<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greeting</td>
<td>4</td>
</tr>
<tr>
<td>Purpose, Mission Statement, and Core Services</td>
<td>5</td>
</tr>
<tr>
<td>By the Numbers for 2017-2018</td>
<td>6</td>
</tr>
<tr>
<td>About the Building Inspection Commission</td>
<td>7</td>
</tr>
<tr>
<td>About the Department of Building Inspection</td>
<td>8</td>
</tr>
<tr>
<td>Strategic Plan and Goals</td>
<td>10</td>
</tr>
<tr>
<td>Feature Stories</td>
<td></td>
</tr>
<tr>
<td>Committed to Housing Production and Habitability</td>
<td>12</td>
</tr>
<tr>
<td>Maintaining Habitable Housing</td>
<td>13</td>
</tr>
<tr>
<td>Strengthening Existing Buildings and Preparing Communities</td>
<td>14</td>
</tr>
<tr>
<td>Preparing Communities for the Next Earthquake</td>
<td>15</td>
</tr>
<tr>
<td>Earthquake Safety Fair</td>
<td>16</td>
</tr>
<tr>
<td>Improving Business Entrance Access</td>
<td>17</td>
</tr>
<tr>
<td>DBI in the Community</td>
<td>18</td>
</tr>
<tr>
<td>Hotel Conversion Ordinance Report</td>
<td>20</td>
</tr>
<tr>
<td>Data Reports</td>
<td></td>
</tr>
<tr>
<td>1 Finance</td>
<td>22</td>
</tr>
<tr>
<td>2 Permits and Valuation</td>
<td>23</td>
</tr>
<tr>
<td>3 Inspections</td>
<td>24</td>
</tr>
<tr>
<td>4 Code Enforcement Inspections</td>
<td>25</td>
</tr>
<tr>
<td>5 Complaints</td>
<td>26</td>
</tr>
<tr>
<td>6 Records Management</td>
<td>27</td>
</tr>
<tr>
<td>7 Performance Measures</td>
<td>28</td>
</tr>
<tr>
<td>Projects in Progress</td>
<td>30</td>
</tr>
<tr>
<td>Employee of the Quarter Recognitions</td>
<td>33</td>
</tr>
<tr>
<td>Staff</td>
<td>34</td>
</tr>
</tbody>
</table>
We are pleased to provide the Department of Building Inspection’s 2017-2018 Annual Report.

Construction is trending down with larger construction projects outnumbered by smaller home remodeling projects. We continue to maintain our service levels to meet the demand of our customers. This past year was yet another busy building year. Some highlights include:

- Issued 70,493 permits, and conducted 158,178 inspections with project construction cost valuations at $4.4 billion dollars.

- Increased City’s housing stock by 3,184 residential units with 636 of the units added in November 2017.

- Counseled 8,474 tenant households, and closed 513 habitability cases through Code Enforcement Outreach Program partners.

- Achieved 90% compliance rate for the Mandatory Soft Story Program, with over 2,110 properties having completed retrofit work, making buildings stronger ahead of the next Big One.

- Reached 68,456 residents, and conducted 615 trainings with 3,475 graduating as Ambassadors of Seismic Safety by our Seismic Safety Outreach Program partners - bringing our total of Ambassadors to 5,700 over the last three years.

- Hosted our annual Earthquake Safety Fair, where more than 600 San Franciscans participated and 80 exhibitors provided invaluable information about action steps to protect families and properties, including hands-on emergency response and fire extinguisher safety demonstrations. In addition, participants learned about DBI’s important public policy programs, such as the Accessible Business Entrance Program (ABE) and how to build more Accessory Dwelling Units (ADUs).

We thank DBI’s nearly 300 dedicated professional staff for their continued commitment to providing outstanding services to our customers that visit, call and email DBI daily.

DBI remains dedicated to advancing building and life safety by fulfilling its core services of providing top-notch plan review services; inspection services and code compliance enforcement; and with ongoing customer support, we’ll achieve even better results in the coming year.
PURPOSE
To serve the City and County of San Francisco and the general public by ensuring that life and property within the City and County are safeguarded and to provide a public forum for community involvement in that process.

MISSION STATEMENT
Under the direction and management of the seven-member citizen Building Inspection Commission, DBI oversees the building and life safety of San Francisco’s 200,000 commercial and residential buildings in the City’s 49 square miles. We also enforce the effective, efficient, fair, and safe code enforcement of the City and County’s Building, Housing, Plumbing, Electrical, and Mechanical Codes, along with Disability Access Regulations for all who live, work, and visit San Francisco; and ensure owners maintain code habitable conditions of the City’s more than 20,000 apartments and 500 residential hotels.

OUR CORE SERVICES

ISSUE PERMITS
Responsible for permit approval coordination, final approval and permit issuance to assure that the proposed construction work meets all safety requirements of the codes; and ensures that the process is performed in a timely manner that is always professional and courteous to all DBI customers.

INSPECT AND VERIFY CONSTRUCTION SAFETY
Inspect buildings for compliance with code requirements, scope of work in accordance with building, plumbing, and electrical permits, and respond to complaints on residential and commercial buildings.

INVESTIGATE COMPLAINTS & ENFORCE CODES
Enforce code compliance using a stipulated legal process including a Director’s Hearing, possible Order of Abatement, property lien, and referral to the City Attorney for litigation of non-compliant properties.
DBI: BY THE NUMBERS FOR 2017-2018

290 employees

$4.4 billion valuation of over
83% of 36,278 projects submitted
having up to $50,000 permit valuation.

70,493 permits issued averaging more than
5,874 permits issued monthly and
282 permits issued daily.

92% building permit
applications
issued over the counter within
two business days.

158,178 total inspections
conducted, averaging 13,182 inspections
conducted monthly and 633 conducted daily,
with 94% of inspections occurring within
two business days.

10,251 total complaints
received relating to building, electrical,
plumbing and housing, with 92%
processed within three business days.

7,482 3R reports
produced with 99% of reports issued
within seven business days.

12,511 record requests
produced with 92% processed
over the counter.

