o CASE CLOSED (22-JUL-13)	
201312871	19-Jul-13	BID	BID	101	4	1731 POWELL ST	15 Doing cons CASE CLOSED (22-JUL-13)	
201312572	17-Jul-13	HIS	BID	345	1	161 LEAVENWOW ST	10 Constructic CASE CONT Constructic Stop work	22-Jul-13
201312921	19-Jul-13	INS	BID	101	4	1731 POWELL ST	15 Demolition CASE CLOSED (23-JUL-13)	

201311431	9-Jul-13	INS	BID	6489 007E	296 GUTTENBER ST	12 San Francis CASE UPD#A San Francis Obtain buil	9-Jul-13
201312424	17-Jul-13	INS	BID	860	62 555 HAIGHT ST	17 CALLER ST/ CASE CLOSED (31-JUL-13)	
201312211	16-Jul-13	BID	BID	2623	16 4064 17TH ST	18 Complains CASE CLOSED (17-JUL-13)	
201312343	16-Jul-13	BID	BID	5615	28 3319 MISSION ST	16 date last o CASE CLOSED (18-JUL-13)	
201314601	30-Jul-13	INS	BID	1129 012A	1860 TURK ST	14 Work with NO ENTRY (07-AUG-13)	
201310337	1-Jul-13	BID	BID	744	19 923 EDDY ST	10 date last o CASE CLOSED (01-JUL-13)	
201310472	1-Jul-13	INS	BID	6574	29 3405 CESAR CHA\ ST	16 Conversion CASE UPD#A complain Contact ins	9-Jul-13
201310533	2-Jul-13	BID	BID	101	21 1834 MASON ST	15 date last o CASE CLOSED (11-JUL-13)	
201310571	2-Jul-13	BID	BID	7043 011D	2439 ALEMANY BL	9 Constructir CASE UPDATE (15-JUL-13)	
201310681	3-Jul-13	PID	BID	5618	20 152 ELSIE ST	16 No posting CASE CLOSED (09-JUL-13)	
201310911	8-Jul-13	BID	BID	5746 005B	87 CRESCENT AV	16 date last o CASE CLOS A complain Remove fe	8-Jul-13
201310431	1-Jul-13	INS	BID	179	30 125 TRENTON ST	15 Working o APPOINTMENT LETTER SENT (18-JUL-13)	
201310711	3-Jul-13	BID	BID	6355 005D	803 ATHENS ST	12 Doing cons CASE CLOSED (08-JUL-13)	
201313151	21-Jul-13	INS	BID	2607	62 451 BUENA VIST AV	18 A motor ve REFERRED A motor ve Obtain buil	21-Jul-13
201311282	9-Jul-13	INS	BID	2143	50 2014 24TH AV	13 caller state CASE CLOSED (10-JUL-13)	
201312651	18-Jul-13	INS	BID	1429	1 205 04TH AV	14 Owner of b CASE CLOSED (29-JUL-13)	
201313771	24-Jul-13	INS	BID	3786	125 1 BLUXOME ST	3 No carbon CASE CLOSED (31-JUL-13)	
201313831	24-Jul-13	INS	BID	3703	63 1067 MARKET ST	3 Commerci CASE CONTINUED (01-AUG-13)	
201312171	15-Jul-13	BID	BID	5361	10 1562 UNDERWOC AV	11 the resider CASE CLOSED (24-JUL-13)	
201314241	24-Jul-13	INS	BID	4076	19 742 SAN BRUNO AV	8 A fire has o CASE UPD#A fire has o Obtain peri	24-Jul-13
201314291	26-Jul-13	INS	BID	5382	2 8 TOPEKA AV	11 Illegal inlav CASE CLOSED (31-JUL-13)	
201313023	22-Jul-13	BID	BID	88	37 567 GREENWICH ST	15 date last o CASE CLOSED (26-JUL-13)	
201311801	12-Jul-13	BID	BID	3554	57 447 VALENCIA ST	3 Rooms 215 CASE CONTA complain Obtain a b	15-Jul-13
201312691	17-Jul-13	INS	BID	820	4 628 FELL ST	10 An explosic CASE UPD#A An explosic Obtain buil	17-Jul-13
201311252	9-Jul-13	BID	BID	2038A	17 430 NORIEGA ST	13 Possibly ex CASE CLOSED (13-AUG-13)	
201312772	18-Jul-13	INS	BID	858	22 371 HAIGHT ST	17 Fire damag CASE UPD#A San Francis Obtain a b	18-Jul-13
201312121	15-Jul-13	BID	BID	6011	8 158 LISBON ST	12 Doing worl CASE CLOSED (18-JUL-13)	
201314858	31-Jul-13	BID	BID	3281 020C	1944 OCEAN AV	7 date last o FIRST NOV A complain Correct haz	31-Jul-13
201310351	1-Jul-13	BID	BID	6011	8 158 LISBON ST	12 NONLICEN' CASE UPD#A complain File buildin	3-Jul-13
201310501	1-Jul-13	INS	BID	5520	40 86 MONTEZUM ST	16 Constructic CASE CLOSED (05-JUL-13)	
201311021	8-Jul-13	PID	BID	596	61 1535 PACIFIC AV	15 Building be CASE CLOSED (09-JUL-13)	
201310642	3-Jul-13	HIS	BID	588	4 2340 JACKSON ST	4 date last o CASE CLOSED (03-JUL-13)	
201310333	1-Jul-13	BID	BID	3753	72 258 CLARA ST	3 Small ware CASE UPDATE (16-JUL-13)	
201310913	8-Jul-13	BID	BID	2849	33 11 HIGH ST	17 date last o CASE CLOSED (08-JUL-13)	

201311941	12-Jul-13	24-Jul-13	INS	BID	807	4	514 HAYES	ST	10 Work withr CASE CLOSED (24-JUL-13)
201313301	23-Jul-13		INS	BID	1651	13	767 08TH	AV	5 The propos NO ENTRY (24-JUL-13)
201311661	11-Jul-13	24-Jul-13	INS	BID	3554	57	447 VALENCIA	ST	3 Rooms 215 CASE CLOSED (24-JUL-13)
201314381	29-Jul-13		BID	BID	3537	25	750 14TH	ST	17 date last o CASE UPDATE (31-JUL-13)
201311321	9-Jul-13	22-Jul-13	BID	BID	76	22	1932 POWELL	ST	15 Interior cor CASE CLOSED (22-JUL-13)
201311231	9-Jul-13	12-Jul-13	BID	BID	2368	29	2314 40TH	AV	6 This compl CASE CLOSED (12-JUL-13)
201311451	10-Jul-13	29-Jul-13	INS	BID	2753	26	25 ROMAIN	ST	17 Fence was CASE CLOSED (29-JUL-13)
201313211	22-Jul-13	23-Jul-13	HIS	BID	5302	56	2025 MCKINNON	AV	11 No smoke CASE CLOSED (23-JUL-13)
201314391	29-Jul-13	1-Aug-13	INS	BID	2699	8	234 EUREKA	ST	17 Working w CASE CLOSED (01-AUG-13)
201313671	24-Jul-13	9-Aug-13	INS	BID	2699	44	4443 19TH	ST	17 Contractor CASE ABATED (09-AUG-13)
201313561	24-Jul-13	26-Jul-13	BID	BID	123	59	1241 UNION	ST	15 date last o CASE CLOSED (26-JUL-13)
201312652	18-Jul-13	24-Jul-13	INS	BID	1429	1	203 04TH	AV	14 Owner of b CASE CLOSED (24-JUL-13)
201312661	18-Jul-13		INS	BID	1131 015A	544	ARGUELLO	BL	14 Owner has CASE UPD A complain Obtain buil 22-Jul-13
201313381	23-Jul-13		INS	BID	6273 001D	136	RUSSIA	AV	12 Work withr APPOINTMENT LETTER SENT (02-AUG-13)
201312605	18-Jul-13	22-Jul-13	BID	BID	4262	24	2433 24TH	ST	8 date last o CASE CLOSED (22-JUL-13)
201312607	18-Jul-13	29-Jul-13	BID	BID	6665	77	49 MIGUEL	ST	16 date last o CASE CLOSED (29-JUL-13)
201312761	18-Jul-13		BID	BID	854	6	72 GOUGH	ST	17 1. Gutting l APPOINTMENT LETTER SENT (23-JUL-13)
201314891	31-Jul-13		INS	BID	3208A 001B	133	SAN JUAN	AV	7 Work withr CASE UPDATE (08-AUG-13)
201312551	17-Jul-13	29-Jul-13	BID	BID	6517	25	2863 MISSION	ST	8 Putting in e CASE CLOSED (29-JUL-13)
201314541	30-Jul-13		BID	BID	7534	14	23 TOPAZ	WY	16 date last o CASE UPD A complain Obtain a bu 31-Jul-13
201314371	29-Jul-13		BID	BID	6046	31	325 BACON	ST	12 Doing cons CASE UPDATE (31-JUL-13)
201313421	23-Jul-13		BID	BID	2650	16	4408 18TH	ST	18 Constructic CASE RECEIVED (23-JUL-13)
201314311	26-Jul-13		BID	BID	6551	36	41 CLIPPER	ST	17 Work has s FIRST NOV A complain Stop all cor 29-Jul-13
201314952	31-Jul-13		PID	BID	6129	9	1150 BOWDOIN	ST	12 New garag CASE UPDATE (12-AUG-13)
201314641	30-Jul-13	1-Aug-13	INS	BID	101	4	1731 POWELL	ST	15 Contractor CASE CLOSED (01-AUG-13)
201312741	18-Jul-13	23-Jul-13	EID	BID	183	5	1521 JONES	ST	15 CONCERN / CASE CLOSED (23-JUL-13)
201314803	30-Jul-13		INS	BID	7166	25	254 FLOURNOY	ST	9 Soil was ad CASE CONTINUED (02-AUG-13)
201314301	24-Jul-13		BID	BID	2626	3	24 ORD	ST	18 Working ot CASE UPD A The "existin Obtain buil 24-Jul-13
201314855	31-Jul-13	1-Aug-13	BID	BID	1912 002L	1634	32ND	AV	6 date last o CASE CLOSED (01-AUG-13)
201311364	10-Jul-13	11-Jul-13	BID	BID	2934	2	140 EDGEHILL	WY	13 date last o CASE CLOSED (11-JUL-13)
201312342	16-Jul-13	19-Jul-13	BID	BID	7553	43	203 ARBOR	ST	16 date last o CASE CLOSED (19-JUL-13)
201310592	2-Jul-13	8-Jul-13	PID	BID	6540	19	4356 25TH	ST	17 constructic CASE CLOSED (08-JUL-13)
201310374	1-Jul-13	29-Jul-13	BID	BID	1282	19	1154 STANYAN	ST	18 Constructic CASE CLOSED (29-JUL-13)
201310335	1-Jul-13	8-Jul-13	BID	BID	2421	43	2534 21ST	AV	13 date last o CASE CLOSED (08-JUL-13)

201310342	1-Jul-13	PID	BID	1403	7	340 31ST	AV	5 Bldg App #: INSPECTION OF PREMISES MADE (03-JUL-13)
201310338	1-Jul-13	1-Jul-13 BID	BID	2613	22	180 BEAVER	ST	18 date last o CASE CLOSED (01-JUL-13)
201310821	5-Jul-13	8-Jul-13 PID	BID	1425	3	219 08TH	AV	5 Ground flo. CASE CLOSED (08-JUL-13)
201311911	12-Jul-13	2-Aug-13 INS	BID	819	22	635 HAYES	ST	10 Work with CASE CLOSED (02-AUG-13)
201311632	11-Jul-13	BID	BID	605	5	2315 WEBSTER	ST	4 date last o CASE UPDATE (02-AUG-13)
201311771	11-Jul-13	5-Aug-13 BID	BID	6486	15	384 ALLISON	ST	12 date last o CASE CLOSED (05-AUG-13)
201313631	24-Jul-13	26-Jul-13 INS	BID	2619	66	24 ORD	CT	18 Working o CASE ABAT No approv Scheduled 24-Jul-13
201311281	9-Jul-13	11-Jul-13 INS	BID	1115	17	2 ENCANTO	AV	14 Working o CASE CLOSED (11-JUL-13)
201311985	15-Jul-13	19-Jul-13 BID	BID	3583	24	171 HARTFORD	ST	17 date last o CASE CLOSED (19-JUL-13)
201311987	15-Jul-13	15-Jul-13 BID	BID	6614	4	1610 CHURCH	ST	16 date last o CASE CLOSED (15-JUL-13)
201312151	15-Jul-13	BID	BID	1246	29	1615 HAIGHT	ST	18 date last o CASE UPD A complain Discontin 18-Jul-13
201314271	26-Jul-13	INS	BID	2363	20	2438 TARAVAL	ST	6 Interior rer CASE UPD A Interior rer Obtain buil 26-Jul-13
201312232	16-Jul-13	24-Jul-13 INS	BID	814	20	100 VAN NESS	AV	10 Concerns r CASE CLOSED (24-JUL-13)
201314191	26-Jul-13	26-Jul-13 BID	BID	3555	56	1731 15TH	ST	3 date last o CASE CLOSED (26-JUL-13)
201313022	22-Jul-13	24-Jul-13 BID	BID	2074	13	1853 37TH	AV	6 date last o CASE CLOSED (24-JUL-13)
201312782	18-Jul-13	29-Jul-13 PID	BID	5350	42	2243 SHAFTER	AV	11 Dust from CASE CLOSED (29-JUL-13)
201313041	22-Jul-13	BID	BID	2086	11	1984 GREAT	HY	6 Doing worl FIRST NOV A complain Contact thr 6-Aug-13
201312131	15-Jul-13	INS	BID	5870 024A	111	NEY	ST	12 Constructic CASE UPDATE (26-JUL-13)
201313582	24-Jul-13	30-Jul-13 BID	BID	273	1	655 POWELL	ST	10 Doing inter CASE CLOSED (30-JUL-13)
201311101	5-Jul-13	INS	BID	813	7	1390 MARKET	ST	10 A fire occu CASE UPD A fire occu Obtain a bu 5-Jul-13
201313261	23-Jul-13	INS	BID	1175	31	1750 FULTON	ST	14 Lucky store CASE UPD A complain Obtain buil 26-Jul-13
201311891	12-Jul-13	31-Jul-13 BID	BID	6780	10	247 THERESA	ST	7 Doing cons CASE ABATED (31-JUL-13)
201312603	18-Jul-13	22-Jul-13 BID	BID	4262	24	2431 24TH	ST	8 date last o CASE CLOSED (22-JUL-13)
201311491	10-Jul-13	15-Jul-13 BID	BID	341	9	1 HALLIDIE	PZ	10 This buildir CASE CLOSED (15-JUL-13)
201312821	19-Jul-13	22-Jul-13 BID	BID	6411	34	974 GENEVA	AV	12 date last o CASE CLOSED (22-JUL-13)
201314791	30-Jul-13	INS	BID	6983	34	150 MIRAMAR	AV	9 Home own CASE UPDATE (31-JUL-13)
201313741	24-Jul-13	29-Jul-13 INS	BID	810	1	201 VAN NESS	AV	10 Complaint CASE CLOSED (29-JUL-13)
201314881	31-Jul-13	BID	BID	1018	7	416 SPRUCE	ST	14 Work beyo INSPECTION OF PREMISES MADE (07-AUG-13)
201312231	16-Jul-13	19-Jul-13 BID	BID	2419	17	2508 19TH	AV	13 Complain CASE CLOSED (19-JUL-13)
201314811	30-Jul-13	INS	BID	937	25	2459 LOMBARD	ST	4 Replaced 1 CASE RECEI Replaced 1 Obtain permit for wind

