

July 10, 2006

The Honorable Antonio Villaraigosa, Mayor
The Honorable Rockard J. Delgadillo, City Attorney
The Honorable Members of the City Council
City Hall
200 North Spring Street
Los Angeles, California 90012

Dear Mayor Villaraigosa, City Attorney Delgadillo, Members of the City Council:

The City of Los Angeles' Department of Building and Safety is entrusted with the power and the duty to enforce building regulations. Along with the Los Angeles Police and Fire Departments, Building and Safety is one of the most important City agencies in maintaining public safety. In fact, this was put first in the Department's mission statement, "...to protect the lives and safety of the public, preserve the City's quality of life, and contribute to the City's economic development."

My performance audit found that during the last several years, the Department of Building and Safety has focused more on improving customer service than on maintaining public safety. While the Department has been successful in expediting the permitting process, it has been less so in aggressively enforcing building safety laws.

The Department's Inspection Bureau, which is responsible for inspecting new construction work, tracks only the timeliness of its inspections, not their quality or effectiveness. The Bureau's Senior Inspectors do not conduct follow-up inspections or ride along with inspectors to evaluate their work. These supervisors are not providing needed supervision; they are busy with their own caseload. Further, the Department is unable to confirm if Deputy Inspectors have the basic field experience required by state regulators.



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The Building and Safety's Code Enforcement Bureau is responsible for ensuring existing buildings comply with City safety regulations. The Department has chosen to rely on building owners voluntarily complying with the law, which has resulted in at least 32% of them not doing so. Among these violations are high-priority items including buildings or walls that could fall down. The Department's transformation from regulator to facilitator has resulted in a number of property owners who repeatedly and consistently flout the law.

The Bureau's discretionary use of enforcement has resulted in inconsistencies in how, or if, property owners are penalized for continued violations. In some cases, the fees levied are so minimal that many building owners willfully remain in non-compliance, since it may be cheaper to violate the code and pay the penalty than it is to fix the safety violations.

It is also disconcerting that there is a large backlog of important safety inspections for elevators, pressure vessels (boilers) and seismic gas shut-off valves. Following the Northridge Earthquake, the City Council passed an ordinance to mandate the installation and inspection of devices to automatically shut off the supply of natural gas to a building in the event of a major earthquake. Though the Department has taken some steps to reduce backlogs, 2,400 inspections remain overdue.

It is clear that in recent years the City's leadership has pushed for a more business friendly Building and Safety Department. The Department has been successful in achieving many customer service goals, but the larger question is: Are standards being sacrificed for quantity over quality?

Now is the time for the Mayor and City Council, working with the Department of Building and Safety, to decide what kind of code enforcement agency this City needs. Based on that vision a clear, consistent policy must be developed and followed...one that promotes equity and fairness while maximizing compliance. Building and Safety can and must find the right combination of customer service and protection and safety of the public.

Sincerely, Xaura M. Chick

LAURA N. CHICK City Controller



July 10, 2006

Andrew A. Adelman, P.E., General Manager Department of Building and Safety 201 North Figueroa Street Los Angeles, CA 90012

Dear Mr. Adelman,

Enclosed is a report entitled "Performance Audit of the Department of Building and Safety's Inspection and Code Enforcement Activities." A draft of this report was provided to you on July 5, 2006. Comments provided by your Department through July 5, 2006 were evaluated and considered prior to finalizing this report.

Please review the final report and advise the Controller's Office by August 10, 2006 on actions taken to implement the recommendations. If you have any questions or comments, please contact me at (213) 978-7392.

Sincerely,

FARID SAFFAR, CPA **Director of Auditing**

Enclosure

cc: Robin Kramer, Chief of Staff, Office of the Mayor Jimmy Blackman, Deputy Chief of Staff, Office of the Mayor Marcus Allen, Deputy Chief of Staff, Office of the Mayor Bud Ovrom, Deputy Mayor, Office of the Mayor Efren R. Abratique, President, Board of Building and Safety Commission William T Fujioka, City Administrative Officer

Frank T. Martinez, City Clerk

Mr. Andrew A. Adelman July 10, 2006 Page 2

Gerry F. Miller, Chief Legislative Analyst Independent City Auditors



City of Los Angeles Office of the Controller

Performance Audit of the Department of Building and Safety's Inspection and Code Enforcement Activities

July 10, 2006

Laura N. Chick City Controller

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PERFORMANCE AUDIT OF BUILDING AND SAFETY'S INSPECTION AND CODE ENFORCEMENT ACTIVITIES

EXECUTIVE SUMMARY

The City Controller's Auditing Division completed a performance audit of the inspection and code enforcement activities of the City's Department of Building and Safety (Department). The primary objectives were to determine the efficiency and effectiveness of the inspection and code enforcement activities to identify areas for improvement. The scope of the audit covered services provided between July 1, 2004, and December 31, 2005. Fieldwork was conducted between February and June 2006. This audit was conducted in accordance with Generally Accepted Government Auditing Standards (GAGAS).

BACKGROUND

The Department's mission is to protect the lives and safety of the public, preserve the City's quality of life, and contribute to the City's economic development. To meet this mission, the Department must ensure, through its inspection and code enforcement activities, that buildings and structures within the City of Los Angeles are safe to occupy as dwellings, offices, places for public assembly, and other commercial uses.

With an operating budget of over \$68 million and more than 800 staff, the Department enforces the City's building regulations related to the construction, alteration, repair or demolition of buildings and structures, as well as the installation, use or operation of heating/refrigerating, plumbing, electrical, and elevator and mechanical devices. The Inspection Bureau inspects all new construction work (including additions, alterations and repairs), while the Code Enforcement Bureau ensures that all existing buildings comply with building codes.

The Department's role in the City has become increasingly important as a result of the recent construction boom. Since Fiscal Year 2001-02, the number of building permits issued by the City increased from approximately 118,000 to 142,000 projected for the current Fiscal Year (a 20% increase). There are over 70 high-rise buildings proposed for construction. Despite the increase in workload, the Department's staffing for inspection and code enforcement activities has remained fairly static in the last five years, ranging from 497 to 469 positions.

SUMMARY OF AUDIT RESULTS

Over the last several years, the Department has significantly changed their approach in carrying out their responsibilities from a "regulator" to a "facilitator." Management's focus is on being more "customer-driven" and delivering their services timely. The challenge for the Department is to find the right balance between being service oriented towards their customers and meeting its mandate to ensure that buildings and structures are code-compliant and safe. While the Department has achieved success with their customer service delivery efforts, this audit revealed that the Department does not ensure their inspection and code enforcement activities are fully meeting the Department's mission. We found the Department has difficulty staying current with increasing workloads, ensuring the quality of work performed, and having sufficient and accurate data to effectively monitor how well it is doing in carrying out its mission. Key audit findings are summarized below.

The Department does not follow-up on expired permits/temporary Certificates of Occupancy (TCO) or outstanding code violations and has a significant backlog of inspections that have mandated timeframes for completion.

As of December 31, 2005, there were over 150,000 building permits that expired without the Department's final approval or other determination and over 13,600 unresolved code violations. The Department does not track outstanding building documents, such as permits, TCOs, or correction notices to ensure issues have been resolved before construction is completed and the building is occupied, nor does it appear that the Department is preparing to inspect these buildings to ensure code violations are corrected.

In addition, the Department is several months behind in conducting State/City mandated elevator, pressure vessel (boiler) and seismic gas shut-off valve inspections, and has remained so for several years. For example, the Department is currently working at a rate to complete all elevator inspections on a 15-month cycle, rather than the required 12-month cycle.

Failure by Department management to address outstanding inspections and code violations may expose the public to serious health and safety risks and may result in increased liabilities for the City.

The Department lacks consistent and compelling code enforcement methods to encourage compliance by long-term violators.

In some cases, the inconsistent use of enforcement methods has resulted in delayed compliance or continued, willful, non-compliance with code requirements. While the Department's efforts result in 68% voluntary compliance by property owners, there remains a contingent of property owners that remain non-compliant for long periods. Assessing non-compliant fees is left to the discretion of individual code enforcement inspectors and has resulted in the inconsistent application of fees for the same violations throughout the City. If non-compliance fees were consistently applied on

cases that were not resolved within 60 days, the Department could have assessed over \$5 million for the period July 1, 2004 through December 31, 2005. Code enforcement activities are not as effective as they could be.

The Department does not ensure that inspection staff meet State certification and continuing professional education requirements.

The State of California requires that inspectors obtain certification from a recognized state, national or international association, and that inspectors receive 45 hours of technical training every three years. The Department has not designated the certification program(s) that inspection staff must attain; and as a result, inspectors are not required to become certified. The Department only tracks (for employee bonus purposes) International Code Council (ICC) certification, but 43% of inspection staff are not ICC certified (International Association of Plumbing and Mechanical Officials and National Fire Association are also considered "ICC certification"). The Department could not demonstrate that Inspectors not in possession of ICC certification have any other certification that would satisfy the State's certification requirements. Similarly, a sample of inspectors' training records revealed that 45% did not meet the training requirements within three years, and 85% did not meet annual Department targets of 15 hours.

The State requires certification and continuing professional education to ensure that inspectors remain current on building codes and new construction materials and methods. Failure to comply not only results in a violation of the State's Code, but may also pose an increased liability risk for the City because the Department has not taken all reasonable steps to ensure that quality inspections are performed.

The Department's oversight of its Inspectors and Registered Deputy Inspectors is not adequate.

Supervisors are not routinely reviewing the work performed by Inspection and Code Enforcement staff to ensure code requirements are being consistently applied and that quality work is being performed. In our survey, approximately 30% of inspection staff indicated that their supervisor had reviewed or directed their work in the field no more than five times in the past year.

Moreover, oversight of Registered Deputy Inspectors (Deputy Inspectors) is significantly lacking. Deputy Inspectors are not City employees, but are registered by the Department and paid directly by contractors to observe specific types of construction activities on projects and provide assurance that the materials used and work performed complies with the approved building plans and codes. Final inspection approval remains a Departmental responsibility; however, the work of Deputy Inspectors is relied on in part by the City; and therefore, it is critical that Deputy Inspectors are qualified with appropriate work experience and that their work is periodically reviewed for quality and consistency. The Department does not confirm work experience for Deputy Inspectors and has not established standards for quality control and discipline, when needed.

The Department lacks comprehensive and accurate performance measures to provide an adequate assessment of how well the Department is meeting its mission.

For both Inspection and Code Enforcement, the performance measures relate only to time-based goals, such as responding to requests for inspection within 48 hours or responding to complaints related to suspected code violations within 72 hours. While these are targets to monitor, especially given the Department's focus on customer service, the Department is not capturing data that reports on effectiveness or quality such as timeframes for completing inspections, expected number of inspections to be completed, the number of long-term code enforcement cases, or response to hazardous conditions. Focusing on only one measure of success, i.e., timeliness, can impact the Department's primary responsibility – to ensure the safety of buildings and structures. In our survey, 51% of inspection staff indicated that they compromise the quality of their work at least sometimes because of time constraints. Additionally, one in five inspection staff indicated that at least sometimes they feel pressured not to write Orders to Comply or Notices to Correct.

The Department's strategic plan for technology improvements does not contain timeframes for implementation and there is a lack of system integration within the Department and with other City departments.

The Department lacks sufficient Information Technology resources to maximize efficiency in its Inspection and Code Enforcement activities. In particular, duplicative data entry hinders an inspector's ability to maximize their casework, by requiring additional time at the office. Currently, inspectors in the field issue notices, orders, and official correspondence via hand-written documents, then must return to the office to enter notes and supporting documentation into their computer systems and to receive new assignments. All of this could be performed in the field with portable devices. The Inspection staff surveys indicate that 75% of Code Enforcement inspectors and between 19-20% of Inspection Bureau inspectors spend at least 50% of their time in the office completing paperwork and performing administrative tasks. The Department's technology strategic plan calls for deploying portable printers and utilizing wireless technology; however, that plan does not have definitive implementation timeframes.

Furthermore, system integration can help reduce duplication of data entry and improve the information flow within the Department and between City departments. Current weaknesses in system integration have resulted in inspectors spending additional time repetitively entering data into multiple systems, thus contributing to the significant amount of time spent on administrative duties. Also, inspectors must access several systems just to determine if a single property has any outstanding issues with other bureaus within the Department. System integration with other City departments would help provide an all-encompassing picture of a property's status for various City clearances (e.g., Planning, Public Works for sewer connections or street clearances).

Recommendations related to these and other issues are presented in Exhibit 1. Detailed audit findings and recommendations are discussed in the remainder of the report.

SURVEY RESULTS

While this report focuses on the opportunities for improvement, the review also revealed important positive aspects of the Department's operations.

As part of this audit, an independent consultant conducted surveys of the Department's inspection and code enforcement customers and inspection staff. A sufficient number of responses were received from the inspections' customer base and the Department's inspection staff to allow for conclusions to be representative of the respective populations. However, a survey of Code Enforcement customers did not elicit a sufficient response to provide statistically valid conclusions. Therefore, our report will not comment on the Code Enforcement customer survey.

With regard to the Inspections' customer and inspection staff surveys, we found that nine in ten respondents expressed satisfaction with their experience of the Department's services. Customers rated Department inspectors very highly on such factors as courtesy, helpfulness, knowledge, and professionalism. Respondents also noted particular satisfaction with City inspectors and the Department's Call Center when obtaining information about building requirements and the permitting process. In fact, customers who had experience with inspection services provided by other cities were substantially more likely to say that Los Angeles is doing a better job. These noteworthy findings call attention to the emphasis the Department has placed on customer service.

Inspection staff, generally, had positive comments relative to their responsibilities and work. Areas where the surveys indicated that improvements can be made have been cited in the related sections of the report. The survey instruments, methodology, data analysis and conclusions as presented by the consultant are attached to this report (Attachment B).

A draft audit report was provided to the Department of Building and Safety management on July 5, 2006. An exit conference was conducted on July 5, 2006, where audit staff discussed the findings and recommendations. The Department's comments were considered prior to finalizing the report. Department management indicated general agreement with the findings and recommendations.

We appreciate the cooperation and assistance extended to us by Department staff and management during the audit.

TABLE OF RECOMMENDATIONS

	RECOMMENDATIONS	Page Reference
Sec	tion I: Process Efficiency and Effectiveness	
1.1	Identify all expired permits without final inspection approval, temporary Certificates of Occupancy and outstanding Notices to Correct.	10
1.2	Determine the appropriate disposition for the expired/outstanding documents. For example, determine whether final inspection approval (or Certificate of Occupancy) is warranted, if the construction work meets applicable building codes.	10
1.3	Implement a process to identify soon to expire building permits, temporary Certificates of Occupancy or Notices to Correct and require inspectors to determine if there has been any activity that requires inspection or other action.	10
1.4	Establish a consistent and standard process that treats similar violators equally and invokes sufficient penalties for persistently non-compliant cases. Consider seeking a City ordinance to formally establish the code enforcement policy to ensure the equitable, consistent and fair treatment of code violators.	16
1.5	Develop a clear policy that articulates when the assessment and waiver of non-compliance fees and other enforcement tools is appropriate. This policy should include criteria for offering a fee waiver to property owners.	16
1.6	Survey other building departments throughout the nation to identify enforcement methods not currently utilized by the Department, such as administrative hearings, larger civil penalties that accrue as non-compliance persists, etc. Consult with the City Attorney and other City officials to determine if any alternative enforcement methods should be adopted by the City.	16
1.7	Eliminate the backlog of required elevator, pressure vessel and seismic gas shut-off valve inspections.	17
1.8	Conduct all elevator and pressure vessel inspections annually and seismic gas shut-off valve inspections timely.	17
Sect	ion II: Quality Assurance Practices	
2.1	Designate a State, national, or international certification program(s) that is appropriate for the City's inspection staff.	19
2.2	Ensure that all inspection staff become certified by the designated program as appropriate for their required expertise and in accordance with State law.	19
2.3	Generate annual and three-year reports to actively monitor the hours of technical training each Inspector has attended and notify Inspectors and their supervisors when training requirements may not be met.	20
2.4	Ensure all Inspectors meet training requirements on an annual and three-year basis.	20
2.5	Develop a comprehensive policy for the Inspection and Code Enforcement Bureaus that establishes the extent and frequency of supervisory activities, such as follow-up inspections or ride alongs and file reviews. The policy should also establish documentation requirements and steps for resolution, if necessary.	22
2.6	Verify the qualifications of Deputy Inspector applicants to ensure eligibility requirements are met.	24
2.7	Establish standard disciplinary actions for Deputy Inspectors who make false or misleading statements, or misrepresentations in written submissions to the Department in accordance with the LAMC.	24

TABLE OF RECOMMENDATIONS

	RECOMMENDATIONS	PAGE REFERENCE
2.8	Establish standards for reviewing Deputy Inspectors' work including the timing and frequency of review.	24
2.9	Develop an electronic means to track disciplined Deputies so that increased monitoring can be conducted by field inspectors.	24
2.10	Revise the policies and procedures manual for the Materials Control Division and Inspections Bureau to incorporate newly established procedures.	24
Secti	on III: Performance-Based Management	
3.1	Accurately define and capture all responses (cancelled, no access for inspection, etc.) for calculating performance statistics. Inspector-initiated rescheduled inspections should be recorded as rolled-over calls.	28
3.2	Identify customer-initiated rescheduled inspections as such and monitor for reasonableness by supervisors.	28
3.3	Identify performance measures correctly, such as "Percentage of Responses to Called Inspections" and consider separately tracking other statistics related to conducting/completing inspections or number of inspection stops.	28
3.4	Develop long-term performance measures that demonstrate progress towards Code Enforcement goals and identify where Code Enforcement activities deviate from intended results.	32
3.5	Develop an operational plan that defines what efforts are needed to be diligent with code enforcement activities and how these efforts are measured.	32
3.6	Develop performance measures that document efficient use of resources, monitor whether violations have been corrected, rates of voluntary compliance, rates of induced compliance, response times by priority, the cost of enforcement activities, the impact of Code Enforcement on the community, and other industry-recognized performance standards and measures. These performance measures should reflect actual code violations while additional workload indicators should be developed to reflect activities not associated with actual code violations.	32
3.7	Consider developing performance measures that enable comparison with other municipalities.	32
3.8	Consider developing statistical measures that can be entered into mapping systems (e.g., Geographic Information Systems - GIS) to show the geographic distribution of types of violations, types of orders, and rates of compliance.	32
3.9	Emphasize the purpose and benefit of soliciting sufficient public feedback, develop reporting methods that accurately reflect trends in public input, and ensure managers are informed about public perceptions and satisfaction with the quality of services provided by their staff.	35
3.10	Consider assigning managers to conduct cold calls involving personnel outside their own span of control. For example, managers in the Inspection Bureau might conduct cold calls for Code Enforcement patrons.	35
3.11	Consider developing a single comprehensive manual that encompasses all of the Code Enforcement Bureau's inspection groups.	36
3.12	Consider developing an electronic version of the manual that could be accessed with handheld or portable electronic devices.	36

TABLE OF RECOMMENDATIONS

Sect		
4.1	Establish a priority-based plan to ensure the implementation of planned technological improvements.	38
4.2	Develop time-specific goals for implementing the information systems strategic plan.	39
4.3	Consider developing an integrated information system for Building and Safety activities and other City departments who play a role in approving buildings and structures (e.g., City Planning).	39

INTRODUCTION AND BACKGROUND

The Department of Building and Safety plays an integral role in ensuring that the buildings and structures within the City of Los Angeles are safe for the City's residents, workers, and visitors to occupy as dwellings, offices, places of public assembly and other commercial uses.¹ The mission of the Department is to protect the lives and safety of the public, preserve the City's quality of life, and contribute to the City's economic development. The Department's role in the City has become increasingly important as a result of the recent construction boom. Since Fiscal Year 2001-02, the number of building permits issued annually by the City has steadily increased from approximately 118,000 to 142,000 projected for the current Fiscal Year.² There are over 70 high-rise buildings³ proposed for construction and last year 15,000 dwelling unit building permits were issued, an increase of 3,000 over the prior year.

With an operating budget of over \$68 million and staff of more than 800, the Department, as mandated by the City's Administrative Code, has the power and duty to enforce the City's building regulations, codified as Chapter IX of the Los Angeles The Department enforces all City ordinances related to the Municipal Code. construction, alteration, repair, demolition, removal or relocation of buildings or structures as well as the installation, alteration, repair, use and operations of heating, plumbing, lighting, ventilating, refrigerating, electrical and mechanical appliances and equipment therein. The Department also enforces the City's zoning, seismic gas shutoff valve and pool fencing ordinances, inspects boilers and elevators, and provides a preventive as well as a corrective program for the rehabilitation of substandard private buildings, commercial buildings, private schools, and places of public assembly. To help accomplish its mission, the Department has four bureaus - Engineering, Inspection, Code Enforcement, and Resource Management. The Department coordinates its enforcement efforts with other City departments, including the City Planning Department, Public Works Department - Bureau of Engineering, and the Fire Department.

The Department's role in construction activities includes reviewing building plans and issuing permits (i.e., building, electrical, plumbing, etc.), approving fabricators⁴, registering and providing oversight of deputy inspectors, inspecting new construction, and responding to complaints or referrals regarding construction without proper permits.

¹ The Department has responsibility for all buildings and structures within the City of Los Angeles except for other governmental buildings, such as federal or State buildings, public education facilities and hospitals.

² In Fiscal Year 1996-97, there were 79,000 permits issued. In the past nine years, the number of permits issued has risen by 80%.

³ Per Department's interim budget request for FY 2004-05.

⁴ The Inspection Bureau certifies fabricators, who manufacture construction materials and building components.

The Department issues correction notices, orders to comply, substandard orders, and abatement orders to document instances of code violations and serve as the official notification to property owners of a non-compliant situation that must be resolved.

INSPECTION AND CODE ENFORCEMENT OVERVIEW

The Inspection Bureau inspects all **new** construction work (including additions, alterations and repairs) completed for permits issued to ensure compliance with approved building plans and applicable City codes (e.g., Building, Mechanical, Electrical Codes, etc.). Permitted work is not approved until it has been inspected and accepted by Inspection staff. Inspection has a budget of \$23.2 million and has two divisions, Commercial and Residential, staffed by 275 inspectors.

The Inspection Bureau is responsible for:

- Single Family Dwellings
- Multi-family Dwellings (Apartments & Condominiums)
- Commercial and Industrial Buildings
- Private Schools

The Inspection Bureau also inspects tenant improvements in commercial and industrial buildings.

The Code Enforcement Bureau is responsible for ensuring **existing** buildings comply with City Codes. Code Enforcement is divided into six units to focus on specific types of Code Enforcement issues. The units are as follows:

- Commercial and Residential Complaint and Referral Unit responds to complaints and referrals that do not require the specialized skills of the other teams.
- Sign Enforcement responds to complaints and referrals regarding outdoor advertising and engages in proactive surveys of neighborhoods to ensure signs and outdoor advertising are in compliance with City codes.
- Pro-Active Code Enforcement (PACE) conducts surveys of communities primarily to mitigate visual blight and to clean up entire neighborhoods.
- Vehicle Establishment Inspection Program (VEIP) inspects vehicle maintenance establishments, recycling plants, and storage yards. The majority of VEIP inspections are conducted annually from a list of commercial permit holders.
- Citywide Nuisance Abatement Program (CNAP) consists of four teams addressing specific tasks or types of violations:
 - Contract Nuisance Abatement (CNA) responds to most of the initial complaints and referrals received by the Citywide Nuisance Abatement Program.

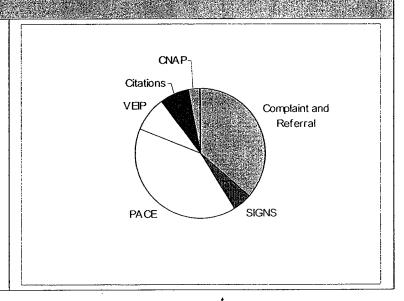
⁵ The Department's Engineering Bureau reviews plans for code compliance and issues permits so that construction work can begin.

- Abandoned Building Task Force (ABTF) focuses primarily on cases involving abatement orders for abandoned or vacant properties.
- o Problem Property Resolution Team (PPRT) responds to the worst of the worst violations that present significant public safety risks.
- Nuisance Abatement Revocation (NAR) cases involve properties that have or require conditional use permits.
- Citations Unit issues citations for such violations as open air vending and noise violations, which are punishable as misdemeanors or infractions.

Except for VEIP and PACE, Code Enforcement's workload is determined by responding to complaints or referrals about problem properties. Generally, Code Enforcement's work is reactive rather than "pro-active." Code Enforcement is staffed by 194 inspectors. ⁶ The workload distribution per unit is summarized below.

Code Enforcement Case Activity from July 1, 2004- December 31, 2005

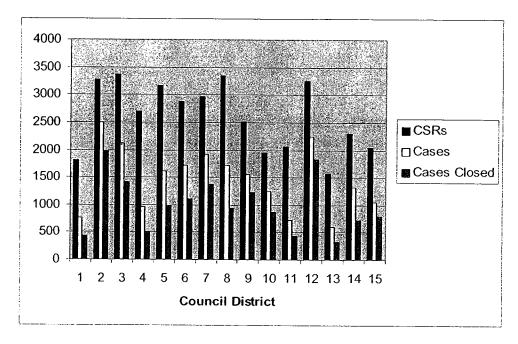
Unit		Caseload
Complaint and		
Referral		26,520
SIGNS		3,494
PACE	_	29,345
VEIP		6,269
Citations		5,144
CNAP		2,287
CNA	833	
ABTF	596	
PPRT	486	
NAR	372	



⁶ Per FY 2005-06 Department budget.

The distribution of Customer Service Requests (initial calls/referrals regarding potential code violations) and Code Enforcement cases (CSRs that are determined to be actual code violations) by Council District for complaints/referrals received from July 1, 2004 through December 31, 2005, is summarized in the graph below.





The Code Enforcement Bureau is responsible for existing buildings such as:

- Single Family and Two-Family Dwellings⁷
- Condominiums (Owner Occupied)
- · Commercial and Industrial Buildings

NOTABLE EFFORTS

While the Department's ultimate purpose is to ensure compliance with City building codes, the Department has developed a customer focused approach toward service delivery that has resulted in shorter wait times at public service counters and increased on-line access, which allows constituents to file e-permits and conduct property history searches on-line.

⁷The Los Angeles Housing Department is responsible for code-related issues for multi-family dwellings comprised of rental units (apartments and condominiums).

Department management provided these examples of their accomplishments:

- Implementation of several automated inspection request systems allowing the customer to choose the method which works best for them, i.e., the Internet, touch-tone telephone, departmental call center, calling the City's 311 system, or calling the inspector directly, as well as other information technology improvements.
- 2. Providing an automatic call back to the customer confirming that the requested inspection will occur within a two-hour window during the day.

OBJECTIVES, SCOPE AND METHODOLOGY

The scope of this performance audit included new construction inspection and code enforcement activities provided by the Department from July 2004 through December 2005. The primary objective of this audit was to determine the efficiency and effectiveness of the Inspection and Code Enforcement Bureaus. Detailed objectives included:

- 1. Assessing whether appropriate performance indicators are measured and monitored and reported results are accurate for inspection and code enforcement activities.
- 2. Assessing whether the Department has adequate procedures to assure that high quality inspections are performed.
- 3. Determining whether the Department has adequate procedures to ensure that code violations are appropriately prioritized and resolved.