*Average based on 250 working days,
not 365 calendar days.
The Building Inspection Commission (BIC) provides policy direction to the Department of Building Inspection. The Commission was designed to provide representation for the various communities which interact with the Department. The Commission sets policy, hears various appeals on issues leading up to the issuance of building permits, sits as the Abatement Appeals Board to hear appeals to the Director’s Orders of Abatement, and provides a public forum through its monthly meetings.

## About the Building Inspection Commission

Angus McCarthy  
President  
Contractor Seat

Debra Walker  
Vice-President  
General Public Seat

Kevin Clinch  
Structural Engineer Seat

Sam Moss  
Non-Profit Housing Seat  
(from 5/16/18)

Gail Gilman  
Non-Profit Housing Seat  
(through 4/18/18)

John Konstin  
Landlord Seat

Frank Lee  
Architect Seat

James Warshell  
Tenant Seat

## Boards & Committees

- Abatement Appeals Board
- Access Appeals Commission
- Board of Examiners
- Code Advisory Committee
  - Administrative & General Design Subcommittee
  - Disability Access Subcommittee
  - Fire and Life Safety Subcommittee
  - Green Building Subcommittee
  - Housing Code Subcommittee
  - Mechanical/Electrical/Plumbing/Fire and Life Safety Subcommittee
- Structural Committee
- Single Room Occupancy Task Force
- Public Advisory Committee
ABOUT THE DEPARTMENT OF BUILDING INSPECTION

EXECUTIVE MANAGEMENT

Tom C. Hui, S.E., C.B.O.
Director

Ron Tom
Assistant Director

Tara Madison
Deputy Director of Administrative Services

Edward Sweeney
Deputy Director of Inspection Services

Daniel Lowrey
Deputy Director of Permit Services
Director’s Office
The Director's Office provides department leadership, sets policies, and supports all programs within the Department in order to implement established goals, objectives and mandates, and takes actions that ensure the safeguarding of life and property. It includes:

- Communications
- Disaster Coordination Unit
- Legislative & Public Affairs

Administrative Services
The Administrative Services (AS) Program provides support to the Department in the areas of fiscal management, purchasing, contract, fleet management, information technology, and business analysis. AS maintains department records and processes requests and 311 customer service requests. AS also provides human resources and payroll support testing. It consists of the following:

- Finance Services
- Payroll & Personnel Services
- Records Management Division
- Management Information Services

Inspection Services
Inspection Services (IS) inspects buildings for compliance with code requirements, scope of work in accordance with approved plans and permits, and responds to complaints on residential and commercial buildings. IS protects public safety by enforcing municipal and state regulations and codes relative to construction, alteration, and installation of electrical and plumbing equipment and systems. IS inspects buildings for code compliance in residential housing under building permits, or as a result of complaints, and also inspects apartments and hotels. IS addresses complaints and conducts inspections associated with interior/exterior lead-based paint disturbance/removal. IS is also responsible for abatement of code violation cases referred from the building, electrical, and plumbing inspection divisions. It consists of the following:

- Building Inspection Division
- Electrical Inspection Division
- Plumbing Inspection Division
- Housing Inspection Services
- Code Enforcement Section

Permit Services
Permit Services (PS) is responsible for all permit processes from the time a permit application is submitted until a building permit is issued at DBI. The functions include screening, routing permits and plans for review, and coordination of building permit review. PS also manages approval and issuance of construction permits, including electrical, plumbing, and street space permits for public and private buildings within the City and County of San Francisco. PS also assesses and collects fees for all structures, building enlargements, and changes of use. Additionally, it provides technical support for the Department in the areas of code development and information and provides coordination for the Building Occupancy Resumption Program (BORP). It consists of the following:

- Central Permit Bureau
- Initial Plan Review
- Help Desk/Information Counter
- Plan Review Services
- Technical Services Division
STRATEGIC PLAN AND GOALS

ENSURING THAT LIFE AND PROPERTY ARE SAFEGUARDED, THROUGH FAIR AND TRANSPARENT PROCESSES.

The Department of Building Inspection’s Strategic Five-Year Plan, “A Path to Building Safety Excellence,” for Fiscal Years 2015-20, is the result of six months of intense collaboration between management and staff from all divisions. The strategic planning process was a rigorous endeavor that included input from industry professionals and community stakeholders from across the City. The end result is a DBI blueprint that establishes five concrete goals and 19 objectives that will serve as a viable road map to the most efficient, effective DBI, providing the highest levels of customer service.

**Permits**
Review Plans and Issue Permits Safeguarding Life and Property in Compliance with City and State Regulations.

**Inspections**
Perform Inspections to Enforce Codes and Standards to Protect Tenants’ Rights and Ensuring Safety and Quality of Life.

**Customer Service**
Deliver the Highest Level of Customer Service.

**Administrative Practices**
Utilize Efficient and Effective Administrative Practices.

**Outreach & Engagement**
Proactively Engage and Educate Customers, Contractors, and Stakeholders on DBI’s Services, Functions and Programs.
DBI is committed to affordable housing production through the Accessory Dwelling Unit and Unit Legalization (UL) programs. In the last year, 3,184 residential units were added to the City’s housing stock.

RESIDENTIAL UNITS COMPLETED IN FY 2017-18
As work is completed on a construction project, a Temporary Certificate of Occupancy (TCO) or Certificate of Final Completion (CFC) is issued to allow occupancy of the residential units. In the last year, a total of 3,184 residential units were completed and received a TCO or CFC, which included ADU and UL projects.

November of 2017 saw the biggest number of residential units added to the housing market through these three construction projects: 1140 Folsom Street, 41 Tehama Street and 2500 Arelius Walker Drive.