DBI Revisions of Report(Reflects Deletions) DELINQUENT CHARGES (Dated: 28-JUN-13)  
 Board of Supervisors Regular Meeting of 30-JUL-13  
 Sorted by Alpha by Address City-Wide  
 Date Range: 19-MAY-12-24-MAY-13

	BLOCK	LOT	DIST.	NUMBER	STREET NAME	FEE	INTEREST	SUB-TOTAL	LIEN CHARGE	TOTAL
1	5322	001	10	4801	03RD ST	\$ 1,038.00	\$ 103.80	\$ 1,141.80	\$ 187.00	\$ 1,328.80
2	4941	019	10	6245	03RD ST	\$ 957.10	\$ 95.71	\$ 1,052.81	\$ 187.00	\$ 1,239.81
3	3703	028	6	72 76	06TH ST	\$ 2,563.50	\$ 256.35	\$ 2,819.85	\$ 187.00	\$ 3,006.85
4	3729	078	6	227	09TH ST	\$ 1,238.00	\$ 123.80	\$ 1,361.80	\$ 187.00	\$ 1,548.80
5	1419	007	1	239	14TH AV	\$ 1,038.00	\$ 103.80	\$ 1,141.80	\$ 187.00	\$ 1,328.80
6	2134A	023	7	2024	15TH AV	\$ 1,065.00	\$ 106.50	\$ 1,171.50	\$ 187.00	\$ 1,358.50
7	2134A	023	7	2024	15TH AV	\$ 995.50	\$ 99.55	\$ 1,095.05	\$ 187.00	\$ 1,282.05
8	2134A	023	7	2024	15TH AV	\$ 1,169.00	\$ 116.90	\$ 1,285.90	\$ 187.00	\$ 1,472.90
9	2612	012	8	2354	15TH ST	\$ 1,050.00	\$ 105.00	\$ 1,155.00	\$ 187.00	\$ 1,342.00
10	3569	049	6	3091	16TH ST	\$ 1,147.00	\$ 114.70	\$ 1,261.70	\$ 187.00	\$ 1,448.70
11	2409	020A	7	2482	17TH AV	\$ 1,062.75	\$ 106.28	\$ 1,169.03	\$ 187.00	\$ 1,356.03
12	1835	041	7	1408	19TH AV	\$ 1,168.00	\$ 116.80	\$ 1,284.80	\$ 187.00	\$ 1,471.80
13	2423	037	4	2514	23RD AV	\$ 1,156.00	\$ 115.60	\$ 1,271.60	\$ 187.00	\$ 1,458.60
14	1566	013	1	549V	23RD AV	\$ 1,038.00	\$ 103.80	\$ 1,141.80	\$ 187.00	\$ 1,328.80
15	3641	014	9	3126	24TH ST	\$ 913.00	\$ 91.30	\$ 1,004.30	\$ 187.00	\$ 1,191.30
16	6509	050	8	3831	24TH ST	\$ 2,072.00	\$ 207.20	\$ 2,279.20	\$ 187.00	\$ 2,466.20
17	6509	050	8	3831	24TH ST	\$ 1,755.50	\$ 175.55	\$ 1,931.05	\$ 187.00	\$ 2,118.05
18	6509	051	8	3833	24TH ST	\$ 2,072.00	\$ 207.20	\$ 2,279.20	\$ 187.00	\$ 2,466.20
19	6509	051	8	3833	24TH ST	\$ 1,755.50	\$ 175.55	\$ 1,931.05	\$ 187.00	\$ 2,118.05
20	6509	052	8	3835	24TH ST	\$ 1,755.50	\$ 175.55	\$ 1,931.05	\$ 187.00	\$ 2,118.05
21	6509	052	8	3835	24TH ST	\$ 1,807.50	\$ 180.75	\$ 1,988.25	\$ 187.00	\$ 2,175.25
22	2025	005	4	1730	25TH AV	\$ 1,090.00	\$ 109.00	\$ 1,199.00	\$ 187.00	\$ 1,386.00
23	1874	016	4	1563	28TH AV	\$ 1,405.00	\$ 140.50	\$ 1,545.50	\$ 187.00	\$ 1,732.50
24	2428	017	4	2514	28TH AV	\$ 1,275.25	\$ 127.53	\$ 1,402.78	\$ 187.00	\$ 1,589.78
25	2431	018	4	2574	31ST AV	\$ 1,211.50	\$ 121.15	\$ 1,332.65	\$ 187.00	\$ 1,519.65
26	2433	024K	4	2506	33RD AV	\$ 1,179.00	\$ 117.90	\$ 1,296.90	\$ 187.00	\$ 1,483.90
27	1607	021	1	742	38TH AV	\$ 1,305.00	\$ 130.50	\$ 1,435.50	\$ 187.00	\$ 1,622.50
28	1689	037	1	842	47TH AV	\$ 965.00	\$ 96.50	\$ 1,061.50	\$ 187.00	\$ 1,248.50
29	1591	002	1	645	48TH AV	\$ 986.00	\$ 98.60	\$ 1,084.60	\$ 187.00	\$ 1,271.60
30	5817	006	9	300	ALEMANY BL	\$ 1,718.00	\$ 171.80	\$ 1,889.80	\$ 187.00	\$ 2,076.80
31	5680	002	9	308	ANDERSON ST	\$ 1,075.50	\$ 107.55	\$ 1,183.05	\$ 187.00	\$ 1,370.05
32	1500	019	1	5324	ANZA ST	\$ 1,476.00	\$ 147.60	\$ 1,623.60	\$ 187.00	\$ 1,810.60
33	3643	045	9	207	BARTLETT ST	\$ 913.00	\$ 91.30	\$ 1,004.30	\$ 187.00	\$ 1,191.30
34	5668	036	9	252	BOCANA ST	\$ 1,285.00	\$ 128.50	\$ 1,413.50	\$ 187.00	\$ 1,600.50
35	5375	020	10	170	BOUTWELL ST	\$ 286.00	\$ 28.60	\$ 314.60	\$ 187.00	\$ 501.60
36	5375	020	10	170	BOUTWELL ST	\$ 901.00	\$ 90.10	\$ 991.10	\$ 187.00	\$ 1,178.10
37	6018	023	11	419	BRAZIL AV	\$ 999.00	\$ 99.90	\$ 1,098.90	\$ 187.00	\$ 1,285.90
38	6020	042	11	615	BRAZIL AV	\$ 1,655.50	\$ 165.55	\$ 1,821.05	\$ 187.00	\$ 2,008.05
39	2607	103	8	483	BUENA VISTA EAST	\$ 913.00	\$ 91.30	\$ 1,004.30	\$ 187.00	\$ 1,191.30
40	0282	017	3	917	BUSH ST	\$ 243.50	\$ 24.35	\$ 267.85	\$ 187.00	\$ 454.85
41	7047	048	11	23	CAINE AV	\$ 913.00	\$ 91.30	\$ 1,004.30	\$ 187.00	\$ 1,191.30
42	7047	048	11	23	CAINE AV	\$ 1,754.50	\$ 175.45	\$ 1,929.95	\$ 187.00	\$ 2,116.95
43	7047	036	11	77	CAINE AV	\$ 986.00	\$ 98.60	\$ 1,084.60	\$ 187.00	\$ 1,271.60
44	3642	039	9	840	CAPP ST	\$ 986.00	\$ 98.60	\$ 1,084.60	\$ 187.00	\$ 1,271.60
45	3642	039	9	840	CAPP ST	\$ 1,044.00	\$ 104.40	\$ 1,148.40	\$ 187.00	\$ 1,335.40
46	1149	002	5	921	CENTRAL AV	\$ 943.50	\$ 94.35	\$ 1,037.85	\$ 187.00	\$ 1,224.85
47	0061	001C	3	225	CHESTNUT ST	\$ 943.50	\$ 94.35	\$ 1,037.85	\$ 187.00	\$ 1,224.85
48	6419	008	11	140	CHICAGO WY	\$ 925.00	\$ 92.50	\$ 1,017.50	\$ 187.00	\$ 1,204.50
49	1468	028	1	3535	CLEMENT ST	\$ 328.50	\$ 32.85	\$ 361.35	\$ 187.00	\$ 548.35
50	1468	028	1	3535	CLEMENT ST	\$ 1,590.50	\$ 159.05	\$ 1,749.55	\$ 187.00	\$ 1,936.55

DBI Revisions of Report(Reflects Deletions) DELINQUENT CHARGES (Dated: 28-JUN-13)