While this review focused primarily on residential and commercial inspections in the Inspection and Code Enforcement Bureaus, we included a limited review of specialty inspections (e.g., elevator, seismic gas shut-off valve, pressure vessels) as part of our review of performance measures and workload indicators. Our audit also included a limited review of the Department's oversight of Registered Deputy Inspectors. We conducted interviews of inspectors, including supervisors, and participated in ridealongs with inspection and code enforcement staff. We obtained and reviewed relevant documentation relating to the Department's inspection and code enforcement activities, including budget and statistical reports, case files, and policies and procedures.

We utilized a subject matter expert, Matrix Consulting Group, to provide information on industry standards and best practices for inspection and code enforcement activities. Matrix Consulting Group is an independent consulting firm that has conducted performance reviews and operations studies of more than 100 building inspection and code enforcement agencies of cities and counties in California and throughout the United States.

We also contracted with an independent consultant, MGT of America, Inc. (MGT), to conduct statistically valid surveys to obtain public and staff opinions regarding the Department's delivery of building inspection and code enforcement services. The survey instruments, methodology, data analysis, and conclusions as presented by MGT and JD Franz Research, Inc., are attached to this report (see Attachment B).

Audit fieldwork was conducted between February 1, 2006 and June 14, 2006. This audit was performed in accordance with generally accepted government auditing standards.

AUDIT FINDINGS

Over the last several years, the Department has significantly changed their approach in carrying out their responsibilities from a "regulator" to a "facilitator." As part of this change, management focused on being more "customer-driven" and delivering their services timely. The challenge for the Department is to find the right balance between being service oriented towards their customers and meeting its mandate to ensure that buildings and structures are code-compliant and safe. The Department has generally achieved success with their customer service delivery efforts, as evidenced by the independent survey results as reported in the consultant's report (Attachment B).

This audit focused on the Department's ability to carry out their responsibilities, as delineated by State and City regulations, to ensure the buildings and structures within the City of Los Angeles are constructed and maintained in a manner that meets code requirements, thereby providing a level of assurance that the buildings are safe to occupy and use.

In accordance with the detailed objectives of our audit, the audit findings focus on process efficiency and effectiveness, quality assurance practices, performance-based management, and the use of technology.

Overall, the audit revealed that the Department does not have sufficient processes to ensure their inspection and code enforcement activities are fully meeting the Department's mission. Key audit findings are noted below.

The audit disclosed the Department has a significant backlog of incomplete work in the form of inspections that have not been finalized and unresolved cases. The audit identified areas impacting process efficiency and effectiveness. Specifically,

- The Department does not have adequate procedures to follow-up on expired permits, temporary Certificates of Occupancy and outstanding code violations.
- The Department lacks consistent and compelling code enforcement methods to encourage compliance by long-term code violators.
- The Department has a significant number of backlogged inspections that are required to be conducted in accordance with State law or City Code.

The audit also identified specific quality assurance practices that are lacking, such as:

- The Department does not ensure compliance with the State's regulation requiring inspector certification.
- Continuing Professional Education requirements for inspectors are not adequately tracked and may not be met.

- The Department lacks sufficient supervisory oversight to ensure the quality and consistency of inspection and code enforcement activities.
- The Department is not providing adequate oversight of Registered Deputy Inspectors.

While the Department has performance measures to monitor its timeliness in responding to requests for inspections and complaints regarding properties, as well as case closures for code enforcement work, management does not have sufficient information to fully assess whether they are meeting their mission and performing their responsibilities efficiently and effectively.

Although the Department's use of the Internet has increased public access to information and services, and the Department's use of computerized project management systems has improved inspector access to information, there are specific areas that need improvement. For example,

- The Department's strategic plan for technology improvements (e.g., wireless technology and printers for field inspections) does not include implementation timeframes.
- The Department does not have an integrated information system within the Department with other City departments (e.g., Planning).

While this report focuses on the opportunities for improvement, the review also revealed important positive aspects of the Department's operations. As part of this audit, an independent consultant conducted surveys of the customer base for inspections and code enforcement work, as well as inspection staff. Due to a low response rate from the code enforcement customers, no statistically valid conclusions can be made. However, the number of responses received from the inspection customer and inspection staff surveys was sufficient to provide statistically valid conclusions. The consultant's report is included as Attachment B.

Our independent survey found that inspection customers are satisfied. Customers rated Department inspectors very highly on such factors as courtesy, helpfulness, knowledge, and professionalism. Respondents also noted particular satisfaction with City inspectors and the Department's Call Center when obtaining information about building requirements and the permitting process. In fact, customers who had experience with inspection services provided by other cities were substantially more likely to say that Los Angeles is doing a better job. These noteworthy findings call attention to the emphasis the Department has placed on customer service.

Finally, it is important to note that inspection staff are positively disposed towards their work. Nine in ten are very satisfied with their jobs, and almost as many would recommend their positions to others. Staff are strongly inclined to believe their work is important and that they know what is expected of them. The remainder of this report is divided into five sections that correspond to the audit findings summarized above.

Section I: Process Efficiency and Effectiveness

The Department has not adequately followed up on a significant number of expired permits, temporary Certificates of Occupancy and long-term unresolved code violations and has a significant backlog of mandatory inspections. The audit identified work process improvements that are necessary to reduce risks resulting from unresolved code violations and incomplete inspections.

Finding No. 1: The Department does not have adequate procedures to follow-up on expired permits, temporary Certificates of Occupancy and outstanding code violations.

The Department does not track building permits or other official notifications as they expire to ensure that outstanding issues have been resolved before construction is completed, the building is put into use, or the temporary Certificate of Occupancy is no longer valid. The Los Angeles Municipal Code (LAMC) establishes expiration periods for building permits and temporary Certificates of Occupancy and the Los Angeles Administrative Code (LAAC) sets the required time frame for complying with Notices to Correct. However, the Department does not proactively follow-up on properties that have not received the final inspection sign-off.

Official documents issued by the Department have mandated timeframes for completion. For example, construction activities generally require the contractor or property owner to apply for a building permit after their building plans have been reviewed and approved by the Engineering Bureau. Building permits are valid for two years from the issue date. Permits will also expire within 180 days from issuance if the permitted work has not commenced or if the Department determines that the work has been suspended, discontinued, or abandoned for a continuous period of 180 days. Temporary Certificates of Occupancy (TCO) may be issued, provided no substantial hazard will result and satisfactory evidence is submitted justifying the need for such temporary occupancy. TCOs expire a maximum of six months after issuance. Final inspection sign-off generally results in a Certificate of Occupancy. Inspection staff issue Notices to Correct as a result of identifying code violations during construction. Contractors/owners are required to make the corrections within 30 days. 10

Despite the mandated timeframes for completing/resolving building permits, TCOs and Notices to Correct, the Inspection Bureau does not actively follow-up to ensure contractors/owners have started or completed construction or complied with outstanding correction notices. Currently, it is only when a contractor/owner has called for a subsequent inspection, does an inspector follow-up on the open items and determine whether they have been completed/resolved. Although the PCIS system captures "High

⁸ LAMC Section 98.0602.

⁹ LAMC Section 91.109.5.

¹⁰ LAAC Section 93.0229 (c).

Level Results" (i.e., Corrections Issued, Approved, Partial Approval, etc.) PCIS does not automatically track expiration dates and notify contractors/owners of impending or expired timeframes or notify inspection staff that progress inspections may be needed.

Berneral Commence

As of December 31, 2005, there were over 150,000 permits that had expired without a final inspection sign-off or other determination. The number of expired permits had increased by 16,000 permits in the six months from June 30 to December 31, 2005.

To determine whether there is a potential risk for construction to be completed despite the lack of inspection sign-off, we selected a small sample of expired permits and observed the following:

- three new single-family dwellings that were occupied (these were part of a larger housing development) without a final inspection sign-off before the permits expired;
- a commercial drug store with a drive-thru window was in use without a final sign-off before the permit expired; and,
- a mixed-use building where the rental unit addition appeared to be occupied or ready to occupy (a leasing sign was observed) without a final sign-off before the permit expired.

According to the Department, for the observed properties, TCOs had been issued, but the TCOs had also expired. Without an adequate means to track and monitor outstanding permits and other Departmental notices, there is a risk that contractors/owners may complete construction without the required inspections and final approval.

Recommendations:

We recommend that Department management:

- 1.1 Identify all expired permits without final inspection approval, temporary Certificates of Occupancy and outstanding Notices to Correct.
- 1.2 Determine the appropriate disposition for the expired/outstanding documents. For example, determine whether final inspection approval (or Certificate of Occupancy) is warranted, if the construction work meets applicable building codes.
- 1.3 Implement a process to identify soon to expire building permits, temporary Certificates of Occupancy or Notices to Correct and require inspectors to determine if there has been any activity that requires inspection or other action.

Finding No. 2: The Department lacks consistent and compelling code enforcement methods to encourage compliance by long-term code violators.

The Code Enforcement Bureau's inconsistent use of enforcement methods has, in some cases, resulted in delayed compliance or continued, willful, non-compliance. The inconsistent use of enforcement methods primarily results from the absence of a Departmental or Citywide code enforcement policy. Ultimately, the Inspectors are expected to use their professional judgment to enforce the code while adhering to an informal customer service oriented process.

Code Enforcement has numerous case resolution tools, but their use is largely dependent upon the discretion of Code Enforcement inspectors or Bureau management. Code Enforcement relies primarily on voluntary compliance by issuing an order to comply, abatement order, or substandard order and allowing property owners a period of time, typically ranging from 10 to 30 days, to comply. A property owner who fails to comply within the ordered period of time may be subject to noncompliance fees, threatened with litigation, or ordered to attend a hearing. Hearings serve mainly as informative meetings where the Inspector and a City Attorney will instruct the property owner of their responsibilities and the consequences of noncompliance; hearings do not result in legal or administrative actions. A general overview of the Bureau's approach to resolving code violations is outlined in the table below.

Case Resoluti	on Tools			
Prescribed Criteria affecting each order	Issue Orders: If a violation exists, an order to comply, abatement order, or substandard order is Issued. The order includes the terms, which must be met to attain compliance,			
Prescribed Criteria applicable to abatement orders only	Work Orders: When failure to comply poses a safety hazard then the Bureau may issue a work order for a contractor to perform the required abatement work. The property owner remains liable for the cost of work performed.	Demolition: Under rare circums illegal access to or use of an building persists, the Board of Safety Commissioners may property a public nuisance and order to demolish the bu	abandoned Building and declare the lissue a work	
No Prescribed Criteria affecting each order	Hearing: Holding a hearing with the property owner and legal counsel to inform the property owner of their obligations and the consequences of failing to comply; no legally binding actions result.	Fees: Non-compliance tees may be issued and waivers granted, the combination results in a carrot and stick approach.	Threaten legal action: with the threat of criminal prosecution.	Legal action: Oriminal prosecution occurs in less than 1% of cases.

When Inspectors conduct an initial inspection, there are specific criteria designating the appropriate order to issue for the violation encountered in the field; however, once an order is issued, the Inspector's professional judgment determines what enforcement methods to use for each individual case. The discretionary use of enforcement methods is a function of three interrelated factors: the absence of a strict Citywide and Departmental policy toward enforcement methods, a reliance on Inspectors to determine the best method for resolving each individual case, and pressure not to write orders or notices to correct. The need for updated and complete policy and procedure manuals is addressed later in this report, but a clearly articulated City policy that guides the priorities and procedures of code enforcement is also necessary. While individual discretion is often required because no set of criteria can anticipate all factors involved in each case, a general policy with guiding criteria will help ensure a greater degree of consistency in the application of code enforcement methods, and consistent treatment of constituents.

The Bureau currently emphasizes voluntary compliance, which has resulted in a 68% success rate in encouraging property owners to voluntarily comply with City building codes without any imposition of fees or penalties. However, for those that willfully remain in non-compliance, this process is less effective. The Department's efforts to induce compliance using fees and other punitive measures results in compliance in only 3% of the overall cases. We found that 44% of the cases 12 take longer than 60 days to induce compliance (90% of high-priority cases and 43% of medium-low priority cases), while 36% take longer than 120 days. This is due, in part, because fees are inconsistently assessed and, in many cases, insufficient to induce compliance.

Inconsistent Application of Enforcement Tools

The Bureau's discretionary use of its enforcement tools has resulted in significant inconsistencies in how, or if, property owners are penalized for continued violations.

An analysis of all cases between July 1, 2004, and December 31, 2005, revealed the following:

¹² Based on a sample of cases that were active from July 1, 2004 through December 31, 2005.

¹¹ Based on a survey of 427 Inspectors, 22% responded that they are pressured not to write orders sometimes or more frequently.

		Enforcen	ent Steps	For Case	s Exceedi	ng 60 Days
Case Type	Total Cases ¹³	>60 Days ¹⁴	>120 Days	Fees Assessed >60	Fees Waived >60	City Attorney Involvement
High- Priority	624	564	526	25	7	1
MedLow Priority	72,653	31,523	25,755	866	316	96
TOTAL	73,277	32,087	26,281	891	323	97

This table illustrates the inconsistency with which the Bureau invokes penalties to induce compliance. Specifically,

- Fees were assessed in 2.8% of cases that exceeded 60 days. While issuing
 fees and offering waivers to induce compliance is an effective "carrot and stick"
 approach, the absence of controls governing when to assess fees reduces their
 effectiveness.
- The City Attorney became involved in 0.3% of the cases that exceeded 60 days to resolve, and a disproportionate number of City Attorney-involved cases were medium-low priority cases, not high priority cases.

The heavy reliance on individual discretion for code enforcement activities has contributed to inconsistencies in how penalties are invoked and/or waived, and resulted in the inconsistent treatment of code violators for similar violations. The table below illustrates how fees were assessed for two types of high-priority violations:

			Unresolved or more than 60 days to resolve	Fees Assessed		Fee Range Low / High	
Building or wall that could fall down	222	37	185	12	6	\$100 / \$525	\$210.42
Gate of fence around pool missing or defective	107	31	76	8	2	\$100 / \$400	\$150.00

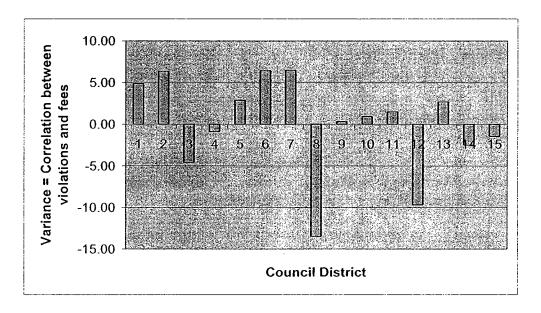
It should also be noted that the penalty waiver process is inherently subjective, and therefore lends itself to inconsistencies. Professional discretion is an essential component to ensuring a fair process, whereby individual circumstances may be considered in evaluating requests for a waiver of penalties. However, inconsistencies in

¹³ Includes all cases that were assigned a priority level and were active from July 1, 2004 through December 31, 2005

¹⁴ A 60-day period is used in this analysis because the Bureau's performance target for case closure is 60% within 60 days.

how such waivers are granted can be minimized by designating a single administrative group within the Department as the primary decision maker and following the same general guidelines in evaluating all waiver requests; instead of the Department's practice of allowing staff to exercise their own discretion in the matter.

Individual discretion and insufficient criteria governing the fee assessment and waiver process has led to inconsistent treatment of code violations citywide. The audit compared the occurrence of code violations with the rate of fee assessment by Council District and found inconsistencies in the way non-compliance fees are used throughout the City. The graph below shows the difference between the occurrence of code violations and the assessment of fees.



To illustrate this point, Council District Nine has a proportion of non-compliance fees assessed (6.25%) commensurate with its proportion of code violations (6.55%) resulting in a close to zero variance. However, Council District Eight has a disproportionately higher occurrence of fees assessed (20.43%) to the occurrence of code violations (6.96%) resulting in a variance of -13%. ¹⁵

Insufficient Fees/Penalties for Persistent Violators

In some cases, the threat of fees is insufficient for those that willfully remain in non-compliance, since it may be cheaper to violate the code and pay the penalty than it is to bring the property into compliance. For example, the average fee assessed to a property owner with a high-priority "Building or wall that could fall down" was only \$210. Such fees do not provide sufficient motivation to induce compliance, as evidenced by the fact that of the total 999 property owners that were assessed fees during the period, the fee induced compliance in only 61% (612) of the cases. To effectively induce

¹⁵ The variance is determined by subtracting the percentage of fees assessed per District from the percentage of violations per District. Each District with a proportion of violations equal to the proportion of fees assessed will be at or near zero.

compliance, the Bureau must establish a point at which it will be more costly for a property owner to willfully remain in non-compliance than it would be to correct the deficiency.

Both the inconsistent application of enforcement tools and insufficient fees has reduced the effectiveness of the Department's Code Enforcement activities to bring properties into compliance. Code Enforcement ended calendar year 2005 with an unresolved caseload of approximately 13,600; 332 of these cases were considered by Code Enforcement inspectors to be "high-priority" or "hazardous", and over 5,000 were more than two years old. In addition to this backlog of unresolved cases, management "suspended" approximately 1,100 cases, effectively closing them without resolution. By establishing a consistent and standard process that treats similar violators equally, and invoking sufficient penalties in cases of persistent non-compliance, the Department could dramatically improve the timeliness of case resolution.

Priority Level	Average Fee	Gases Subject to Fees	Less 39.9% s Waived	Potential Fees Assessed	Actual Fees Assessed
Medium & Low	\$267.99	31,523	18,933	\$5,073,831	\$261,025
High	\$489.00	564	339	\$ 165,643	\$ 12,225
Total		32,087	19,271	\$5,239,474	\$273,250

As an ancillary benefit, a less discretionary enforcement process could increase City revenues as a result of more consistently applied fees. As demonstrated in the table above, if fees had been assessed against every case that exceeded 60 days from July 1, 2004, through December 31, 2005, the Bureau could have assessed over \$5 million. In actuality, the Bureau only assessed \$273,250, or 5% of the potential amount.

While there is no single standard or approach that makes a code enforcement agency successful, our review of other agencies revealed certain characteristics that must be addressed. First, a code enforcement agency must adhere to a clear, consistently applied, policy that reflects the position and desire of City policy-makers. Second, a code enforcement agency must establish a system that promotes equity and the consistent and fair treatment of code violators. Third, a code enforcement agency must establish a system designed to maximize compliance, instead of focusing on punitive or cost-recovery goals; rather, such measures should be used consistently and fairly to induce compliance in those cases where non-compliance persists.

¹⁶ It should be noted that the 60-day allowance to bring a property into compliance before assessing a non-compliance fee far exceeds benchmark standards (as well as building code provisions) of 10-30 day allowances before assessing non-compliance fees.

Recommendations:

We recommend that Department management:

- 1.4 Establish a consistent and standard process that treats similar violators equally and invokes sufficient penalties for persistently non-compliant cases. Consider seeking a City ordinance that formally establishes the code enforcement policy to ensure the equitable, consistent and fair treatment of code violators.
- 1.5 Develop a clear policy that articulates when the assessment and waiver of non-compliance fees and other enforcement tools is appropriate. This policy should include criteria for offering a fee waiver to property owners.
- 1.6 Survey other building departments throughout the nation to identify enforcement methods not currently utilized by the Department, such as administrative hearings, larger civil penalties that accrue as non-compliance persists, etc. Consult with the City Attorney and other City officials to determine if any alternative enforcement methods should be adopted by the City.

Finding No. 3: The Department has a significant number of backlogged inspections that are required by State law or City Code.

The Inspection Bureau currently has a significant number of backlogged inspections for elevators, pressure vessels (e.g., boilers) and seismic gas shut-off valves (SGSOV). The State of California and the LAMC requires annual inspections of all public elevators and pressure vessels. The City also requires SGSOV inspections for permits for construction projects valued at more than \$10,000 and when buildings are sold. The Department has been several months' behind in completing the required inspections for several years and has not implemented an effective means of eliminating the backlog, potentially leaving thousands of buildings and residential housing with non-compliant, or possibly unsafe conditions.

In accordance with the LAMC, ¹⁸ a City Elevator Inspector must conduct all elevator inspections and issue a permit to operate each year. State regulations and City codes also require annual pressure vessel inspections; and, per City ordinance, a SGSOV inspection is required to help mitigate safety concerns in the case of an earthquake.

According to the Inspection Bureau, as of April 2006, there were approximately 4,400 of 21,000 (20%) overdue¹⁹ elevator inspections.²⁰ There were also approximately 19,400

¹⁷ See LAMC 94.1219 for details regarding effective dates.

¹⁸LAMC 92 0126

¹⁹ The Department is currently working at a rate to complete all inspections on a 15-month cycle, rather than the required 12-month cycle.

of 40,000 (49%) pressure vessel inspections and 2,400 of 21,700 (11%) SGSOV inspections that were overdue.

The Department has taken some steps to reduce backlogs. For example, overtime has been authorized for Elevator inspection staff and additional Elevator Inspectors have been or are in the process of being hired. According to the Department, once these positions are filled, the current backlog of elevator inspections will be substantially reduced. In addition, the Department believes that mobile computer systems for field inspectors will improve efficiency and contribute to reducing the backlogs of the mandated inspections.

However, based on our review, the Department will need to take a more proactive approach toward addressing the problem. In FY 2001-02, the Department had an eightmonth backlog for elevator inspections and while it has been reduced, there has been an ongoing three-month backlog since FY 2002-03. Further, the Department is faced with a substantial demand for elevator inspections for new construction projects while concurrently attempting to resolve the current overdue inspections. The Department will need to eliminate the overdue inspections as well as develop a means to schedule mandated inspections and monitor the inspection activity to ensure compliance with State and City requirements.

Recommendations:

We recommend that Department management:

- 1.7 Eliminate the backlog of required elevator, pressure vessel and seismic gas shut-off valve inspections.
- 1.8 Conduct all elevator and pressure vessel inspections annually and seismic gas shut-off valve inspections timely.

²⁰ Elevator inspections include other types of moving conveyances such as escalators, moving platform lifts,etc.

Section II: Quality Assurance Practices

The audit identified specific quality assurance practices that need improvement, such as, ensuring compliance with State certification requirements, adequately monitoring continuing professional education requirements, and enhancing the current level of supervisory oversight for Inspectors and Deputy Inspectors.

Finding No. 1: The Department does not ensure compliance with the State's regulation requiring inspector certification.

The State of California requires that the Department ensure that all inspectors hired after January 1, 1994, obtain a pre-designated certification. We found, however, that the Department has not designated a certification as required by the State, and does not have sufficient controls to ensure that all inspectors have earned the appropriate certification.

According to the State Health and Safety Code Section 18949.28. (a) "all construction inspectors, plans examiners and building officials shall complete one year of verifiable experience in the appropriate field, and shall, within one year thereafter, obtain certification from a recognized state, national, or international association, as determined by the local agency. The area of certification shall be closely related to the primary job function, as determined by the local agency." To comply with this code, the Department must designate a qualifying minimum certification, and all Inspectors hired after January 1, 1994 must obtain this certification within two years. In addition to this baseline certification, the Department may require inspectors to obtain additional certifications related to specific expertise.

There are 141 Inspectors in the Department who were hired after January 1, 1994 and before December 31, 2003 who, by State law, should be certified. The Department formally tracks only the International Code Council (ICC) certification, for purposes of rewarding certified inspectors with bonus pay. Currently, 43% (61 of 141) of Inspectors are not ICC certified and there is no indication that Inspectors not in possession of ICC certification have any other certification that would satisfy the State's certification requirements.

The Department indicated that at one time they believed they were exempt from the State's certification requirements. As a result, the Department's job descriptions for each classification of Inspector and the current Memorandum of Understanding (MOU) for Inspectors do not include any certification requirements; rather, the MOU includes a salary bonus for earning and maintaining ICC certification. The MOU states that certification is entirely voluntary. The Department also indicated that, in the past, as a General Fund department, there was no funding available to cover the costs of staff

²¹ Certifications from the International Association of Plumbing and Mechanical Officials and National Fire Protection Association are also considered "ICC certification" for bonus purposes per the Memorandum of Understanding.

obtaining certification, certification renewal and continuing education, in accordance with the State's mandate.

Recommendations:

We recommend that Department management:

- 2.1 Designate a State, national, or international certification program(s) that is appropriate for the City's inspection staff.
- 2.2 Ensure that all inspection staff become certified by the designated program as appropriate for their required expertise and in accordance with State law.

Finding No. 2: Continuing Professional Education requirements are not adequately tracked and may not be met.

Department training records for 2002-2005 for a selected sample of 32 Inspectors disclosed that 45% of the Inspectors did not meet the State mandated 45 hours of technical training within three years. Additionally, 85% of Inspectors in the sample did not meet the Department's annual 15-hour target in at least one of the four years we reviewed. Further, a survey of 427 Inspectors revealed that 20% of respondents reported attending 15 hours or less of training in the past year, while nearly 3% reported no training at all.²² The Department does not adequately track, monitor, or follow-up whether Inspectors meet technical training requirements.

The Training Division provides a variety of technical and professional development classes. Technical classes address such topics as building codes, construction materials, and changing construction practices. Professional development topics address City and Department policies, such as sexual harassment awareness and workplace safety, and also address topics ranging from professional communication to computing skills. The Training Division provides a sufficient number of classes on a variety of subjects, related to both technical areas and professional development, to accommodate Building and Safety Inspection staff.

Fiscal: Year	Number of Classes	Average Class Size	Average Classes per Month
2003-04	245	15.6	20
2004-05	312	14	26

The Training Division maintains a database that tracks the hours of technical and professional training received and prints ad hoc reports that allows inspectors, supervisors and management to identify cases where training requirements have not

²² See Attachment B for full survey results.

been met. Nevertheless, Department managers or supervisors do not regularly monitor training activities to ensure their inspectors comply with State and Department training requirements.

Despite the State requirement, there are no formally adopted Department policies that state how many hours of training an Inspector must attend, what constitutes technical training, the types of technical training that are appropriate for each class of Inspector, or what the consequences are for Inspectors who fail to earn sufficient training hours. The Division has informally set a target that each Inspector should attend a minimum of 15 hours of technical training per year as a means to comply with the minimum State requirements, but there are no incentives to encourage voluntary attendance, nor are there controls to ensure compliance.

The State recognizes continuing professional education as necessary to ensure inspectors remain current on building codes and new construction materials and methods, as well as to promote professional development. Failure to comply with the State's Code may also pose a risk to the City if the Department has not taken all reasonable steps to ensure that quality inspections are performed.

Recommendations:

We recommend that Department management:

- 2.3 Generate annual and three-year reports to actively monitor the hours of technical training each Inspector has attended and notify Inspectors and their supervisors when training requirements may not be met.
- 2.4 Ensure all Inspectors meet training requirements on an annual and threeyear basis.

Finding No. 3: The Department's oversight of its Inspectors is not adequate to ensure the quality and consistency of inspection and code enforcement activities.

The Department has no formal process to regularly assess the quality of inspection and code enforcement work performed by its inspection staff. Interpreting building code requirements and applying that interpretation to construction projects and code enforcement cases is a subjective process, and relies entirely on an inspector's experience and knowledge. Regular and periodic reviews by supervisory staff help ensure that safety concerns are being identified, minimize variations in code interpretations and provide for a more consistent application of code requirements. Without sufficient supervisory oversight, there is an increased potential for inconsistent code enforcement activities and little, if any, assurance that inspections are being done correctly.