ACCESSORY DWELLING UNIT (ADU) PROGRAM
Allows for the addition of accessory dwelling units, also known as in-law units or granny flats, within the building envelope. Increases affordable housing units to the City’s housing stock. Since 2014, the ADU program has received the following:

<table>
<thead>
<tr>
<th>Units submitted</th>
<th>1,345</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units issued</td>
<td>414</td>
</tr>
<tr>
<td>Total units completed</td>
<td>107</td>
</tr>
</tbody>
</table>

sfdbi.org/adu

LEGALIZATION OF IN-LAW UNITS PROGRAM
Allows the legalization of existing illegal dwelling units in residential buildings throughout the City. This Program improves the unit’s safety by bringing it up to code and increases the number of legalized affordable units in the City’s housing stock. Since 2014, this Program has received the following:

<table>
<thead>
<tr>
<th>Units submitted</th>
<th>706</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units issued</td>
<td>202</td>
</tr>
<tr>
<td>Total units completed</td>
<td>219</td>
</tr>
</tbody>
</table>

sfdbi.org/unitlegalization

Modular Housing
With San Francisco’s severe housing shortage, the City is exploring the feasibility of factory-manufactured, or modular, units – especially for the homeless. DBI staff and BIC members have visited two modular factories this past year, one in Vallejo and another one in Lathrop, to see how these units are produced. These modular factories claim to be able to produce units in roughly 20 percent less time than traditional construction, as well as less expensively per square foot – data that is hard to verify given the still very limited volume of modular housing actually produced.

DBI staff is working closely with the Mayor’s Office of Housing to see how local building, plumbing and electrical codes can be integrated effectively into factory-produced housing, and thereby ensure that once assembled on a local site the new housing units will be fully compliant with San Francisco building code requirements.
MAINTAINING HABITABLE HOUSING

Over the last 20 years, DBI’s Code Enforcement Outreach Program (CEOP) has provided support to tenants, owners and so that the City and the community can work together to bring rental housing into code compliance. This unique program helps improve living conditions for all tenants through the improved communication between tenants and landlords.

8,474 households counseled regarding habitability issues in their units and contacted the property owner by writing letters requesting repairs.

1,161 tenants and landlords participated in housing safety programs, workshops and events, designed, led and sponsored by participating organizations, in order to better educate residents on the San Francisco Housing Code and DBI’s Housing Inspection Services.

513 habitability cases successfully resolved through mediation among the tenants, partner organizations and landlords, often utilizing the assistance of the San Francisco Apartment Association (also a member group). As a result, the repairs in these units were made and living conditions improved.

sfdbi.org/ceop
DBI has helped to strengthen existing seismically vulnerable buildings through its Mandatory Soft Story and Private School Evaluation programs.

**MANDATORY SOFT STORY PROGRAM**
Requires wood-frame buildings of three or more stories with vulnerable ground floors to be seismically retrofitted. Increases buildings’ resiliency and improves its ability to withstand the next earthquake.

Through this Program, 4,403 property owners have submitted required permits ensuring their property is on track to seismically strengthen its building’s ground floor. Found below is a breakdown of the Program’s progress since 2013 in each supervisorial district.

### District Breakdown:
Out of 4,902 buildings in the Program, 4,403 property owners have submitted permits (90%), with 2,293 permits filed and issued (52%) and 2,110 work completed (48%).

A remaining 402 - Tier 4 buildings (8%) need to submit permits by 9/15/2018 in order to comply with the Program. A total of 97 buildings (2%) are currently non-compliant.

<table>
<thead>
<tr>
<th>District</th>
<th>Work Completed</th>
<th>Permit Filed &amp; Permit Issued</th>
<th>Non-Compliant</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>269</td>
<td>267</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>460</td>
<td>432</td>
<td>17</td>
</tr>
<tr>
<td>3</td>
<td>296</td>
<td>366</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>70</td>
<td>67</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>412</td>
<td>458</td>
<td>19</td>
</tr>
<tr>
<td>6</td>
<td>27</td>
<td>44</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>23</td>
<td>34</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>388</td>
<td>401</td>
<td>17</td>
</tr>
<tr>
<td>9</td>
<td>124</td>
<td>166</td>
<td>11</td>
</tr>
<tr>
<td>10</td>
<td>30</td>
<td>41</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>11</td>
<td>17</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,110</strong></td>
<td><strong>2,293</strong></td>
<td><strong>97</strong></td>
</tr>
</tbody>
</table>

[www.sfdbi.org/softstory](http://www.sfdbi.org/softstory)

**PRIVATE SCHOOL EVALUATION PROGRAM**
Required the evaluation of private school elementary and secondary schools for its seismic vulnerabilities. This Program provides greater transparency of the seismic safety of these schools by requiring campus administrators to evaluate the seismic safety of their buildings and structures. Two types of reports were required to be turned in 1. an evaluation scope report by 11/2/15 and an evaluation report by 11/2/17. Each school campus may have turned in more than one report document as multiple buildings were evaluated.

<table>
<thead>
<tr>
<th>Identified To be in Program</th>
<th>Subject to Program</th>
<th>Exempt</th>
</tr>
</thead>
<tbody>
<tr>
<td>109</td>
<td>97</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Buildings in Compliant</th>
<th>Total Number of Reports</th>
<th>Non-Compliant</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>173</td>
<td>6</td>
</tr>
</tbody>
</table>

[www.sfdbi.org/privateschool](http://www.sfdbi.org/privateschool)
PREPARING COMMUNITIES FOR THE NEXT EARTHQUAKE

Since May 2015, DBI, in partnership with Community Youth Center (CYC) and Self-Help for the Elderly has provided San Francisco’s diverse populations with hands-on training and education for the next disaster through the Seismic Safety Outreach Program. As of January 2018, this program was expanded to provide in-language workshops citywide in all 11 of San Francisco’s Supervisorial Districts.

68,456 residents reached through interactions and material distribution at over 110 events

615 trainings and workshops conducted

13,797 individuals educated through trainings and workshops

3,475 graduated as Seismic Safety Program Ambassadors

sfdbi.org/seismicsafety
EARTHQUAKE SAFETY FAIR

The 2018 Earthquake Safety Fair was held on Wednesday, June 13, 2018 at Bill Graham Civic Auditorium from 10:00 AM to 4:00 PM. The fair brought over 600 attendees and featured an exhibitor hall of 80 contractors, design professionals, and community and government partners; four informative workshops; emergency training sessions, provided by our community partners from Community Youth Center and Self-Help for the Elderly and an earthquake simulator. Our partners at the SF Fire Department provided fire safety demonstrations along with PG&E on gas and utility safety. Emergency preparedness kits were also given out as raffle prizes to workshop attendees.

sfdbi.org/earthquakefair
ACCESSIBLE BUSINESS ENTRANCE (ABE) PROGRAM

Requires existing buildings with commercial storefront(s) to have all primary entrances accessible for people with disabilities. Helps property owners comply with state and federal accessibility laws and helps people with disabilities gain greater access to goods and services offered by San Francisco businesses.