Board of Supervisors Regular Meeting of 30-JUL-13

Sorted by Alpha by Address City-Wide

Date Range: 19-MAY-12-24-MAY-13

	BLOCK	LOT	DIST.	NUMBER	STREET NAME	FEE	INTEREST	SUB-TOTAL	LIEN CHARGE	TOTAL
51	6546	010	8	422	CLIPPER ST	\$ 1,251.00	\$ 125.10	\$ 1,376.10	\$ 187.00	\$ 1,563.10
52	6546	010	8	422	CLIPPER ST	\$ 6,885.00	\$ 688.50	\$ 7,573.50	\$ 187.00	\$ 7,760.50
53	6542	042	8	730	CLIPPER ST	\$ 1,135.00	\$ 113.50	\$ 1,248.50	\$ 187.00	\$ 1,435.50
54	2752	022G	8	363	COLLINGWOOD ST	\$ 870.50	\$ 87.05	\$ 957.55	\$ 187.00	\$ 1,144.55
55	0226	023	3	761	COMMERCIAL ST	\$ 1,633.00	\$ 163.30	\$ 1,796.30	\$ 187.00	\$ 1,983.30
56	0226	023	3	761	COMMERCIAL ST	\$ 286.00	\$ 28.60	\$ 314.60	\$ 187.00	\$ 501.60
57	5669	017	9	201	CORTLAND ST	\$ 1,307.50	\$ 130.75	\$ 1,438.25	\$ 187.00	\$ 1,625.25
58	3601	053A	8	366	CUMBERLAND ST	\$ 222.00	\$ 22.20	\$ 244.20	\$ 187.00	\$ 431.20
59	6130	016	10	792	DARTMOUTH ST	\$ 1,032.00	\$ 103.20	\$ 1,135.20	\$ 187.00	\$ 1,322.20
60	0306	013	6	70	DERBY ST	\$ 1,326.00	\$ 132.60	\$ 1,458.60	\$ 187.00	\$ 1,645.60
61	2697	029A	8	225	DIAMOND ST	\$ 1,736.00	\$ 173.60	\$ 1,909.60	\$ 187.00	\$ 2,096.60
62	6095	007	11	182	DUBLIN ST	\$ 1,233.20	\$ 123.32	\$ 1,356.52	\$ 187.00	\$ 1,543.52
63	6095	007	11	182	DUBLIN ST	\$ 1,677.50	\$ 167.75	\$ 1,845.25	\$ 187.00	\$ 2,032.25
64	6978	014	11	17	EDGAR PL	\$ 2,408.00	\$ 240.80	\$ 2,648.80	\$ 187.00	\$ 2,835.80
65	0324	010	6	372 376	ELLIS ST	\$ 2,601.50	\$ 260.15	\$ 2,861.65	\$ 187.00	\$ 3,048.65
66	0324	010	6	376	ELLIS ST	\$ 1,087.50	\$ 108.75	\$ 1,196.25	\$ 187.00	\$ 1,383.25
67	0327	011	6	72	ELLIS ST	\$ 998.00	\$ 99.80	\$ 1,097.80	\$ 187.00	\$ 1,284.80
68	5725	016	9	585	ELLSWORTH ST	\$ 94.50	\$ 9.45	\$ 103.95	\$ 187.00	\$ 290.95
69	5975	010	9	627	FELTON ST	\$ 413.50	\$ 41.35	\$ 454.85	\$ 187.00	\$ 641.85
70	3142	047	7	221	FLOOD AV	\$ 986.00	\$ 98.60	\$ 1,084.60	\$ 187.00	\$ 1,271.60
71	5355	016	10	64	FLORA ST	\$ 1,123.00	\$ 112.30	\$ 1,235.30	\$ 187.00	\$ 1,422.30
72	3640	025	9	2779 2781	FOLSOM ST	\$ 1,208.00	\$ 120.80	\$ 1,328.80	\$ 187.00	\$ 1,515.80
73	6411	034	11	974	GENEVA AV	\$ 1,221.00	\$ 122.10	\$ 1,343.10	\$ 187.00	\$ 1,530.10
74	5710	016	9	57	GLADYS ST	\$ 456.00	\$ 45.60	\$ 501.60	\$ 187.00	\$ 688.60
75	1167	038	1	2819	GOLDEN GATE AV	\$ 901.00	\$ 90.10	\$ 991.10	\$ 187.00	\$ 1,178.10
76	0088	005	3	1615	GRANT AV	\$ 1,507.00	\$ 150.70	\$ 1,657.70	\$ 187.00	\$ 1,844.70
77	0088	005	3	1615	GRANT AV	\$ 2,728.50	\$ 272.85	\$ 3,001.35	\$ 187.00	\$ 3,188.35
78	0554	019	2	1899	GREEN ST	\$ 1,007.50	\$ 100.75	\$ 1,108.25	\$ 187.00	\$ 1,295.25
79	0119	011	3	820	GREEN ST	\$ 1,424.00	\$ 142.40	\$ 1,566.40	\$ 187.00	\$ 1,753.40
80	0503	009	2	1554	GREENWICH ST	\$ 1,446.50	\$ 144.65	\$ 1,591.15	\$ 187.00	\$ 1,778.15
81	1183	016	5	1458	GROVE ST	\$ 1,220.00	\$ 122.00	\$ 1,342.00	\$ 187.00	\$ 1,529.00
82	0794	026	5	500 502	GROVE ST	\$ 1,847.50	\$ 184.75	\$ 2,032.25	\$ 187.00	\$ 2,219.25
83	3645	021	8	1153	GUERRERO ST	\$ 1,490.00	\$ 149.00	\$ 1,639.00	\$ 187.00	\$ 1,826.00
84	6513	055		1207	GUERRERO ST	\$ 953.00	\$ 95.30	\$ 1,048.30	\$ 187.00	\$ 1,235.30
85	3618	002	8	906	GUERRERO ST	\$ 243.50	\$ 24.35	\$ 267.85	\$ 187.00	\$ 454.85
86	3584	063	8	152	HANCOCK ST	\$ 1,741.50	\$ 174.15	\$ 1,915.65	\$ 187.00	\$ 2,102.65
87	3584	063	8	152	HANCOCK ST	\$ 1,670.50	\$ 167.05	\$ 1,837.55	\$ 187.00	\$ 2,024.55
88	3584	063	8	152	HANCOCK ST	\$ 1,585.50	\$ 158.55	\$ 1,744.05	\$ 187.00	\$ 1,931.05
89	3602	036	8	225 227	HARTFORD ST	\$ 1,859.00	\$ 185.90	\$ 2,044.90	\$ 187.00	\$ 2,231.90
90	3602	036	8	225 227	HARTFORD ST	\$ 1,807.50	\$ 180.75	\$ 1,988.25	\$ 187.00	\$ 2,175.25
91	1041	014	2	95	HEATHER AV	\$ 1,040.50	\$ 104.05	\$ 1,144.55	\$ 187.00	\$ 1,331.55
92	0867	010	8	320	HERMANN ST	\$ 1,270.50	\$ 127.05	\$ 1,397.55	\$ 187.00	\$ 1,584.55
93	6926	009	7	1290	HOLLOWAY AV	\$ 1,344.20	\$ 134.42	\$ 1,478.62	\$ 187.00	\$ 1,665.62
94	3726	029	6	1084 1086	HOWARD ST	\$ 2,157.00	\$ 215.70	\$ 2,372.70	\$ 187.00	\$ 2,559.70
95	3726	029	6	1084 1086	HOWARD ST	\$ 1,814.50	\$ 181.45	\$ 1,995.95	\$ 187.00	\$ 2,182.95
96	4969	019	10	1052 1054	JAMESTOWN AV	\$ 1,892.50	\$ 189.25	\$ 2,081.75	\$ 187.00	\$ 2,268.75
97	4993	033	10	1065	JAMESTOWN AV	\$ 419.50	\$ 41.95	\$ 461.45	\$ 187.00	\$ 648.45
98	4094	067	10	801	KANSAS ST	\$ 1,320.00	\$ 132.00	\$ 1,452.00	\$ 187.00	\$ 1,639.00
99	0133	027	3	1252 1256	KEARNY ST	\$ 2,845.00	\$ 284.50	\$ 3,129.50	\$ 187.00	\$ 3,316.50
100	0288	025	3	246 250	KEARNY ST	\$ 1,944.50	\$ 194.45	\$ 2,138.95	\$ 187.00	\$ 2,325.95

DBI Revisions of Report(Reflects Deletions) DELINQUENT CHARGES (Dated: 28-JUN-13)

Board of Supervisors Regular Meeting of 30-JUL-13

Sorted by Alpha by Address City-Wide

Date Range: 19-MAY-12-24-MAY-13

	BLOCK	LOT	DIST.	NUMBER	STREET NAME	FEE	INTEREST	SUB-TOTAL	LIEN CHARGE	TOTAL
101	5290	045	10	1617	KIRKWOOD AV	\$ 1,457.00	\$ 145.70	\$ 1,602.70	\$ 187.00	\$ 1,789.70
102	5279	017	10	1654	KIRKWOOD AV	\$ 6,885.00	\$ 688.50	\$ 7,573.50	\$ 187.00	\$ 7,760.50
103	5279	017	10	1654	KIRKWOOD AV	\$ 1,286.00	\$ 128.60	\$ 1,414.60	\$ 187.00	\$ 1,601.60
104	6728	011	8	536A	LAIDLEY ST	\$ 919.00	\$ 91.90	\$ 1,010.90	\$ 187.00	\$ 1,197.90
105	6974	016	11	143	LOUISBURG ST	\$ 953.00	\$ 95.30	\$ 1,048.30	\$ 187.00	\$ 1,235.30
106	1159	004	5	709	LYON ST	\$ 1,083.00	\$ 108.30	\$ 1,191.30	\$ 187.00	\$ 1,378.30
107	2746	035	8	3500	MARKET ST	\$ 901.00	\$ 90.10	\$ 991.10	\$ 187.00	\$ 1,178.10
108	0101	021	3	1834	MASON ST	\$ 1,010.00	\$ 101.00	\$ 1,111.00	\$ 187.00	\$ 1,298.00
109	1208	036	5	828	MASONIC AV	\$ 1,496.00	\$ 149.60	\$ 1,645.60	\$ 187.00	\$ 1,832.60
110	0770	027	6	820	MCALLISTER ST	\$ 1,113.50	\$ 111.35	\$ 1,224.85	\$ 187.00	\$ 1,411.85
111	3728	089	6	1235	MISSION ST	\$ 858.50	\$ 85.85	\$ 944.35	\$ 187.00	\$ 1,131.35
112	5713	025	9	3629 3631	MISSION ST	\$ 2,131.00	\$ 213.10	\$ 2,344.10	\$ 187.00	\$ 2,531.10
113	6798	004	11	4384	MISSION ST	\$ 1,050.00	\$ 105.00	\$ 1,155.00	\$ 187.00	\$ 1,342.00
114	6272	031	11	4809	MISSION ST	\$ 1,326.00	\$ 132.60	\$ 1,458.60	\$ 187.00	\$ 1,645.60
115	3704	013	6	936 940	MISSION ST	\$ 543.60	\$ 54.36	\$ 597.96	\$ 187.00	\$ 784.96
116	1912	002F	4	2550	MORAGA ST	\$ 953.00	\$ 95.30	\$ 1,048.30	\$ 187.00	\$ 1,235.30
117	2947A	007	7	730	MYRA WY	\$ 998.00	\$ 99.80	\$ 1,097.80	\$ 187.00	\$ 1,284.80
118	6090	017	11	583	NAPLES ST	\$ 689.50	\$ 68.95	\$ 758.45	\$ 187.00	\$ 945.45
119	0841	023	5	543	OAK ST	\$ 990.25	\$ 99.03	\$ 1,089.28	\$ 187.00	\$ 1,276.28
120	0828	006A	5	606	OAK ST	\$ 995.50	\$ 99.55	\$ 1,095.05	\$ 187.00	\$ 1,282.05
121	5318	046	10	2065	OAKDALE AV	\$ 1,104.50	\$ 110.45	\$ 1,214.95	\$ 187.00	\$ 1,401.95
122	6123	032	10	150	OLMSTEAD ST	\$ 1,071.00	\$ 107.10	\$ 1,178.10	\$ 187.00	\$ 1,365.10
123	4759	025	10	1371	PALOU AV	\$ 1,232.20	\$ 123.22	\$ 1,355.42	\$ 187.00	\$ 1,542.42
124	5718	019	9	143	PARK ST	\$ 1,135.00	\$ 113.50	\$ 1,248.50	\$ 187.00	\$ 1,435.50
125	5718	019	9	143	PARK ST	\$ 965.00	\$ 96.50	\$ 1,061.50	\$ 187.00	\$ 1,248.50
126	0667	019	3	1527 1529	PINE ST	\$ 6,885.00	\$ 688.50	\$ 7,573.50	\$ 187.00	\$ 7,760.50
127	0667	019	3	1527 1529	PINE ST	\$ 1,508.50	\$ 150.85	\$ 1,659.35	\$ 187.00	\$ 1,846.35
128	5826	019	9	133	PORTER ST	\$ 1,518.00	\$ 151.80	\$ 1,669.80	\$ 187.00	\$ 1,856.80
129	0695	005	2	1255	POST ST	\$ 901.00	\$ 90.10	\$ 991.10	\$ 187.00	\$ 1,178.10
130	5335	041		2045	QUESADA AV	\$ 1,063.50	\$ 106.35	\$ 1,169.85	\$ 187.00	\$ 1,356.85
131	6664	058	8	217	RANDALL ST	\$ 1,251.00	\$ 125.10	\$ 1,376.10	\$ 187.00	\$ 1,563.10
132	4217	018	10	1267	RHODE ISLAND ST	\$ 6,885.00	\$ 688.50	\$ 7,573.50	\$ 187.00	\$ 7,760.50
133	4217	018	10	1267	RHODE ISLAND ST	\$ 1,111.00	\$ 111.10	\$ 1,222.10	\$ 187.00	\$ 1,409.10
134	4217	018	10	1267	RHODE ISLAND ST	\$ 1,273.00	\$ 127.30	\$ 1,400.30	\$ 187.00	\$ 1,587.30
135	6172	019	10	3326	SAN BRUNO AV	\$ 2,430.00	\$ 243.00	\$ 2,673.00	\$ 187.00	\$ 2,860.00
136	6597	028	9	667	SAN JOSE AV	\$ 1,038.00	\$ 103.80	\$ 1,141.80	\$ 187.00	\$ 1,328.80
137	6660	040	9	833	SAN JOSE AV	\$ 1,368.50	\$ 136.85	\$ 1,505.35	\$ 187.00	\$ 1,692.35
138	1154	023	5	7	SEYMOUR ST	\$ 1,050.00	\$ 105.00	\$ 1,155.00	\$ 187.00	\$ 1,342.00
139	5501	074	9	1336	SHOTWELL ST	\$ 1,113.50	\$ 111.35	\$ 1,224.85	\$ 187.00	\$ 1,411.85
140	1277	001I	5	1126	SHRADER ST	\$ 1,208.00	\$ 120.80	\$ 1,328.80	\$ 187.00	\$ 1,515.80
141	5381	030A	10	1920	SILVER AV	\$ 1,074.00	\$ 107.40	\$ 1,181.40	\$ 187.00	\$ 1,368.40
142	5949	001D	11	526	SILVER AV	\$ 1,453.50	\$ 145.35	\$ 1,598.85	\$ 187.00	\$ 1,785.85
143	6527	012	9	1484	SOUTH VAN NESS AV	\$ 1,297.50	\$ 129.75	\$ 1,427.25	\$ 187.00	\$ 1,614.25
144	6729	035	8	14	SURREY ST	\$ 1,057.50	\$ 105.75	\$ 1,163.25	\$ 187.00	\$ 1,350.25
145	6729	035	8	14	SURREY ST	\$ 2,095.50	\$ 209.55	\$ 2,305.05	\$ 187.00	\$ 2,492.05
146	7555	005	8	342	SUSSEX ST	\$ 1,000.00	\$ 100.00	\$ 1,100.00	\$ 187.00	\$ 1,287.00
147	0297	009	3	693	SUTTER ST	\$ 1,747.00	\$ 174.70	\$ 1,921.70	\$ 187.00	\$ 2,108.70
148	4001	017A	10	249	TEXAS ST	\$ 1,401.50	\$ 140.15	\$ 1,541.65	\$ 187.00	\$ 1,728.65
149	3640	048	9	1074	TREAT AV	\$ 826.00	\$ 82.60	\$ 908.60	\$ 187.00	\$ 1,095.60
150	6202	036	10	155	TUCKER AV	\$ 1,010.00	\$ 101.00	\$ 1,111.00	\$ 187.00	\$ 1,298.00

DBI Revisions of Report(Reflects Deletions) DELINQUENT CHARGES (Dated: 28-JUN-13)

Board of Supervisors Regular Meeting of 30-JUL-13

Sorted by Alpha by Address City-Wide

Date Range: 19-MAY-12-24-MAY-13

	BLOCK	LOT	DIST.	NUMBER	STREET NAME	FEE	INTEREST	SUB-TOTAL	LIEN CHARGE	TOTAL
151	2629A	035	8	361	UPPER TR	\$ 773.50	\$ 77.35	\$ 850.85	\$ 187.00	\$ 1,037.85
152	4264	006	10	1364	UTAH ST	\$ 925.00	\$ 92.50	\$ 1,017.50	\$ 187.00	\$ 1,204.50
153	3569	049	6	513	VALENCIA ST	\$ 1,147.00	\$ 114.70	\$ 1,261.70	\$ 187.00	\$ 1,448.70
154	5960	014	11	194	VALMAR TR	\$ 1,550.00	\$ 155.00	\$ 1,705.00	\$ 187.00	\$ 1,892.00
155	4827	004	10	1320	WALLACE AV	\$ 1,050.00	\$ 105.00	\$ 1,155.00	\$ 187.00	\$ 1,342.00
156	0860	010	5	426	WALLER ST	\$ 1,007.50	\$ 100.75	\$ 1,108.25	\$ 187.00	\$ 1,295.25
157	0989	004	2	3810	WASHINGTON ST	\$ 286.00	\$ 28.60	\$ 314.60	\$ 187.00	\$ 501.60
158	3174	002	7	89	WESTWOOD DR	\$ 328.50	\$ 32.85	\$ 361.35	\$ 187.00	\$ 548.35





**ABATEMENT APPEALS BOARD**  
**Wednesday, April 17, 2013 at 9:10 a.m.**  
**City Hall, 1 Dr. Carlton B. Goodlett Place, Room 416**  
**ADOPTED June 19, 2013**

**MINUTES**

**A. CALL TO ORDER and ROLL CALL.**

The meeting of the Abatement Appeals Board for Wednesday, April 17, 2013 was called to order at 9:10 a.m. and a roll call was taken by Commission Secretary Sonya Harris, and a quorum was certified.