Inspections Bureau

Based on job descriptions, Senior Inspectors are generally responsible for assigning and reviewing Inspectors' work. However, based on interviews and our review of a sample of inspection files, inspectors are provided little supervision and oversight by more experienced senior-level inspectors. This is further supported by the survey results, where only 35% of Commercial Inspectors and 29% of Residential Inspectors indicated that their supervisor had conducted follow-up inspections, gone on ride alongs, or otherwise directly reviewed their work up five times or less in the past year.

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During interviews, management identified several supervisory methods that **should** be used to ensure the quality of inspections conducted by staff including:

- Follow-up inspections a supervisor observes the job site after an inspection is completed and determines if the inspection results were complete and accurate;
- Ride alongs or "shadowing" inspectors a supervisor observes the inspector's performance for several inspections conducted on a particular day;
- "Tail-gate" training sessions informal meetings with Inspectors and Senior staff.
- Review and sign-off supervisors are required to review and sign-off on Orders to Comply and Certificates of Occupancy.

However, these supervisory methods are not generally being performed. Management has directed that all inspection staff, including supervisors, conduct inspections due to workload demands. Senior Inspectors may spend time in the field supervising, but only when deemed necessary on a case-by-case basis. For the most part, Senior Inspectors maintain their own workload of inspections and are utilized primarily to inspect more complex projects. There are no formal policies establishing the extent and frequency of supervisory activities.

Supervisory oversight methods provide a means to ensure that inspectors are knowledgeable and appropriately applying their knowledge and experience in completing inspections and results in consistent inspections. Without sufficient supervisory oversight, there is little assurance as to the consistent quality of inspections.

Code Enforcement

There is no formal policy regarding the number of times a Senior Inspector must conduct field inspections to verify the accuracy of the Inspector's work and ensure that properties are in compliance before the case is closed. Without sufficient supervisory oversight, there is a potential for inconsistent code enforcement activities and decreased quality control.

Senior Inspectors are the supervisory staff charged with authorizing an Inspector's work. Supervisor authorization is required for all orders to comply, abatement orders, and substandard orders. If a property owner has complied with all terms of an order, the Senior Inspector is expected to authorize the resolution of the case and sign the document as proof of review. The primary form of quality control in the Code

Enforcement Bureau involves the review of work papers in the case file, but there is insufficient attention paid to ensuring work papers accurately represent field conditions.

Senior Inspectors do not conduct follow-up inspections or ride alongs with Inspectors to evaluate their work and ensure the Inspector's documented work accurately represents field conditions. In addition, there is no formal policy mandating the number or frequency of follow-up inspections or ride alongs. Code Enforcement management believes that one to two follow-up inspections per day would be optimal, but in the absence of specific targets, follow-up inspections are not conducted regularly. According to the survey of Code Enforcement Inspectors, 32% of respondents indicated that their supervisor conducted follow-up inspections, ride alongs or reviewed their work five times or less in the past year.

Recommendations:

We recommend that Department management:

2.5 Develop a comprehensive policy for the Inspection and Code Enforcement Bureaus that establishes the extent and frequency of supervisory activities, such as follow-up inspections or ride alongs and file reviews. The policy should also establish documentation requirements and steps for resolution, if necessary.

Finding No. 4: The Department's oversight of Registered Deputy Inspectors is not adequate.

The Department is not adequately confirming the qualifications of applicants for Registered Deputy Inspector (Deputy Inspector/Deputies) or monitoring the work performed by Deputy Inspectors. Deputy Inspectors are not Department employees, but are registered by the Department and used to provide continuous oversight on specific types of construction work to ensure the work is performed in accordance with the approved building plans and building code requirements. Without sufficient oversight by the Department, less reliance can be placed on the Deputy Inspectors' work and there is less assurance as to the quality of construction work.

The Department's Materials Control Division registers Deputy Inspectors who possess the required qualifications and pass written and oral tests administered by the Department. Property owners are required by the LAMC to hire Deputy Inspectors to provide continuous inspection for specific construction operations, e.g., concrete, masonry, welding and grading for both residential and commercial construction.²³ The Deputies ensure the materials used and the work performed is in accordance with the architectural/engineering plans, specifications, or technical details for the design of the structure, or the geologic or soils survey and building codes. While the Department

²³ See LAMC Section 91.1701.

relies, to a certain degree, on the assurances provided by the Deputies, Building and Safety Inspectors retain the ultimate authority for final approval of the work. Therefore, it is critical that Department Inspectors perform quality assurance inspections to ensure the quality of Deputies' work. However, we found that qualifications cited by Deputy Inspector applicants are not verified, disciplinary action against Deputies is not applied in a consistent manner, and there are no set standards for the frequency and timing of Department Inspectors' review of Deputies' work.

There are approximately 700 Registered Deputy Inspectors. Deputy Inspector applicants are required to have a minimum of two years' field experience at the level of a foreman or supervisor, or at least four years as a journeyman building trades craftsman in a related field. Certain trades must also have a valid International Code Council (ICC) certificate. Departmental staff indicated they do not confirm the applicants' job history. A sample of applicant files was reviewed and there was no indication of any work experience verification. We also noted one instance where an individual was registered as a Deputy but did not have an ICC certificate, only an ICC Associate certificate.

Based on a file review of five Deputies who were subject to disciplinary action, we found that actions taken by the Department were inconsistent. These ranged from an oral warning to a requested four-month suspension for making false or misleading statements, or misrepresentations in written submissions to the Department.

We also noted the Department has not established any standards on the timing or frequency of monitoring the work performed by Deputies. Even after Deputies have been disciplined for improper work, or have been found to have falsified documents provided to the Department, there are no procedures in place to increase Departmental oversight of those Deputies. We saw no indication of additional monitoring or oversight for the five Deputies previously discussed. Further, the Department has no electronic means to record and track Deputies who have had disciplinary action taken against them.

Lastly, the policies and procedures manual used in the Materials Control Division is outdated and does not reflect the actual practices of the Division. For instance, the manual stipulates that the renewal process for Deputies is the same as the initial application process. However, staff indicated applicants could renew their registration without providing an ICC certificate.

The Department needs to strengthen their oversight of the registration and disciplinary processes for Deputy Inspectors, and establish standards for reviewing and assuring the quality of work performed by Deputy Inspectors.

Recommendations:

We recommend that Department management:

- 2.6 Verify the qualifications of Deputy Inspector applicants to ensure eligibility requirements are met.
- 2.7 Establish standard disciplinary actions for Deputy Inspectors who make false or misleading statements, or misrepresentations in written submissions to the Department in accordance with the LAMC.
- 2.8 Establish standards for reviewing Deputy Inspectors' work including the timing and frequency of review.
- 2.9 Develop an electronic means to track disciplined Deputies so that increased monitoring can be conducted by field inspectors.
- 2.10 Revise the policies and procedures manual for the Materials Control Division and Inspections Bureau to incorporate newly established procedures.

Section III: Performance-Based Management

While the Department has performance measures to monitor staff timeliness in responding to requests for inspections and complaints regarding properties, as well as case closures for code enforcement work, management does not have sufficient information to fully assess whether the Department is meeting their mission and performing their responsibilities in an efficient and effective manner. Specifically, the Department needs to establish comprehensive and accurate performance measures for inspection and code enforcement activities, improve their processes to obtain public feedback, and develop updated and complete policies and procedures.

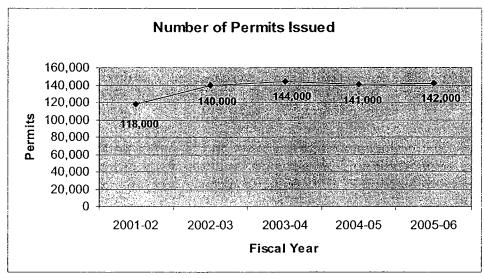
Finding No. 1: The Department does not have comprehensive and accurate performance measures for inspection activities as a means to determine whether the mission and goals are being achieved efficiently and effectively.

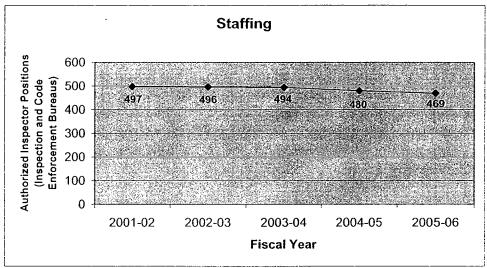
Comprehensive Performance Measures - Inspection Bureau

The Inspection Bureau's performance reporting does not present a complete picture of its needs, opportunities for improvement, or accomplishments. Performance reporting for inspections only reports on timely **responses** to customers who call for inspections. As a result, not all inspection activities, such as number of inspections made/completed, are reported. Department management has not established performance measures that track effectiveness.

Over the last five fiscal years, the City of Los Angeles has seen a continual increase in construction activity, including current plans for over 70 new high-rise structures that are proposed for construction. However, despite the increase in workload (approximately 20%) Departmental staffing has remained fairly static²⁴ and slightly decreased in the last two years, as demonstrated in the charts below.

²⁴ The staffing numbers presented include the Department's Inspection and Code Enforcement staff only.





The Department indicated that they addressed the workload volume with overtime and operational efficiencies, and eventually, requested additional staffing. The Department submitted an interim budget request in November 2005 for 35 additional inspection staff and acknowledged that rescheduled/cancelled inspections had increased, and follow-up and Deputy Inspector oversight inspections were not being conducted.

Given the increased demand for inspection activities, it is critical that management have complete and accurate data to monitor operational efficiency and effectiveness. The Inspection Bureau does not have comprehensive performance measures in place to accurately portray inspection activity or to address areas that need improvement. The only existing performance measure for the Inspection Bureau is a time-frame/efficiency requirement established by Bureau administration - to complete 95% of the requested inspections within 24 hours, and 99% of inspection requests within 48 hours. Responding timely to customer requests has been the Department's primary goal.

The Department's current performance measures focus on monitoring efficiency in responding to called inspections, but not the effectiveness or quality of inspection activities. For example, there are no established minimum time frames for conducting inspections. According to the customer survey, 51% of inspection customers stated that the inspection took only between 15 and 30 minutes. The Department has no means to determine whether this timeframe is reasonable. Without measures to address quality, we found that inspectors may compromise the quality of inspections in order to focus on meeting the Department's time-frame requirements. According to the Inspectors' survey results, approximately 96% of Commercial Inspectors and 100% of Residential Inspectors say that it typically takes them 48 hours or less to provide an inspection once a request is made. However, 56% of Commercial and 50% of Residential Inspectors say that they compromise the quality of their work, at least sometimes, because of time constraints. Further, one in five inspection staff indicated that they sometimes, or more often, feel pressured not to write Orders to Comply or Notices to Correct.

Without comprehensive performance measures that include effectiveness and other efficiency factors, management does not have sufficient means to monitor their activities in meeting the Department's mission. Solely focusing on one efficiency measure may create a situation whereby inspectors could compromise appropriate standards of quality in order to meet a time standard. The Department needs to establish more comprehensive performance measures that enable them to monitor how well they address their mission – protecting the lives and safety of residents and visitors of Los Angeles.

Accurate Performance Measures

Although the principal performance measure for inspections is referred to as "completing called inspections," we found that the method of capturing and reporting inspection activity statistics is not a complete nor accurate depiction of inspections performed.

The Inspection Bureau Performance Statistics report displays the percentages of inspections completed within 24 and 48 hours to assess the Department's performance in meeting the established goal of completing 99% of all inspection requests within 48 hours. The report classifies all calls for inspection as either: 1) Completed, 2) Canceled/Rescheduled or 3) Rolled-over. An inspection categorized as "completed" implies that the inspector conducted the inspection and a result was entered for that inspection into the PCIS system. The percentage completed is based on all calls for inspections and inspections that are classified as completed. However, upon review of Inspector Daily Reports, we found that inspections are reported as completed even if an inspection was not conducted.

For example, inspections coded as "No Access for Inspection", "Not Ready for Inspection" or inspections re-routed to a different inspector are all considered "completed."

We also noted that rescheduled calls (rescheduled appointments for inspection) are eliminated from the inspection count for the day the inspection was originally scheduled and, instead, are accounted for in statistics for the rescheduled day, and all cancelled calls are eliminated from inspection counts indefinitely. Further, inspectors are given the discretion to reschedule calls as a way to avoid recording them as rolled-over, which would reduce the percentage completed. Inspectors are also able to request that the customer reschedule an inspection that they cannot complete, in order to avoid classifying the call as a rolled-over call.

Canceled and rescheduled inspections do not negatively affect the inspection performance statistics and there is no way to distinguish who (the inspector or the customer) initiated the cancel/reschedule, or the reason why the inspection was rescheduled. To illustrate the impact of the Department's methods for reporting inspection workload, the Inspection Bureau Performance Statistics reports show 100% compliance with Called Inspections Made in 48 Hours. However, customer survey results revealed that over one-third of inspections customers had their inspections rescheduled with 44% doing so to accommodate the inspector's schedule, not their own. Further, 18% of inspection customers with single inspections said their inspection took place more than 48 hours after they requested it.

After reviewing the inspection performance data and reporting practices, it is clear that the Department is tracking their **response** time to inspection requests, not the time it takes to actually conduct or complete the inspection. Further, in calculating the response time percentage, the Department needs to ensure that all types of "responses" are accurately defined and captured. In this way, management could identify workload impacts when inspections must be delayed. For a more complete representation of inspection activities, the Department might also consider separately tracking statistics related to good faith efforts to conduct inspections (i.e., an inspection stop was made).

Recommendations:

We recommend Department management:

- 3.1 Accurately define and capture all responses (cancelled, no access for inspection, etc.) for calculating performance statistics. Inspector-initiated rescheduled inspections should be recorded as rolled-over calls.
- 3.2 Identify customer-initiated rescheduled inspections as such and monitor for reasonableness by supervisors.
- 3.3 Identify performance measures correctly, such as "Percentage of Responses to Called Inspections" and consider separately tracking other statistics related to conducting/completing inspections or number of inspection stops.

Finding No. 2: The Department does not have comprehensive and accurate performance measures for code enforcement as a means to determine whether the mission and goals are being achieved efficiently and effectively.

The Code Enforcement Bureau's performance reporting does not present a complete picture of its needs, opportunities for improvement, or accomplishments. Code Enforcement's performance reporting emphasizes the amount of work completed and the timely completion of work, but it does not address equally important areas such as the aging of unresolved cases, prioritized response times, cost of service delivery, workload indicators for activities unrelated to actual code violations, or benchmarking against other municipalities. Department managers and City policy makers do not have pertinent information necessary to make key decisions.

The Code Enforcement Bureau collects two main performance measures: 1) the percentage of customer service requests (CSRs) responded to within 72 hours and 2) the percentage of cases closed within 60 days. Code Enforcement's goals are 80% of CSRs responded to within 72 hours and 60% of cases resolved within 60 days.

Department reports indicate that Code Enforcement has succeeded in meeting its intended goals, but these goals present a limited perspective of their accomplishments and opportunities for improvement. For example, Code Enforcement reports closing 80% of their cases within 60 days; however, the remaining 20% unresolved caseload contributes to their current backlog of more than 13,600 unresolved cases²⁵ (20% of Code Enforcement's reported average annual workload). There is a current backlog of 332 unresolved Code Enforcement cases that are classified as high priority or hazardous conditions and more than half of those cases are over two years old. This represents a small percentage (2.4%) of Code Enforcement's unresolved caseload. However, the priority level and age of these particular cases illustrate the potential seriousness of cases not reflected in standard performance reports.

Further, the percentage of cases closed within 60 days is limited, in that it is calculated based on those cases opened within the reporting period. The Department does not include cases that have remained unresolved for months or years prior to the 60-day reporting period. If Code Enforcement accounted for all cases that were open during the reporting period, including new and old cases, its 60-day closure rate drops from 80% to 56%.

Another limitation of Code Enforcement's performance measures is that they do not account for the complexity or seriousness of individual cases. The Department's emphasis on responding to CSRs in 72 hours and closing cases within 60 days treats high-priority and hazardous violations the same as it treats low- and medium-priority violations. Although Code Enforcement's 72-hour CSR response time improves on the

²⁵ As of December 31, 2005

International City/County Management Association's (ICMA) average benchmark of 4.6 days, the difference between violations that present public safety hazards warrant a quicker response time than violations regarding visual blight. Responding to all cases in 72-hours is good, but responding to hazardous conditions in 72-hours is not. Developing goals based on the significance of violations can also present a more informative picture of the Department's performance.

The measures currently employed by Code Enforcement limit the Department's ability to benchmark code enforcement activities in Los Angeles with other municipalities. Keeping in mind the uniqueness associated with the City of Los Angeles to most cities throughout the nation, comparing the results from Code Enforcement activities²⁶ with benchmarks from the ICMA²⁷ reveals a more complete picture of Code Enforcement's activities. The results are presented in the tables below:

Rate of Voluntary Complian	nce
City of Los Angeles	68.0%
All Jurisdictions	51.5%
Over 100,000 population	48.0%
Less than 100,000 pop.	56.9%
Rate of Induced Complianc	e
City of Los Angeles	3.0%
All Jurisdictions	5.9%
Over 100,000 population	5.7%
Less Than 100,000 pop.	6.1%
Average Days From Case I	nitiation to Voluntary Compliance
City of Los Angeles	330.75 ²⁸
All Jurisdictions	37.7
Over 100,000 population	37.7
Less Than 100,000 pop.	37.7
	Initiation to Induced Compliance
City of Los Angeles	198.11 ²⁹
All Jurisdictions	63.3
Over 100,000 population	52.1
Less Than 100,000 pop.	83.3

When compared with other municipalities, Los Angeles' Code Enforcement achieves a higher rate of voluntary compliance than other municipalities; but this is achieved through longer timeframes. Code Enforcement's emphasis on voluntary compliance is apparent in their above average voluntary compliance rate and is consistent with the Department's efforts to remain customer oriented.

²⁷ ICMA data is the product of ICMA surveying member cities for performance data. ICMA data is from fiscal year 2003.

²⁸ This data includes a range from a minimum of 1 day to a maximum of 9,263 days, with a median of 154 days.

²⁹ This data includes a range from a minimum of 1 day to a maximum 1,285 days, with a median of 122 days.

²⁶ Code Enforcement data was derived from Code Enforcement Information System records for all cases that were active July 1, 2004 through December 31, 2005.

Although the Department is unable to determine the actual cost of service delivery in Code Enforcement, the audit developed a conservative estimate³⁰, as illustrated below. The estimated cost per capita for Code Enforcement activities is greater than other municipalities; however, this may be attributable to the longer period of time required to achieve voluntary compliance, the size and population of Los Angeles, the number and type of active cases per full time employee (FTE), or the City's higher employee salaries compared to smaller jurisdictions.

Co	st per Capita 🗼 🦠 🎁
City of Los Angeles	\$10.58
All Jurisdictions	\$6.43
Over 100,000 population	\$5.95
Less Than 100,000 pop.	\$7.10

Municipality	Population	Cases/Initiated	Code Enforcement FTEs	Cases per FTE:
Oklahoma City, OK	510,800	59,459	39	1,524.60
San Antonio, TX	1,241,100	108,102	75	1,441.40
Kalamazoo, MI	77,145	4,522	4	1,130.50
Vancouver, WA	148,800	4,933	6	822.2
Sioux City, IA	85,013	3,221	4	805.3
Orlando, FL	194,913	21,140	30	704.7
San Mateo, CA	94,100	3,257	5	651.4
Coral Springs, FŁ	127,270	5,634	11	512.2
Bryan, TX	65,660	1,709	4	427.3
Los Angeles, CA	3,819,951	48,371	114	424.3
Sarasota County, FL	234,601	6,104	15	406.9
Santa Monica, CA	87,954	2,075	6	345.8
Blacksburg, VA	31,576	2,764	. 8	345.5
Bellevue, WA	117,000	2,063	6	343.8
Carlsbad, CA	88,000	933	_ 3	. 311
Long Beach, CA	473,000	9,963	33	301.9
Redwood City, CA	76,325	2,412	8	301.5
Dayton, OH	166,179	17,898	60	298.3
Portland, OR	536,240	8,819	32	275.6
Phoenix, AZ	1,373,947	29,179	107	272.7

³⁰ Estimate based on General Fund allocation to Department budget item Conservation of Existing Structures and Mechanical Devices from fiscal year 2002-03. Budget figures from FY 2002-03 was used to compare with ICMA figures that were last produced in 2003.

All of this illustrates that a more complete set of performance measures will more accurately reflect Code Enforcement's activities and its impact, thus revealing information useful to City decision makers. Limiting performance standards to a narrow set of time-based measures may also have unintended consequences. Our survey revealed that while about one in five Inspectors never compromise the quality of their work, over half (51%) find themselves compromising the quality of work sometimes or frequently due to time limitations. Also, a narrow set of performance measures do not apply consistently to every Code Enforcement unit and do not represent the workload responsibilities of specialized groups such as Pro-Active Code Enforcement (PACE) or the Vehicle Enterprise Inspection Program (VEIP). The majority of PACE violations involve visual blight, which by their nature are easily resolved, and could be subject to performance goals shorter than the current 60 days. Much of PACE's workload also involves surveying properties where no violations are identified. VEIP conducts annual inspections according to a survey of motor vehicle establishments; therefore, the work is continuous, and cases rarely close. For this reason, the 60-day response time for case closure and 72-hour CSR response time are not appropriate to the majority of VEIP cases. For both PACE and VEIP, distinct performance measures are needed to better reflect their actual workload activities.

Recommendations:

We recommend that Department management:

- 3.4 Develop long-term performance measures that demonstrate progress towards Code Enforcement goals and diagnose where Code Enforcement activities deviate from intended results
- 3.5 Develop an operational plan that defines what efforts are needed to be diligent with code enforcement activities and how these efforts are measured.
- 3.6 Develop performance measures that document efficient use of resources, monitor whether violations have been corrected, rates of voluntary compliance, rates of induced compliance, response times by priority, the cost of enforcement activities, the impact of Code Enforcement on the community, and other industry-recognized performance standards and measures. These performance measures should reflect actual code violations while additional workload indicators should be developed to reflect activities not associated with actual code violations.
- 3.7 Consider developing performance measures that enable comparison with other municipalities.
- 3.8 Consider developing statistical measures that can be entered into mapping systems (e.g., Geographic Information Systems GIS) to show

the geographic distribution of types of violations, types of orders, and rates of compliance.

Finding No. 3: The Department needs to improve their processes to obtain public feedback on their services.

The Department's efforts to evaluate customer satisfaction do not provide a means to identify where operational improvements are needed. While the Department follows up on "negative feedback," it is done on an ad hoc basis, and results from public surveys/contacts are not formally tracked for trends.

The Department's service delivery approach emphasizes customer satisfaction. The Department employs the following practices to gauge public opinion and solicit input on their services:

- Cold Calls are conducted weekly by Bureau managers. Cold calls are intended
 to evaluate public satisfaction by hearing from constituents who have had recent
 interactions with the Department. Managers who are required to make cold calls
 follow a standardized form, and ask patrons to rate the Inspector's response,
 courtesy, helpfulness, and overall rating of the customer's interaction with the
 Inspector.
- Quality Control Calls are conducted weekly by Bureau managers to evaluate Building and Safety personnel for their communication and customer service skills. However, we were told that Inspection managers do not consistently complete the quality control or cold calls due to time constraints.
- Customer Satisfaction Surveys are available at all Building and Safety public service counters. The Department is in the process of developing a reporting system. However, the availability of the surveys could be improved by providing them online on the Department's website, for those customers who do not visit the field offices.

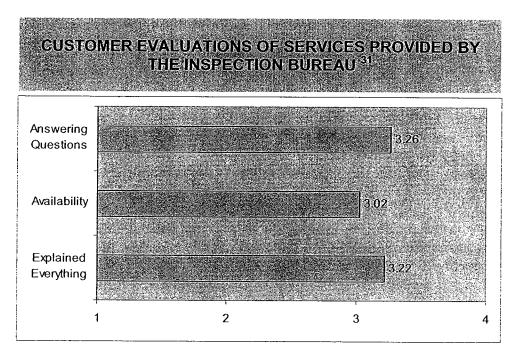
The results of cold calls and quality control calls are tabulated into monthly reports showing the number of calls made and the percentage that meet the Department's target per Bureau. However, the monthly reports do not contain narrative information or actions taken as a result of these calls. Rather, the Department responds to negative feedback on an ad hoc basis.

The instructions to managers for conducting cold calls and quality assurance calls focus exclusively on the process: how often to make calls, how to submit a call sheet, and to whom call sheets are submitted. There is no explanation of their purpose, i.e., what the Department hopes to achieve, how calls will enable the Department to meet its goals, or how the Department can incorporate patron feedback into operational changes.

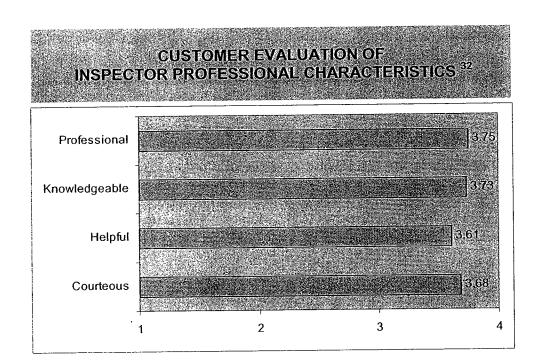
Our survey of 417 customers revealed the public's general satisfaction with their interactions with the Inspections Bureau, as illustrated in the charts below. However, along with this general satisfaction, the public expressed a desire to see improvements in areas, such as:

- Response times and inspector-initiated rescheduling
- Increased consistency
- Ability to contact inspectors

The Department's efforts to elicit public feedback is insufficient to reveal similar successes and opportunities for improvement.

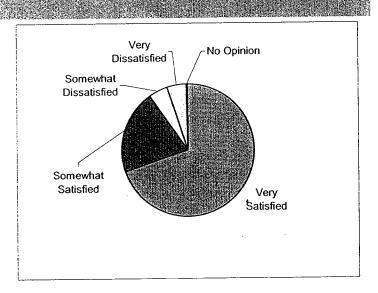


³¹ Survey scores: 4=Excellent, 3=Good, 2=Fair, and 1=Poor. Graph shows mean scores from 417 respondents.



OVERALL SATISFACTION WITH THE INSPECTION PROCESS

	
Very Satisfied	69.8%
Somewhat	
Satisfied	20.6%
Somewhat	
Dissatisfied	4.6%
Very	
Dissatisfied	4.8%
No Opinion	0.2%
	



Survey scores: 4=Very, 3=Somewhat, 2=Not Very, and 1=Not At All.
 Graph shows mean scores from 417 respondents.
 Possible responses limited to: Very Satisfied, Somewhat Satisfied, Somewhat Dissatisfied, Very Dissatisfied, No Opinion

Recommendations:

We recommend Department management:

3.9 Emphasize the purpose and benefit of soliciting sufficient public feedback, develop reporting methods that accurately reflect trends in public input, and ensure managers are informed about public perceptions and satisfaction with the quality of services provided by their staff.

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3.10 Consider assigning managers to conduct cold calls involving personnel outside their own span of control. For example, managers in the Inspection Bureau might conduct cold calls for Code Enforcement patrons.

Finding No. 4: The Code Enforcement Bureau policy and procedure manuals are not current and are incomplete.

Code Enforcement policy and procedure manuals are incomplete and do not adequately reflect current or best practices. In the absence of detailed user-friendly reference manuals, Inspectors are likely to make educated guesses that result in the inconsistent application of case resolution tools.