Over 24,000 storefronts have been identified as part of this Program, which are owned by more than 11,000 property owners. Multiple notifications were sent out to property owners informing them of this new Program and its requirements. Workshops and merchant walks were conducted in the affected merchant corridors to explain the details of the program and to raise awareness in the merchant communities.

sfdbi.org/businessentrance

ABE workshop on January 24, 2018

ABE Resource Fair on May 16, 2018
DBI IN THE
COMMUNITY


### HCO ANNUAL REPORTING HIGHLIGHTS

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Residential Housing Buildings</td>
<td>503</td>
<td>502</td>
</tr>
<tr>
<td>Total Number of Residential Hotel Buildings (required to file an Annual Unit Usage Report)</td>
<td>394</td>
<td>403</td>
</tr>
<tr>
<td>Residential Hotels offering services (including maid service, linen service, security service, intercom system, meal service, utilities paid, and others)</td>
<td>336</td>
<td>244</td>
</tr>
<tr>
<td>Total Number of Residential Guest Rooms (protected by the HCO to be conserved)</td>
<td>19,199</td>
<td>19,058</td>
</tr>
<tr>
<td>Total Number of Residential Guest Rooms (reported as occupied by the Annual Unit Usage Report)</td>
<td>10,129</td>
<td>9,238</td>
</tr>
<tr>
<td>Residential Guest Room (Overall) Average Rent</td>
<td>$1,137</td>
<td>$784</td>
</tr>
</tbody>
</table>

### HCO Violations

<table>
<thead>
<tr>
<th></th>
<th>2017-18</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints Received</td>
<td>37</td>
<td>58</td>
</tr>
<tr>
<td>Complaints Abated</td>
<td>18</td>
<td>0*</td>
</tr>
<tr>
<td>(Includes cases initiated from the previous year)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Given the nature of potential HCO violations, abatement cases can span several fiscal years to be able to monitor the requisite hotel reporting and rental histories.

### Amendments to the Original Hotel Conversion Ordinance

On March 20, 2017, Ordinance No. 38-17, was passed, which updated the original HCO definitions, set forth additional filing requirements and increased the fines for non compliance, went into effect. This update was adopted by the Board of Supervisors in an effort to ensure that the intent of the Ordinance was being achieved. Additionally, it sought to make the penalties associated with violating the Ordinance uniform and in line with the current market. Prior to the effective date of Ordinance No. 38-17, a new team, consisting of 2 full-time housing inspectors, was assigned to the administration and enforcement of the Ordinance. In an effort to increase community engagement and compliance with the requirements of the HCO, the HCO team conducted workshops to introduce the changes in the legislation to all stakeholders.

In preparation for the Annual Unit Usage Reports (AUUR), due every November 1st, the HCO team conducted workshops which provided detailed instructions on completing and filing these required reports. To increase transparency with stakeholders and the public, the HCO webpage on the Department of Building Inspection (DBI) website now contains an AUUR filing status list for all for-profit residential hotels, archived workshop videos and PowerPoint presentations, as well as, general information, forms, and report filing instructions. The HCO team has participated in a community stabilization and anti-displacement study being conducted by the San Francisco Planning Department as part of an ongoing effort to maintain community engagement.
LEGISLATIVE HISTORY:
The Residential Hotel Unit Conversion and Demolition Ordinance (HCO) was originally adopted by the Board of Supervisors on June 26, 1981 in order to preserve the existing stock of residential guest rooms as housing for low-income, elderly, and disabled persons. The Board found it necessary to adopt legislation that would minimize the loss of residential guest rooms since this stock of housing had been decreasing at an alarming rate due to conversion and demolition.

RESIDENTIAL HOTEL CERTIFICATION:
Beginning in 1981, the HCO required all hotel and apartment house owners and operators with guest rooms to report to the Bureau of Building Inspection (now the Department of Building Inspection) how the guest rooms were being used on September 23, 1979. If the guest room was actually occupied by a tenant for thirty-two consecutive days or longer, the room was designated as residential. Guest rooms occupied by a tenant for thirty-two days or longer, were designated residential. Guest rooms occupied less than thirty-two days were designated as tourist. The property owner/operator had fifteen days to appeal the certification of these designations by the Bureau of Building Inspection.

RESIDENTIAL HOTEL DESCRIPTION:
A hotel is considered residential if it has one or more residential guest rooms as certified by the HCO. Approximately five hundred and three (503) hotels are designated residential by Chapter 41 of the S. F. Administrative Code, which includes those hotels owned or operated by nonprofit organizations. The overall number of residential hotels can fluctuate because the Ordinance permits a hotel to change its residential designation upon approval of a Permit to Convert application. Residential guest rooms can be legally converted to tourist uses with approval by the Director of Building Inspection. The Permit to Convert requires the hotel owner to replace the converted residential guest rooms at a rate of one-for-one; or to pay an in lieu (replacement housing) fee.

REPORTS AND RECORDS REQUIRED:
All residential hotels which do not have documentation on file with the Department of Building Inspection indicating that the hotel is operated by a nonprofit agency (recognized by the IRS) must file an Annual Unit Usage Report on November 1st every calendar year. These residential hotels must also maintain records of use. Required records of use include daily logs, weekly reports and corresponding rent receipts. Hotel owners/operators must maintain two years of records of use on site. The Certificate of Use indicating the number of residential and tourist guest rooms assigned to the hotel must be posted at the hotel lobby along with the weekly report.