**BOARD MEMBERS PRESENT:**

**Kevin Clinch, President**  
**Myrna Melgar, Vice-President**  
**Frank Lee, Commissioner**  
**Warren Mar, Commissioner**  
**Angus McCarthy, Commissioner**  
**Dr. James McCray, Jr., Commissioner**  
**Debra Walker, Commissioner (Excused)**

**Sonya Harris, Building Inspection Commission Secretary**

**D.B.I. REPRESENTATIVE PRESENT:**

**Edward Sweeney, Deputy Director of Permit Services and Secretary to the Board**  
**Rosemary Bosque, Chief Housing Inspector**  
**John Hinchion, Acting Senior Building Inspector, Code Enforcement Division**  
**Teresita Sulit, Secretary**

**Jana Clark, Deputy City Attorney**

**B. OATH:** Commission Secretary Harris administered an oath to those who would be giving testimony.

**C. APPROVAL OF MINUTES:** Discussion and possible action to adopt the minutes for the meetings held on December 19, 2012 and February 20, 2013.

*President Clinch made a motion, seconded by Commissioner McCarthy, to approve the minutes of December 19, 2013 and February 20, 2013.*

Commission Secretary Harris called for public comment on the minutes and there was none.  
*The motion carried unanimously.*

- D.** Discussion and possible action to adopt the rule regarding Requests for Continuances that conforms to San Francisco Building Code Section 105A.2.6.

**PUBLIC NOTICE: MEETING TO CONSIDER THE APPROVAL OF ABATEMENT APPEALS BOARD RULES REGARDING REQUESTS FOR CONTINUANCE IN ACCORDANCE WITH THE SAN FRANCISCO BUILDING CODE SECTION 105A.2.6**

At its regular meeting on April 17, 2013, City Hall Room 416, at 9:00 a.m., the Abatement Appeals Board will consider approving rules regarding requests for continuance. For good cause shown, one continuance of a Hearing may be granted by the Abatement Appeals Board; such continuance shall not exceed 60 days. Attached to this notice are the proposed rules regarding Appellants requesting continuances to the Abatement Appeals Board, and the Board will consider this matter at its April 17th meeting. For questions pertaining to this item, please contact Terry Sulit, Abatement Appeals Board Recording Secretary at (415) 558-6267.

**ABATEMENT APPEALS BOARD PROPOSED RULE FOR CONTINUANCES**

Pursuant to San Francisco Building Code Section 105A.2.6, at the request of any party, the Abatement Appeals Board (“AAB”) may grant one continuance for good cause shown at the time of the hearing. Such continuance shall not exceed 60 days. Upon written request in advance of the Hearing date, such continuance may be granted by the AAB Secretary with the approval of the AAB President and the concurrence of all parties to the Appeals and the head of the Department which rendered the challenged decision or her/his designated representative. A request for continuance that is opposed by one of the parties to an Appeal or by the head of the Department which rendered the challenged decision may be granted only with the approval of a majority of the members of the AAB present at the public hearing on the matter. The AAB will grant a request for continuance made at the time of Hearing if there are fewer than four members of the AAB present.

Commissioner Lee wanted to discuss the proposed language to officially have the President grant the continuance instead of the Secretary. City Attorney Clark said the Board could propose and adopt different language.

Commissioner Lee said the Secretary should be in communication with the President when setting the Agenda but should the President and not the Secretary grant the continuance? Deputy City Attorney Clark recalled as written now, a request can be granted with the approval of the AAB President and logistically the request came before Secretary Sweeney and in the past when the Department had no objection, they contacted President Clinch. If he concurred and approved, Secretary Sweeney would grant the request; however, if the Department objected or President Clinch disagreed, the Appellant would have to come before the full Commission to request the continuance.

Commissioner Lee proposed that the language reflect the continuance be granted by the AAB President through the AAB Secretary. BIC Secretary Sonya Harris clarified this referred to the AAB Secretary Edward Sweeney. Ms. Clark said the Department would concur on a request with the approval from President Clinch and followed by AAB Secretary Sweeney to inform the

party their continuance was approved. President Clinch asked if he agreed with that proposed language. Commissioner Lee made a motion to change the proposed language and Secretary Harris said the motion would be to adopt the rule regarding the request for continuances that conform to Building Code Section 105A.2.6.

Commissioner Lee agreed with the language “pursuant to Building Code Section 105A.2.6, at the request of any party, the Abatement Appeals Board may grant one continuance for good cause shown at the time of the Hearing and such continuance shall not exceed 60 days.” He proposed to change the following sentence: “Upon written request in advance of the Hearing, such continuance may be granted by the AAB President through the AAB Secretary and the concurrence of all parties to the POs and the Head of the Department which rendered the challenged decision or his/her designated representative a request for a continuance that was opposed by one of the parties to an appeal or by the Head of the Department which rendered the challenged decisions may be granted only with the approval of the majority of the members of the AAB present at the public hearing on the matter.” The second half meant that if one of the parties disagreed with the continuance it would come before the full Board.

Deputy City Attorney Clark believed it would continue to operate in the same way except she wanted to ensure the party would not contact the President directly without the benefit of working through Secretary Sweeney for the request and for him to contact President Clinch. If President Clinch and the parties concurred, Secretary Sweeney could grant the continuance which may be better logistically. Vice President Melgar said actually it protected President Clinch when going through the Secretary first and with the full approval from the President who had full control but the staff could conduct the administrative work.

Deputy City Attorney Clark said the change was basically how the Board had operated and the only change from past practice was to ensure that the rule conforms with the Building Code in that only one continuance for good cause can be granted and cannot exceed 60 days. President Clinch asked if it was better clarity the way it was currently written or Commissioner Lee’s proposal? Commissioner Lee decided to leave it to the Board’s decision and President Clinch thought it read fine and made a motion to approve it as is.

There was no public comment.

***President Clinch made a motion, seconded by Vice President Melgar, to approve the language of Building Code Section 105A.2.6 as it was written.***

Commissioner Mar said he had no problem with what was written but in terms of proper notice on the request, if the person asked for a continuance and the Board was not given sufficient notice then they should consider a requirement on the notice section. When it was on the Agenda without sufficient notice to interested parties or neighbors that a continuance was granted, there would be no opportunity for them to attend and he would not mind granting the continuance if there was a responsibility to post the notice to notify the interested parties for the revised Agenda to allow their presence and testimony. President Clinch believed they should not grant the continuance once an item was placed on the Agenda and Commissioner Mar agreed.

**Abatement Appeals Board – MINUTES – Meeting of April 17, 2013 – Page 4**

Ms. Clark discussed the rule’s flexibility and if it came in at the 11th hour and was communicated to President Clinch, presumably the reasons would also come. If it was because of a major medical emergency excuse they could not attend it can be communicated.

Ms. Clark said at that point, it was up to President Clinch but in practice the Board could consider the reasons in particular with respect to the 11th hour request and she would be hesitant to set a rule that disallows flexibility. In practice, keep in mind that it would be difficult for someone to take advantage of the system and the rule allowed for flexibility. If there were invalid last minute emergencies the Department would ultimately object with the President’s disapproval.

Rosemary Bosque, Chief Housing Inspector, believed it would be resolved if it was on the Agenda, a Director’s Hearing posted and a request for continuance was granted to immediately take their testimony especially when there was insufficient notice given for the opportunity to return. Commissioner Mar agreed.

Commission Secretary Harris called for a roll call vote.

<i>President Clinch</i>	<i>Yes</i>
<i>Vice President Melgar</i>	<i>Yes</i>
<i>Commissioner Mar</i>	<i>Yes</i>
<i>Commissioner McCray</i>	<i>Yes</i>
<i>Commissioner McCarthy</i>	<i>Yes</i>
<i>Commissioner Lee</i>	<i>Yes</i>

*The motion carried unanimously.*

**E. NEW APPEALS: Order of Abatement(s)**

In the beginning of the proceeding, the Department and the Appellant each had 7 minutes to present their case and 3 minutes each for rebuttal, discussion and public comment.

**1. CASE NO. 6775: 481 Minna Street**

**Owner of Record and Appellant:** Nikita Holdings LLC, 579 O’Farrell Street, San Francisco, CA 94102

**Agent for the Appellant:** Robert Noelke, 1019 Howard Street, San Francisco, CA 94103

**ACTION REQUESTED BY APPELLANT:** The Appellant has requested three (3) to six (6) additional months to complete the required code abatement work cited.

**NOTICE OF DECISION:** At that time, the AAB voted to continue the matter to the next hearing date, which was scheduled and continued on **May 15, 2013** at 9:00 a.m., City Hall, 1 Dr. Carlton B. Goodlett Place, Room 416.

Rosemary Bosque, Chief Housing Inspector, said this was the Auburn Hotel which had a long history of not being properly operated as far as the maintenance of the building was concerned. Unfortunately, it was a revolving door of violations somewhat similar to the Grand Southern Hotel where they filed a lawsuit to enforce the owner and the owner's agent to properly run the hotel. The good news was there were several active building permits and other permits for work at this property and her colleague, Mr. Noelke, will speak very eloquently about that but the concern was that this large hotel had 78 guest rooms with 29 tourist and 49 residential rooms and about 20-30 occupants in this building which was the size of a large apartment building or a mid-size residential hotel.

Inspector Bosque said the problem was they had been at this for awhile. They started renovations without the proper containment for lead and had an issue of asbestos cited by the Health Department. They currently added about 9 months on renovations of the building yet when the Housing Inspector was recently at the site from mid to late February, some of those rooms were unfinished to allow the residents who lived in dilapidated conditions and the other rooms to relocate into those rooms. She gave a brief history with deep concern for staff and recommended this request should be denied and asked for referral to the City Attorney's Office because of the revolving continuous nature of these Violations.

There were several Notices of Violation which taken the issue one step further of operating this hotel which was not a good way to do business. They did a room to room inspection of this building in September of 2010 and that particular Notice of Violations was posted in July of 2011. In April of 2012, about 9 or 10 months later, they went back to the hotel for another room to room City Attorney requested Task Force inspection which resulted in a 15-page Notice of Violations in May of 2012. Generally on a room to room inspection, it delivered a message to the property owner that they needed special compliance for the operations of the hotel but the property owner or the operator failed to get that message.

Inspector Bosque said staff was aware that they have changed operators and it had been awhile. About 10-12 months later, they realized the operator made no improvements and they were very concerned about the changes and conditions of the tenants. From that standpoint, they strongly recommended the request for additional time should not be given and an Order of Abatement be issued on the property to encourage them to move forward but the improvements needed to happen for the operation of the building on a daily basis.

Chief Inspector Bosque presented some photos of conditions of painted over sprinkler heads that had been there for awhile and while this particular room was renovated, not all the rooms have been. In the last year or so, no tenants were relocated to any of the renovated rooms where renovations had occurred and the last inspector was at the site on February of 2012 can testify. Some of the renovated rooms were unfinished and needed substantial progress in the right areas and they were concerned that not a flurry of activities where it was not addressed on the living conditions of the tenants in the building.

Richard Stratton, Attorney for the Appellant, Nikita Holdings LLC, said Chief Inspector Bosque reiterated the fact that this building had a very bad history and presented a very quick overview of the context of the work that was done and introduced the contractor regarding his progress as

well as the owner's agent, Robert Noelke. The brief history of this building began when it was under a 20-year lease with a prior operator that ended in January of 2012 and it was a mess. About a year ago, the Task Force Inspection documented the conditions in which was left by the previous operator who at the end of his lease chose not to make any upgrades of any kind whatsoever.

Mr. Stratton said when the owners took possession a year ago in January, Mr. Vishnu Shah was the new lessee and was present at this Hearing, as well as two representatives of the owner and the owner's consultant, Mr. Noelke. The new work commenced last year but after the Task Force's inspection, it was concluded there were too many issues and not feasible to renovate each room but apparently required total renovation. While it was underway, one-third was done and about a third of the \$600,000 cost was spent and that was why the Appellant was here to request more time.