Code Enforcement needs to maintain policy and procedure manuals that reflect the responsibilities of Inspectors and expectations of the Bureau and Department. A policy and procedure manual should be written to anticipate and prevent problems, and provide sufficient detailed criteria to assist when Inspectors are required to make independent judgments. Additionally, a standardized manual could promote greater awareness of specialized responsibilities of other enforcement teams, and ensure a degree of consistency in standards between the Inspection teams.

We noted there is one complete and reasonably comprehensive manual for the Citywide Nuisance Abatement Program (CNAP). However, the CNAP manual allows leeway for the Inspector to determine the requirements of an abate order. According to the instructions for abate order requirements, "It is up to the Inspector as to how much leeway to give an owner regarding abate order requirements." Although the manual recommends consulting a Senior Inspector "when in doubt", there is no specific criteria defining appropriate requirements. A complete and comprehensive manual should include specific criteria to guide Inspectors when a situation requires the Inspector to make a professional judgment to ensure the public is treated in a fair and consistent manner.

Recommendations:

We recommend Department management:

- 3.11 Consider developing a single comprehensive manual that encompasses all of the Code Enforcement Bureau's inspection groups.
- 3.12 Consider developing an electronic version of the manual that could be accessed with handheld or portable electronic devices.

Section IV: Technology Improvements

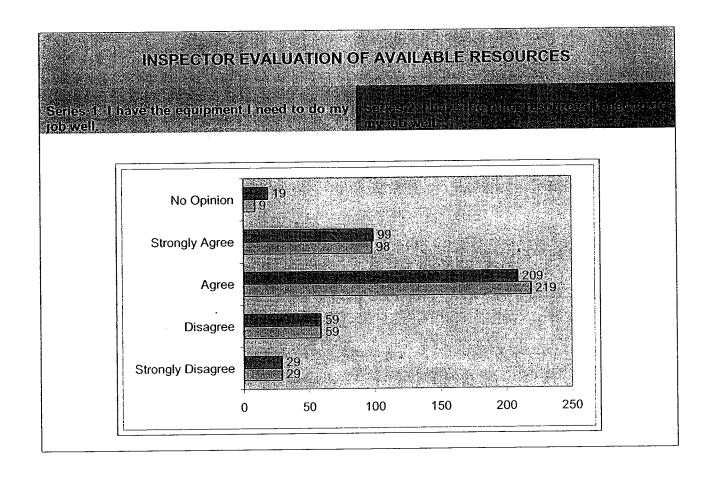
While the Department is working toward providing inspection staff with electronic tools to enhance their efficiency, there are additional steps that management needs to consider in order to optimize the efficiency and effectiveness of their inspection and code enforcement activities. The Department needs to look toward technological advancements that would allow for real-time research and generation of official documents in the field, as well as, better integration with the Department's inspection and code enforcement activities and other City departments.

Finding No. 1: The Department's strategic plan for technology improvements lacks implementation timetables.

Currently, Inspectors in the field issue notices, orders, and official correspondence via hand-written documents, then must return to the office to enter inspection notes and supporting documentation into their computer systems. Inspectors also must return to the office to receive new assignments from their project management systems. Inspectors are not yet equipped with laptops or hand-held devices that would prevent duplicative work and the necessity of returning to the office to retrieved updated status information. The Inspection staff surveys indicate that 75% of Code Enforcement inspectors and between 19-20% of Inspection Bureau inspectors spend at least 50% of their time in the office completing paperwork and performing administrative tasks.

The Department has a technology strategic plan that includes the deployment of handheld devices, portable printers and wireless technology. However, the strategic plan lacks timelines for completion and specific details regarding full implementation of new technology.

An independent survey of 427 inspection staff revealed that, "Although inspection staff are highly satisfied with their positions, they are less likely to agree that they have what they need to do their jobs. This applies both to tools and to other resources, neither of which can be said to meet expectations." The figures below illustrate this point, that approximately 20% of Inspectors surveyed feel they do not have the resources and equipment needed to do their job well.



To improve efficiency, the Department should provide hand-held computer devices to field personnel. This would reduce the amount of time that inspectors spend in the office, eliminate the need to carry paper files into the field, and reduce the overall amount of paperwork. In addition, such a system would pose an additional efficiency benefit, as information could be transmitted to automatically generate notices to LADBS customers, i.e., letters notifying them that their permit will be expiring in 180 days and the need to schedule an inspection, potentially reducing the number of open permits.

Recommendation:

We recommend Department management:

4.1 Establish a priority-based plan to ensure the implementation of planned technological improvements.

Finding No. 2: There is no integrated information system within the Department and with other City departments (e.g., Planning).

Improved system integration can help reduce duplication of efforts and improve the flow of information within the Department and between other City departments. Current weaknesses in system integration have resulted in Inspectors spending additional time repetitively entering information into multiple systems and having disparate access to information.

Inspectors may use as many as three different computer systems that are not fully compatible. For example,

- All Code Enforcement cases appear in the Code Enforcement Information System (CEIS), the Bureau's project management system.
- Any construction that requires a permit will appear in the Plan Check and Inspection System (PCIS), the Department's permit tracking system.
- Any cases involving the City Attorney are tracked in the Citywide Nuisance Abatement Program (CNAP) system.

It is possible that an Inspector would have to use multiple systems in the course of resolving a code violation or issuing a certificate of occupancy. As a result, Inspectors may spend excessive time repetitively entering information into multiple systems, contributing to the significant amount of time spent on administrative and clerical duties.

As summarized in the figure below, our survey of 427 Inspectors revealed that approximately one-third of Inspectors spend more than 50% of their time performing administrative or clerical tasks.

	ORKDAY DEDICATED TO OR CLERICAL TASKS
More than 75%	8.7%
50-75%	26.9%
25-49%	34.9%
Less than 25%	21.8%
None	0.5%
Unsure	1.6%
Missing	5.6%

The Management Information Systems Division has a 5 to 10 year plan that calls for developing an interface between CEIS and PCIS, but their strategic plan lacks specific details regarding timelines for completion. It remains unclear when or how the Department will improve the flow of information.

Recommendations:

We recommend Department management:

- 4.2 Develop time-specific goals for implementing the information systems strategic plan.
- 4.3 Consider developing an integrated information system for Building and Safety activities and other City departments who play a role in approving buildings and structures (e.g., City Planning).

Section V – Survey Results

The Controller's Office contracted with an independent consultant, MGT of America, Inc. to conduct surveys of the Department's customers (inspection and code enforcement complainants) and inspection staff. The consultant, with JD Franz Research, Inc., designed and administered the surveys to obtain staff input on their opinion of Department operations and to assess customer satisfaction with the services provided by the Department.

The survey of inspectors elicited 427 responses and the survey of inspection customers encompassed 417 completed telephone interviews. The responses to the inspection staff and inspection customer surveys provided statistically valid results which serve as the basis for the conclusions noted below. However, a survey of Code Enforcement customers did not elicit a sufficient response to provide statistically valid conclusions. Of the 800 questionnaires mailed out, only 67 completed questionnaires were received (less than 10%). As a result of the poor response rate, no conclusions can be drawn. However, the responses are provided for the Department's and public's information in Attachment B.

Generally, the inspection staff have a positive opinion of their responsibilities and work. Inspection customers also have a favorable opinion of the services provided by the Department and consider inspection staff to be professional and knowledgeable. Areas where the surveys indicate that improvements can be made have been cited in the related sections of the report. Key findings from the inspection staff and customer surveys were:

SURVEY OF INSPECTION STAFF

- Inspection staff are quite positively disposed toward their positions and the work they do.
- Although inspection staff are highly satisfied with their positions, they are less likely to agree that they have what they need to do their jobs.
- In addition to feeling that they lack necessary resources, inspection staff are somewhat disinclined to believe that their opinions are either solicited or valued.
- The majority of inspection staff receive 16 or more hours of training per year, which we understand is the standard. However, a substantial proportion of staff do not receive this much training. In addition, evaluations of the training are not particularly positive.
- From the perspective of inspection staff, workloads tend to be excessive; over half of the staff feel this way.

- It appears that staff spend a considerable amount of time on administrative or clerical tasks. Interestingly, the majority of inspectors view the amount of clerical work they perform as being reasonable. In addition, although perceived reasonableness decreases as the amount of clerical work increases, even those performing such work in excess of 75% of their time are inclined to find this situation reasonable.
- More than nine in ten inspectors say they perform inspections within 48 hours of the receipt of a request. This finding stands in some contrast to the results obtained from the customer survey.
- Over half of inspection staff say they are forced to compromise the quality of the work they do at least some of the time. In addition, one in five say they are sometimes or more often pressured not to write Orders or Notices to Correct.
- The majority of inspection staff feel the amount of supervision they receive is sufficient, receive formal performance evaluations at least annually, and believe the standards by which they are evaluated are acceptable.
- The majority of inspectors are not receiving regular in-person reviews of their work in the field.

SURVEY OF INSPECTION CUSTOMERS

- Most inspection customers contact both the inspectors and the Department's Call Center; fewer use the City's 311 information line and the Department's website.
 All of these resources are viewed as being helpful, with particular satisfaction expressed with regard to the inspectors, the Department's Call Center, and the website.
- Customers rated as "good" the inspectors' provision of clear and thorough explanations, their ability to answer questions, and their availability.
- Inspectors' personal characteristics rated very highly on such factors as courtesy, helpfulness, knowledge, and professionalism.
- One in five single-inspection customers have to wait more than 48 hours after calling to receive an inspection, which suggests that these customers' perceptions of timeliness may not fully meet Department guidelines. As noted previously, inspection staff are substantially more likely to believe they perform inspections within 48 hours.
- Inspectors are almost always on time for their scheduled appointments. In addition, although there is a fair amount of rescheduling, it is about as likely to occur at the request of customers, as it is to meet the needs of inspectors.

- Actual inspections tend to take 30 minutes or less. However, whether this
 reflects undue or unprofessional haste is unclear, because the survey does not
 indicate either the nature of the inspection or the extent to which there were
 inspection issues or challenges.
- Inspection customers are highly satisfied, with nine in ten expressing satisfaction with their experience.
- There is very little evidence of follow-up inspections by supervisory staff for the purposes of quality control.
- Inspection customers who have experience with other cities' inspection services
 are substantially more likely to say that Los Angeles is doing a better job in this
 regard than to say that Los Angeles is doing a worse job. Indeed, only ten of 417
 surveyed customers feel Los Angeles is doing a worse job.

The entire survey report, including methodology, results, and examples of instruments, is included as Attachment B.

A draft audit report was provided to Department management at a July 5, 2006, exit conference. Information and comments provided by the Department during and after the exit conference were considered prior to finalizing this report.

Respectfully submitted,

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June 14, 2006

OFFICE OF THE CONTROLLER

PERFORMANCE AUDIT OF THE DEPARTMENT OF BUILDING AND SAFETY'S INSPECTION AND CODE ENFORCEMENT ACTIVITIES

Ranking of Recommendations

Section Number		Summary Description of Findings	Ranking Code	Recommendations
1		U	1.1 Identify all expired permits without final inspection approval, temporary Certificates of Occupancy and outstanding Notices to Correct.	
		U	1.2 Determine the appropriate disposition for the expired/outstanding documents. For example, determine whether final inspection approval (or Certificate of Occupancy) is warranted, if the construction work meets applicable building codes.	
			N	1.3 Implement a process to identify soon to expire building permits, temporary Certificates of Occupancy or Notices to Correct and require inspectors to determine if there has been any activity that requires inspection or other action.
	2.	The Department lacks consistent and compelling code enforcement methods for long-term code violators.	N	1.4 Establish a consistent and standard process that treats similar violators equally and invokes sufficient penalties for persistently non-compliant cases. Consider seeking a City ordinance to formally establish the code enforcement policy to ensure the equitable, consistent and fair treatment of code violators.
			N .	1.5 Develop a clear policy that articulates when the assessment and waiver of non-compliance fees and other enforcement tools is appropriate. This policy should include criteria for offering a fee waiver to property owners.

Section Number		Summary Description of Findings	Ranking Code	Recommendations
	3.	There is a number of backlogged inspections.	N	1.6 Survey other building departments throughout the nation to identify enforcement methods not currently utilized by the Department, such as administrative hearings, large civil penalties that accrue as non-compliance persists, etc. Consult with the City Attorney and other City officials to determine if any alternative enforcement methods should be adopted by the City.
			U	1.7 Eliminate the backlog of required elevator, pressure vessel and seismic gas shut-off valve inspections.
			N	Conduct all elevator and pressure vessel inspections annually and seismic gas shut-off valve inspections timely.
2	1.	The Department does not ensure that inspection staff are certified.	U	2.1 Designate a State, national, or international certification program(s) that is appropriate for the City's inspection staff.2.2 Ensure that all inspection staff become
				certified by the designated program as appropriate for their required expertise and in accordance with State law.
	2.	The Department does not ensure that inspection staff meet continuing professional education requirements.	N	2.3 Generate annual and three-year reports to actively monitor the hours of technical training each Inspector has attended and notify Inspectors and their supervisors when training requirements may not be met.
			N	Ensure all Inspectors meet training requirements on an annual and three-year basis.
	3.	The Department's oversight of inspection and code enforcement activities is not adequate.	N	2.5 Develop a comprehensive policy for the Inspection and Code Enforcement Bureaus that establishes the extent and frequency of supervisory activities, such as follow-up inspections or ride alongs and file reviews. The policy should also establish documentation requirements and steps for resolution, if necessary.

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Section Number	Summary Description of Findings	Ranking Code	Recommendations
	The Department's oversight of Registered Deputy Inspectors is not adequate.	U	2.6 Verify the qualifications of Deputy Inspector applicants to ensure eligibility requirements are met.
		N	2.7 Establish standard disciplinary actions for Deputy Inspectors who make false or misleading statements, or misrepresentations in written submissions to the Department in accordance with the LAMC.
		N	2.8 Establish standards for reviewing Deputy Inspectors' work including the timing and frequency of review.
		N	Develop an electronic means to track disciplined Deputies so that increased monitoring can be conducted by field inspectors.
	,	N	2.10 Revise the policies and procedures manual for the Materials Control Division and Inspections Bureau to incorporate newly established procedures.
3	The Department lacks comprehensive and accurate performance measures for inspection activities.	N	3.1 Accurately define and capture all responses (cancelled, no access for inspection, etc.) for calculating performance statistics. Inspector-initiated rescheduled inspections should be recorded as rolled-over calls.
		N	3.2 Identify customer-initiated rescheduled inspections as such and monitor for reasonableness by supervisors.
		N.	3.3 Identify performance measures correctly, such as "Percentage of Responses to Called Inspections" and consider separately tracking other statistics related to conducting/completing inspections or number of inspection stops.

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Section Number		Summary Description of Findings	Ranking Code		Recommendations
	2.	The Department lacks comprehensive and accurate performance measures for code enforcement activities.	N	3.4	Develop long-term performance measures that demonstrate progress towards Code Enforcement goals and diagnose where Code Enforcement activities deviate from intended results.
			N	3.5	Develop an operational plan that defines what efforts are needed to be diligent with code enforcement activities and how these efforts are measured.
			N	3.6	Develop performance measures that document efficient use of resources, monitor whether violations have been corrected, rates of voluntary compliance, rates of induced compliance, response times by priority, the cost of enforcement activities, the impact of Code Enforcement on the community, and other industry-recognized performance standards and measures. These performance measures should reflect actual code violations while additional workload indicators should be developed to reflect activities not associated with actual code violations.
			N	3.7	Consider developing performance measures that enable comparison with other municipalities.
			D	3.8	Consider developing statistical measures that can be entered into mapping systems (e.g., Geographic Information Systems - GIS) to show the geographic distribution of types of violations, types of orders, and rates of compliance.
	3.	The Department needs to improve their processes to obtain public feedback on their services.	N	3.9	Emphasize the purpose and benefit of soliciting sufficient public feedback, develop reporting methods that accurately reflect trends in public input, and ensure managers are informed about public perceptions and satisfaction with the quality of services provided by their staff.
·			D	3.10	Consider assigning managers to conduct cold calls involving personnel outside their own span of control. For example, managers in the Inspection Bureau might conduct cold calls for Code Enforcement patrons.

Section Number		Summary Description of Findings	Ranking Code		Recommendations
	4.	The Code Enforcement Bureau policy and procedure manuals are not current and are incomplete.	N	3.11	Consider developing a single comprehensive manual that encompasses all of the Code Enforcement Bureau's inspection groups.
			D	3.12	Consider developing an electronic version of the manual that could be accessed with handheld or portable electronic devices.
4	1.	The Department's strategic plan for technology improvements lacks implementation timetables.	N	4.1	Establish a priority-based plan to ensure the implementation of planned technological improvements.
	2.	There is no integrated information system within the Department and with other	N	4.2	Develop time-specific goals for implementing the information systems strategic plan.
		City departments.	D	4.3	Consider developing an integrated information system for Building and Safety activities and other City departments who play a role in approving buildings and structures (e.g., City Planning).

Description of Recommendation Ranking Codes

- **U Urgent** The recommendation pertains to a serious or materially significant audit finding or control weakness. Due to the seriousness or significance of the matter, immediate management attention and appropriate corrective action is warranted.
- **N Necessary** The recommendation pertains to a moderately significant or potentially serious audit finding or control weakness. Reasonably prompt corrective action should be taken by management to address the matter. Recommendation should be implemented no later than six months.
- **D Desirable** The recommendation pertains to an audit finding or control weakness of relatively minor significance or concern. The timing of any corrective action is left to management's discretion.

N/A - Not Applicable

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City of Los Angeles OFFICE OF THE CITY CONTROLLER

SURVEY OF DEPARTMENT OF BUILDING AND SAFETY INSPECTORS AND CUSTOMERS

FINAL REPORT



JD FRANZ RESEARCH, INC. Public Opinion and Marketing Research

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I. INTRODUCTION

Background

The research findings presented in this report derive from surveys of Los Angeles Department of Building and Safety (Department) inspection staff and inspection customers that were commissioned by MGT of America, Inc. on behalf of the Office of the City Controller for the City of Los Angeles. Both surveys were designed and administered by JD Franz Research, Inc. of Sacramento.

The survey of inspectors, which elicited 427 responses, was conducted on the Internet between April 19 and May 10, 2006. The survey of inspection customers, which encompassed 417 completed interviews, was conducted by telephone between April 25 and May 5.

Survey Purposes and Inquiries

The primary purpose of the survey of inspectors was to obtain staff input into an audit of the Department. Specific areas of inquiry for this survey were as follows:

- Overall satisfaction with positions in the Department of Building and Safety
- Assessments of various aspects of working for the Department
- Evaluations of job-related technical training inspectors have received in the past year
- Assessments of workload and constraints
- Assessments of supervision and evaluations
- Inspector demographics, including the numbers of years inspectors have been in their present positions and the types of inspections they provide
- Comments

The main goal of the survey of inspection customers was to assess customer satisfaction with the services provided by the Department. Areas of investigation for this survey were the following:

- Numbers of inspections customers requested during calendar year 2005
- Evaluations of the Department's information sources and staff

- Assessments of the inspection process
- Overall satisfaction with inspectors and with the inspection process
- Comments customers would like to communicate to the Department of Building and Safety
- Among customers with more than one inspection, comparisons of the job
 Los Angeles does in this area to the job other cities do
- Customer demographics, including type of property involved in the inspection and ownership status

Survey of Code Violators

A third survey, of Department customers with code violations, was also commissioned by MGT on behalf of the Office of the City Controller and conducted by JD Franz Research. Because neither telephone numbers nor email addresses were available for most of these customers, this survey was conducted by mail.

The original mailing for this survey, which consisted of 800 questionnaires, was conducted on April 19. Follow-up reminders were sent on April 28 and May 3. The mailed questionnaires were in English, but follow-up also offered the document in Spanish. Four people requested and were sent the Spanish version.

As of the cutoff date for this survey, only 67 completed questionnaires had been received, for a rate of return of one percent. (A total of 94 questionnaires were returned as undeliverable, but only four of these could be resent.) As results from a survey with such a low response rate can be extremely misleading, responses to the mail survey were not analyzed for trends or conclusions. The reader can find the questionnaire for this survey in Appendix A, data tabulations of responses to the survey in Appendix D, and responses to the open-ended questions of the survey in Appendix H.

Key Findings and Conclusions

SURVEY OF INSPECTION STAFF

 Inspection staff are quite positively disposed toward their positions and the work they do.

- Although inspection staff are highly satisfied with their positions, they are less likely to agree that they have what they need to do their jobs.
- In addition to feeling that they lack necessary resources, inspection staff are somewhat disinclined to believe that their opinions are either solicited or valued.
- By far the majority of inspection staff receive 16 or more hours of training per year, which we understand as being the standard. There is, however, a substantial proportion of staff who do not receive this much training. In addition, evaluations of the training are not particularly positive.
- From the perspective of inspection staff, workloads tend to be excessive; over half of the staff feel this way. In addition, it appears that staff spend a considerable amount of time on administrative or clerical tasks.
- Interestingly, the majority of inspectors view the amount of clerical work they perform as being reasonable. In addition, although perceived reasonableness decreases as the amount of clerical work increases, even those performing such work in excess of 75 percent of their time are inclined to find this situation reasonable.
- More than nine in ten inspectors say they perform inspections within 48
 hours of the receipt of a request. This finding stands in some contrast to
 the results obtained from the customer survey.
- Over half of inspection staff say they are forced to compromise the
 quality of the work they do at least some of the time. In addition, one in
 five say they are sometimes or more often pressured not to write Orders or
 Notices to Correct.
- By far the majority of inspection staff feel the amount of supervision they
 receive is sufficient, receive formal performance evaluations at least
 annually, and believe the standards by which they are evaluated are
 acceptable.
- It would seem that the majority of inspectors are not receiving regular inperson reviews of their work in the field.

SURVEY OF INSPECTION CUSTOMERS

 Most inspection customers contact both the inspectors and the Department's Call Center; fewer use the City's 311 information line and the Department's Web site.

- All of these resources are viewed as being helpful, with particular satisfaction expressed with regard to the inspectors, the Department's Call Center, and the Web site.
- Customer ratings of inspectors' provision of clear and thorough explanations, their ability to answer questions, and their availability are all good; the inspectors would appear to meet expectations in all of these respects.
- Insofar as the personal characteristics of the inspectors are concerned, staff would seem to exceed expectations; they rated very highly on such factors as courtesy, helpfulness, knowledge, and professionalism.
- One in five single-inspection customers have to wait more than 48 hours after calling to receive an inspection, which suggests that these customers' perceptions of timeliness may not fully meet Department guidelines. As noted previously, inspection staff are substantially more likely to believe they perform inspections within 48 hours.
- The inspectors themselves are almost always on time for their scheduled appointments. In addition, although there is a fair amount of appointment rescheduling, it is about as likely to occur at the request of customers as it is to reflect the needs of inspectors.
- Actual inspections themselves tend to take 30 minutes or less. Whether
 this reflects undue or unprofessional haste is unclear, because the
 database used for the survey does not indicate either the nature of the
 inspection or the extent to which there were inspection issues or
 challenges.
- Inspection customers are highly satisfied, with nine in ten expressing satisfaction with their experience.
- There is very little evidence of follow-up for the purposes of quality control.
- Inspection customers who have experience with other cities' inspection services are substantially more likely to say that Los Angeles is doing a better job in this regard than to say that Los Angeles is doing a worse job. Indeed, only ten surveyed customers feel Los Angeles is doing a worse job.

Structure of the Report

Following this Introduction, the report is divided into four additional sections.

Section II contains a detailed discussion of the Research Methods used in conducting the surveys. Section III presents the Findings From the Survey of Inspection Staff and Section IV discusses the Findings From the Survey of Inspection Customers. Finally, Section V contains the research firm's Conclusions and Recommendations.

For reference, there are also seven appendices. Appendix A contains copies of the Survey Instruments that were used in conducting the research. Appendix B includes Detailed Data Tabulations For the Survey of Inspection Staff, Appendix C provides Detailed Data Tabulations For the Survey of Inspection Customers, and Appendix D presents Detailed Data Tabulations for the Survey of Code Violators. Appendix E contains Statistically Significant Cross-Tabulations of Inspection Staff Data. Appendix F provides "Other" Comments Made by Inspection Customers. Finally, Appendix H presents Comments Made by Code Enforcement Customers.

II. RESEARCH METHODS

Survey Strategies

The survey of inspection staff was conducted over the Internet using Zip Survey. This strategy was selected because all of the inspectors have email addresses, and they are also accustomed to dealing with electronic communications.

The survey of inspection customers, on the other hand, was conducted by telephone. This approach was chosen because telephone surveys are among the most effective in obtaining representative results from cross-sections of general populations.

Instrument Design

The survey instruments that were used in conducting this research were designed by the President of JD Franz Research in consultation with performance audit staff in the Office of the City Controller and the Western Regional Director for MGT. Department of Building and Safety staff were also consulted on the design of the survey of inspection staff. The survey of inspection staff was designed to gain broad feedback from these employees. As such, questions were not tailored by type of inspector. After drafts of the instruments had been reviewed and modified on the basis of comments from these individuals, final versions were submitted for approval for testing.

The survey of inspection staff was tested in-house by staff at JD Franz Research. The survey of inspection customers was pretested among a random sample of respondents selected in the same manner as the survey sample would be selected. Following the test and pretest, the research firm's President consulted with audit staff and MGT concerning the results, and a few minor modifications were made before the instruments were finalized.

After the survey instruments were approved, the telephone instrument was translated into Spanish. Translation services were provided by Lazar and Associates of Los Angeles.

Sample Selection

Population lists for both surveys were provided by the Office of the City Controller. The list for the survey of inspection customers, which initially included every permit issued in calendar year 2005, was de-duplicated to the extent possible by MGT. Included in the final populations were 475 inspection staff members and 37,178 inspection customers. A sample of inspection customers

was then selected at random by the Project Manager at JD Franz Research. The survey of inspection staff was a census of all inspectors.

Interviewer Training

All of the interviewers who conducted the telephone survey had undergone intensive training and briefing prior to conducting any actual interviews. Training includes instruction in interviewing techniques, the mechanics of sample selection and recording, a systematic approach to answering respondents' inquiries, and use of the computer-assisted telephone interviewing (CATI) system as well as extensive practice with actual survey instruments.

Internet Survey Implementation

The online survey of inspection staff was launched on April 19 and closed on May 10, 2006. Reminders were sent on April 27 and May 4. Email bounce backs were corrected by the Office of the City Controller whenever possible, and new invitations were issued as needed. The survey software that was used for the online survey protected the identity of survey respondents and prohibited respondents from completing the survey more than once. The final response rate for this survey was 90 percent, which is generally viewed as being outstanding.

Telephone Survey Implementation

Interviewing for the telephone survey was conducted from the centralized, CATI-equipped, and fully monitored facility at JD Franz Research under the ongoing oversight of full-time Supervisors. Spanish-speaking interviewers were available in the event someone requested an interview in that language.

Immediately upon completion of each interview, a Supervisor checked it for accuracy, clarity, and completeness so that any problem areas could be discussed with the interviewer while the conversation was still remembered. In the event problems could not be resolved by recall, respondents were called back for clarification or amplification. Interviews that could not be corrected (n=2) were discarded so there would be no missing data in the database.

In all, a total of 417 interviews were completed. Given this sample size, the margin of error for the survey at the 95 percent confidence level is + 4.8 percent.