Residential hotel owners and operators are prohibited from renting, or offering to rent, any rooms certified as residential guest rooms under the HCO for a “Tourist or Transient Use”. A “Tourist or Transient Use” is defined as any use of a guest room for less than a 32-day term of tenancy by a party other than a permanent resident. From May 1st through September 30th, a residential hotel operator may rent twenty-five percent of their residential guest rooms on a nightly basis provided that the guest room was occupied for at least 50% of the period of October 1st through April 30th, and is now legitimately vacant and offered for residential use first. However, a residential hotel that fails to maintain the requisite records or illegally converts residential guest rooms will not be eligible for temporary tourist rentals for twelve (12) months.

Residential hotel owners may apply to rent residential units for tourist use during the winter months. Within the last five years, no winter rentals have been applied for pursuant to Sections 41.19(a)(3) and 41.19(c) of Chapter 41 of the S. F. Administrative Code.

The Housing Inspection Services Division maintains files on residential hotels which are available for public review. These files contain documentation required by Chapter 41 of the S. F. Administrative Code, such as the Certificate of Use, filed Annual Unit Usage Reports and documents regarding enforcement activities.

Funds deposited into the San Francisco Residential Hotel Preservation Fund Account are transmitted to the Mayor’s Office of Housing for disbursement pursuant to Section 41.13 of the Chapter 41 of the S. F. Administrative Code. During this fiscal year no Permit to Convert applications were approved.

SUMMARY OF ENFORCEMENT EFFORTS
Delinquent notices are sent to residential hotel owners/operators who have not filed their Annual Unit Usage Report (due November 1 every year) or are missing other historical information.
DATA REPORTS

FINANCE

REVENUES AND EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>FY2017-18</th>
<th>FY2016-17</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$80,108,257</td>
<td>$80,730,262</td>
<td>($622,005)</td>
<td>-0.77%</td>
</tr>
</tbody>
</table>

Charges for Services $69,105,070
Apartment/Rental Unit/Hotel License Fees $8,216,315
Other $2,786,872
Salaries $43,226,040
Non-Personnel $7,340,120
Transfer to Projects $12,479,339
Services of Other Departments $16,677,335

THREE-YEAR REVENUE COMPARISON

<table>
<thead>
<tr>
<th></th>
<th>FY 2015-16</th>
<th>FY 2016-17</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$84,326,935</td>
<td>$80,730,262</td>
<td>$80,108,257</td>
</tr>
</tbody>
</table>

85,000
80,000
75,000
70,000
PERMITS ISSUED

Issued 70,493 permits averaging 5,874 permits issued monthly and 282 permits issued daily.

<table>
<thead>
<tr>
<th>Permit Type</th>
<th>FY 2017 - 18</th>
<th>FY 2016 - 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permits</td>
<td>27,551</td>
<td>26,239</td>
</tr>
<tr>
<td>Electrical Permits</td>
<td>15,610</td>
<td>15,221</td>
</tr>
<tr>
<td>Plumbing Permits</td>
<td>18,605</td>
<td>18,957</td>
</tr>
<tr>
<td>Miscellaneous Permits</td>
<td>8,727</td>
<td>7,396</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70,493</strong></td>
<td><strong>67,813</strong></td>
</tr>
</tbody>
</table>

BUILDING CONSTRUCTION VALUATION

Total project valuation of $4.4 billion with 83% of the 36,278 projects submitted having up to $50,000 permit valuation.

<table>
<thead>
<tr>
<th>Permit Valuation</th>
<th>Permits - FY18</th>
<th>Permits - FY17</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 - 2,000</td>
<td>13,736</td>
<td>12,128</td>
<td>1,608</td>
<td>13%</td>
</tr>
<tr>
<td>$2,001 - 50,000</td>
<td>16,431</td>
<td>15,696</td>
<td>735</td>
<td>5%</td>
</tr>
<tr>
<td>$50,001 - 200,000</td>
<td>4,311</td>
<td>3,988</td>
<td>323</td>
<td>8%</td>
</tr>
<tr>
<td>$200,001 - 500,000</td>
<td>942</td>
<td>1,038</td>
<td>(96)</td>
<td>-9%</td>
</tr>
<tr>
<td>$500,001 - 1,000,000</td>
<td>412</td>
<td>417</td>
<td>(5)</td>
<td>-1%</td>
</tr>
<tr>
<td>$1,000,001 - 5,000,000</td>
<td>392</td>
<td>305</td>
<td>87</td>
<td>29%</td>
</tr>
<tr>
<td>$5,000,001 - 50,000,000</td>
<td>46</td>
<td>57</td>
<td>(11)</td>
<td>-19%</td>
</tr>
<tr>
<td>$50,000,001 - 100,000,000</td>
<td>4</td>
<td>7</td>
<td>(3)</td>
<td>-43%</td>
</tr>
<tr>
<td>$100,000,001 - 200,000,000</td>
<td>2</td>
<td>3</td>
<td>(1)</td>
<td>-33%</td>
</tr>
<tr>
<td>$200,000,001+</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36,278</strong></td>
<td><strong>33,641</strong></td>
<td><strong>2,637</strong></td>
<td><strong>8%</strong></td>
</tr>
</tbody>
</table>

PERMIT VALUATION

<table>
<thead>
<tr>
<th>Permit Valuation</th>
<th>YTD FY18</th>
<th>YTD FY17</th>
<th>Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$4,448,974,756</td>
<td>$4,926,303,651</td>
<td>($477,328,895)</td>
<td>-10%</td>
</tr>
</tbody>
</table>
INSPECTIONS

INSPECTIONS CONDUCTED

Conducted 158,178 total inspections, averaging 13,182 inspections conducted monthly and 633 conducted daily, with 94% of inspections occurring within two business days.