Mr. Stratton said essentially he had much of the documentation before the Board as was part of the old bad news and showed a simple graphic chart with green color that showed completion and the red color showed work to be done. He pointed out that there were numerous categories that went far beyond the scope of the original and this chart was very detailed. He could not go into details but simply wanted to note as far as the tenants, they had a 4-phase process underway with 24 occupied rooms and the rest were vacant. They will be moved to the completed rooms which should be absolutely final and completed within the next two months. He introduced the contractor, Larry Wong, WNGS Construction, to briefly comment on what was done, and why they needed more time.

Larry Wong, General Contractor of WNGS Construction, said the work began in August of 2012 primarily for the electrical portion of these violations. There was about one month of progressive work before they were ordered to stop and it took about 3 months for the inspection of the lead abatement inspection, abating and testing results. They immediately continued work after the test results which they found the lead was insufficient to harm anyone. In December of 2012, the owner gave him a thick packet of violations and asked for his opinion. The building was occupied by not so ideal tenants who urinated on the walls, and defecated in the sink. The drawings were all over the walls and by repairing these items, the odors and stains would reveal themselves in about two years. He recommended replacement over repairing these items which would be guaranteed for at least 20 years.

The owner agreed and on December, 2012 he obtained the permits for the remainder of the renovations. The permit was to comply with all the Notices of Violation in his violation packet and he had records on the permits that all the violations will be completed. During the past months, they realized that it was more than just replacing a fixture and a sink because they removed the walls to change the drainage system or water lines and it apparently took more time. For the past 4 months, he estimated the electrical work and window installations were about 45 percent done of the building and not the violations, about 25 percent of the plumbing work and only 10 percent of the building work was done. The reason for this was the building work actually occurred at the end of the project where finishes were installed and currently about 30 percent to completion. He disclosed their progress and estimated about a year to complete and there were volumes of work to be done. About two weeks ago a female Electrical Inspector

visited the site and found there were no issues, but they worked together with the inspectors in compliance with all their comments.

Robert Noelke, Appellant's Agent, said in the last few months, Inspector Steve Hajnal went numerous times to the site as well. On this property there are Notices of Violation of 93 separate items, some in the public areas and some in the rooms. The public area items were generally cleared and taken care of but they were stop gap or temporary solutions and anticipated it would be redone again once they completed the work through this process.

Presently there were four active building permits that worked under two electrical permits and one plumbing permit. They had a pest control service, a licensed contractor, engineers and an asbestos lead contractor, RGA, new base board heaters ordered for every room for a cost of \$14,500 and new windows that were installed which was not part of the Notice. When they patched these windows and changed the sash cord, it was apparent it did not work so they installed new windows. As the project became bigger, they had to decide if they needed to fix these rooms or comply further with the Notice which took several months. The work was delayed for 3 months and all work was ceased because of the asbestos and lead complaints which were bogus because the only issue was the lead containment and the workmanship but it was all cleared.

They had a new operator in the hotel and in many cases some of these hotels were run down because the operator failed to upkeep the daily maintenances. They have expended on permit fees that exceeded well over \$15,000 and a new water service with the PUC fees of \$8,125 because they needed more pressure. In order to redo the plumbing, they needed more water service and upgraded the bathrooms that were not part of this Notice but provided more bathrooms and remove some of the tourist rooms to provide bathrooms, etc. With these active permits, the point was they operated in goodwill and the time requirement of at least 6 months would require at least a year to finish the project. There were many projects in this building and simply requested that would be one thing if nothing were done and no permits but they moved ahead as quickly as possible and there were back steps in this process.

President Clinch asked for the Department's rebuttal.

Chief Inspector Bosque said Mr. Noelke commented that the containment issue was not a big deal. They started the work while tenants were still living in this building with improper containment and disturbance of lead paint that they were supposed to do and it was not bogus. It affected the tenants living in the building to deal with the issues of having it migrated all over because the work was not started properly. She was concerned and would not deny the fact that there was a lot of ongoing activity but it did not address the living conditions of the people that occupied the building.

There was testimony that the property owner no longer employed the bad operator. If every property owner hid behind a lessee, whether it was a long or short time lessee, they would never get compliance in residential hotels that had lessees. The issue was the property owner should have known because of the Notices of Violation that went to them and what went on in this building and perhaps that should have happened before it did. Their job was to deal with the

minimum standards set by the Housing Code as far as what had not happened in that building for the people residing there and the conditions were bad.

They heard through testimonies that it took time but how much time was needed to renovate rooms on a program basis to move people into the renovated rooms? They were unable to see that not one of those was completed. She did not know what the schedule was but it was certainly not done in a way to address the concerns and the living conditions of the people in the building and that was why staff believed that an Order of Abatement was a fair and prudent action to take to encourage the property owner to continue what they needed to do in this building.

Commissioner McCarthy asked when was the last time the Housing Inspector was on the job site? Chief Inspector Bosque said their last inspector regarding the Task Force Inspection was in mid to late February. They had other open cases where they had inspectors at the site because there were other Notices of Violation that did not have the correct number of bathrooms, etc. On this particular case, February was the last inspection because it was scheduled through the City Attorney.

President Clinch asked for Appellant's rebuttal.

Robert Noelke, Appellant's Agent, said there was a complaint on the lead which was abated and that was why they hired RGA, a lead asbestos contractor and it showed they took care of the job and were proactive. The relocation process on the 24 occupied rooms will take about 4-6 weeks to transfer them from those rooms to new rooms. The Order of Abatement would not serve any purpose except to cloud the title and made it very difficult to obtain a loan when funds were needed to improve the building. They would be happy to work with Chief Inspector Bosque and other Housing inspectors with periodic inspections but they needed more time and it made sense, particularly the fact that they had these active permits.

Commissioner Mar asked if there was a deadline with plans to transfer some of these occupants and because the hotel was partially SRO residential and tourist, how many tourist rooms were renovated? He was concerned that the owner worked only on the tourist side and rented the tourist rooms but had not dealt with the SRO residential which seemed as a financial disincentive to move quickly on the SRO residential.

Attorney Richard Stratton said that was not the case. The entire building was being done in a methodical way and there was no favoring of tourist rooms over residential rooms. The key point was that they were very close to finish completely with rooms where the existing tenants can move into good, clean and brand new rooms with new sinks and everything new and the best estimate from the contractors was about two months.

Many of the problems for the occupied rooms would not interfere specifically with their daily lives. For example, the doors were damaged and the door frames were not good but the door frames will all be replaced after all the rooms were done. The doors, sinks and the plumbing were all functional except everything would be upgraded. It would be useful if the Board would have the ability to defer another few months to review the tenants' progress after they moved in



and it would be useful for the Department to have another inspection and offered them a tour. When looking back, it was a depressing thought but in looking forward, they needed the entire building renovated and completed in order for the entire building to be operated the way the hotel should be operated.

Commissioner Lee wanted more information about their current plans for the renovated rooms, the management and the protection from the construction for the current tenants?

Kong K. Chiu, aka K. K. Chiu, Structural Engineer, said this building was owned by the Patel brothers' father as a first building in the city so the Patel brothers kept the building and there was a 20-year lease that ended beginning last year. At about the same time their father passed away, the brothers took over and the building was in a mess. The Patel brothers decided on total renovation instead of fixing it, which the Department cited, and replaced with new electrical, plumbing, removed and replaced with new sheet rock, new windows, new door frames instead of patched work and a new floor. When it was finished, the building would be renovated.

He advised them to separate the projects into four phases instead of running around to complete the entire building. The first phase was to take care of the existing tenants and also recently installed the carbon monoxide detectors. He proposed the first phase to finish some rooms to relocate the tenants and once they occupied the rooms it would be a new unit which would take about 8 weeks. A second group of 20-25 rooms will at least have a bench mark to check and inspect one group at a time and another 4 months for another group to work on new bathrooms, etc., for completion.

Commissioner Lee wanted more details on the current progress since people were moved from room to room as they were finished, and Commissioner Mar said regardless if they were tourist or SRO rooms he wanted to know the current status of the 78 guest rooms which none were ready.

Larry Wong, contractor, said none of the rooms were currently 100 percent ready and about 30 rooms were almost 80 percent finalized and within two months they can finalized the 30 rooms and moved the 24 over to those rooms. Were they just doing the tourist rooms? There was no designation in which rooms were tourist and they only fixed these rooms so these tenants can shift over. Commissioner Lee clarified that there were 24 occupied rooms and they tried to fix the 30 rooms that were 80% completed and verified by Mr. Wong.

Vice President Melgar asked if his plan was for everybody to relocate once all the 24 rooms were ready? Mr. Wong said once one or two were finalized and signed by the inspectors they can immediately shift people over to finish out. The way these rooms were set up was the plumbing lines ran vertical, setting up for 6 rooms, 2 per floor. They tried to finish at least 4 of those rooms so when the people were shifted over they can finish the whole section.

At this time, there was no one to deal with the tenants on the logistics of moving the tenants when the blocks of rooms were ready and Mr. Noelke said the operator will work with the tenants on this. Vice President Melgar asked if the operator was totally cognizant of the construction? Mr. Noelke said he was there every day with the tenants on this.

Vice President Melgar said it was commented that maybe they can move people as they went along. Was there an actual plan for blocks of rooms that will be finished and specific tenants to move into those rooms and was there prioritization for certain tenants such as an elderly and a plan? Mr. Wong said their plan was, because these rooms were so scattered in a way that they cannot only take out an entire block of the section, they were going to move strategically where they were able to renovate more rooms rather than only specific. Vice President Melgar said on an occupied building, the tenants' needs may be different as a contractor needed to maximize their schedule. She was unclear about it and asked if the lessee or their representative can respond regarding where was that plan and how it fitted into their plan?

Attorney Stratton, Appellant's lawyer, said Mr. Vishnu Shah, the lessee, may answer that. Mr. Vishnu Shah said they worked on schedule and showed them the inspectors' signatures from Plumbing, Building and Electrical Inspectors. Vice President Melgar said she did not ask about the violations but what his plans were to move the tenants to the newly renovated rooms as they became available and his coordination with the contractor to ensure the needs were met besides the construction schedule. Mr. Shah said he posted one sign on the parking area and were 90% finished. If they completed 90% on one side of the rooms, the new tenants would be assigned for Rooms 101, 109 and 111. The doors and the new rooms on the left side for 21 tenants was 90% ready and possibly done. It was different now and he wanted to make sure on the one area it was easy to fix and gave the plans to the contractor.

Attorney Stratton said it should be noted that Mr. Shah lived in a manager's unit and a part of the hotel. There was no incentive on anyone's part to slow down the process of completion. It was their hope to complete from 80 percent to a 100 percent as soon as possible and they have to be signed off by the appropriate City departments. Given the levels of work at these jobs, it will take some time which was why two months were realistic and a conservative effort and everyone will benefit if it was done earlier.

Commissioner McCarthy asked what was the project contract estimate and approximate timeframe for completion? Attorney Stratton said it was clear that when this application was made 3-6 months, the focus was more on the existing 24 tenants. On the scope of the entire project which was done, the best estimate was about a year and would refer to the contractor, Mr. Wong, but with respect to all features of the building it could possibly finished by the end of the year or early part of next year.

Commissioner McCarthy heard a figure of \$600,000? Attorney Stratton said the dollar amount was over \$600,000 and more than \$200,000 was spent with more spent every day. Robert Noelke, Agent for Appellant, said the hotel on the last 24 rooms were not rented and was off the market. Also, there were different phases of the project and anticipated relocating at least 21 tenants which may take about 4-6 weeks. They anticipated several months to renovate the other rooms and updated the bathrooms before final inspection from the Housing Inspectors. Realistically, it may be as much as a year needed to complete this project.

Commissioner Mar said he was unsure about the two months timeframe because if many of the rough plumbing and electrical work were done, these SRO hotel rooms should not take two months to finish a block of rooms unless it was done one at a time and there was not that much

area to do. Mr. Noelke said it took slightly more time with the installation of the appliances which was new baseboard heaters, new sinks, floorings, etc. They worked flat out and anticipated some rooms before that and rented them soon but they have to wait for the required sign off and many unfinished work to do. Commissioner Mar said there were no new residential tenants and Mr. Noelke said there were no rooms rented to tourist.

President Clinch believed there was a lot of ongoing work and many inspections from the Plumbing and Electrical Inspectors. He made a motion to grant an extension to allow the work to continue and will not uphold the abatement and was opened to other opinions.

Commissioner McCarthy said there were boxes that needed to be taken off when making decisions based on the testimony it was taken off and it was not perfect. He was unsure if the Department was involved since February but there were recent contacts with the Building Inspectors which was not their concern. If there were permits pulled, they should have more recent inspection. The timeframe fell apart when dealing with the abatement and not much work were done and tried to mitigate what went on, possibly on February and March. He was happy with the fact that the dollar amounts previously discussed was invested into the hotel. Mindful of the fact, if that kind of money was spent in the hotel, they should support this project and not necessarily holding it back at this stage.

He was concerned, as well as other Commissioners, on the timeframes and as someone from the construction industry, he was familiar with the difficulty to work around people and it can be fast or very slow. Based on the tenants' testimony, he would prefer the timeframes be better. It was good to hear from the operator that three tenants had moved into their new rooms and wanted that verified by the Department and these were signs that showed good faith efforts were done.

In regards to the management and management's company that was fired, that was the message he wanted to hear. He understood that contracts were complicated and difficult to change within but the Commission did not hid behind contracts or penalized people who were before them. Although it was bad management, they passed down the necessary sentence that should be imposed on those buildings and if he rehired the same contractor, his concern would not change. In regards to the testimony, he concurred with President Clinch to continue this and maybe at some point if someone wanted to articulate a timeframe to return with an update.