The cooperation rate for the survey was 75 percent. A cooperation rate of this magnitude is generally viewed as being very good.

Data Coding, Tabulation, and Analysis

ATTACHMENT B

Coding of the surveys' open-ended questions was undertaken in four stages. First, a Supervisor at JD Franz Research reviewed all of the open-ended responses in the first 100 interviews that were completed in order to develop a codebook, which was approved by the Project Manager. A coding team comprised of Supervisors and specially trained supervisory and interviewing staff then used the codebook to code the survey's open-ended questions, setting aside any responses that failed to conform to the coding scheme for the possible addition of new codes. In order to achieve consistency, the coding team worked in pairs and as a group, checking each others' work and fully discussing any debatable responses prior to coding them.

Once all of the interviews that failed to conform to the initially established coding scheme had been identified, the Supervisor and the coding team reviewed the uncoded answers and added new codes as appropriate. This approach ensures that there is a minimal percentage of "other" responses to the open-ended questions. Finally, in order to ensure the overall consistency of the coding effort, the Project Manager reviewed a ten percent random sample of the codes.

The resulting data were then exported into the data analytic software SPSS for Windows and checked for accuracy, adherence to the pre-established coding scheme, and internal logic. In addition, preliminary tabulations were reviewed manually to check for errors. Finally, tabulations, means, and other analyses were prepared using SPSS for Windows.

III. FINDINGS FROM THE SURVEY OF INSPECTION STAFF

Findings from the survey of inspection staff are presented here in the same order as the questions were displayed to respondents. Readers who are interested in the precise phrasing of the inquiries are invited to consult the copy of the survey instrument that could be found in Appendix A.

Because the Office of the City Controller anticipated that responses to this survey might differ between inspection staff and code enforcement staff, crosstabulations of every closed-ended question were run by these two groups of respondents. The actual independent variables were inspectors of commercial property, inspectors of residential property, and code enforcement staff.

Statistically significant results of these analyses (p=.05 for the chi-square test) that present patterns of interest are discussed in connection with the applicable questions in this section of the report. All of the statistically significant data can be found in Appendix E.

Overall Satisfaction

As shown in Figure 1, the majority of inspectors are very satisfied with their position in the Department of Building and Safety. In addition, over a quarter are somewhat satisfied. These figures sum to nine in ten (90 percent).

OVERALL SATISFACTION WITH POSITION IN THE DEPARTMENT OF BUILDING AND SAFETY

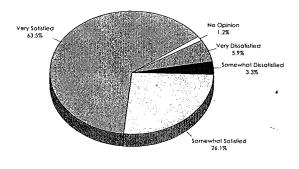


Figure 2 illustrates that over two-thirds of inspectors are very likely to recommend this position to a friend. In addition, nearly a fifth are somewhat likely to do so. When summed, these figures total close to nine in ten (87 percent).

Figure 1

LIKELIHOOD OF RECOMMENDING THIS POSITION TO A FRIEND

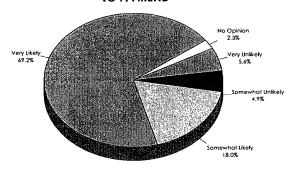
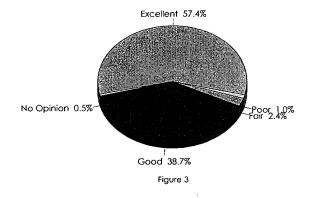


Figure 2

Work Processes and Products

Figure 3 demonstrates that somewhat over half of inspectors evaluate the quality of the work they do as excellent. Additionally, around two-fifths view their work as being good. The sum of these figures includes virtually everyone (96 percent).

ASSESSMENTS OF THE QUALITY OF THE WORK INSPECTORS DO



As Figure 4 reveals, slightly less than two-thirds of inspectors believe their colleagues are very committed to doing quality work. Another quarter think their co-workers are somewhat committed. These figures total almost nine in ten (88 percent).

COMMITMENT OF INSPECTORS' COLLEAGUES TO DOING QUALITY WORK

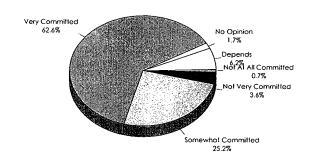
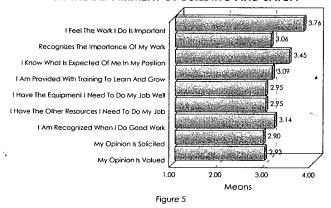


Figure 4

Presented in Figure 5 are the mean levels of agreement with statements about working for the Department of Building and Safety on a four-point scale where one equals strongly disagree and four equals strongly agree. As this chart illustrates, most of the values exceeded the level of "agree" (mean value of 3.00). Most likely to be agreed with are "I feel the work I do is important" (3.76) and "I know what is expected of me in my position" (3.45).

Four of the values, however, fall below the level of "agree." They are "I have the equipment I need to do my job well" (2.95), "I have the other resources to do my job well" (2.95), "My opinion is valued" (2.93), and "My opinion is solicited" (2.90).

LEVELS OF AGREEMENT WITH STATEMENTS ABOUT WORKING FOR THE DEPARTMENT OF BUILDING AND SAFETY



Considering these results by type of inspector, the following differences are statistically significant:

ATTACHMENT B

Code enforcement personnel are less likely than other staff to agree strongly that they feel the work they do is important. The figures are 62 percent for those in code enforcement versus 88 percent for both types of inspectors. When responses of strongly agree and agree are summed, however, the differences virtually disappear.

Those who inspect commercial property are more likely than other types of inspectors to disagree that they know what is expected of them in their positions. The figures are eight percent for those who inspect commercial property versus three percent for inspectors of residential property and two percent for those in code enforcement.

Inspectors of commercial property are more likely than other types of inspectors to disagree that they are recognized by their supervisors when they do good work. The figures are 22 percent for commercial property inspectors versus 17 percent for those who inspect residential property and 8 percent of those in code enforcement.

Code enforcement staff are less likely than other staff to agree that their opinions are solicited. The figures are 65 percent for those in code enforcement versus 72 percent for commercial property inspectors and 77 percent for residential property inspectors.

Code enforcement personnel are less likely than other staff to agree that their opinions are valued. The figures are 68 percent for those in code enforcement versus 71 percent for inspectors of commercial property and 79 percent for inspectors of residential property.

Figure 6 depicts the numbers of hours of job-related technical training inspectors have received in the past year. Close to three-quarters (71 percent) received 16 or more hours of training in the year. A fifth, on the other hand, received 15 or fewer hours of training, and three percent had no training.

NUMBERS OF HOURS OF JOB-RELATED TRAINING INSPECTORS HAVE RECEIVED IN THE PAST YEAR

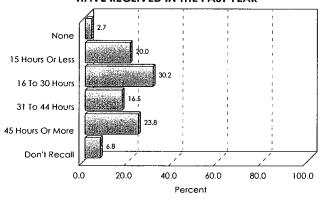


Figure 6

Those who inspect commercial property are much less likely than other types of inspectors to have received 16 or more hours of training in the year preceding the survey. Over a third of those who inspect commercial property (36 percent) have received 15 or fewer hours of training, versus 12 percent of residential property inspectors and 11 percent of code enforcement personnel.

Of those who have received job-related technical training in the past year, as Figure 7 shows, somewhat less than a quarter rate the usefulness of the training as being excellent. In addition, more than two-fifths deem its usefulness to be good. When summed, these figures total over two-thirds (69 percent). It is also worth noting that about a quarter evaluate the usefulness of the training as being fair.

USEFULNESS OF TRAINING INSPECTORS HAVE RECEIVED

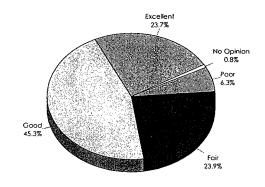


Figure 7

Inspectors of commercial property are substantially more likely than other staff to view the training they have received as excellent or good. The figures are 80

ATTACHMENT B

percent for commercial property inspectors, 66 percent for code enforcement staff, and 56 percent for residential property inspectors.

Workload and Time Constraints

As Figure 8 demonstrates, half of inspectors evaluate their current workload as being excessive. A little over two-fifths, however, deem it to be just about right.

ASSESSMENTS OF CURRENT WORKLOAD

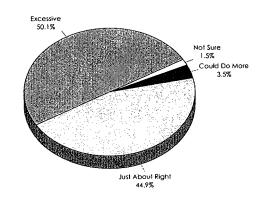


Figure 8

Those who inspect commercial property are much more likely to view their current workloads as being excessive. The figures are 63 percent for commercial property inspectors, 43 percent for code enforcement personnel, and 35 percent for residential property inspectors.

Figure 9 illustrates that almost two-fifths of inspectors (38 percent) spend 50 percent or more of their workday on administrative or clerical tasks. Additionally, another close to two-fifths spend 25 to 49 percent of the time on such tasks.

PROPORTIONS OF INSPECTORS' WORKDAY SPENT ON ADMINISTRATIVE OR CLERICAL TASKS

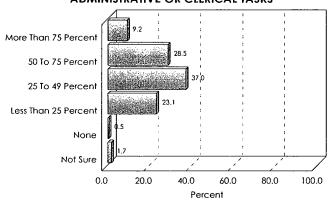


Figure 9

Code enforcement staff are much more likely than other types of inspectors to spend 50 percent or more of their time on administrative or clerical tasks. The figures are 75 percent for those in code enforcement versus 20 percent for residential property inspectors and 19 percent for commercial property inspectors.

Figure 10 reveals that approximately one in five inspectors view the amount of time they spend on administrative and clerical tasks as being very reasonable. In addition, nearly half deem this amount of time to be somewhat reasonable. These figures sum to over two-thirds (69 percent).

ASSESSMENTS OF THE AMOUNT OF TIME SPENT ON ADMINISTRATIVE OR CLERICAL TASKS

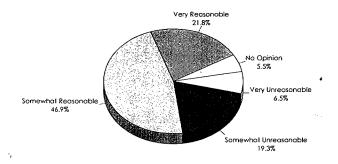


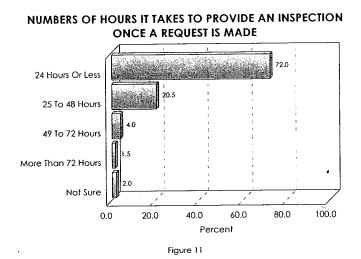
Figure 10

Table 1 shows that as the amount of time spent on administrative and clerical tasks increases, the perceived reasonableness of this time expenditure decreases. At the same time, however, even those spending more than 75 percent of their time on such tasks are inclined to find this reasonable.

		Table 1			
ASSESSMENTS OF THE AMOUNT OF TIME SPENT ON ADMINISTRATIVE OR CLERICAL TASKS BY TIME SPENT ON SUCH TASKS					
	More Than 75 Percent	50 to 75 Percent	25 to 49 Percent	Less Than 25 Percent	None
Very and Somewhat Reasonable	64.7	67.0	71.6	85.6	_
Very and Somewhat Unreasonable	35.3	33.0	28.4	14.4	100.0
Totals	100.0	100.0	100.0	100.0	100.0

*Pearson's Chi-Square is statically significant with p=.011.

As shown in Figure 11, for nearly three-quarters of inspectors it takes 24 hours or less to provide an inspection once a request has been made. In addition, about a fifth perform inspections within 25 to 48 hours of the time they receive a request. When summed, these figures total to more than nine in ten (93 percent).



Only code enforcement personnel have any substantial likelihood of reporting that it takes more than 48 hours to provide inspections once requests are made. No residential property inspectors say so, and only two percent of commercial property inspectors say so. The figure for those in code enforcement is 14 percent.

Figure 12 demonstrates that around a third of inspectors never need to reschedule inspection appointments due to time constraints. Somewhat over two-fifths reschedule their appointments less than once a day.

FREQUENCY WITH WHICH INSPECTORS NEED TO RESCHEDULE APPOINTMENTS DUE TO TIME CONSTRAINTS

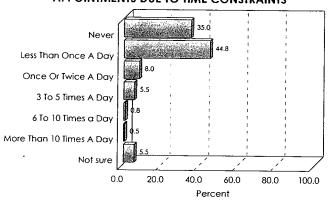


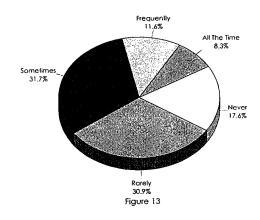
Figure 12

Residential property inspectors are least likely to reschedule appointments. Responses of less than once a day or never represent 97 percent of those who inspect residential property, 90 percent of those in code enforcement, and 64 percent of those who inspect commercial property.

The frequency with which inspectors compromise the quality of their work because of time constraints is depicted in Figure 13. About one in five inspectors never do so. Over half, on the other hand (52 percent), find themselves compromising the quality of work due to time limitations sometimes or more frequently.

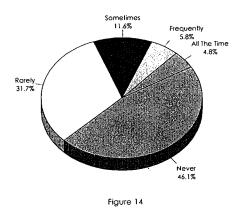
ATTACHMENT B

FREQUENCY WITH WHICH INSPECTORS COMPROMISE THE QUALITY OF THEIR WORK BECAUSE OF TIME CONSTRAINTS



As Figure 14 indicates, more than a fifth of inspectors (22 percent) are pressured not to write Orders or Notices to Correct sometimes or more frequently. Close to eight in ten (78 percent), however, rarely or never find themselves in such situations.

OCCURRENCE OF SITUATIONS WHEN INSPECTORS ARE PRESSURED NOT TO WRITE ORDERS OR NOTICES TO CORRECT



Those who inspect commercial property are most likely to say they are pressured not to write Orders or Notices to Correct. Responses of all the time, frequently, and sometimes represent 29 percent of those who inspect commercial property, 18 percent of those who inspect residential property, and 16 percent of those in code enforcement.

Supervision and Evaluation

Figure 15 illustrates that nearly nine in ten inspectors evaluate the amount of supervision they receive as being sufficient. Only seven percent experience an excessive amount of supervision.

ASSESSMENT OF THE AMOUNT OF SUPERVISION INSPECTORS RECEIVE

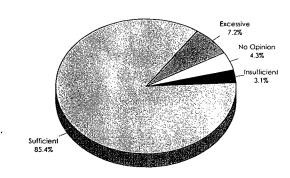


Figure 15

Figure 16 shows that over a quarter of inspectors (28 percent) have had a supervisor directly review their work eleven or more times in the past year, or about once a month or more often. About a third, on the other hand, have had supervisors work reviews less than five times during the same time period. Seventeen percent do not recall.

NUMBERS OF TIMES SUPERVISOR DIRECTLY REVIEWED INSPECTORS WORK IN THE PAST YEAR

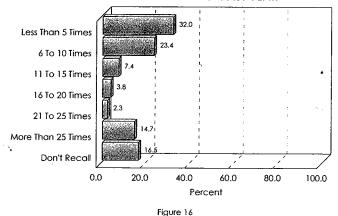
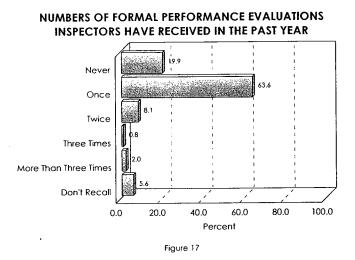


Figure 17 portrays the numbers of performance evaluations inspectors have received in the past year. Somewhat less than two-thirds have had a formal

performance evaluation once during this time period. One in five, however, have never had a formal performance evaluation during the year.



As Figure 18 demonstrates, around six in ten inspectors view the standards used to evaluate their performance as being good. In addition, one-fifth deem these standards to be excellent. These figures total almost eight in ten (78 percent).



Figure 18

Those who gave fair or poor answers to the question, "How would you assess the standards that were used to evaluate your performance?" were asked a follow-up question about possible revisions. Inspectors' answers about how the performance standards should be revised have been transcribed verbatim and are presented below.

Although these comments are quite diverse, three themes emerge. Some note that the highest performance rating, which is "competent," does not seem to

encourage employees to strive for excellence. In addition, inspectors express the need for a common set of guidelines for acceptable solutions to common code violations. Finally, the need to focus on public safety and quality of inspections are also mentioned.

- The highest performance rating achievable is competent which is not very inspiring.
- Inspection is critical for the performance of building in emergency situations like fire and earthquake. A yearly review of every inspector's buildings done by a group of independent inspectors to see the level of code mistakes and plan missed should be done. Any inspector that fails to achieve satisfactory grade should be removed from inspection.
- The cases that are handled should be evaluated for the level of difficulty that they present. Numbers alone do not tell the story.
- They should be done more often.
- More sub categories needed to tailor evaluations to individual inspectors.
- Inspectors should find a common set of guidelines as to what will be acceptable solutions to common code violations.
- Additional staff to lighten the work load. Being more efficient only goes so far. Eventually more staff is needed to keep up with demand. It has become increasingly more difficult over the last couple years to keep up with our customer expectations.
- On fairness, competency, quality of work, quantity of work done, honesty
 with guidance to contractors and owners at work, ability to plan and
 organize work, and treat people with respect and politeness.
- Let the inspectors regulate their own time instead of management. Management doesn't realize the time certain tasks take.
- No comment.
- No comment.
- I do not have an opinion.
- Not sure.

- No opinion.
- Allowed time to perform quality inspections without having to worry about time constraints and whether all calls are made in a certain time frame. The department name is Building and Safety. Certain contractors need more attention to their jobs to insure safety and compliance with the code which is a minimum. Training and the opportunity to discuss various code topics in the office are beneficial for all because it puts everyone on the same page. We are supposed to be facilitators, not regulators.
- Provide space for employee evaluation of the department.
- No changes required.
- The department should be re-focused on public safety as the top priority. The evaluation process should then reflect this.
- The department's focus should be re-directed toward public safety as the top priority and the standards should then be established to reflect this.
- The best evaluation that an LA civil employee can attain is simply competent, which is just a step above improvement. These standards seem to encourage a complacement just do enough to get by attitude. How is one to gauge and encourage progress in degrees of excellence? As well as note this progress from year to year. The only other time such an evaluation was presented was with my elementary school report card.
- Information should be only for the last six months.
- No opinion.
- Remove the March of Dimes, golf tournaments, the good old boy network, and casino nights from being the main factor in determining job performance.
- I should know that it is my evaluation. This last evaluation I had my supervisor keep it for me so I never knew it was my review.
- Let the employee know he is walking into his evaluation prior to being evaluated.

Respondent Characteristics

Table 2 indicates that somewhat over half of responding inspectors have been in their present position for five to nine years. More than a quarter have been there for ten years or more.

Table 2				
NUMBER OF YEARS IN	ISPECTORS HAVE BEEN IN THE	IR PRESENT POSITIONS		
	Frequency	Percent		
Less Than A Year	57	14.5		
1 Or 2 Years	52	13.2		
3 Or 4 Years .	71	18.1		
5 To 9 Years	105	26.7		
10 Years Or More	108	27.5		

Longevity is highest among those who inspect commercial property. Tenures of five years or more represent 60 percent of commercial property inspectors, 56 percent of residential property inspectors, and 47 percent of those in code enforcement.

As Figure 19 illustrates, somewhat over two-fifths of responding inspectors provide commercial property inspection services. A quarter perform residential property inspections, and the remaining about a third provide code enforcement services.

TYPE OF INSPECTION SERVICES

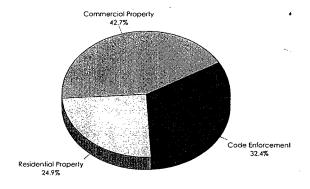


Figure 19

According to the Office of the City Controller, City inspectors are responsible to oversee the work performed by independent Registered Deputy Inspectors (Deputies) and have the authority to inspect specific jobs performed by these Deputies. As shown in Figure 20, slightly over two-fifths of responding inspection staff inspect 25 percent or less of the Deputy inspections assigned to them, while only about a fifth inspect more than 75 percent of such inspections. It is also worth noting that over a quarter are not sure.

PROPORTIONS OF INSPECTIONS ORIGINALLY COMPLETED BY DEPUTY INSPECTORS THAT INSPECTORS RE-INSPECT

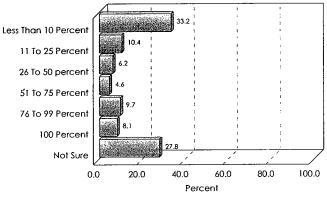


Figure 20

Inspectors' comments at the conclusion of the survey have been coded and are presented in Table 3. More specifically, inspection staff were asked, "Please use the space below and additional pages in necessary to explain or elaborate upon your answers or to make any other comments you may have."

The largest group of inspectors provided various suggestions and complaints that did not fall into any particular category (80 percent). This is followed by other positive comments (23 percent), neutral comments (18 percent), requests for help and additional personnel (8 percent), and expressions of gratitude for the opportunity to voice one's opinion and participate in the survey (8 percent). These comments total to more than 100 percent because participants were able to submit multiple responses. All of the "other" comments made by inspectors are presented in Appendix F.

Table 3				
COMMENTS INSPECTORS PROVIDED				
	Frequency	Percent		
POSITIVE COMMENTS				
Thanks For The Opportunity To Participate/Thanks For The Survey/Thank You/Thanks For Caring	12	7.7		
Enough To Ask My Opinion				
I Love My Job	9	5.8		
Other Positive Comments	36	23.1		
SUGGESTIONS AND COMPLA	JINTS			
We Need More Help/Need Additional Personnel	12	7.7		
Our Offices Are Too Small	3	1.9		
Management Is More Concerned With Quantity of Inspections, Not Quality	8	5.1		
Training Needs To Be More Task-Specific, Such As Zone Training	3	1.9		
Other Suggestions Or Complaints	125	80.1		
NEUTRAL COMMENTS				
Many Of These Questions Do Not Apply To Me	8	5.1		
Other Neutral Comments	28	17.9		
Other Non-Categorical Responses	20	12.8		
Nothing	4	2.6		
No Comment	11	7.1		

IV. FINDINGS FROM THE SURVEY OF INSPECTION CUSTOMERS

Findings from the survey of inspection customers are presented in this section in approximately the same order as the questions were posed to respondents. Readers who are interested in the precise structure of the inquiries are again invited to consult the survey instrument, which are located in Appendix A.

Numbers of Inspections Customers Requested

Table 1 displays the numbers of inspections customers requested during calendar year 2005. A little less than a quarter called for only one inspection, while about a third (31 percent) had two or three inspections. Roughly another third of customers (32 percent) had more than five inspections.

Table 1				
NUMBERS OF INSPECTIONS CUSTOMERS CALLED FOR DURING CALENDAR YEAR 2005				
	Frequency	Percent		
One	100	24.0		
Two	78	18.7		
Three	53	12.7		
Four	29	7.0		
Five	26	6.2		
Six To Ten	57	13.7		
11 To 20	43	10.3		
21 To 50	22	5.3		
More Than 50	9	2.2		

Evaluations of the Department's Information Sources and Staff

Figure 1 indicates that around two-thirds of customers called the Department's Call Center in the course of scheduling and following up on their inspections, and over half contacted the inspector. Almost one-third used the Department's Web site. Finally, thirteen percent of customers called the City's 311 information line.

EXTENT TO WHICH CUSTOMERS USED VARIOUS SOURCES OF INFORMATION TO SCHEDULE AND FOLLOW UP ON INSPECTIONS

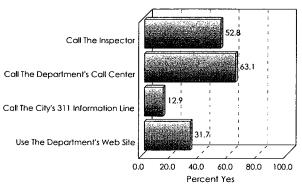


Figure 1

Figure 2 portrays the mean helpfulness of the Department's various information sources on a scale of one to four where one equals not at all helpful and four equals very helpful. These sources include calling the inspector, calling the Department's Call Center, calling the City's 311 Information line, and using the Department's Web site.

As the graphic shows, all of the ratings are above the level of "somewhat helpful" (mean value of 3.00). In addition, three of the four scores are closer to level of "very helpful": the Department's Call Center (3.61), the inspector (3.55), and the Department's Web site (3.55).

HELPFULNESS OF VARIOUS SOURCES OF INFORMATION

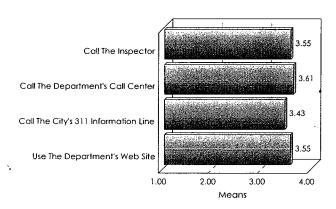


Figure 2

Presented in Figure 3 are the mean ratings of various characteristics of the inspection staff on a four-point scale where one equals poor and four equals excellent. As this display illustrates, all three values are above the level of "good" (mean value of 3.00). The highest scores were accorded to answering

customers' questions (3.26) and explaining everything customers needed to do (3.22).

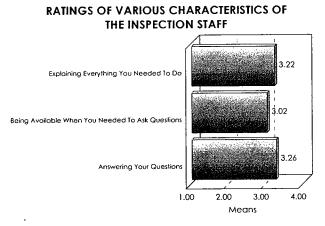
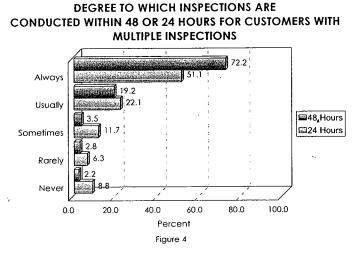


Figure 3

Assessments of the Inspection Process

Figure 4 demonstrates that over nine in ten customers with more than one inspection (91 percent) had their inspections usually or always conducted within 48 hours. In addition, more than seven in ten (73 percent) usually or always had their inspections performed within 24 hours.



As depicted in Figure 5, about two-thirds of customers with a single inspection (64 percent) waited 48 hours or less between the time they made the request for an inspection and the time the inspector arrived; over two-fifths waited 24 hours

or less. It is also worth mentioning that close to one-fifth did not recall this information.

NUMBERS OF HOURS BETWEEN THE TIME CUSTOMERS WITH A SINGLE INSPECTION MADE THE REQUEST AND THE TIME THE INSPECTOR ARRIVED

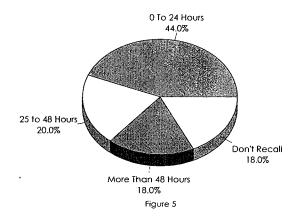


Figure 6 reveals that nearly nine in ten customers with more than one inspection (86 percent) indicated that the inspectors were always or usually on time. Only five percent reported that their inspectors were never on time.

FREQUENCY WITH WHICH THE INSPECTORS WERE ON TIME FOR CUSTOMERS WITH MULTIPLE INSPECTIONS

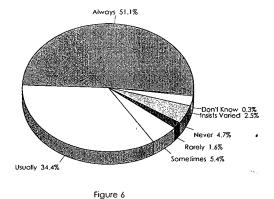


Figure 7 demonstrates that more than eight in ten customers with only one inspection had their inspectors arrive on time for the appointment. Close to ten percent did not.

EXTENT TO WHICH THE INSPECTORS WERE ON TIME FOR CUSTOMERS WITH A SINGLE INSPECTION

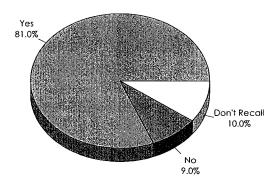
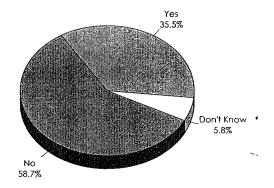


Figure 7

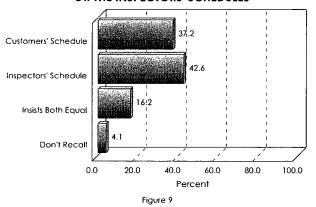
As portrayed in Figure 8, over a third of all customers had their appointments rescheduled. Close to two-fifths, as Figure 9 indicates, were rescheduled to accommodate customers' schedules, while another two-fifths were rearranged to accommodate inspectors' calendars. Finally, sixteen percent insisted that appointments were rescheduled for both of these reasons.