<table>
<thead>
<tr>
<th>Inspection Type</th>
<th>FY 2017 – 18</th>
<th>FY 2016 – 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Inspections</td>
<td>64,632</td>
<td>62,836</td>
</tr>
<tr>
<td>Electrical Inspections</td>
<td>41,393</td>
<td>41,932</td>
</tr>
<tr>
<td>Plumbing Inspections</td>
<td>36,200</td>
<td>35,620</td>
</tr>
<tr>
<td>Code Enforcement Inspections</td>
<td>3,465</td>
<td>1,452</td>
</tr>
<tr>
<td>Housing Inspections</td>
<td>12,488</td>
<td>14,601</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>158,178</strong></td>
<td><strong>156,441</strong></td>
</tr>
</tbody>
</table>

INSPECTIONS COMPLETED WITHIN TWO-BUSINESS DAYS

95% Inspected within two-business days
Building Inspection 64,632

98% Inspected within two-business days
Electrical Inspection 41,393

90% Inspected within two-business days
Plumbing Inspection 36,200

94% Inspected within two-business days
Total Building, Electrical and Plumbing Inspections Received 142,225

HOUSING INSPECTIONS

Housing inspections result from complaints received by DBI from tenants and residents. Routine inspections are conducted periodically of the common areas by district inspectors. Both inspection types are conducted by our Housing Inspectors to ensure that minimum habitability standards are maintained in existing residential buildings.

Housing Inspections

<table>
<thead>
<tr>
<th>FY 2017 - 18</th>
<th>FY 2016 - 17</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,488</td>
<td>14,601</td>
</tr>
</tbody>
</table>

Routine Inspections

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2,534</td>
<td>3,649</td>
</tr>
</tbody>
</table>
CODE ENFORCEMENT INSPECTIONS

Code enforcement inspections are the result of property owners not applying for required permits or going beyond permitted work in building, electrical and plumbing applications. In addition, inspections can be the result of non-compliance with DBI’s existing Programs, such as Mandatory Soft Story, Vacant Storefront and more. These inspections are conducted by the Code Enforcement Section and can result in Director’s Hearings and City Attorney referrals due to continued non-compliance.

FY 2017 - 18

- Presented 1,085 cases
- Received 1,083 New complaint referrals.
- Abated 937 cases and referred 8 cases to the City Attorney.

FY 2016 - 17

- Performed 3,465 Field Inspections for Code Enforcement cases.
COMPLAINTS

TOTAL INSPECTION COMPLAINTS

Received 10,251 total building, electrical, plumbing and housing complaints, with 92% processed within three business days.

<table>
<thead>
<tr>
<th>Division</th>
<th>FY July 2017 - 18</th>
<th>Responded to Within 3 Business Days</th>
<th>Percentage Responded to Within 3 Business Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building</td>
<td>4,881</td>
<td>4,432</td>
<td>91%</td>
</tr>
<tr>
<td>Electrical</td>
<td>531</td>
<td>527</td>
<td>99%</td>
</tr>
<tr>
<td>Plumbing</td>
<td>696</td>
<td>491</td>
<td>71%</td>
</tr>
<tr>
<td>Housing</td>
<td>4,143</td>
<td>3,935</td>
<td>95%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>10,251</td>
<td>9,385</td>
<td>92%</td>
</tr>
</tbody>
</table>

HOUSING HAZARD COMPLAINTS

Received 463 total life hazard and heat hazard complaints, with 97% responded to within one business day.

<table>
<thead>
<tr>
<th>Type of Housing Complaint</th>
<th>FY 2017 - 18</th>
<th>Responded to Within 1 Business Day</th>
<th>Percentage Responded to Within 1 Business Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Hazard</td>
<td>187</td>
<td>180</td>
<td>96%</td>
</tr>
<tr>
<td>Heat Hazard</td>
<td>276</td>
<td>270</td>
<td>98%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>463</td>
<td>450</td>
<td>97%</td>
</tr>
</tbody>
</table>
RECORDS MANAGEMENT

The Records Management Division is responsible for the storage and reproduction of plans, permit applications, job cards, and miscellaneous documents and producing the Report of Residential Building Records (3R) and maintaining historical records. The division is divided into two sections: Records Management and 3R Report of Residential Building Records.

TOTAL PUBLIC RECORDS REQUESTS
Produced 12,511 record requests with 92% processed Over-the-Counter.

<table>
<thead>
<tr>
<th>Total Records Request</th>
<th>Processed Over-the-Counter</th>
</tr>
</thead>
<tbody>
<tr>
<td>12,511</td>
<td>92%</td>
</tr>
</tbody>
</table>

TOTAL 3R (REPORT OF RESIDENTIAL BUILDING RECORDS) REQUESTS
Produced 7,482 3R reports with 99% of reports issued within 7 business days.

<table>
<thead>
<tr>
<th>Total 3R Requests</th>
<th>Completed within 7 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,482</td>
<td>99%</td>
</tr>
</tbody>
</table>
PERFORMANCE MEASURES

99% Records Requests Processed Within 20 Business Days

Target 90%

95% Non-Hazardous Housing Complaints Responded to Within Three Business Days

Target 90%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

Target 80%

90% Submitted Projects Audited for Quality Assurance by Supervisors

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Reports of Residential Building Records (3R reports) Produced Within Seven Business Days

Target 90%

97% Life Hazards or Lack of Heat Complaints Responded to Within One Business Day

Target 100%

85% Site Permit Applications Reviewed With a Construction Valuation of Greater Than $4,000,000 Reviewed Within 42 Calendar Days**

Target 85%

74%** Site Permit Applications Reviewed With a Construction Valuation of Less Than $3,999,999 Reviewed Within 30 Calendar Days**

Target 85%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

90%

Target 90%

90% Submitted Projects Audited for Quality Assurance by Supervisors

90%

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Records Requests Processed Within 20 Business Days

Target 90%

95% Non-Hazardous Housing Complaints Responded to Within Three Business Days

Target 90%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

Target 80%

90% Submitted Projects Audited for Quality Assurance by Supervisors

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Reports of Residential Building Records (3R reports) Produced Within Seven Business Days

Target 90%

97% Life Hazards or Lack of Heat Complaints Responded to Within One Business Day

Target 100%

85% Site Permit Applications Reviewed With a Construction Valuation of Greater Than $4,000,000 Reviewed Within 42 Calendar Days**