Vice President Melgar said she was not as convinced as other Commissioners, with all due respect, \$600,000 spent for a 78-unit building with two-third rented to tourists and the possibility to maximize the investment did not seemed very expensive. If their tenants were happy, they would not be here today and a lot of the complaints to the Building Inspection were complaint driven. She believed something had not worked on their planning since their new lessee took over and prior to that it was still their holding to maximize their investment and needed to put some resources into their building. She would not open to grant a continuance and it would not preclude them from continue finishing the work but to prioritize the needs of their tenants before but maximizing their investment with the hopes of renting the tourist rooms at some point and it would add pressure.

Commissioner Lee had a different opinion and wanted to grant a continuance to allow them at least to hear what the project plans were for the tenants and maybe enforced them to move ahead with that plan to make sure the tenants were protected and relocated to the rooms as soon as possible. He was willing to grant the continuance for a month and have their inspectors monitor what was completed or not, what were the plans for the existing tenants and if they have the new rooms or were they ready to move in the new rooms and what were those plans before he decided on whether or not to uphold the abatement.

President Clinch wanted to hear testimony from the Building or Electrical Inspectors who were at the site and possibly more witnesses would come forward. Commissioner Mar said he was more concerned with the timeframe. If they were to grant a continuance, he agreed with Commissioner Lee about making it 30 days and if they can relocate the 24 tenants in a month and discussed about the other issues which should be the priority. There were many empty rooms and in one month they can make it ready for the 24 tenants and later return to discuss about the rest of the building.

President Clinch asked for any public comment?

Pratibha Tekkey, Central City SRO Collaborative, as the Community Organizer and part of the Housing Clinic, said that she was here before and had many private outreach on SRO hotels. They had been to the Auburn hotel many times over several years and as Chief Inspector Bosque pointed out, they had a very bad history of maintenance problems and difficulties reaching tenants there because many of them were transients and were afraid.

They heard about today's Abatement Hearing and went yesterday but they also did part of collaborative, outreach and private SRO for the lifeline phones. She met with the lessee, Mr. Shah and asked for permission to communicate with the tenants regarding lifeline. He informed them there were only 7 tenants living there and most of them worked so she will not be able to talk to them. In December, 2012, she was informed to contact one of her client in the building to do an outreach. She observed many rooms were boarded up and the conditions were badly maintained and agreed with Chief Inspector Bosque that they should not be allow a continuance. This hotel had a history of incompliance with their requests and was concerned about the tenants' rights and their weak plans.

When tenants moved from one unit into another regardless of the same building, they lose their tenant's rights and can be easily evicted. They had limited access because the owners can refused them and they would not know about this if tenants were afraid and not coming to them. They were not allowed access to the building to witness it and been in this building many times and not seen any diligent effort. Although Mr. Shah was a new lessee, the owner did nothing. Henry Karnilowicz said that he worked with the clients and the owners on many of these residential hotels that were difficult to work with but they had to provide housing. He tried to manage the hotels himself one time and he went fix one of the bathrooms, one of the tenants went to the bathroom and defecated and spread all over the walls and went to his room laughing. There was also a situation where a tenant had a microwave in his room with a pot of maggots inside and it often took more time and complicated to work around these people. There was a lack of maintenance for several years and needed at least 30 days to work on it and not only

plastering. He worked in many of these hotels and knew exactly what went on including one operated by the Tenderloin Housing. The tourists did not want to stay in these places and he urged the Board to continue the case.

Commissioner McCarthy thanked the Tenderloin Housing Clinic for their testimony. He heard their situations and knew of their bad history which was pretty much the outlook into their future will be and as a Commissioner, they were very cognizant of that. From his point of view, he was unsure if the Board would like to continue this; but if they were, they would be able to come back and report to them if the property owner would facilitate the Tenderloin Housing Clinic a site visit to demonstrate the work that went on and make their good judgment there. He wanted to hear from them if they will concur or not which would be very helpful to them and a good compromise if both the owner and the collaborative agreed to do that.

Both Ms. Tekkey and Mr. Noelke agreed to do that and Commissioner McCarthy said that would be stated for the record. Commissioner Mar said if it was continued, he wanted the Housing Inspectors to at least visit the 24 rooms that were occupied and to confirm the occupancy.

***President Clinch made a motion, seconded by Commissioner McCarthy, to grant a continuance for one month and have all parties return for an update.***

Commission Secretary Harris called a roll call vote on the motion.

<b><i>President Clinch</i></b>	<b><i>Yes</i></b>
<b><i>Vice President Melgar</i></b>	<b><i>No</i></b>
<b><i>Commissioner Mar</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner McCray</i></b>	<b><i>No</i></b>
<b><i>Commissioner McCarthy</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner Lee</i></b>	<b><i>Yes</i></b>

***The motion carried 4-2.***

City Attorney Clark clarified if it was continued for 30 days or one month because it may make a difference. They could continue to the next scheduled meeting of May 15th and sometimes it moved to two months but she heard it was for a month.

**2. CASE NO. 6776: 767 North Point Street**

**Owner of Record and Appellant:** Charles B. Engelberg, 767 North Point Street, San Francisco, CA 94109 and 4 Birdie Drive, Novato, CA 94949

**Attorney for the Appellant:** David Edward May, 476 Jackson Street, 3rd Floor, San Francisco, CA 94111-1624

**ACTION REQUESTED BY APPELLANT:** The Appellant is requesting the Director's Order be overturned and requesting the Abatement Appeals Board's assistance in resolving the outstanding code violations.

**NOTICE OF DECISION:** The AAB voted to continue the matter to the next hearing date of **May 15, 2013** at 9:00 a.m., City Hall, 1 Dr. Carlton B. Goodlett Place, Room 416.

President Clinch said the Department would speak first followed by the Appellant.

Chief Housing Inspector Bosque said this was a single family dwelling and staff wrote a typical Notice of Violation regarding the paint. The Complainant came in on the adjacent property owner and they tried to work with both the property owner, Appellant and the Complainant. From the staff report submittal, there was a history between these two parties. They did not send an immediate notice and tried to work with the parties for two or three months. The Notice of Violation was written in July and did not go to a first Director's Hearing until the following October. The Hearing Officer then granted a 30-day continuance on November, 2012 and there was an advisement and the parties could not agree to make the appropriate repairs. An Order was issued and they were here before the Board with appeal of that Order.

There was some confusion on the part of the complainant regarding the difference between the disturbance of lead paint and the presumption there was lead paint at the subject property because of when it was constructed. The lead abatement was the actual removal of lead base paint which was not what their notice asked for. When dealing with the disturbance of lead base paint, it must be done properly with proper containment using certain tools, vacuuming any paint chips with hepa filter. To orientate the Board, she showed a photograph of the building. On the adjacent property on the North Point, she showed from the rear of both structures an aerial photograph. The area in question was at the rear of the lot and the area cited for peeling paint. This was one of many cases they had when there were no compliance for many months and they forwarded it to an Administrative Hearing as their policy required. When they work on old cases, they made sure they process them through the administrative process and the Board may want to hear from both the Appellant and the Complainant.

Vice President Melgar said she had trouble envisioning this after reading all the various ongoing emails and asked to return to that picture of the wall and wanted to know if the complainant, Ms. Tsang, owned that wall. Chief Inspector Bosque said the wall belonged to the Appellant which the property was cited and she showed the property location of the wall. The complaint was in the adjacent structure that showed the rear and the wall was essentially toward the rear of the property. Vice President Melgar asked on the removal of the trellises on the wall, what were they on? Chief Inspector Bosque clarified it was on the wall of the subject property and the Complainant and Appellant can talk more about that. She left the picture on the projector as they may need it later for discussion purposes.

David May, Attorney represented Dr. Charles Engelberg, property owner, and wanted to orientate the Board of the importance to actually view the walls and the trellises they talked about. He showed a picture that indicated the wall, a light well was on the complainant's property, Ellen Sang and the trellises covered the wall and prevented access to that portion of the wall. In fact there was no access to the wall except either in the airspace or on the ground of Ms. Tsang's property. He showed another picture taken by the Department that was in the Board's packet and the Department's report.

The picture showed the length of the light well and in fact, this was part of the entrance to Ms. Tsang's property on the 769 North Point of the adjoining property. The only way Dr. Engelberg or anyone property owner can paint this wall was by trespassing into Ms. Tsang's property and the problem was prior to the issued Notice of Violation and before there were complaints on this. Dr. Engelberg, the predecessor owner of this property, tried to paint this wall and they did not have it now but will know what wall to discuss. The property owner at 767 North Point Street, whether it was Dr. Engelberg, since 1997 or prior to that wanted to paint this wall because they wanted to maintain this very nice property.

Dr. Engelberg and the prior owner did an extensive renovation of this property and the only portion of the property that was not addressed by the renovation was the wall and it had not been addressed either following or prior to the Notice of Violation because Ms. Tsang, complainant, refused to allow anyone to do it. On Exhibit 1 of their reply papers, it was the most recent letter from Ms. Tsang dated April 8, 2013 and she sent a number of these letters almost verbatim the same letter at different times. It was a cease and desist request and it charged Dr. Engelberg and his contractors with trespassing onto her property and she demanded they cease and desist. This was trespassing when they looked over the subject property wall in order to plan to paint it. There was no survey to indicate the exact property line and if a head was visible over the property line or next to the property line, she claimed trespass and demanded they cease and desist.

She contacted the police when there was physical presence from Dr. Engelberg or his contractor on her side of the fence. What they talked about which was something not read in their staff report, not addressed at the Director's Hearing and will not be heard if they read back the transcript of the Department's presentation a few minutes ago. There was no recognition on the part of the Department that Dr. Engelberg wanted to paint this wall, but cannot either physically or legally because the complainant prevented him from doing so.

The Board needed to address this issue and aware of the fact there were laws on this particular issue as pointed out in the reply statement. The law never required impossibilities as quoted from the Civil Code Section 3531 that "no man is responsible for that which no man can control, Civil Code Section 3526, and no one can take advantage of his own wrong" or in this case her own wrong, Civil Code Section 3517. This was the law of the State of California and the Department ignored it and this Board did not have that luxury.

President Clinch said before they go into the Department rebuttal, he wanted to focus on the paint chips that landed on the adjacent property which related to the violation. Attorney May said as a matter of fact the Department made it clear that this was not what this was about and the condition was on Dr. Engelberg's property and it was the wall but President Clinch said that was not what they were supposed to hear. Attorney May said this was the Department's Report as specifically stated and if the Board reviewed the Department's report, it was reiterated or emphasized by the Department representative a few moments ago.

On the Department's report, Page 2, the first paragraph stated it was not about the lead abatement and lead chips but about painting over the wall on Dr. Engelberg's property. If they talked about the removal of paint chips from Ms. Tsang's property, Dr. Engelberg cannot do this unless she

allowed him onto her property. As a practical matter, the paint chips on her property can be swept up with a broom and it was not about a significant or substantial amount of paint chips on her property from his wall. Ms. Tsang's wall had also peeled, her walls painted and it was also built before 1978. There was no discussion of any separation of which paint chips and from whose wall it came from. Commission Secretary Harris interrupted and said they will discuss further on that later but Chief Inspector Bosque will now speak.

Chief Inspector Bosque said the Notice of Violation was issued on July 27, 2012 spoke for itself but it had a reference to paint chips and the reason was when the peeling paint needed to be repaired on the side of the subject building, it needed to be done in a safe manner. The note was there because the inspector observed the peeling paint appeared to have migrated onto that property. Anytime they required the peeling paint be done, they added and it was incorrect from the statement mentioned earlier that this was not about the lead hazard from the standpoint of when they required lead paint disturbed by repairing peeling paint on the side of a building, they asked that it be done pursuant to the Building Code Section and this was what it talked about. As far as the statement of the law that was given to him, it was not the Department or the City's position. Obviously there were disputes between these different property owners but for them a typical Notice of Violation asked that the peeling paint be addressed and done in a lead base paint practice manner.

Vice President Melgar said all Dr. Engelberg had to do was clean up the chips on his neighbor's property. Chief Inspector Bosque said it appeared to the inspector at the time the issued Notice of Violation had migrated from the peeling paint from the side of the wall. Vice President Melgar asked did they know it was because of unsafe practices or was it was a natural thing? Chief Inspector Bosque said they had not observed at any time any work was done to the property in that there was no proper containment and observed over period of time there were deteriorations and if the work were to begin, it would require proper containment. Vice President Melgar asked if there was peeling paint on the other side of Ms. Tsang's property? Chief Inspector Bosque said she was not aware if there was or not and it was not the subject at that time and what the inspector saw was the wall that was at issue before the Board.

Commissioner Mar asked if there were other Notices of Violation on Dr. Engelberg's property? It was still a catch 22 because if the paint chips had fallen naturally because of ill repair, the property owner cannot repair it and it will be a never-ending process. He should clean that up but will ultimately need to go onto the neighbor's property to do so but he cannot resolve the structural problem which was to take off the old paint and put on the new paint and wondered if it was addressed?

Chief Inspector Bosque said from the staff's standpoint, whether he can get onto the property or not, they were not the Trier of fact for that and they did not have expertise to know whether that was the case or not. Although they realized there was a history between these two property owners and that was why they attempted to give them some additional time to try to work this out. Unfortunately, when they noticed the peeling paint in situation like this, they were compelled to write the Notice of Violation and tried to give them additional time.

Typically when they write a Notice like this and someone needed access to an adjacent property, they can work out a way in which the work can be done. Unfortunately there were a lot of



properties with zero lot lines in this city and usually reciprocal easement agreements and the work got done. This was one of those situations where there was a dispute but when they wrote the Notice of Violation they were not in the position to determine that was the case or not but they still had to write the Notice of Violation and whether it was factual or not that he cannot access the property she would not know and cannot make that decision legally.