EXTENT TO WHICH APPOINTMENTS WITH INSPECTORS WERE RESCHEDULED

Figure 8

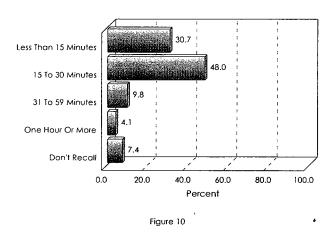


EXTENT TO WHICH APPOINTMENTS WERE RESCHEDULED TO ACCOMMODATE CUSTOMERS' SCHEDULES OR THE INSPECTORS' SCHEDULES



Amounts of time inspections took are displayed in Figure 10. For nearly half of all customers, inspections took 15 to 30 minutes, while about a third reported that their inspections continued for less than 15 minutes. In total, almost eight in ten customers (79 percent) had inspections of 30 minutes or less.

AMOUNTS OF TIME INSPECTIONS TOOK

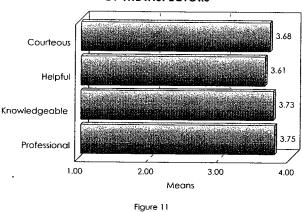


Overall Satisfaction With the Inspectors and the Inspection Process

Figure 11 shows mean ratings of various characteristics of the inspectors on a scale from one to four where one indicates that the inspector displayed that characteristic not at all and four indicates that the inspector is very possessive of that characteristic. Characteristics inquired about include courtesy, helpfulness, knowledge, and professionalism.

As this chart illustrates, all of the scores are substantially closer to the level of "very" (mean value of 4.0) than to the level of "somewhat" (mean value of 3.00). In addition, there is little differentiation among the universally high ratings.

ASSESSMENTS OF VARIOUS CHARACTERISTICS OF THE INSPECTORS



As Figure 12 reveals, seven in ten customers are very satisfied with the inspection process. In addition, slightly over one-fifth are somewhat satisfied. When summed, these figures total nine in ten (90 percent).

OVERALL SATISFACTION WITH THE INSPECTION PROCESS

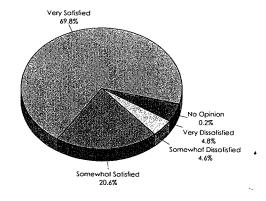


Figure 12

Table 2 presents suggestions from customers who are not very satisfied regarding what the Department of Building and Safety would have needed to do to make them very satisfied. As this display illustrates, the largest category consists of other staffing comments (29 percent). This is followed by other communication comments (9 percent), other timing comments (8 percent), the need to be

ATTACHMENT B

consistent (7 percent), and the need for more knowledgeable staff (7 percent). All of the "other" comments have been transcribed verbatim and are presented in Appendix G.

Table 2

WHAT THE DEPARTMENT OF BUILDING AND SAFETY WOULD HAVE NEEDED TO DO TO MAKE CUSTOMERS VERY SATISFIED

	Frequency	Percent
GENERAL COMPLIMI	ENTS	
Everything Was Done Very Well/They Are Doing A	3	2.4
Good Job		
Other Compliments	8	6.3
ABOUT THE STAFF		
More Knowledgeable Staff	9	7.1
More Customer-Friendly Staff	4	3.2
More Available Staff	3	2.4
More Helpful .	5	4.0
Be Consistent	9	7.1
Have More Supervisors Or Supervision	2	1.6
Other Staffing Comments	37	29.4
COMMUNICATION	N	
Being Able To Speak With The Inspector On A Cell Phone/Be More Available On Personal Contact	4	3.2
Return My Phone Calls	4	3.2
Other Communication Comments	11	8.7
TIMING		
Being On Time/Getting To The Appointment On Time	4	3.2
Decrease The Time Frame Given For Inspectors To Arrive/Giving A Tighter Window Period	4	3.2
Other Timing Comments	10	7.9
INFORMATION		
More Information .	4	3.2
Tell You Everything That Needs To Be Done At	7	5.6
Once		
Other Information Comments	6	4.8
Other Non-Categorical Responses	52	41.3
None/Nothing '	4	3.2
Don't Know	9	7.1

As depicted in Figure 13, only five percent of customers have been contacted by a supervisor or other quality control representative of the City to find out how satisfied they were with the City's inspection services. More than nine in ten, on the other hand, have not.

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EXTENT TO WHICH A SUPERVISOR OR OTHER QUALITY CONTROL REPRESENTATIVE OF THE CITY CONTACTED CUSTOMERS TO FIND OUT HOW SATISFIED THEY WERE

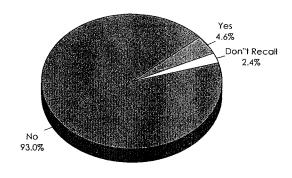
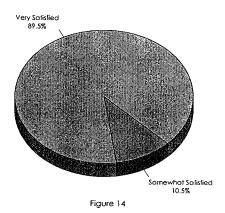


Figure 13

Figure 14 demonstrates that of those who have been contacted by a supervisor or other quality control representative (n=17), nine in ten are very satisfied. The remaining one-tenth are somewhat satisfied. These figures total everyone who has been contacted.

SATISFACTION WITH THE MANNER IN WHICH THAT CONTACT WAS HANDLED



Comments

As shown in Figure 15, slightly over a quarter of customers have comments they wish to communicate to the Department of Building and Safety about the services they provide. These comments are displayed in Table 3. The largest group of customers provided other staffing comments that did not fall into a particular category (28 percent). This is followed by compliments about the good job the inspectors did (25 percent) and general compliments (19

ATTACHMENT B

percent). All of the "other" comments have been transcribed verbatim and are presented in Appendix G.

EXTENT TO WHICH CUSTOMERS HAVE ANYTHING THEY WOULD LIKE TO COMMUNICATE TO THE DEPARTMENT OF BUILDING AND SAFETY

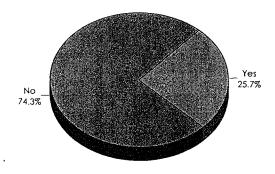


Figure 15

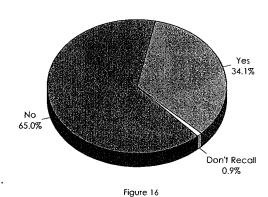
Table 3 COMMENTS CUSTOMERS WOULD LIKE TO COMMUNICATE TO THE DEPARTMENT OF BUILDING AND SAFETY

	Frequency	Percent
GENERAL COMPLIMI		
They Did A Good Job/Keep Doing Good Work	27	25.2
They Are Doing Better/They Have Made	3	2.8
Drastic Improvements		·
I'm Very Satisfied With Inspections/Services	7	6.5
Inspectors Are Very Helpful	5	4.7
Inspectors Are Very Professional	2	1.9
Other Compliments	20	18.7
ABOUT THE STAFF		
Hire More Staff/Hire More Personnel	6	5.6
More Personable Staff/More Customer Friendly Staff	2	1.9
More Availability Of Staff	3	2.8
Staff Are Very Rude	2	1.9
Staff Are Not Helpful	2	1.9
Other Staffing Comments	30	28.0
COMMUNICATION	٧	
One Direct Number For Information	2	1.9
Other Communication Comments	4	3.7
TIMING		
Customer Needs More Time For The Inspection	2	1.9
Other Timing Comments	10	9.3
INFORMATION		
Clearer Information About Inspector On The Web Site	2	1.9
Other Information Comments	4	3.7
Other Non-Categorical Responses	33	30.8

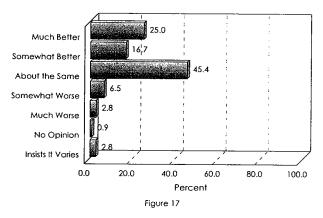
Figure 16 reveals that over a third of customers with more than one inspection have used the inspection services of other cities. Of these, as depicted in Figure 17, a quarter say the job the City of Los Angeles does in this area is much better. In addition, a little less than a fifth believe Los Angeles is somewhat better. When these figures are summed, they total more than four in ten (42 percent). It

is also worth noting in this regard that over two-fifths say the job Los Angeles does is about the same as the job other cities do.

EXTENT TO WHICH CUSTOMERS WITH MULTIPLE INSPECTIONS HAVE USED THE INSPECTION SERVICES OF ANY OTHER CITY



COMPARISONS OF THE JOB LOS ANGELES DOES IN THIS AREA TO THE JOB OTHER CITIES DO



Customer Demographics

Figure 18 illustrate that over two-thirds of customers have residential properties involved in the inspection. Somewhat less than a fifth of the properties are commercial.

TYPE OF PROPERTY INVOLVED IN THE INSPECTION

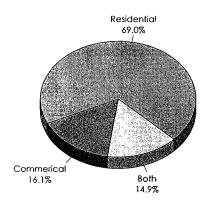
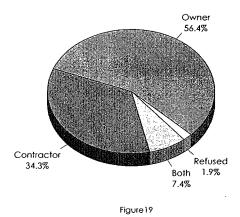


Figure 18

As Figure 19 demonstrates, more than a half of customers are property owners. Around a third are contractors.

EXTENT TO WHICH THE CUSTOMER IS THE OWNER OR A CONTRACTOR REPRESENTING THE OWNER



V. CONCLUSIONS AND RECOMMENDATIONS

SURVEY OF INSPECTION STAFF

How Do Inspectors Feel About Their Positions?

Inspection staff are quite positively disposed toward their positions and the work they do. Nine in ten are very satisfied with their jobs, and almost as many would recommend their positions to others. Almost all believe they do excellent and good work; close to nine in ten feel their colleagues are committed to performing quality work as well. Finally, staff are strongly inclined to believe their work is important and that they know what is expected of them. All of these findings are decidedly encouraging.

Do Inspectors Have What They Need to Do Their Jobs?

Although inspection staff are highly satisfied with their positions, they are less likely to agree that they have what they need to do their jobs. This applies both to tools and to other resources, neither of which can be said to meet expectations. These areas may therefore merit further attention.

Are Inspection Staff Heard?

In addition to feeling that they lack necessary resources, inspection staff are somewhat disinclined to believe that their opinions are either solicited or valued. In this arena as well, it is safe to say that inspectors' expectations are not being met. The Department may therefore wish to consider how this situation could be remedied.

Do Inspectors Receive Sufficient Training?

By far the majority of inspection staff receive 16 or more hours of training, which we understand as being the standard. There is, however, a substantial proportion of staff who do not receive this much training. In addition, evaluations of the training are not particularly positive. This area may therefore warrant further investigation to determine how more of the staff can be trained and how assessments of the training can be improved.

How Do Inspectors Perceive Their Workload?

From the perspective of inspection staff, workloads tend to be excessive; over half of the staff feel this way. In addition, it appears that staff spend a considerable amount of time on administrative or clerical tasks.

Interestingly, the majority of inspectors view the amount of clerical work they perform as being reasonable. In addition, although perceived reasonableness decreases as the amount of clerical work increases, even those performing such work in excess of 75 percent of their time are inclined to find this situation reasonable.

The meaning of these findings may warrant further investigation, as they suggest that inspectors' interpretation of the phrase "administrative or clerical tasks" and what is "reasonable" may vary. Alternatively, it would appear that inspection staff are spending an inordinate amount of time on non-professional activities.

Are Inspections Being Performed in a Timely Manner?

More than nine in ten inspectors say they perform inspections within 48 hours of the receipt of a request. This finding suggests that standards for turnaround times are being met almost all of the time. Additional information about this topic is revealed by the survey of inspection customers, as discussed in that section below.

Is the Quality of Inspectors' Work Being Compromised?

Over half of inspection staff say they are forced to compromise the quality of the work they do at least some of the time. In addition, one in five say they are sometimes or more often pressured not to write Orders or Notices to Correct. Both of these situations strike us as being less than acceptable and thus a cause for concern as well as immediate attention.

It may also be worth noting in this regard that inspection staff rarely inspect the work performed by Deputy Inspectors. If this should occur more frequently, then this area would also appear to require further consideration.

How Do Staff Feel About Supervision and Evaluation?

By far the majority of inspection staff feel the amount of supervision they receive is sufficient, receive formal performance evaluations at least annually, and believe the standards by which they are evaluated are acceptable. There is, however, a substantial minority who believe these standards require improvement.

Areas of apparent need for improvement include adding a level of accomplishment above "competent," providing clearer guidelines for solving code violation problems, and focusing more on safety and quality. All of these suggestions would appear to merit consideration.

Finally, it would seem that the majority of inspectors are not receiving regular inperson reviews of their work in the field. To the extent that such reviews are important, this area would appear to require further attention.

SURVEY OF INSPECTION CUSTOMERS

How Do Customers Feel About the Resources at Their Disposal?

Most inspection customers contact both the inspectors and the Department's Call Center; fewer use the City's 311 information line and the Department's Web site. All of these resources are viewed as being helpful, with particular satisfaction expressed with regard to the inspectors, the Department's Call Center, and the Web site. These findings are quite encouraging.

How Do Customers Feel About Inspection Services Staff?

Customer ratings of inspectors' provision of clear and thorough explanations, their ability to answer questions, and their availability are all good; the inspectors would appear to meet expectations in all of these respects. Insofar as the personal characteristics of the inspectors are concerned, staff would seem to exceed expectations; they rated very highly on such factors as courtesy, helpfulness, knowledge, and professionalism.

From our perspective, staff should be commended on the latter. They may also need more support or training to excel with respect to the former.

Are Inspection Services Being Provided in a Timely Manner?

One in five single-inspection customers have to wait more than 48 hours after calling to receive an inspection, which suggests that these customers' perceptions of timeliness may not fully meet Department guidelines. Interestingly, as noted previously, inspection staff are substantially more likely to believe they perform inspections within 48 hours.

The inspectors themselves, meanwhile, are almost always on time for their scheduled appointments. In addition, although there is a fair amount of appointment rescheduling, it is about as likely to occur at the request of customers as it is to reflect the needs of inspectors. Accordingly, the scheduling of appointments relative to the timing of calls may need attention, but scheduling of the inspectors themselves appears not to.

Actual inspections themselves tend to take 30 minutes or less. Whether this reflects undue or unprofessional haste is unclear, because the database used

for the survey does not indicate either the nature of the inspection or the extent to which there were inspection issues or challenges. This situation would therefore need a different type of investigation in order to achieve clarity in terms of a recommendation.

Are Inspection Customers Satisfied?

Inspection customers are highly satisfied, with nine in ten expressing satisfaction with their experience. It would therefore appear that the Department is exceeding customers' overall expectations.

At the same time, however, there is very little evidence of follow-up for the purposes of quality control. If such follow-up is either required or desirable, this area clearly needs attention.

How Does Los Angeles Compare to Other Cities?

Inspection customers who have experience with the inspection services provided by other cities are substantially more likely to say that Los Angeles is doing a better job in this regard than to say that Los Angeles is doing a worse job. Indeed, only ten of the 417 customers interviewed feel Los Angeles is doing a worse job. These findings suggest that the City should be strongly commended for its work, particularly given its size and complexity.

APPENDIX A

Survey Instruments

CITY OF LOS ANGELES OFFICE OF THE CITY CONTROLLER

SURVEY OF DEPARTMENT OF BUILDING AND SAFETY INSPECTORS

≻Overall Satisfaction

1.	Overall, how satisfied are you with your position in the Department of Building and Safety?
	\square_1 Very Satisfied
	☐₂ Somewhat Satisfied
	□ ₃ Somewhat Dissatisfied
	☐ ₄ Very Dissatisfied
	□ ₅ No Opinion
2.	How likely would you be to recommend this position to a friend?
	\square_1 Very Likely
	☐₂ Somewhat Likely
	□ ₃ Somewhat Unlikely
	□4 Very Unlikely
	□ ₅ No Opinion
≻Wo	ork Processes and Products
3.	In general, how would you assess the quality of the work you do?
	\square_1 Excellent
	□ ₂ Good
	□ ₃ Fair
	O ₄ Poor
	☐ ₅ No Opinion

4.	. How committed are your colleagues to doing quality work?							
	\square_1 Very Committed							
	☐₂ Somewhat Committed							
	□ ₃ Not Very Committee	ed						
	☐ ₄ Not at All Committ							
	$\square_{\scriptscriptstyle 5}$ Depends Entirely o	n the Person						
	☐ ₆ No Opinion							
5.	•							
		STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO		
a.	I feel the work I do is important					OPINION 5		
b.	The department recognizes the importance of my work		\square_3					
c.	I know what is expected of me in my position		\square_3	\square_2		 5		
d.	I am provided with training that enables me to learn and grow in my position	\square_4	 3			 5		
e.	I have the equipment I need to do my job well	\Box_4	\square_3	\square_2		1 5		
f.	I have the other resources I need to do my job well	\square_4	\square_3	\square_2		 5		
g.	I am recognized by my supervisor when I do good work	\square_4	\square_3			 5		
h.	My opinion is solicited	\square_4			\square_1	\square_5		
i.	My opinion is valued	\square_4	\square_3		\square_1	\square_5		

6.	How many hours of job-related technical training have you received in the past year?
	☐₁ None - Please Skip to Question 8
	\square_2 15 Hours or Less – Please Answer Question 7
	\square_3 16 to 30 Hours - Please Answer Question 7
	\square_4 31 to 44 Hours - Please Answer Question 7
	\square_5 45 Hours or More – <i>Please Answer Question 7</i>
	☐ ₆ Don't Recall – Please Answer Question 7
	*If You Received Job-Related Technical Training in the Past Year:
	7. How would you evaluate the usefulness training you have received?
	\square_1 Excellent
	\square_2 Good
	\square_3 Fair
	\square_4 Poor
	□ ₅ No Opinion
≽Woı	rkload and Time Constraints
8.	How would you assess your current workload?
	\square_1 Excessive
	\square_3 I Could Do More
	\square_4 Not Sure

and were all the control of the following the control of the contr

9.	In general, how much of your workday is spent on administrative or clerical tasks?
	\square_1 More Than 75 Percent
	\square_2 50 – 75 Percent
	\square_3 25 – 49 Percent
	Less Than 25 Percent
	\square_5 None
	□ ₆ Not Sure
10.	How would you assess the amount of time you spend on administrative or clerical tasks?
	□₁ Very Reasonable
	☐ ₂ Somewhat Reasonable
	☐ ₃ Somewhat Unreasonable
	□4 Very Unreasonable
	□ ₅ No Opinion
11.	How many hours does it typically take to provide an inspection once a request is made?
	\square_1 24 Hours or Less
	\square_2 25 to 48 Hours
	□ ₃ 49 to 72 Hours
	☐ ₄ More Than 72 Hours
	\square_5 Not Sure
	*

12.	As a general rule, how often do you need to reschedule inspection appointments due to time constraints?
	\square_1 Never
	\square_2 Less Than Once a Day
	\square_3 Once or Twice a Day
	☐₄ 3 to 5 Times a Day
	\square_5 6 to 10 Times a Day
	☐ ₆ More Than Ten Times a Day
	□ ₇ Not Sure
13.	How often do you find yourself compromising the quality of your work because of time constraints?
	\square_1 All the Time
	\square_2 Frequently
	□ ₃ Sometimes
	□4 Rarely
	□ ₅ Never
14.	How often are you pressured not to write Orders or Notices to Correct?
	\square_1 All the Time
	\square_2 Frequently
	\square_3 Sometimes
	□₄ Rarely
	\square_5 Never
≻Suj	pervision and Evaluation
15.	How would you assess the amount of supervision you receive?
	\square_1 Excessive
	□₂ Sufficient
	\square_3 Insufficient
	□4 No Opinion

16.	In the past year, how many times has your supervisor conducted follow-up inspections, performed quality assurance inspections, gone on ride-alongs, or otherwise directly reviewed your work?
	☐₁ Less Than 5 Times
	\square_2 6 to 10 Times
	\square_3 11 to 15 Times
	\square_4 16 to 20 Times
	\square_5 21 to 25 Times
	☐ ₆ More Than 25 Times
	□ ₇ Don't Recall
17.	In the past year, how many times have you received a formal performance evaluation?
	\square_1 Never - Please Skip to Question 20
	\square_2 Once - Please Answer Question 18
	\square_3 Twice - Please Answer Question 18
	Three Times - Please Answer Question 18
	\square_5 More Than Three Times - Please Answer Question 18
	☐ ₆ Don't Recall - Please Skip to Question 20
	☞ If You Have Received a Formal Performance Evaluation:
	18. How would you assess the standards that were used to evaluate your performance?
	\square_1 Excellent - Please Skip to Question 20
	\square_2 Good - Please Skip to Question 20
	☐ ₃ Fair - Please Answer Question 19
	\square_4 Poor - Please Answer Question 19
	\square_5 No Opinion - Please Skip to Question 20

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*If You Find the Performance Standards Fair or Poor: 19. How do you feel the performance standards should be revised? ➤ A Little About You, Please ... 20. How long have you been in your present position? \square_1 Less Than a Year \square_2 1 or 2 Years \square_3 3 or 4 Years \square_4 5 to 9 Years \square_5 10 Years or More What type of inspection services do you provide? 21. ☐₁ Commercial Property - Please Answer Question 22 ☐₂ Residential Property - Please Answer Question 22 \square_3 Code Enforcement - Please Skip to Question 23

	◆If Y	ou Inspect Commercial or Residential Property:					
	22.	What proportion of inspections originally performed by Deputy Inspectors do you and your staff colleagues inspect?					
		☐ 1 Less Than 10 Percent ☐ 2 11 to 25 Percent ☐ 3 26 to 50 Percent ☐ 4 51 to 75 Percent ☐ 5 76 to 99 Percent ☐ 6 100 Percent					
		□ ₇ Not Sure					
≻Con	nments	S					
23.	Please use the space below to explain or elaborate upon your answers or to make any other comments you may have.						
		. •					

THANK YOU!

Interviewer:	Red Checked by:	Checked by:	Re-checked by:	Corrected by:	Correction Checked by:	Coded by:	Coding Checked by:
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JDFR #620 FINAL

CITY OF LOS ANGELES

OFFICE OF THE CITY CONTROLLER



SURVEY OF DEPARTMENT OF BUILDING AND SAFETY INSPECTION CUSTOMERS

Introduction

T:

Hello, this is YOUR FULL NAME calling on behalf of the Office of the Controller for the City of Los Angeles, Laura Chick. We are doing a brief survey of people who requested inspection services from the City's Department of Building and Safety. I would like to speak with someone there who is familiar with one or more recent City inspections. Would that be you? (I only need about five minutes.)

IF PERSON ON PHONE, CONTINUE WITH INTERVIEW.

IF PERSON AVAILABLE, ASK FOR THAT PERSON, REPEAT INTRODUCTION, AND CONTINUE WITH INTERVIEW.

IF PERSON NOT AVAILABLE, OBTAIN AND RECORD CALLBACK TIME.

Interview	©Start Time: :
Q:Q1	•

First, during calendar year 2005, about how many inspections did you call for from the City's Department of Building and Safety? IF DON'T KNOW/NOT SURE, SAY: Then could you just give me an approximation? IF A RANGE, SELECT THE MIDPPONT. IF TWO ADJACENT NUMBERS, SELECT ONE.

888 CANNOT ESTIMATE – THANK AND TERMINATE - REFUSED 999 REFUSED – THANK AND TERMINATE 000 NONE - THANK AND TERMINATE – NOT IN TARGET POPULATION I:

T:	Q:Q2A T: In the course of scheduling and following up on your inspection(s), did you ever? How about?										
	>FOR ALL YES ANSWERS, ASK:										
	Q:Q2B T: And did you find very, somewhat, not very, or not at all helpful?										
			Q2A				Q2B				
		YES	NO	DON'T RECALL	VERY	SOMEWHAT	NOT VERY	NOT AT ALL	NO OPINION		
a.	call the inspector	1	2	3	4	3	2	1	5		
b.	call the Department's Call Center	·l	2	3	4	3	2	1	5		
C.	call the City's 311 information line	1	2	3	4	3	2	1	5		
d.	Use the Department's Web site	1	2	3	4	3	2	1	5		
1:		-									
T:	Q3 nd would you so					cellent, g	good, fa	ir, or pod	or job		

		EXCELLENT	GOOD	FAIR	POOR	NO OPINION
a.	explaining everything you needed to do	4.	3	?	1	5
b.	being available when you needed to ask questions	4	3	.2	1	5
c.	answering your questions	4	3	2	1	5

1:

>ASK Q4 THROUGH Q8 IF MORE THAN ONE INSPECTION. IF ONLY ONE INSPECTION, SKIP TO Q9.

Q:Q4						
T:						
As a rule, were the inspections always, usually, sometimes, rarely, or never						
conducted within of your request? How about within	Ś					

	ALWAYS	USUALLY	SOMETIMES	RARELY	NEVER
a. 48 hours	5	4	3	2	1
b. 24 hours	5	4	3	2	1

1:

Q:Q5

T:

Were the inspectors always, usually, sometimes, rarely, or never on time?

- 1 ALWAYS
- 2 USUALLY
- 3 SOMETIMES
- 4 RARELY
- 5 NEVER
- 6 INSISTS VARIED

1:

Q:Q6

T:

Were any appointments you had with inspectors rescheduled?

- 1 YES (CONTINUE)
- 2 NO (SKIP TO Q8)
- 3 DON'T RECALL (SKIP TO Q8)

1:

FIF YES, ASK:

Q:Q7

T:

And were they usually rescheduled to accommodate your schedule or to accommodate the inspector's schedule?

1 MY SCHEDULE 2 INSPECTOR'S SCHEDULE 3 INSISTS BOTH EQUAL 4 DON'T RECALL I:

Q:Q8

T:

On average, about how long did each inspection take?

1 LESS THAN 15 MINUTES 2 15 TO 30 MINUTES 3 31 TO 59 MINUTES 4 ONE HOUR OR MORE 5 DON'T RECALL I:

I:SKIP TO Q14.

>CONTINUE HERE WITH RESPONDENTS WITH ONLY ONE INSPECTION.

Q:Q9

T:

Approximately how many hours went by between the time you made the request for an inspection and the time the inspector arrived?