Target 85%

74%** Site Permit Applications Reviewed With a Construction Valuation of Less Than $3,999,999 Reviewed Within 30 Calendar Days**

Target 85%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

90%

Target 90%

90% Submitted Projects Audited for Quality Assurance by Supervisors

90%

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Records Requests Processed Within 20 Business Days

Target 90%

95% Non-Hazardous Housing Complaints Responded to Within Three Business Days

Target 90%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

Target 80%

90% Submitted Projects Audited for Quality Assurance by Supervisors

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Reports of Residential Building Records (3R reports) Produced Within Seven Business Days

Target 90%

97% Life Hazards or Lack of Heat Complaints Responded to Within One Business Day

Target 100%

85% Site Permit Applications Reviewed With a Construction Valuation of Greater Than $4,000,000 Reviewed Within 42 Calendar Days**

Target 85%

74%** Site Permit Applications Reviewed With a Construction Valuation of Less Than $3,999,999 Reviewed Within 30 Calendar Days**

Target 85%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

90%

Target 90%

90% Submitted Projects Audited for Quality Assurance by Supervisors

90%

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Records Requests Processed Within 20 Business Days

Target 90%

95% Non-Hazardous Housing Complaints Responded to Within Three Business Days

Target 90%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

Target 80%

90% Submitted Projects Audited for Quality Assurance by Supervisors

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Reports of Residential Building Records (3R reports) Produced Within Seven Business Days

Target 90%

97% Life Hazards or Lack of Heat Complaints Responded to Within One Business Day

Target 100%

85% Site Permit Applications Reviewed With a Construction Valuation of Greater Than $4,000,000 Reviewed Within 42 Calendar Days**

Target 85%

74%** Site Permit ApplicationsReviewed With a Construction Valuation of Less Than $3,999,999 Reviewed Within 30 Calendar Days**

Target 85%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

90%

Target 90%

90% Submitted Projects Audited for Quality Assurance by Supervisors

90%

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Records Requests Processed Within 20 Business Days

Target 90%

95% Non-Hazardous Housing Complaints Responded to Within Three Business Days

Target 90%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

Target 80%

90% Submitted Projects Audited for Quality Assurance by Supervisors

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%

99% Reports of Residential Building Records (3R reports) Produced Within Seven Business Days

Target 90%

97% Life Hazards or Lack of Heat Complaints Responded to Within One Business Day

Target 100%

85% Site Permit Applications Reviewed With a Construction Valuation of Greater Than $4,000,000 Reviewed Within 42 Calendar Days**

Target 85%

74%** Site Permit Applications Reviewed With a Construction Valuation of Less Than $3,999,999 Reviewed Within 30 Calendar Days**

Target 85%

90% Non-Hazardous BID, PID, EID Complaints Responded to Within Three Business Days

90%

Target 90%

90% Submitted Projects Audited for Quality Assurance by Supervisors

90%

Target 90%

64%* Pre-application Meetings Conducted Within 14 Calendar Days*

Target 90%
96% Applications for Multi-Family Residential and/or Mixed-Use Buildings Reviewed Within 42 Calendar Days

100% Timeliness of Distributing Submitted Drawings

92% Records Requests Processed Over-The-Counter

98% Permit Applications for Office and/or Commercial Buildings Reviewed Within 42 Calendar Days

96% Permit Applications for Other Buildings Reviewed Within 42 Calendar Days

95% Permit Applications for One and Two Family Dwellings Reviewed Within 28 Calendar Days

3,475 Number of Seismic Safety Outreach Program (SSOP) ambassadors graduated from training

Target 3,025
**PROJECTS IN PROGRESS**

1140 Harrison ($95M)
To erect 7 stories, 1 basement, 371 residential units with mixed-uses in building.

801 Brannan ($127M) also 855 Brannan
To erect 6 stories, no basement, 434 residential units with retail and parking in building.

41 Tehama ($106M)
To erect 35 stories, 3 basements, 403 residential units with mixed-use and parking in building.
555 Howard ($166M)
To erect 37 stories, 4 basements, an 80 residential unit hotel with restaurant and parking in building.

101 Hayes ($108M) also 101 Polk
To erect 13 stories, 431 residential units.

350 8th Street ($124M) L Seven Apartments
To erect 6 stories, 1 basement, 408 residential units with commercial and parking in building.
EMPLOYEE OF THE QUARTER RECOGNITIONS

2017 Employee of the Year

Kevin Edwards
Senior IS Engineer
Management Information Services

Quarter 3
(Jul - Sep 2017)

Carey McElroy
Building Inspector
Plan Review Services

Quarter 1
(Jan - Mar 2018)

David Ledda
Plumbing Inspector
Plumbing Inspection Division

Quarter 4
(Oct - Dec 2017)

Godfrey de la Torre
Associate Engineer
Plan Review Services

Quarter 2
(Apr - Jun 2018)

Mark Langan
Senior IS Business Analyst
Management Information Services
STAFF

BUILDING INSPECTION DIVISION
Matthew Armour
Jeffrey Barnes
Sean Birmingham
Kevin T Birmingham
Dennis Carlin, Jr RETIRED
Yuet Ming Chan
Jonathan Chiu
Yueng-Tam Chiu
Fergal Clancy
Colette V Cummins
Bernard Curran
Donal Duffy
Joseph Duffy
Peter Eisenbeiser
Thomas Fessler
Kenneth Gonzalez
Edward Greene
Matthew Greene
Steven Hajnal
Darlene Hartley
Hector Hernandez
Mauricio Hernandez
James Kelly
Yin Sheng Lei
Carl E Malchow
Liam McCarthy
Kevin McHugh
Patrick O’Riordan
Robert Power
Philip Saunders
Chris Schroeder
Donald Simas
William Walsh
Carl Weaver

CODE ENFORCEMENT SERVICES
Catherine Byrd-Shelton
Marcella Fields
Michael Gunnell
Norman Gutierrez
John Hinchion
Thomas Keane
James Li
Man Keung Ng
Melissa Ortega Reyes
Jennie Pham
Gloria San-Buenaventura
Teresita Sulit