Commissioner McCarthy said it seemed like they were damned if they did or damned if they did not. The question was recognizing with testimony and letters in their package stating that they had best intentions to do the right thing to clean up this but they cannot. Should the Department's position recognized that and was the Appellant here today? Chief Inspector Bosque said from the Department's standpoint as she had made her comments originally, there was evidence in the package that stated that and they will not restate the position of either party. Had there not been that information, they would perhaps comment and provided some information for him and it would be second hand information from their standpoint so he had the position of both parties.

Commissioner McCarthy said if he was on the job site with a violation of that permit and an inspection asked to correct that, he had the option to correct and make it right for the violation. With that in mind, would it not be who the Department to ask the hard question why this lady resisted on her property to correct the violation. Chief Inspector Bosque said she had information to provide him that she was reasonable as well. Commissioner McCarthy asked if the complainant was here today? Chief Inspector Bosque said she was here and they needed to hear from her because from that standpoint they cannot make that determination. She gave them documents where she believed the property owners that had been cited had acted unreasonably and they cannot determine who had not acted unreasonably. Although she made sure they had all the information in front of them and perhaps needed to hear from her as well.

Commissioner Mar asked if there were other problems besides the wall? Chief Inspector Bosque said there was no other violation except this particular one and the reason they extended 3-4 months was they anticipated there would be an agreement and they tried to facilitate these but in this situation both would not agreed. Commissioner McCarthy asked if it was her testimony that there were other problems with the neighbors? Chief Inspector Bosque said his question was if there were any open cases and there were none.

Commissioner McCarthy said when there was previous remodeling and improvements done to the property, there was no issue there? Chief Inspector Bosque did not have that information as far as building activity on the property but dealt with her complaint regarding the peeling paint. Commissioner McCarthy said there was no issue prior issue brought to her attention with these neighbors other than the standing issue before the Board today. Vice President Melgar asked if she noticed there were children under age 6 living in Ms. Tsang's property or visited? Chief Inspector Bosque said she and her inspector had not observed that or had that information and there may be some recent developments.

President Clinch asked to hear from the complainant and City Attorney Clark said the complainant was not a party but she can speak on the public comment. President Clinch said they may not be ready for public comment and asked for Appellant's rebuttal.

Attorney May said the Department had just admitted they ignored the Appellant in the room which was Dr. Engelberg's inability to comply with the Notice and it was not for lack of desire but because he was legally and physically prevented from doing so including by the Police Department. For the Department to suggest they did not know this was a property line issue and the access was only from Ms. Tsang's property was disingenuous and unbelievable. The Department had known this and it was obvious from the photograph that anyone who was there can see the only access to this wall was from Ms. Tsang's property.

You did not have to be a legal genius to go onto someone's property without their permission was trespassing. If the Department had legal questions about this issue which suggested they did was unbelievable, since they can refer legal questions to their City Attorney's Office. There were literally more than a hundred attorneys in the City Attorney's Office and one Deputy City Attorney present today. The Department can request legal advice in situations such as this with no problem at all. He can speak to that himself because he was a Deputy City Attorney in the Code Enforcement Division and personally dealt with these sort of issues when he served with the City and to suggest that the Department had no way of ascertaining what the legal situation here was ridiculous.

Commissioner McCarthy asked did he understand the seriousness of the lead abatement they had to do and required certain procedures to process? Attorney May said he understood that and he had his EPA certified contractor, Phillip Lubin, present today to respond to that. They were fully aware of what was required with respect to remediating lead paint issues and had done this 100% and it had been the case for 15 years. Commissioner McCarthy said what was in front of the Board today, they wanted to get to the bottom of this and they respected that there was obviously some bad tension on this but they needed to focus on a solution.

Attorney May suggested the solution would be the Department to cite Ms. Tsang also for the violation and to enforce the violation against her as well so the Department, if necessary, go onto the property with the powers granted to it by the Administrative Code and to get this problem remediated. Dr. Engelberg agreed to pay any and all reasonable expenses which were not the issue. As far as being reasonable, the most recent attempt to resolve this issue outside of the compulsion of the government was contained in Exhibits 2, 3 and 4 of their reply.

A fellow named Joe Butler, who represented Ms. Tsang, contacted and emailed him a couple of weeks ago and will help to informally to resolve this issue. In order to resolve this issue, there were email interchanges with copies to inspectors. Ms. Tsang as well as him and he also copy people in his responses. They were to resolve this issue by these email interchanges and anticipated resolving before this Hearing. When it was clear that he was reasonable and chances they will resolve this matter before today, Ms. Tsang disavowed any connection with him and rejected all of his efforts.

Commissioner Lee asked when Dr. Engelberg purchased the property? Attorney May said he purchased the property in 1997 and there was an ongoing dispute at that time with the previous owner who tried to paint that particular wall and Ms. Tsang resisted. It was a fact that the previous owner was involved in a lawsuit which resulted in a judgment of six figures against Ms. Tsang. Dr. Engelberg, Appellant, wanted to clarify that the previous owner was sued by Ms.

Tsang and he was named the co-defendant and because of the interference she painted that side and hosed off the paint on the side of the wall they tried to put on. She had a judgment of \$141,000 against her in a jury trial which subsequently reduced to \$101,000 which may explained some of her bitterness to allow the access and at one point she offered him access for \$200,000.

President Clinch asked if there was any other public comment?

Ms. Tsang showed a photo taken on July 4th when they were out and it showed the wall with two colors. The original color was blue and painted yellow and she pointed out the gardener who stepped onto their structure and other photos on the roof with lead paint onto her property with different colors. The police was contacted that day and demanded they ceased all work and they said they will comply. About 10 days later, they trespassed again and the wall was painted all over. She hired professionals for inspection and they viewed it as very serious. She was advised to contact the City for inspection before the contractor would give her an estimate. Under State law, they required certification on lead paint and they had the right to ask them to comply with the law.

Ms. Tsang said she maintained her position as shown on one of many letters dated September 18th. She would grant access to her property if they were properly certified as required by law and to provide her with certification, workman compensation, liability insurance and a copy of the signed contract with the scope of work and she had legal rights to have that information. They did not provide her with any documents and refused to spend the time and effort to provide those things. The person they hired must be personally certified and who that worker will be but they did not provided any document and often personally been attacked. He filed a lawsuit in the court and claimed easement and acquired title but the court ruled they did not have an easement and they were compensated.

He prevented the project from moving forward because she gave them documents that were on her files and repeatedly informed them of the requirements for certification. When he worked on her property, he needed liability insurance for protection in case of a fall. When they were out, he later informed her he did that and she can sue him and he will move and she cannot serve him. This attitude went on for a long time because she was different and was mistreated; and there were more photos.

Vice President Melgar said she read back and forth with Joe Butler and so the trellises were hers and she did not want to remove them. Ms. Tsang said there were no laws that required them to remove anything and she granted permission to one of her neighbor, James, on the southern part to paint and remove the ivy because he provided her with the worker's name and their identification. Vice President Melgar believed they were reasonable but how much space between the trellis and the wall? Ms. Tsang said the post was attached to that and it happened a long time ago.

Vice President Melgar said the picture seemed to show there was sufficient space to do proper containment and to stabilize the paint underneath and believed there were about 5 inches and insufficient space to do proper abatement. If Dr. Engelberg covered the cost, would she agree to

let him remove and put it back? Ms. Tsang said she wanted to be comfortable with the person he hired and recently pleaded with him for that information if the worker was certified and his company was EPA certified that will work on her property. Vice President Melgar said she agreed with her but the issues from Attorney May's statement, representative of Appellant, seemed they will hire a certified contractor and hopefully provide her with the evidence of certification of his workers. If they went that far, it seemed like the next impediment was the trellis because the paint behind it was fairly damaged and if she would agree.

Ms. Tsang will accept if it was reasonable and was comfortable with the necessary information they will provide her. She disagreed that everyone was treated equal especially in San Francisco, a liberal city. As happened in the past, she believed they were racially bias in discrimination of their rights if they were ethnically different or of Asian national. In the courtroom, she asked him to make assurances he will not damage her property instead he had an attitude and was disrespectful and threatened "to come to her property at anytime as he pleased" which continued even today.

He wasted her valuable time by not providing the needed documents and this was someone who came to her property to certify the identification but she once had other laborers complied with her request and taken two days to finish the job. He had refused for many years to comply to her requests and wondered why he believed he did not need to comply with the law. She was cooperative since the beginning as indicated by her recent and last letter to him. He showed he was not responsive or cared if there was a Notice of Violation but she attempted many times requesting him to provide the necessary documents but he did not respond or ignored her requests.

Vice President Melgar asked if they tried mediation? Ms. Tsang said she would have except she was under pressure when her mother became ill and recently died. She wanted to exchange some information but instead they asked her to remove everything. She was not an expert but were aware of the contamination and it was covered up and unidentifiable with blue and currently painted partly yellow and more than once. When she contacted the City for an inspection, she had an estimate of \$1,875 but that estimate was created fraudulently. The contractor was in business for 25 years, certified with liability insurance including 21 years with the Better Business Bureau. She hoped the Board understood she wanted to be comfortable with the right choice but disliked their "come and go" attitude.

Vice President Melgar asked if there were children under the age of 6 that resided in her property? Ms. Tsang said perhaps the next door building but not in her building. Commissioner Mar made clarification of Vice President Melgar's question. It was very clear from this Department that they wanted this abated with a certified person on the process of lead abatement and the painting contractor may be present today. If the person was certified by the State of California on lead abatement and supplied her with all the necessary documents and specified timeframe, would she agreed to allow them access on her property only for that specified time to commence work?

Ms. Tsang said he must specified that his company was EPA certified and the worker that performed the work including the company, although it may be different, the person that

performed on the lead paint in California should be California certified and that was her position since September, as detailed in her letters. They should work amicably together instead of evading the situation and always personally attacked her on a request to provide her documents that was required by law.

President Clinch asked if there was any further public comment?

Chief Inspector Bosque clarified that she had just received the document from the painting contractor and to him as an individual and was certified as renovator regarding lead base paint. From her previous statement, they sent this to an Administrative Hearing for the parties to get together for the Hearing before the Hearing Officer and wanted to commend the Board and believed now that both parties were before them and there were some movements. The complainant should be aware that this Board had power to continue this for some period of time and if the proper documentation was not provided to Ms. Tsang and she failed to cooperate, the Board had that power. Since she was the complainant and interested, in fact, in getting the work done and provided the documentation, if they can structure this with the Board's great guidance, they might find some closure today.

Vice President Melgar asked about the certification before her and at Ms. Tsang's request, did the contractor as being properly certified provided any evidence that his workers were trained and certified? Chief Inspector Bosque said on the EPA requirement? She currently received the documentations and perhaps they can answer that.

Phil Lubin, general contractor, said he was not a painting contractor and this conversation was extremely complicated. There was a lot of language that was used in this conversation that placed him in a very difficult position because they talked about lead repair and renovation per the State of California, EPA, HUD, abatement and remediation and those were all different things. He was not certified to do abatement and remediation but he and his workers absolutely were trained to repair and on renovation within the City of San Francisco and generally within the State of California because there were so many buildings that were pre-1978.

Typical disturbances of lead base paint like scraping, sanding and/or basic prep, removal of drywall and trim came under repair and renovation. The abatement was a different procedure designed to last over 20 years and was not a maintenance issue and the remediation went beyond that and was not certified for those things. He was a repair and renovation contractor and never had issues with his certification or his work in San Francisco or Marin.

Vice President Melgar said she asked only if his workers were properly RP certified and it seemed the answer was yes and that was all they asked about the Notice of Violation. Mr. Lubin said he did not want to hear that if he personally did the work and if the State did not feel he was working within the confines of the Law. The truth was in San Francisco with the Building Department as it currently stands and with the State Contractors Licensing Board, he had all the qualifications necessary to do this work and have training logs as EPA required and all the documentation and containment would be done per EPA requirements.

Vice President Melgar said she was familiar with a couple of things about the law on lead and

believed his workers were RP certified and a 3-day training for them and she heard that his workers were trained with no certification. Mr. Lubin said he was certified as a supervisor and his company was certified. They were trained and as their supervisor, he logged their training but they personally not required to attend a certification class. As a qualified employee of the company, he went to an 8-hour RRP certification class and his workers were not legally required to go through training because he was legally allowed to train them and as their supervisor he was required to maintain all the best practices.

Commissioner Mar asked about a photo taken by Ms. Tsang, was that one of his workers or a gardener? Mr. Lubin said it was not one of his workers.

President Clinch asked for any other public comment? He did not know how they could uphold the abatement on this issue because there were too many quarrellings ongoing and as Chief Inspector Bosque stated fortunately there were movements today but they should grant some sort of a continuance so this can and hopefully will be resolved.

Chief Inspector Bosque said they tried their best to resolve this matter before it came before the Board but it had to come to them before this happened. Her recommendation was to give the property owner 3-6 months with certain guidelines by the complainant that she understood that this was not an abatement or remediation, but this was a repair, as stated on the staff report. Abatement was a completely different thing. If the property owner provided her with A, B, C and D, there should be a commitment on her part and they can return and report. It was a rare instance and wanted to say this was an exception but if they cannot get the concurrence, there could be a possibility the case could get administratively closed if they cannot get that cooperation and wanted to offer to the Board for consideration.

President Clinch said they will cross that bridge when they get to it. Commissioner Lee asked what were those A, B and C items? President Clinch said to provide the documentation she had requested with the certification and that she provided access to her property.