1 0 TO 24 HOURS 2 25 TO 48 HOURS 3 MORE THAN 48 HOURS 4 DON'T RECALL

```
Q:Q10
T:
Was the appointment ever rescheduled?
1 YES (CONTINUE)
2 NO (SKIP TO Q12)
3 DON'T RECALL (SKIP TO Q12)
      FIF YES, ASK:
      Q:Q11
      And was it rescheduled to accommodate your schedule or the
      inspector's schedule?
      1 MY SCHEDULE
      2 INSPECTOR'S SCHEDULE
      3 BOTH
      4 DON'T RECALL
      1:
Q:Q12
T:
Was the inspector on time for the appointment?
1 YES
2 NO
3 DON'T RECALL
1:
Q:Q13
About how long did the inspection take?
1 LESS THAN 15 MINUTES
2 15 TO 30 MINUTES
3 31 TO 59 MINUTES
4 ONE HOUR OR MORE
5 DON'T RECALL
1:
```

>CONTINUE HERE WITH ALL RESPONDENTS

	VERY	SOMEWHAT	NOT VERY	NOT AT ALL	INSISTS VARIED	NO OPINION
a. courteous	4	3	2	1	5	6
ь. helpful	4	3	2	1	5	6
c. knowledgeable	4	3	2	1	5	6
a. professional	4	3	2	1	5	6
1:						
Q:Q15						
T:						
Overall, would you sa	•	•			sfied, some	ewhat
dissatisfied, or very dis	satisfied v	vith the inspe	ection pro	cess?		
1 VEDV CATIONED TOUR	TO 0171					
1 VERY SATISFIED (SKIP	•					
2 SOMEWHAT SATISFIE		•				
3 SOMEWHAT DISSATIS	•	•				
4 VERY DISSATISFIED (C		1				
5 NO OPINION (CONT I:	IINUEJ					
1.						
FIF LESS THAN \	ERY SATIS	SFIED, ASK:				
Q:Q16						
T:	Dan arthu	ant of Duildi	na and C	afatu bau	a naadad	l to do to
What would the make you very	•		_	•		
OTHER THINGS:				•	IIICS. FIC	JULION
OTTLE THINGS.	WHOI EISE	39 KLCOKD	V LINDATIIV	1.		
 				×.		
		.				
<u></u>						

Q:Q17

T:

Has a supervisor or other quality control representative of the City ever contacted you to find out how satisfied you were with the City's inspection services?

```
1 YES (CONTINUE)
2 NO (SKIP TO Q19)
3 DON'T RECALL (SKIP TO Q19)
1:
```

FIF YES, ASK:

Q:Q18

T٠

And were you very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the manner in which that contact was handled?

1 VERY SATISFIED
2 SOMEWHAT SATISFIED
3 SOMEWHAT DISSATISFIED
4 VERY DISSATISFIED
5 NO OPINION
1:

Q:Q19

T٠

Is there anything else you would like us to communicate to the Department of Building and Safety about the services they provide?

```
1 YES (CONTINUE)
2 NO (SKIP TO Q21OR Q23)
I:
```

◆IF YES, ASK:
Q:Q20 T: And what would that be? PROBE FOR CLARITY AND SPECIFICS. PROBE FOR OTHER THINGS: What else? RECORD VERBATIM.
I:
n order to classify your responses along with others, I need to ask just a

organisation and the contraction of the contraction

Now in order to classify your responses along with others, I need to ask just a couple of questions about you and the (inspection) (inspections) we have been talking about.

>ASK Q21 AND Q22 IF MORE THAN ONE INSPECTION. IF ONE INSPECTION ONLY, SKIP TO Q23.

Q:Q21

T:

In the past year, have you used the inspection services of any other city?

1 YES (CONTINUE)

2 NO (SKIP TO Q25)

3 DON'T RECALL (SKIP TO Q25)

1:

FIF YES, ASK:

Q:Q22

T:

And would you say the job Los Angeles does in this area is much better, somewhat better, about the same, somewhat worse, or much worse than the job other cities do?

- 1 MUCH BETTER
- 2 SOMEWHAT BETTER
- 3 ABOUT THE SAME
- 4 SOMEWHAT WORSE
- 5 MUCH WORSE
- 6 NO OPINION
- 7 INSISTS VARIES

1:

I:SKIP TO Q25.

>ASK Q23 AND Q24 IF ONE INSPECTION.

Q:Q23

T:

Is this property involved in the inspection residential or commercial?

- 1 RESIDENTIAL
- 2 COMMERCIAL

1:

Q:Q24

T٠

And are you the owner or a contractor representing the owner?

- 1 OWNER
- 2 CONTRACTOR
- 3 BOTH
- 4 REFUSED

1:

THANK RESPONDENT!

>ASK Q25 AND Q26 IF MORE THAN ONE INSPECTION.

Q:Q25
T:
Are the properties involved in the inspection residential, commercial, or both?

1 RESIDENTIAL
2 COMMERCIAL
3 BOTH
1:
Q:Q26
T:
And are you the property owner or a contractor representing the owner?

1 OWNER
2 CONTRACTOR
3 BOTH/OWN SOME, CONTRACTOR ON SOME

and the state of t

THANK RESPONDENT!

4 REFUSED

1:

IIME ENDED: : :	
ELAPSED TIME:	
DATE: / /06	
INT ID #:	
RECORD:	_
respondent number:	
×	
NAME:	
PHONE #: () -	

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CITY OF LOS ANGELES OFFICE OF THE CITY CONTROLLER



SURVEY OF DEPARTMENT OF BUILDING AND SAFETY CODE ENFORCEMENT CUSTOMERS

≻Overall Satisfaction

1.

Overall, how satisfied were you with the manner in which the City's code enforcement personnel handled the situation with your property?
☐₁ Very Satisfied - Please Skip to Question 3
☐ ₂ Somewhat Satisfied - Please Answer Question 2 ☐ ₃ Somewhat Dissatisfied - Please Answer Question 2
\square_4 Very Dissatisfied - Please Answer Question 2
□ ₅ No Opinion - Please Answer Question 2
*If You Were Less Than Very Satisfied:
2. What would the code enforcement personnel have needed to do to make you very satisfied? <i>Please be as specific as possible.</i> .
i

3.	contac	supervisor or other quality control representative of the City ever cted you to find out how satisfied you were with the manner in which the code enforcement personnel handled you situation?
		les - Please Answer Question 4
		No - Please Skip to Question 5
	\square_3 I	Don't Recall - Please Skip to Question 5
	♥ If a	Supervisor or Quality Control Representative Contacted You:
	4.	How satisfied were you with the manner in which the contact was handled?
		□₁ Very Satisfied - Please Skip to Question 6
		\square_2 Somewhat Satisfied – <i>Please Answer Question 5</i>
		\square_3 Somewhat Dissatisfied – <i>Please Answer Question 5</i>
		Usy Dissatisfied - Please Answer Question 5
		□ ₅ No Opinion - Please Answer Question 5
		☞ If You Were Less Than Very Satisfied:
		5. What would the code enforcement personnel have needed to do to make you very satisfied?
		•
		·

▶Interactions With Code Enforcement Personnel

6.	How would you rate the following aspects of your interactions with the City's
	code enforcement personnel?

		EXCELLENT	GOOD	FAIR	POOR	NO OPINION	NOT APPLICABLE
a.	clarity of explanations of what you needed to do	\square_4	 3			 5	\square_6
b.	availability of staff to answer your questions		\square_3			 5	\square_6
c.	ability of staff to answer questions when you called the Call Center	\square_4	 3			□ ₅	\square_6
d.	helpfulness when you called the inspector		 3				\square_6
e.	usefulness of the department's Web site		\square_3			 5	\square_6
f.	helpfulness of the City's 311 information line		\square_3			 5	\square_6

7. How would you rate the code enforcement inspector you worked with on the following characteristics?

	EXCELLENT	GOOD	FAIR	POOR	NO OPINION
a. courtesy	\square_4	\square_3			
b. helpfulness	\Box_4	\square_3			
c. knowledge	\square_4	\square_3			
d. professionalism	\square_4	\square_3			□ ₅

≻Timing

3.	About how many times did the inspector inspect your	property?
	\square_1 One	•
	\square_2 Two	ζ,
	\square_3 Three γ	
	□ ₄ Four	
	\square_5 Five	
	\square_6 More Than Five	
	\square_6 Don't Recall	

9.	On average, about how long did each inspection take?
	☐₁ Less Than 15 Minutes
	\square_2 15 to 30 Minutes
	\square_3 31 to 59 Minutes
	\square_4 One Hour or More
	□ ₅ Don't Recall
10.	How often was the inspector on time for appointments with you?
	\square_1 Always
	\square_2 Usually
	□ ₃ Sometimes
	□4 Rarely
	\square_5 Never
	□ ₆ Don't Recall
11.	Was an appointment with the inspector ever rescheduled?
	\square_1 Yes - Please Answer Question 12
	\square_2 No - Please Skip to Question 13
	☐ ₃ Don't Recall - Please Skip to Question 13
	FIf an Appointment Was Rescheduled:
	12. Was the appointment rescheduled to accommodate your schedule or to accommodate the inspector's schedule? .
	\square_1 My Schedule
	\square_2 The Inspector's Schedule
	3 Both Happened
	☐ ₄ Don't Recall

≻Outcomes

13.	What is the current status of the situation with your property?
	\square_1 Inspector Needs to Visit Again
	\square_2 We Are in Dispute Resolution
	\square_3 The Property Is in Compliance
	□4 I Don't Know
14.	To what extent do you feel the code enforcement process increased the value of your property?
	\square_1 Definitely Increased Value
	\square_2 Probably Increased Value
	\square_3 Probably Did Not Increase Value
	☐₄ Definitely Did Not Increase Value
	□ ₅ No Opinion
15.	To what extent do you feel the code enforcement process increased the safety of your property?
	☐₁ Definitely Increased Safety
	☐2 Probably Increased Safety
	\square_3 Probably Did Not Increase Safety
	☐ ₄ Definitely Did Not Increase Safety
	□ ₅ No Opinion
≻Ab	out Your Property
16.	What kind of property is this?
	\square_1 Residential Property
	\square_2 Commercial Property

17.	Are you the property owner or a contractor representing the property owner?
	\square_1 Owner
	☐ ₂ Contractor Representing Owner
≽Co:	mments
18.	Please use the space below and additional pages if necessary to explain or elaborate upon your answers or to make any other comments you may have.

THANK YOU!

APPENDIX B

Detailed Data Tabulations for the Survey of Inspection Staff

Q1 Overall, how satisfied are you with your position in the Department of Building and Safety?

		Frequency	Percent	Valid Percent	Cumulative : Percent
Valid	1 VERY SATISFIED	271	63.5	63.6	63.6
	2 SOMEWHAT SATISFIED	111	26.0	26.1	89.7
	3 SOMEWHAT DISSATISFIED	14	3.3	3.3	93.0
	4 VERY DISSATISFIED	25	5.9	5.9	98.8
	5 NO OPINION	5	1.2	1.2	100.0
	Total	426	99.8	100.0	
Missing	System	1	.2		
Total		427	100.0		

Q2 How likely would you be to recommend this position to a friend?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 VERY LIKELY	295	69.1	69.1	69.1
1	2 SOMEWHAT LIKELY	77	18.0	18.0	87.1
	3 SOMEWHAT UNLIKELY	21	4.9	4.9	92.0
	4 VERY UNLIKELY	24	5.6	5.6	97.7
	5 NO OPINION	10	2.3	2.3	100.0
	Total	427	100.0	100.0	

Q3 In general, how would you assess the quality of the work you do?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 EXCELLENT	242	56.7	57.5	57.5
	2 GOOD	163	38.2	38.7	96.2
	3 FAIR	10	2.3	2.4	98.6
1	4 POOR	4	.9	1.0	99.5
	5 NO OPINION	2	.5	.5	100.0
	Total	421	98.6	100.0	•
Missing	System	6	1.4		
Total		427	100.0		

Q4 How committed are your colleagues to doing quality work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 VERY COMMITTED	264	61.8	62.7	62.7
	2 SOMEWHAT COMMITTED	106	24.8	25.2	87.9
	3 NOT VERY COMMITTED	15	3.5	3.6	91.4
	4 NOT AT ALL COMMITTED	3	.7	.7	92.2
	5 DEPENDS ENTIRELY ON THE PERSON	26	6.1	6.2	98.3
	6 NO OPINION	7	1.6	1.7	100.0
	Total	421	98.6	100.0	
Missing	System	6	1.4		
Total		427	100.0		

Q5.1 I feel the work I do is important.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	5	1.2	1.2	1.2
	2 DISAGREE	3	.7	.7	1.9
	3 AGREE	78	18.3	18.8	20.7
	4 STRONGLY AGREE	326	76.3	78.6	99.3
	5 NO OPINION	3	.7	.7	100.0
	Total	415	97.2	100.0	
Missing	System	12	2.8		
Total		427	100.0		

Q5.2 The department recognizes the importance of my work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	34	8.0	8.2	8.2
	2 DISAGREE	41	9.6	9.9	18.1
ļ	3 AGREE	191	44.7	46.0	64.1
1	4 STRONGLY AGREE	134	31.4	32.3	96.4
	5 NO OPINION	15	3.5	3.6	100.0
	Total	415	97.2	100.0	
Missing	System ·	12	2.8		
Total		427	100.0		

Q5.3 I know what is expected of me in my position.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 STRONGLY DISAGREE	16	3.7	3.9	3.9
	2 DISAGREE	4	.9	1.0	4.8
	3 AGREE	169	39.6	40.7	45.5
	4 STRONGLY AGREE	219	51.3	52.8	98.3
Ì	5 NO OPINION	7	1.6	1.7	100.0
	Total	415	97.2	100.0	
Missing	System	12	2.8		
Total		427	100.0		

Q5.4 I am provided with training that enables me to learn and grow in my position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	25	5.9	6.0	6.0
	2 DISAGREE	50	11.7	12.0	18.1
	3 AGREE	194	45.4	46.7	64.8
	4 STRONGLY AGREE	138	32.3	33.3	98.1
	5 NO OPINION	8	1.9	1.9	100.0
	Total	415	97.2	100.0	
Missing	System	12	2.8		
Total		427	100.0		

Q5.5 I have the equipment I need to do my job well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	29	6.8	7.0	7.0
	2 DISAGREE	59	13.8	14.3	21.3
	3 AGREE	219	51.3	52.9	74.2
	4 STRONGLY AGREE	98	23.0	23.7	97.8
	5 NO OPINION	9	2.1	2.2	100.0
	Total	414	97.0	100.0	
Missing	System	13	3.0		•
Total		427	100.0		

Q5.6 I have the other resources I need to do my job well.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 STRONGLY DISAGREE	29	6.8	7.0	7.0
	2 DISAGREE	59	13.8	14.2	21.2
1	3 AGREE	209	48.9	50.4	71.6
1	4 STRONGLY AGREE	99	23.2	23.9	95.4
	5 NO OPINION	19	4.4	4.6	100.0
	Total	415	97.2	100.0	
Missing	System	12	2.8		
Total		427	100.0		

Q5.7 I am recognized by my supervisor when I do good work.

		Eroguanav	Percent	Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	1 STRONGLY DISAGREE	27	6.3	6.5	6.5
1	2 DISAGREE	41	9.6	9.9	16.4
	3 AGREE	180	42.2	43.4	59.8
	4 STRONGLY AGREE	153	35.8	36.9	96.6
	5 NO OPINION	14	3.3	3.4	100.0
	Total	415	97.2	100.0	
Missing	System	12	2.8		
Total		427	100.0		

Q5.8 My opinion is solicited.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 STRONGLY DISAGREE	37	8.7	8.9	8.9
	2 DISAGREE	62	14.5	14.9	23.9
ļ	3 AGREE	195	45.7	47.0	70.8
	4 STRONGLY AGREE	97	22.7	23.4	94.2
	5 NO OPINION	24	5.6	5.8	100.0
İ	Total	415	97.2	100.0	
Missing	System	12	2.8		•
Total		427	100.0		

Q5.9 My opinion is valued.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 STRONGLY DISAGREE	38	8.9	9.2	9.2
	2 DISAGREE	53	12.4	12.8	22.0
	3 AGREE	197	46.1	47.7	69.7
	4 STRONGLY AGREE	100	23.4	24.2	93.9
	5 NO OPINION	25	5.9	6.1	100.0
	Total	413	96.7	100.0	
Missing	System	14	3.3		
Total		427	100.0		

16 How many hours of job-related technical training have you received in the past year?

		_	_	Valid	Cumulative
<u> </u>		Frequency	Percent	Percent	Percent
Valid	1 NONE	11	2.6	2.7	2.7
	2 15 HOURS OR LESS	82	19.2	20.0	22.6
	3 16 TO 30 HOURS	124	29.0	30.2	52.8
	4 31 TO 44 HOURS	68	15.9	16.5	69.3
	5 45 HOURS OR MORE	98	23.0	23.8	93.2
	6 DON'T RECALL	28	6.6	6.8	100.0
	Total	411	96.3	100.0	
Missing	System	16	3.7		
Total		427	100.0		

Q7 How would you evaluate the usefulness of training you have received?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 EXCELLENT	94	22.0	23.7	23.7
1	2 GOOD	180	42.2	45.3	69.0
1	3 FAIR	95	22.2	23.9	92.9
ĺ	4 POOR	25	5.9	6.3	99.2
ł	5 NO OPINION	3	7	.8	100.0
	Total	397	93.0	100.0	•
Missing	System	30	7.0		
Total		427	100.0		4

Q8 How would you assess your current workload?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 EXCESSIVE	202	47.3	50.1	50.1
1	2 JUST ABOUT RIGHT	181	42.4	44.9	95.0
ļ	3 I COULD DO MORE	14	3.3	3.5	98.5
!	4 NOT SURE	6	1.4	1.5	100.0
	Total	403	94.4	100.0	
Missing	System	24	5.6		
Total		427	100.0		

Q9 In general, how much of your workday is spent on administrative or clerical tasks?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 MORE THAN 75 PERCENT	37	8.7	9.2	9.2
	2 50 - 75 PERCENT	115	26.9	28.5	37.7
	3 25 - 49 PERCENT	149	34.9	37.0	74.7
	4 LESS THAN 25 PERCENT	93	21.8	23.1	97.8
	5 NONE	2	.5	.5	98.3
	6 NOT SURE	7	1.6	1.7	100.0
	Total	403	94.4	100.0	
Missing	System	24	5.6		
Total		427	100.0	_	

Q10 How would you assess the amount of time you spend on administrative or clerical tasks?

				Valid	Cumulative
1		Frequency	Percent	Percent	Percent
Valid	1 VERY REASONABLE	87	20.4	21.8	21.8
	2 SOMEWHAT REASONABLE	187	43.8	46.9	68.7
	3 SOMEWHAT UNREASONABLE	77	18.0	19.3	• 88.0
	4 VERY UNREASONABLE	26	6.1	6.5	94.5
	5 NO OPINION	22	5.2	5.5	100.0
	Total	399	93.4	100.0	
Missing	System	28	6.6		
Total		427	100.0		

Q11 How many hours does it typically take to provide an inspection once a request is made?

		C	Dansant	Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 24 HOURS OR LESS	288	67.4	72.0	72.0
1	2 25 TO 48 HOURS	82	19.2	20.5	92.5
	3 49 TO 72 HOURS	16	3.7	4.0	96.5
1	4 MORE THAN 72 HOURS	6	1.4	1.5	98.0
	5 NOT SURE	8	1.9	2.0	100.0
	Total	400	93.7	100.0	
Missing	System	27	6.3		
Total		427	100.0		

212 As a general rule, how often do you need to reschedule inspection appointments due to time constraints?

				Valid	Cumulative
	·····	Frequency	Percent	Percent	Percent
Valid	1 NEVER	140	32.8	35.0	35.0
	2 LESS THAN ONCE A DAY	179	41.9	44.8	79.8
	3 ONCE OR TWICE A DAY	32	7.5	8.0	87.8
	4 3 TO 5 TIMES A DAY	22	5.2	5.5	93.3
1	5 6 TO 10 TIMES A DAY	3	.7	.8	94.0
	6 MORE THAN TEN TIMES A DAY	2	.5	.5	94.5
	7 NOT SURE	22	5.2	5.5	100.0
	Total	400	93.7	100.0	
Missing	System	27	6.3		
Total		427	100.0		

Q13 How often do you find yourself compromising the quality of your work because of time constraints?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 ALL THE TIME	33	7.7	8.3	8.3
	2 FREQUENTLY	46	10.8	11.6	19.8
	3 SOMETIMES	126	29.5	31.7	51.5
	4 RARELY	123	28.8	30.9	82.4
į	5 NEVER	70	16.4	17.6	100.0
	Total	398	93.2	100.0	
Missing	System	29	6.8		
Total		427	100.0		

Q14 How often are you pressured not to write Orders or Notices to Correct?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 ALL THE TIME	19	4.4	4.8	4.8
	2 FREQUENTLY	23	5.4	5.8	10.6
	3 SOMETIMES	46	10.8	11.6	22.2
İ	4 RARELY	126	29.5	31.7	53.9
1	5 NEVER	183	42.9	46.1	100.0
ł	Total	397	93.0	100.0	
Missing	System	30	7.0		
Total		427	100.0		

Q15 How would you assess the amount of supervision you receive?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 EXCESSIVE	28	6.6	7.2	7.2
1	2 SUFFICIENT	334	78.2	85.4	92.6
	3 INSUFFICIENT	12	2.8	3.1	95.7
	4 NO OPINION	17	4.0	4.3	100.0
	Total	391	91.6	100.0	
Missing	System	36	8.4		
Total		427	100.0		

Q16 In the past year, how many times has your supervisor conducted follow-up inspections, performed quality assurance inspections, gone on ride-alongs, or otherwise directly reviewed your work?

	· - :			Valid	Cumulative
		Frequency	Percent	Percent	Percent_
Valid	1 LESS THAN 5 TIMES	126	29.5	32.0	32.0
	2 6 TO 10 TIMES	92	21.5	23.4	55.3
	3 11 TO 15 TIMES	29	6.8	7.4	62.7
	4 16 TO 20 TIMES	15	3.5	3.8	66.5
1	5 21 TO 25 TIMES	9	2.1	2.3	68.8
1	6 MORE THAN 25 TIMES	58	13.6	14.7	83.5
1	7 DON'T RECALL	65	15.2	16.5	100.0
	Total	394	92.3	100.0	
Missing	System	33	7.7		~.
Total		427	100.0		

Q17 In the past year, how many times have you received a formal performance evaluation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 NEVER	79	18.5	19.9	19.9
	2 ONCE	252	59.0	63.6	83.6
	3 TWICE	32	7.5	8.1	91.7
	4 THREE TIMES	3	.7	.8	92.4
	5 MORE THAN THREE TIMES	8	1.9	2.0	94.4
	6 DON'T RECALL	22	5.2	5.6	100.0
	Total	396	92.7	100.0	
Missing	System	31	7.3		
Total		427	100.0		

118 How would you assess the standards that were used to evaluate your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 EXCELLENT	59	13.8	20.0	20.0
1	2 GOOD	172	40.3	58.3	78.3
	3 FAIR	36	8.4	12.2	90.5
	4 POOR	11	2.6	3.7	94.2
	5 NO OPINION	17	4.0	5.8	100.0
	Total	295	69.1	100.0	
Missing	System	132	30.9		
Total		427	100.0		

Q20 How long have you been in your present position?

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 LESS THAN A YEAR	57	13.3	14.5	14.5
	2 1 OR 2 YEARS	52	12.2	13.2	27.7
	3 3 OR 4 YEARS	71	16.6	18.1	45.8
	4 5 TO 9 YEARS	105	24.6	26.7	72.5
	5 10 YEARS OR MORE	108	25.3	27.5	100.0
	Total	393	92.0	100.0	
Missing	System	34	8.0		,
Total		427	100.0		

Q21 What type of inspection services do you provide?

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 COMMERCIAL PROPERTY	166	38.9	42.7	42.7
	2 RESIDENTIAL PROPERTY	97	22.7	24.9	67.6
	3 CODE ENFORCEMENT	126	29.5	32.4	100.0
	Total	389	91.1	100.0	
Missing	System	38	8.9		
Total		427	100.0		

122 What proportion of inspections originally performed by Deputy Inspectors do you and your staff colleagues inspect?

	•	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 LESS THAN 10 PERCENT	86	20.1	33.2	33.2
	2 11 TO 25 PERCENT	27	6.3	10.4	43.6
1	3 26 TO 50 PERCENT	16	3.7	6.2	49.8
ļ	4 51 TO 75 PERCENT	12	2.8	4.6	54.4
ŀ	5 76 TO 99 PERCENT	25	5.9	9.7	64.1
1	6 100 PERCENT	21	4.9	8.1	72.2
	7 NOT SURE	72	16.9	27.8	100.0
	Total	259	60.7	100.0	
Missing	System	168	39.3		,
Total		427	100.0		<u> </u>

Group Q23 Please use the space below to explain or elaborate upon your answers or to make any other comments you may have.

			Pct of	Pct of
Category label	Code	Count	Responses	Cases
NO COMMENT	0 ,	11	3,9	7.1
NOTHING	. 77	4	1.4	2.6
OTHER NON-CATEGORICAL RESPONSES	88	20	7.2	12.8
THANKS FOR THE OPPORTUNITY TO PARTICIPATE	101	12	4., 3	7.7
I LOVE MY JOB	102	9	3.2	5.8
OTHER POSITIVE COMMENTS	199	36	12.9	23.1
WE NEED MORE HELP/NEED ADDITIONAL PERSON	201	12	4.3	7.7
OUR OFFICES ARE TOO SMALL	202	3	1.1	1.9
MANAGEMENT IS MORE CONCERN WITH QUANTITY	203	8	2.9	5.1
TRAINING NEEDS TO BE MORE TASK-SPECIFIC,	204	3	1.1	1.9
OTHER SUGGESTIONS OR COMPLAINTS	299	125	44.8	80.1
MANY OF THESE QUESTIONS DO NOT APPLY TO	301	8	2.9	5.1
OTHER NEUTRAL COMMENTS	399	28	10.0	17.9
		-	-	
Total re	sponses	279	100.0	178.8

271 missing cases; 156 valid cases

APPENDIX C

Detailed Data Tabulations for the Survey of Inspection Customers

21 During calendar year 2005, about how many inspections did you call for from the City's Department of Building and Safety?

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Valid 1	100	24.0	24.0	24.0
2	78	18.7	18.7	42.7
3	53	12.7	12.7	55.4
4	29	7.0	7.0	62.4
5	26	6.2	6.2	68.6
6	19	4.6	4.6	73.1
7	11	2.6	2.6	75.8
8	7	1.7	1.7	77.5
9	1	.2	.2	77.7
10	19	4.6	4.6	82.3
12	8	1.9	1.9	84.2
13	4	1.0	1.0	85.1
14	2	.5	.5	85.6
15	11	2.6	2.6	88.2
16	1	.2	.2	88.5
17	1	.2	.2	88.7
20	16	3.8	3.8	92.6
21	1	.2	.2	92.8
23	1	.2	.2	93.0
24	1	.2	.2	93.3
25	2	.5	.5	93.8
30	5	1.2	1.2	95.0
35	3	.7	.7	95.7
40	4	1.0	1.0	96.6
50	5	1.2	1.2	97.8
52	1	.2	.2	98.1
60	1	.2	.2	98.3
75	1	.2	.2	98.6
100	4	1.0	1.0	99.5
120	1	.2	.2	. 99.8
160	1	.2	.2	100.0
Total	417	100.0	100.0	

Q2A_A In the course of scheduling and following up on your inspection(s), did you ever call the inspector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	220	52.8	52.8	52.8
1	2. NO	184	44.1	44.1	96.9
•	3. DON'T RECALL	13	3.1	3.1	100.0
l	Total	417	100.0	100.0	

Q2B_A And did you find the inspector very, somewhat, not very, or not at all helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	12	2.9	5.5	5.5
	2. NOT VERY	6	1.4	2.7	8.2
	3. SOMEWHAT	48	11.5	21.8	30.0
1	4. VERY	148	35.5	67.3	97.3
	5. NO OPINION	6	1.4	2.7	100.0
	Total	220	52.8	100.0	
Missing	System	197	47.2		
Total		417	100.0		

Q2A_B In the course of scheduling and following up on your inspection(s), did you ever call the Department's Call Center?