CENTRAL PERMIT BUREAU
Amaris Chan
Wai-Fong Cheung
Nancy Gutierrez
Marisa Lee Chan
Grace Secondez
Kathy Shek RETIRED
Shirley Torres
Brenda Yan
Anne Yu

DIRECTOR’S OFFICE
Sonya Harris
Tom Hui
Carolyn Jayin
Patty Lee
Gary Love
William Strawn
Ronald Tom
Shirley Wong
Lily Madjus Wu

ELECTRICAL INSPECTION DIVISION
Ron Allen RETIRED
Michael Bain
John Birmingham
Kenneth Burke
Michael Choy
Gary Clifton
Michael Doherty
Michael J Doyle
Henry Hinds
Mark Jusino
Bryan Keil
Sergey Kondrashov
Albert Leong
Chantel Lewis
Edward Masck
Mario Ortiz
Paul Ortiz
Cheryl Rose
Nicholas Russell
Matthew Schlecht
Robert Van Koll
Collin Wing
Benjamin Hong
Paul Zarich

FINANCIAL SERVICES
John Blackshear
Jingjing Cai
Cynthia D’Amato
Aldeliza Herrera
Daniel Kreuscher
Sharon Lee
Sarah Luu
Taras Madison
Adriana Ortiz
Jane Sun
Lola Young RETIRED

HELP DESK
Cheng Hong Chan
Peter Gibson
David Kloss
Christine Marie Osorio

HOUSING INSPECTION DIVISION
Luis Barahona
Joseph K Barber
Rosemary Bosque RETIRED
Duke Bragg
Mackenzie Calloway
Jennifer Cheungjew
Johanna Coble
Christina Dang
Alan Davison
Angelique Bridgette Gold
Christina Dang
Devonne Donahue
David Herring RETIRED
Andrew Karcs
James Lawrie
Anthony Lepe
Jose Lopez
Matthew Luton
Danny Mak
Hatem Mansur
Wai C Mar
Patrick McManus
Stephen Mungovan
Isabel Olives RETIRED
Donald Osborne
Berndette Perez
Nicole Rossini
Sergio Salvetti
James Sanbonmatsu
Robert Wohlers
Timothy Wohlers
Dennis Wu
INITIAL PLAN REVIEW
Maria Asuncion
May Balderama-Pasion
Susan Bufka
Marla Chapman
Jance Chung RETIRED
Saphonia Lemeta Collins
Fidel Paras Del Rosario RETIRED
Delia Galiza RETIRED
Emilie Green
Evelyn Karcs
Alvina Lei
Marianne Pangelinan
Charles Robinson Jr
Gabriel Rupp
Hareggewain Shalw
Christopher Victorio
Janet Yip RETIRED
Ren Yu Zhang

INSPECTION SERVICES
Alma Canindin
Adora Canotal RETIRED
Samuel Gregory
Carmen Hasbun
Olive Hui Ting Huang
Bonnie Kim
Ben Wai Ping Man
Angela Tse Ng
Giles Samarasinghe
Edward Sweeney
Mehret Tesfaye
Jackie Tran
Thu Ha Thi Truong
Suzanna Wong

MANAGEMENT INFORMATION SERVICES
Catherine Cruz
Daniel Joel Cusi
Kevin Ip
Rodell Jacinto
Wayne Lam
Mark Langan
Alan Lee
Wilson Lo
Jeffrey Ng
Kelvin Nguyen
Minh Nguyen
Varsha Pawar
Phil Salomon
Cirila Santiago
Harold Steger
Yuet Yeung
Wai Hung Yip Yeung
Andy Huang Yu
Bruce Yuke
Yuxiao Zhan

PLUMBING INSPECTION DIVISION
Anthony Amable RETIRED
Jason Buckley
Robert Christman
Roland Davantes
Robert Farrow
David Christopher Gordon
David Gotelli
Greg Hill RETIRED
Alex Kwan
David Ledda
Michael Mitchell
Daniel Ortega
Andrew Palmigiano
Steven Panelli
Daniel Shea-III
Richard Strabel
Christopher Vella
Mark Voelker
John Watson
Jeffrey Watt
Wayne Wong
Kenneth Young

PAYROLL AND PERSONNEL SERVICES DIVISION
Arleene Brice
Niger Edwards
Emily Morrison
Josephine Racelis
Mia Vanessa O Sutanto

PLAN REVIEW SERVICES
Irene Bartholomew
Joseph Chan
Man Wai Chan
Rong Gui Chan
Min Chen
Robert Chun
Godfrey De La Torre
Hector Ariel Estrella
John Finnegan
Gary Ho
Brett Howard
Qi Hu
Vivian Huang
David Jones
Stephen Kwok
Jeff Lai
Danny Lau
Chi Chiu Lau
Thomas Le
Andy Lei
Mandy Lei
David Leung
Wai Lun Leung
Wen Liang
Jiale Liu
Chu Liu
Daniel Lowrey
Jeffrey Ma
Carey McElroy
Timothy Nagata
Jaime O’Leary
Reynaldo Ortega
Joseph Ospital
Rodolfo Pada
David Pang
Ying Pei
Matthew Ralls
Mohsin Shaikh
Susie Song
Richard Tam
Jia Jian Tan
Sylvia Thai RETIRED
Mark Walls
Irene Wong
Tingting Yang
Willy Yau
Diane Yin
Michelle Yu
Cyril Yu
Howard Zee
James Zhan
Kayi Zhang

RECORD MANAGEMENT DIVISION
Czarina Blackshear
Alexander Catigan
Derek Cheung
Dwayne Farrell
Rochelle Garrett RETIRED
Benedicto Quinto
Ana Herrera
Betty Wai Ching Lee
JingJing Lu
Michael Luk
Jack Purdy
Tuti Suardana
Carmela Villasica
Darren Wu
May Yu

TECHNICAL SERVICES DIVISION
Jimmy Cheung
Adrian Carmelo Domingo
Corazon Ella RETIRED
Richard Halloran RETIRED
Jianhong Hu
Alicia Man
Kirk Means RETIRED
Calvin Mok