Attorney May said Ms. Tsang already pointed out to the Commission that she received the certification and gave the Board a document with the certification. From the contractor's testimony, he was certified and met all the requirements. It may not be the requirements she thought he needed to meet but that did not mean he had not met the requirement of the law and that was the issue here. If the Board structured their order to her satisfaction that was not conducive to progress because there had to be some objectivity here and just because she felt she needed something that can also change and it had as she had originally requested certification. The issue of California State Certification as opposed to EPA certification that recently came up last week and it had been 15 years and there was nothing to prevent that from continuing. What she requested cannot be left nebulous and there have to be some objective guidelines issued by this Commission that made sense that would be reasonable and legal.

President Clinch said they did not have that jurisdiction. Vice President Melgar said they can only go as far as they can go within their administrative purview in what they can do. They can also not grant the continuance and it was sort of their leverage. From where she sat, she advised he should be a little more flexible and did only what was legally required, which was the bare

minimum and probably what he did. Sometimes when they were emotionally invested in something and a conflict would be difficult to take that next step and it seemed that was required and perhaps he should step back. She never met him before but she listened to him and it appeared he did a lot of attacks at Ms. Tsang, which was not necessary and wondered if he could come up with something more acceptable and satisfactory to Ms. Tsang and they could grant a continuance and return to resolve it.

Vice President Melgar said Mr. Lubin seemed to be a completely reasonable man to send one of his workers to a RP 8-hour training would cost a couple of hundred dollars and probably pay for it, including an offer to cover the cost of removing, putting the trellis back and some fertilizers which would satisfy Ms. Tsang. From the rhetoric they heard and seemed they went through all of this before and they were stuck. Perhaps he can prepare in writing that went slightly beyond and return in a month to see if it had not worked or they will take the next step. Until now she had not heard he at least been there.

Attorney May confirmed it happened before and they went through this process and will do it again at her request. They were stuck and sensed his frustration because this was not the first time they addressed this issue, as indicated on their reply and Exhibits 2, 3 and 4. They recently tried to resolve this in an intelligent and adult fashion as seen by the results. They will make an effort with a new idea to satisfy Ms. Tsang with her concerns and return to her.

Commissioner Lee said they would like to see three things to help them make a decision next month, 1) if they have communicated the certification paper for the workers and the company to Ms. Tsang, 2) if he presented her with the plan on how he proposed to paint that wall, such as will there be set up of scaffolding, how his workers will access or paint that wall and the timeframe, 3) if there was a plan to remove and replace the trellis when painting.

Attorney May said the Board were already provided with those three items and a copy of the certification before them including emails contained in Exhibits 2, 3 and 4, the certification and the numbers. They can identify the workers who will actually be on the job assumed they will have the job in the next couple of weeks but they cannot obviously know who, if Ms. Tsang objected, or if this process would be 6 months from now. They will remove and replace the trellis at Dr. Engelberg's expense and from Vice President Melgar's statement, some of the wall cannot be painted because the trellis prohibited it.

Dr. Engelberg said it was ridiculous to ask them to come to an agreement because it had not happened and the only progress made last week was Mr. Butler, on her behalf, asked her to remove the trellis. She responded that she placed wiring around it and made it totally impossible to remove or paint around it and she went on the opposite direction of what you wanted done. After 15 years of this and asked them now to take any further steps, "negotiating with her in good faith" wasted his and the Board's time and money.

Vice President Melgar said they were in a position with no choice but to pursue the negotiation on the violation and if they were stuck. Commissioner Lee said they were not saying they decided one way or the other now and would like to see if he can make one more effort to reach out and that was all.

Commissioner McCarthy said he noticed the tensions were high and felt the frustrations on both sides. A lot of the work was done, which was good, as Commissioner Lee pointed out as a good faith effort. They understood and listened to the Appellant's concerns and asked them to recap these concerns even though they dealt with them before and asked them to do that within a time frame. He agreed that 3-6 months was very long to ask for and agreed with a shorter period of time because a lot of the work had been done for conclusion and he did not know how the Commissioners felt about the timeframe. With the interest of moving this along and most of the outreach done and at that point if there was still resistance, they can make some good decisions with regard to this.

Attorney May said they will make their best faith efforts to resolve this issue prior to their next regularly scheduled Hearing and hopefully return and report to them there was an agreement and in fact resolved the problem. Commissioner Mar said this was a long and frustrating process for them too but they cannot go back 15 years and would implore both sides to process it again even though they believed it was done. They can go only by what was said from both sides in this meeting. From the Department's point of view, it was important to understand that Mr. Lubin was totally qualified to do the work and if he was the contractor of record, resubmit it again even if was done. With all those caveats, time was important and they would allow an extension for a shorter period of time or at least start the work.

President Clinch said it would be Ms. Tsang's best interest to cooperate because it was a dangerous paint that was on her property and asked for any public comments.

Robert Davis suggested an idea to paint both sides and have Dr. Engelberg pay for both and it would be cheaper. Painted both sides, her contractor, 3 bids, end of story. President Clinch asked what the timeframe was on the motion and what was decided? He wanted to see some progress and suggested to the next meeting of May 15th, as time was ticking.

***President Clinch made a motion, seconded by Commissioner Lee, to continue to the next meeting of May 15th.***

Commission Secretary Harris called a roll call vote on the motion.

<b><i>President Clinch</i></b>	<b><i>Yes</i></b>
<b><i>Vice President Melgar</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner Mar</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner McCray</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner McCarthy</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner Lee</i></b>	<b><i>Yes</i></b>

***The motion carried unanimously.***

**F. CASE NO. 6777: 1325 Portola Drive**



**Owner of Record and Appellant:** Sofia U. New, 219 De Long Street, San Francisco, CA 94112

**ACTION REQUESTED BY APPELLANT:** To put the process on hold due to the suspended permit.

**NOTICE OF DECISION:** After deliberation of the evidence submitted and the relief sought, the AAB made the following findings and decision: to uphold the Order of Abatement and Assessment of Costs.

John Hinchion, Acting Senior Building Inspector, Code Enforcement Division, said this was a vacant lot at that time and the first Notice of Violation of May 31, 2011. The violation of 500 cubic area of earth was removed without a permit resulting in unapproved cut of 12 feet height. On August 14, 2012, an Order of Abatement was issued with conditions and a permit was issued in July 15, 2011, Permit Application #2011-0712-0010, to install temporary shoring and that work had not completed yet and if it were completed, it would clear the violation. The staff recommended that the Board uphold the Order of Abatement and imposed an assessment of cost.

Sophia New, Appellant, explained some of the ongoing problems. This was a vacant lot and a brand new construction and there were several mistakes made from either the permit, the Building and Planning Departments, etc. It was appealed and re-appealed by her neighbor which was a very time consuming and administrative part. They attended the Board of Appeals and the neighbor made the same complaint that it was not built according to the approved plans but the Building Inspectors were present and it was perfectly built according to the approved plans.

The contractor was building while on the third floor and comments were made about blocking their 5:30 sunset light or something similar to that. It was not a substantial complaint and went through that. Last month was the last appeal which was appealed again although there were no changes they went through it all again. It was unanimously approved and should be allowed to continue and she did not understand the Notice of Abatement. She believed they should not penalize her if the Building Department improperly issued a permit, as proved by a letter. If this penalty was valid, she had the right to appeal and since if it was approved she has the right to continue building without constant interruptions by the City which seemed they were always against the owner.

President Clinch said the Department can elaborate further since it appeared there were more details than that and the Appellant can return to speak after the Department. Inspector Hinchion acknowledged there was a permit appealed and was recently reinstated but that permit being appealed had no affect for the permit issued for this violation. They wanted to encourage the property owner, although the permits may be appealed, they were not impeded from completing the work and the permit which was valid should clear this violation and hopefully done as soon as possible. There were outstanding special inspections for compliance and have the permit signed off and they would no longer have concern on danger. Keep in mind the reason, it may have been appealed on an unrelated permit because the dirt was removed before the site permit had graduated to a full permit and possibly some bad atmosphere was created in the community. Aside from that, they hope they complete the work on this permit as

soon as possible and closed the case if they provided a signed permit.

President Clinch rephrased what the inspector stated earlier that the permit was granted for temporary shoring but no shoring had been installed instead there was a vertical cut. Inspector Hinchion said shoring had been installed but they needed special inspections cleared and obtain final inspection for shoring and she was very close. Possibly the other permits were appealed and they believed they were not allowed to work under this permit and in his opinion it was an error. Vice President Melgar said all she had to do was schedule an inspection and the work was considered in compliance for this violation.

Inspector Hinchion said her engineer should submit any related documents and have those cleared for special inspections and to schedule a final inspection to resolve the matter. While the work was not done, he recommended the Board uphold the Order of Abatement to allow her to pay the initial fees and if they have a signed off permit, it would be abated with the final fee. When an Order of Abatement was issued, the Department was allowed to recover their outstanding fees of \$1,007.50 and not because her contractor proceeded without a permit as questioned by Commissioner Mar.

Commissioner McCarthy said the shoring was in place and plan checked by DBI and was put out there. Inspector Hinchion said the shoring was in place but unsure if there were inspections adequately on how safe if it was correctly done. Commissioner McCarthy asked if they were currently allowed to work on the other phase of the job? Inspector Hinchion said he understood the house had been completed. Commissioner McCarthy said he passed by it every day and was familiar with that and wondered why it sat there. He was concerned why a shoring was in place without the proof of special inspections and any set of plans or if any engineer was present today and if there were any background checks done.

Inspector Hinchion said if they uphold the Order of Abatement today that would encourage them to just complete the work on that particular permit, regardless of the other work and when the permit was signed off, they will know there were no longer unsafe conditions regarding that particular area. Commissioner McCarthy said he was wearied about the fact they did not have some professionals to reinforce the fact that shoring had been installed and waited why the inspections were not done and no back up. Inspector Hinchion said he represented the Department and not the other side. Commissioner McCarthy said he duly noted.

President Clinch said there were no other comments and asked for Appellant's rebuttal. Miss New, Appellant, said she had the job card with her and everything was stated. All the plumbing for the foundation and everything were done on the 3rd floor but still it was suspended. Vice President Melgar asked if she understood this was specifically for the shoring of the soil that was taken away and not for everything else? Miss New said the shoring part of it because of this statement she can start building. Vice President Melgar said for the properly inspected, she needed to close the loop on that. Miss New showed the card for temporary shoring and payment for the permit, etc. She wondered why her contractors did not communicate with the City inspectors when their signatures were on the job card.

President Clinch asked what prevented Miss New or her contractors from obtaining the special inspections and have an engineer's letter stating the work was done? Miss New said she did not understand and partly because she hired him to do the work but it took so long for Planning Department to respond, the height of her neighbor and the present project which took a year to correct that particular project.

President Clinch asked if there were two different projects? Miss New said they suspended and they received it last January, the following day it was suspended and did not understand that. She should always have notices in written form when someone complained and not through the phone when it was suspended. She was contacted yesterday regarding the permit was appealed again and caused further delayed on the completion. This simple problem can be resolved if the architect presented an accurate height instead of ceased work and was not related to the approved plans.

President Clinch said typically DBI required the drawings stamped with approval and listed the required special inspections which her contractor should be very familiar with what was required. Secretary Sweeney said before the permit was processed, it went with the permit and attached to it and indicated what special inspections on the plan and was very clear to follow. In addition, this case started well over a year ago when the defendant had a site permit and started construction. It was a fact that no work can started on a site permit and wait until the first addendum comes out for the foundation retaining wall and that was how they first went there and that poisoned the water with the neighbor and here they were. Miss New said she wanted to appeal and requested the penalty be waived since it did not originate from her.

Secretary Harris said there was no further public comment on this item.

***President Clinch made a motion, seconded by Vice President Melgar, to uphold the Order of Abatement and the Assessment of Cost.***

Commission Secretary Harris called a roll call vote on the motion.

<b><i>President Clinch</i></b>	<b><i>Yes</i></b>
<b><i>Vice President Melgar</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner Mar</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner McCray</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner McCarthy</i></b>	<b><i>Yes</i></b>
<b><i>Commissioner Lee</i></b>	<b><i>Yes</i></b>

***The motion carried unanimously.***

#### **F. GENERAL PUBLIC COMMENT**

There was no General Public Comment.

**G. ADJOURNMENT**

*President Clinch made a motion, seconded by Vice President Melgar, that the meeting be adjourned.*

*The motion carried unanimously.*

The meeting was adjourned at 11:26 a.m.

Respectfully submitted,

---

Serena Fung, Secretary

---

Edited by: Sonya Harris, BIC Secretary

## 2010 SAN FRANCISCO BUILDING CODE

**107A.5 Investigation Fees: Work Without a Permit.** Whenever any work, for which a permit is required under the provisions of this code, has been started without a permit and where no specific additional fees are imposed as penalties as provided in this chapter, a special investigation shall be made before a permit may be issued for such work. See Section 110A, Table 1A-K – Penalties, Hearings, Code Enforcement Assessments – for applicable fee. Where only a portion of the work has been commenced without a permit, the investigation fee shall be based upon the portion of the work done without a permit. The cost of any penalty for any work done, in conjunction with the investigation fee, shall be borne by the owner.

The owner or owner's agent may appeal the amount of the investigation fee if they can provide just cause, such as unfamiliarity with this code or demonstrable negligence on the part of one of their employees.

Appeals of such investigation fee shall be filed with the Board of Appeals in the manner provided in Part III of the San Francisco Municipal Code. Such

filing shall be subject to the fees and rules of the Board of Appeals. The Board of Appeals, in reviewing the appeal of the investigation fee assessed for doing work without a permit, may reduce the amount of said fee, but in no case shall such reduced investigation fee be less than two times the amount of the permit fee as called for in Section 110A, Table 1A-A – Building Permit Fees – of this code.

**EXCEPTION:** For non-residential uses the Building Official may reduce the investigation fee to two times the amount of the permit fee as called for in Section 110A, Table 1A-A – Building Permit Fees – of this code for work that was constructed prior to the current building ownership, provided that substantiating documentation is provided.