	·	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	263	63.1	63.1	63.1
1	2. NO	132	31.7	31.7	94.7
ł	3. DON'T RECALL	22	5.3	5.3	100.0
	Total	417	100.0	100.0	

\$\frac{12B_B}{2}\$ And did you find the Department's Call Center very, somewhat, not very, or not at all helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	7	1.7	2.7	2.7
	2. NOT VERY	5	1.2	1.9	4.6
	3. SOMEWHAT	69	16.5	26.2	30.8
	4. VERY	178	42.7	67.7	98.5
	5. NO OPINION	4	1.0	1.5	100.0
ŀ	Total	263	63.1	100.0	
Missing	System	154	36.9		
Total		417	100.0		•

Q2A_C In the course of scheduling and following up on your inspection(s), did you ever call the City's 311 information line?

	4	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	54	12.9	12.9	12.9
1	2. NO	342	82.0	82.0	95.0
l	3. DON'T RECALL	21	5.0	5.0	100.0
L	Total	417	100.0	100.0	

12B_C And did you find the City's 311 information line very, somewhat, not very or not at all helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	6	1.4	11.1	11.1
•	2. NOT VERY	1	.2	1.9	13.0
	3. SOMEWHAT	9	2.2	16.7	29.6
	4. VERY	35	8.4	64.8	94.4
	5. NO OPINION	3	.7	5.6	100.0
1	Total	54	12.9	100.0	
Missing	System	363	87.1		
Total		417	100.0		

Q2A_D In the course of scheduling and following up on your inspection(s), did you ever use the Department's Web site?

	,	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	132	31.7	31.7	31.7
Ì	2. NO	281	67.4	67.4	99.0
1	3. DON'T RECALL	4	1.0	1.0	100.0
	Total	417	100.0	100.0	

12B_D And did you find the Department's Web site very, somewhat, not very, or not at all helpful?

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1. NOT AT ALL	1	.2	.8	.8
	2. NOT VERY	3	.7	2.3	3.0
	3. SOMEWHAT	50	12.0	37.9	40.9
	4. VERY	78	18.7	59.1	100.0
	Total	132	31.7	100.0	
Missing	System	285	68.3		
Total		417	100.0		

Q3A And would you say the inspection staff did an excellent, good, fair, or poor job of explaining everything you needed to do?

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1. POOR '	25	6.0	6.0	6.0
1	2. FAIR	47	11.3	11.3	17.3
İ	3. GOOD	145	34.8	34.8	52.0
1	4. EXCELLENT	186	44.6	44.6	96.6
	5. NO OPINION	14	3.4	3.4	100.0
	Total	417	100.0	100.0	

Q3B And would you say the inspection staff did an excellent, good, fair, or poor job of being available when you needed to ask questions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. POOR	41	9.8	9.8	9.8
1	2. FAIR	64	15.3	15.3	25.2
	3. GOOD	130	31.2	31.2	56.4
	4. EXCELLENT	152	36.5	36.5	92.8
	5. NO OPINION	30	7.2	7.2	100.0
	Total	417	100.0	100.0	

Q3C And would you say the inspection staff did an excellent, good, fair, or poor job of answering your questions?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. POOR	19	4.6	4.6	4.6
	2. FAIR	44	10.6	10.6	15.1
	3. GOOD	146	35.0	35.0	50.1
1	4. EXCELLENT	182	43.6	43.6	93.8
	5. NO OPINION	26	6.2	6.2	100.0
L	Total	417	. 100.0	100.0	

Q4A As a rule, were the inspections always, usually, sometimes, rarely, or never conducted within 48 hours of your request?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NEVER	7	1.7	2.2	2.2
	2. RARELY	9	2.2	2.8	5.0
	3. SOMETIMES	11	2.6	3.5	8.5
	4. USUALLY	61	14.6	19.2	27.8
	5. ALWAYS	229	54.9	72.2	100.0
	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total		417	100.0		•

Q4B As a rule, were the inspections always, usually, sometimes, rarely, or never conducted within 24 hours of your request?

			_	Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1. NEVER	28	6.7	8.8	8.8
1	2. RARELY	20	4.8	6.3	15.1
	3. SOMETIMES	37	8.9	11.7	26.8
	4. USUALLY	70	16.8	22.1	48.9
	5. ALWAYS	162	38.8	51.1	100.0
	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total		417	100.0		

Q5 Were the inspectors always, usually, sometimes, rarely, or never on time?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. ALWAYS	162	38.8	51.1	51.1
ŀ	2. USUALLY	109	26.1	34.4	85.5
l	3. SOMETIMES	17	4.1	5.4	90.9
l	4. RARELY	5	1.2	1.6	92.4
	5. NEVER	15	3.6	4.7	97.2
ŀ	6. INSISTS VARIED	8	1.9	2.5	99.7
	7. DON'T KNOW	1	.2	.3	100.0
	Total	317	76.0	100.0	
Missing	System	100	24:0		
Total		417	100.0		

Q6 Were any appointments you had with inspectors rescheduled?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	124	29.7	39.1	39.1
Valid					
1	2. NO	176	42.2	55. 5	94.6
1	3. DON'T RECALL	17	4.1	5.4	100.0
1	Total	317	76.0	100.0	•
Missing	System	100	24.0		
Total		417	100.0		<u>~.</u>

Q7 And were they usually rescheduled to accommodate your schedule or to accommodate the inspector's schedule?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. MY SCHEDULE	43	10.3	34.7	34.7
	2. INSPECTOR'S SCHEDULE	55	13.2	44.4	79.0
	3. INSISTS BOTH EQUAL	23	5.5	18.5	97.6
	4. DON'T RECALL	3	.7	2.4	100.0
1	Total	124	29.7	100.0	
Missing	System	293	70.3		
Total		417	100.0		

Q8 On average, about how long did each inspection take?

	·	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. LESS THAN 15 MINUTES	90	21.6	28.4	28.4
	2. 15 TO 30 MINUTES	162	38.8	51.1	79.5
l	3. 31 TO 59 MINUTES	34	8.2	10.7	90.2
	4. ONE HOUR OR MORE	13	3.1	4.1	94.3
1	5. DON'T RECALL	18	4.3	5.7	100.0
	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total	<u> </u>	417	100.0		,

19 Approximately how many hours went by between the time you made the request for ar inspection and the time the inspector arrived?

				Valid	Cumulative
L		Frequency	Percent	Percent	Percent
Valid	1. 0 TO 24 HOURS	44	10.6	44.0	44.0
	2. 25 TO 48 HOURS	20	4.8	20.0	64.0
	3. MORE THAN 48 HOURS	18	4.3	18.0	82.0
	4. DON'T RECALL	18	4.3	18.0	100.0
	Total	100	24.0	100.0	
Missing	System	317	[*] 76.0		
Total		417	100.0		

Q10 Was the appointment ever rescheduled?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	24	5.8	24.0	24.0
	2. NO	69	16.5	69.0	93.0
ļ	3. DON'T RECALL	7	1.7	7.0	100.0
	Total	100	24.0	100.0	
Missing	System	317	76.0		
Total		417	100.0		

211 And was it rescheduled to accommodate your schedule or the inspector's schedule?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. MY SCHEDULE	12	2.9	50.0	50.0
	2. INSPECTOR'S SCHEDULE .	8	1.9	33.3	83.3
	3. BOTH	1	.2	4.2	87.5
ĺ	4. DON'T RECALL	3	.7	12.5	100.0
	Total	24	5.8	100.0	
Missing	System	393	94.2		
Total		417	100.0		

Q12 Was the inspector on time for the appointment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	81	19.4	81.0	81.0
	2. NO	9	2.2	9.0	90.0
ļ	3. DON'T RECALL	10	2.4	10.0	100.0
1	Total	100	24.0	100.0	
Missing	System	317	76.0		
Total		417	100.0		İ

Q13 About how long did the inspection take?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. LESS THAN 15 MINUTES	38	9.1	38.0	38.0
	2. 15 TO 30 MINUTES	38	9.1	38.0	76.0
	3. 31 TO 59 MINUTES	7	1.7	7.0	83.0
1	4. ONE HOUR OR MORE	4	1.0	4.0	87.0
	5. DON'T RECALL	13	3.1	13.0	100.0
	Total	100	24.0	100.0	
Missing	System	317	76.0		
Total		417	100.0		

214A (Were the inspectors) (Was the inspector) very, somewhat, not very, or not at all courteous?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	11	2.6	2.6	2.6
	2. NOT VERY	10	2.4	2.4	5.0
	3. SOMEWHAT	68	16.3	16.3	21.3
1	4. VERY	294	70.5	70.5	91.8
1	5. INSISTS VARIED	13	3.1	3.1	95.0
	6. NO OPINION	21	5.0	5.0	100.0
	Total	417	100.0	100.0	

214B (Were the inspectors) (Was the inspector) very, somewhat, not very, or not at all helpful?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	16	3.8	3.8	3.8
	2. NOT VERY	9	2.2	2.2	6.0
Ì	3. SOMEWHAT	85	20.4	20.4	26.4
Ī	4. VERY	281	67.4	67.4	93.8
1	5. INSISTS VARIED	7	1.7	1.7	95.4
}	6. NO OPINION	19	4.6	4.6	100.0
	Total	417	100.0	100.0	

214C (Were the inspectors) (Was the inspector) very, somewhat, not very, or not at all knowledgeable?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	9	2.2	2.2	2.2
	2. NOT VERY	7	1.7	1.7	3.8
1	3. SOMEWHAT	64	15.3	15.3	19.2
1	4. VERY	305	73.1	73.1	92.3
	5. INSISTS VARIED	5	1.2	1.2	93.5
	6. NO OPINION	27	6.5	6.5	100.0
<u> </u>	Total	417	100.0	100.0	

214D (Were the inspectors) (Was the inspector) very, somewhat, not very, or not at all professional?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. NOT AT ALL	10	2.4	2.4	2.4
	2. NOT VERY	7	1.7	1.7	4.1
	3. SOMEWHAT	54	12.9	12.9	17.0
l	4. VERY	321	77.0	77.0	94.0
	5. INSISTS VARIED	5	1.2	1.2	95.2
ŀ	6. NO OPINION	20	4.8	4.8	100.0
	Total	417	100.0	100.0	

Q15 Overall, would you say you were very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the inspection process?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. VERY SATISFIED	291	69.8	69.8	69.8
	2. SOMEWHAT SATISFIED	86	20.6	20.6	90.4
	3. SOMEWHAT DISSATISFIED	19	4.6	4.6	95.0
	4. VERY DISSATISFIED	20	4.8	4.8	99.8
	5. NO OPINION	1	.2	.2	100.0
<u> </u>	Total	417	100.0	100.0	

Group \$Q16 What would the Department have needed to do to make you very satisfied?

			Pct of	Pct of
Category label	Code	Count	Responses	Cases
NONE/NOTHING	77	4	2.0	3.2
OTHER NON-CATEGORICAL RESPONSE	88	52	26.1	41.3
DON'T KNOW	99	9	4.5	7.1
MORE KNOWLEDGEABLE STAFF	101	9	4.5	7.1
MORE CUSTOMER-FRIENDLY STAFF	102	4	2.0	3.2
MORE AVAILABLE STAFF	103	3	1.5	2.4
MORE HELPFUL	104	5	2.5	4.0
BE CONSISTENT	105	9	4.5	7.1
HAVE MORE SUPERVISORS OR SUPERVISION	106	2	1.0	1.6
OTHER STAFFING COMMENTS	199	37	18.6	29.4
BEING ABLE TO SPEAK WITH THE INSPECTOR O	201	4	2.0	3.2
RETURN MY PHONE CALLS	202	4	2.0	3.2
OTHER COMMUNICATION COMMENTS	299	11	5.5	8.7
BEING ON TIME/GETTING TO THE APPOINTMENT	301	4	2.0	3.2
DECREASE THE TIME FRAME GIVEN FOR INSPEC	302	4	2.0	3.2
OTHER TIMING COMMENTS '	399	10	5.0	7.9
EVERYTHING WAS DONE VERY WELL/THEY ARE D	401	3	1.5	2.4
OTHER COMPLIMENTS	499	8	4.0	6.3
MORE INFORMATION	501	4	2.0	3.2
TELL YOU EVERYTHING THAT NEEDS TO BE DON	502	7	3.5	5.6
OTHER INFORMATION COMMENTS	599	6	3.0	4.8
Total re	sponses	199	100.0	157.9

291 missing cases; 126 valid cases

Q17 Has a supervisor or other quality control representative of the City ever contacted you to find out how satisfied you were with the City's inspection services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. YES	19	4.6	4.6	4.6
	2. NO	388	93.0	93.0	97.6
l	3. DON'T RECALL	10	2.4	2.4	100.0
	Total	417	100.0	100.0	

Q18 And were you very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied with the manner in which that contact was handled?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. VERY SATISFIED	17	4.1	89.5	89.5
	2. SOMEWHAT SATISFIED	2	.5	10.5	100.0
	Total	19	4.6	100.0	
Missing	System	398	95.4		
Total		417	100.0		

:19 Is there anything else you would like us to communicate to the Department of Building and Safety about the services they provide?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1. YES	107	25.7	25.7	25.7
2. NO	310	74.3	74.3	100.0
Total	417	100.0	100.0	

Group \$Q20 And what would that be?

			Pct of	Pct of
Category label	Code	Count	Responses	Cases
OTHER NON-CATEGORICAL RESPONSE	88	33	19.9	30.8
HIRE MORE STAFF/HIRE MORE PERSONNEL	101	6	3.6	5.6
MORE PERSONABLE STAFF/MORE CUSTOMER FRIE	102	2	1.2	1.9
MORE AVAILABILITY OF STAFF	103	3	1.8	2.8
STAFF ARE VERY RUDE	104	2	1.2	1.9
STAFF ARE NOT HELPFUL	105	2	1.2	1.9
OTHER STAFFING COMMENTS	199	30	18.1	28.0
ONE DIRECT NUMBER FOR INFORMATION	201	2	1.2	1.9
OTHER COMMUNICATION COMMENTS	299	4	2.4	3.7
CUSTOMER NEEDS MORE TIME FOR THE INSPECT	301	2	1.2	1.9
OTHER TIMING COMMENTS	399	10	6.0	9.3
THEY DID A GOOD JOB/KEEP DOING A GOOD WO	401	27	16.3	25.2
THEY ARE DOING BETTER/THEY HAVE MADE DRA	402	3	1.8	2.8
I'M VERY SATISFIED WITH INSPECTIONS/SERV	403	7	4.2	6.5
INSPECTORS ARE VERY HELPFUL	404	5	3.0	4.7
INSPECTORS ARE VERY PROFESSIONAL	405	2	1.2	1.9
OTHER COMPLIMENTS	499	20	12.0	18.7
CLEARER INFORMATION ABOUT INSPECTOR ON T	501	2	1.2	1.9
OTHER INFORMATION COMMENTS	599	4	2.4	3.7
Total re	enoneae	166	100.0	155.1
TOCAL TE	saponaea	100	100.0	100.1

310 missing cases; 107 valid cases

Q21 In the past year, have you used the inspection services of any other city?

				Valid	Cumulative
1		Frequency	Percent	Percent	Percent
Valid	1. YES	108	25.9	34.1	34.1
	2. NO	206	49.4	65.0	99.1
	3. DON'T RECALL	3	.7	.9	100.0
į	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total		417	100.0		

122 And would you say the job Los Angeles does in this area is much better, somewhat better, about the same, somewhat worse, or much worse than the job other cities do?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. MUCH BETTER	27	6.5	25.0	25.0
	2. SOMEWHAT BETTER	18	4.3	16.7	41.7
	3. ABOUT THE SAME	49	11.8	45.4	87.0
	4. SOMEWHAT WORSE	7	1.7	6.5	93.5
ļ	5. MUCH WORSE	3	.7	2.8	96.3
	6. NO OPINION	1	.2	.9	97.2
	7. INSISTS VARIES	3	.7	2.8	100.0
	Total	108	25.9	100.0	
Missing	System	309	74.1		
Total		417	100.0		

Q23 Is this property involved in the inspection residential or commercial?

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1. RESIDENTIAL	88	21.1	88.0	88.0
	2. COMMERCIAL	12	2.9	12.0	100.0
ļ	Total	100	24.0	100.0	
Missing	System	317	76.0		
Total		417	100.0		

Q24 And are you the owner or a contractor representing the owner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. OWNER	78	18.7	78.0	78.0
:	2. CONTRACTOR	16	3.8	16.0	94.0
	3. BOTH	3	.7	3.0	97.0
	4. REFUSED	3	.7	3.0	100.0
	Total	100	24.0	100.0	
Missing	System	317	76.0		
Total		417	100.0		*

Q25 Are the properties involved in the inspection residential, commercial, or both?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. RESIDENTIAL	200	48.0	63.1	63.1
	2. COMMERCIAL	55	13.2	17.4	80.4
	3. BOTH	62	14.9	19.6	100.0
	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total		417	100.0		

Q26 And are you the property owner or a contractor representing the owner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1. OWNER .	157	37.6	49.5	49.5
	2. CONTRACTOR	127	30.5	40.1	89.6
	3. BOTH/OWN SOME, CONTRACTOR ON SOME	28	6.7	8.8	98.4
	4. REFUSED	5	1.2	1.6	100.0
İ	Total	317	76.0	100.0	
Missing	System	100	24.0		
Total		417	100.0		

Group \$PERMTYP Inspection Type From Sample

Category label		Code	Count	Pct of Responses	Pct of Cases
Bottom/Toe		1	1	.2	.2
BUILDING-Rough-Frame		2	5	1.2	1.2
Drywall Nailing		3	9	2.2	2.2
ELECTRICAL-Final		4	1	.2	.2
ELECTRICAL-Rough		5	1	.2	. 2
Enclosure/Fence		6	2	.5	.5
Excavation		7	2	.5	.5
Excavation/Setback/Form/Re-Bar		8	5	1.2	1.2
Fill/Backfill		9	1	.2	.2
Final-COMBINATION		10	5	1.2	1.2
Final-Plumbing		11	3	.7	.7
Final		12	185	44.4	44.4
Floor/Roof Diaphrgm/Shear Wall		13	15	3.6	3.6
Footing/Foundation/Slab		14	24	5.8	5.8
Gas Test		15	1	.2	.2
Grading Pre-Inspection		16	1	.2	.2
Grounding or Bonding		17	1	.2	.2
HEATING-Final		18	1	.2	.2
HVAC-Final		19	1	.2	.2
HVAC-Rough		20	2	.5	.5
Insulation		21	9	2.2	2.2
Interior/Exterior Lathing		22	14	3.4	3.4
Masonry Wall/Backfill		23	1	.2	.2
Partition/T-Bar Ceiling		24	1	.2	.2
Piling/Pier/Caisson		25	1	.2	.2
PLUMBING-Rough		26	4	1.0	1.0
Pool Piping		27	ı î	.2	.2
Pre-Gunite		28	1	.2	. 2
Rough-A/C and Heating		29	4	1.0	1.0
Rough-AC/Htng/Vent		30	1	.2	.2
Rough-Elec/Plmb/HVAC		31	11	2.6	2.6
Rough-Frame		32	32	7.7	7.7
Rough		33	16	3.8	3.8
Rough or Power Release		34	10	2.4	2.4
Service/Power Release		35	10	2.4	2.4
Sewer Cap		36	3	.7	.7
Sewer or Sewer Cap		37	3	.7	.7
SGSOV-Seismic Gas S/O Valve		38	12	2.9	2.9
SWPPP-Storm Water		39	1	. 2	. 2
T-Bar Ceiling		40	2	5ء	.5
Underground		41	7	1.7	1.7
Underground Mechanical		42	2	.5	.5
Water Heater or Vent		43	4	1.0	1.0
Weld		44	1	. 2	.2
					-
v	Total res	sponses	417	100.0	100.0

O missing cases; 417 valid cases

TIME\$ Elapsed Time

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Valid 1	1	.2	.2	.2
2	3	.7	.7	1.0
3	24	5.8	5.8	6.7
4	93	22.3	22.3	29.0
5	87	20.9	20.9	49.9
6	66	15.8	15.8	65.7
7	50	12.0	12.0	77.7
8	28	6.7	6.7	84.4
9	21	5.0	5.0	89.4
10	11	2.6	2.6	92.1
11	12	2.9	2.9	95.0
12	4	1.0	1.0	95.9
13	. 6	1.4	1.4	97.4
14	3	.7	.7	98.1
15	3	.7	.7	98.8
16	1	.2	.2	99.0
18	1	.2	.2	99.3
23	1	.2	.2	99.5
24	1	.2	.2	99.8
25	1	.2	.2	100.0
Total	417	100.0	100.0	

TODAY Date

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20060425	109	26.1	26.1	26.1
	20060426	96	23.0	23.0	49.2
İ	20060427	42	10.1	10.1	59.2
	20060428	3	.7	.7	60.0
	20060429	17	4.1	4.1	64.0
1	20060430	4	1.0	1.0	65.0
	20060501	77	18.5	18.5	83.5
	20060502	37	8.9	8.9	92.3
	20060503	25	6.0	6.0	98.3
	20060505	7	1.7	1.7	100.0
	Total	417	100.0	100.0	

APPENDIX D

Detailed Data Tabulations for the Survey of Code Violators

Q1 Overall, how satisfied were you with the manner in which the City's code enforcement personnel handled the situation with your property?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 VERY SATISFIED	38	56.7	58.5	58.5
	2 SOMEWHAT SATISFIED	11	16.4	16.9	75.4
	3 SOMEWHAT DISSATISFIED	6	9.0	9.2	84.6
	4 VERY DISSATISFIED	9	13.4	13.8	98.5
	5 NO OPINION	1	1.5	1.5	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Q3 Has a supervisor or other quality control representative of the City ever contacted you to find out how satisfied you were ...?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 YES	14	20.9	21.9	21.9
	2 NO	49	73.1	76.6	98.4
	3 DON'T RECALL	1	1.5	1.6	100.0
	Total	64	95.5	100.0	
Missing	System	3	4.5		
Total		67	100.0		

Q4 How satisfied were you with the manner in which the contact was handled?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 VERY SATISFIED	16	23.9	100.0	100.0
Missing	System	51	76.1		
Total		67	100.0		

Q6A Clarity of explanations of what you needed to do.

		_		Valid	Cumulative
<u> </u>		Frequency	Percent	Percent	Percent
Valid	1 POOR	4	6.0	6.6	6.6
	2 FAIR	10	14.9	16.4	23.0
	3 GOOD '	24	35.8	39.3	62.3
1	4 EXCELLENT	21	31.3	34.4	96.7
	5 NO OPINION	1	1.5	1.6	98.4
	6 NOT APPLICABLE	1	1.5	1.6	100.0
	Total	61	91.0	100.0	
Missing	System	6	9.0		
Total		67	100.0		

Q6B Availability of staff to answer your questions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	6	9.0	9.7	9.7
1	2 FAIR	9	13.4	14.5	24.2
	3 GOOD	25	37.3	40.3	64.5
	4 EXCELLENT	17	25.4	27.4	91.9
	5 NO OPINION	1	1.5	1.6	93.5
	6 NOT APPLICABLE	4	6.0	6.5	100.0
	Total	62	92.5	100.0	
Missing	System	5	7.5		
Total		67	100.0		

Q6C Ability of staff to answer questions when you called the Call Center.

	•	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	7	10.4	11.3	11.3
•	2 FAIR	10	14.9	16.1	27.4
	3 GOOD	17	25.4	27.4	54.8
	4 EXCELLENT	14	20.9	22.6	77.4
	5 NO OPINION	2	3.0	3.2	80.6
İ	6 NOT APPLICABLE	12	17.9	19.4	100.0
1	Total	62	92.5	100.0	
Missing	System	5	7.5		
Total		67	100.0		

Q6D Helpfulness when you called the inspector.

				Valid	Cumulative
<u></u>		Frequency	Percent	Percent	Percent
Valid	1 POOR	7	10.4	11.7	11.7
	2 FAIR	4	6.0	6.7	18.3
	3 GOOD	18	26.9	30.0	48.3
1	4 EXCELLENT	23	. 34.3	38.3	. 86.7
	5 NO OPINION	2	3.0	3.3	90.0
	6 NOT APPLICABLE	6	9.0	10.0	100.0
	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total	¹s	67	100.0		

Q6E Usefulness of the department's Web site.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	4	6.0	6.8	6.8
	2 FAIR	4	6.0	6.8	13.6
	3 GOOD	11	16.4	18.6	32.2
	4 EXCELLENT	9	13.4	15.3	47.5
	5 NO OPINION	11	16.4	18.6	66.1
	6 NOT APPLICABLE	20	29.9	33.9	100.0
1	Total	59	88.1	100.0	
Missing	System	8	11.9		
Total		67	100.0		

Q6F Helpfulness of the City's 311 information line.

				Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	1 POOR	5	7.5	8.5	8.5
	2 FAIR	4	6.0	6.8	15.3
	3 GOOD	8	11.9	13.6	28.8
	4 EXCELLENT	9	13.4	15.3	44.1
	5 NO OPINION	11	16.4	18.6	62.7
	6 NOT APPLICABLE	22	32.8	37.3	100.0
	Total	59	88.1	100.0	
Missing	System	8	11.9		
Total		67	100.0		

Q7A How would you rate the code enforcement inspector - courtesy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	6	9.0	9.8	9.8
	2 FAIR	1	1.5	1.6	11.5
	3 GOOD	19	28.4	31.1	42.6
	4 EXCELLENT	34	50.7	55.7	98.4
ļ	5 NO OPINION	1	1.5	1.6	100.0
	Total	61	91.0	100.0	
Missing	System	6	9.0		*-
Total		67	100.0		

Q7B How would you rate the code enforcement inspector - helpfulness.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	6	9.0	10.0	10.0
	2 FAIR	4	6.0	6.7	16.7
	3 GOOD	19	28.4	31.7	48.3
	4 EXCELLENT	30	44.8	50.0	98.3
	5 NO OPINION	1	1.5	1.7	100.0
	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total		67	100.0		

Q7C How would you rate the code enforcement inspector - knowledge.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	6	9.0	10.0	10.0
	2 FAIR	5	7.5	8.3	18.3
	3 GOOD	19	28.4	31.7	50.0
	4 EXCELLENT	28	41.8	46.7	96.7
	5 NO OPINION	2	3.0	3.3	100.0
	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total		67	100.0		

$\ensuremath{\mathsf{Q7D}}\xspace$ How would you rate the code enforcement inspector - professionalism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 POOR	6	9.0	10.0	10.0
	2 FAIR	4	6.0	6.7	16.7
1	3 GOOD	14	20.9	23.3	40.0
	4 EXCELLENT	35	52.2	58.3	98.3
	5 NO OPINION	1	1.5	1.7	100.0
1	Total	60	89.6	100.0	
Missing	System	7	10.4		•
Total		67	100.0		

Q8 About how many times did the inspector inspect your property?

		_		Valid	Cumulative
L		Frequency	Percent	Percent	Percent
Valid	1 ONE	10	14.9	16.4	16.4
1	2 TWO	23	34.3	37.7	54.1
ł	3 THREE	7	10.4	11.5	65.6
İ	4 FOUR	4	6.0	6.6	72.1
	5 FIVE	1	1.5	1.6	73.8
	6 MORE THAN FIVE	5	7.5	8.2	82.0
İ	7 DON'T RECALL	11	16.4	18.0	100.0
	Total	61	91.0	100.0	
Missing	System	6	9.0		
Total		67	100.0		

Q9 On average, about how long did each inspection take?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 LESS THAN 15 MINUTES	14	20.9	23.3	23.3
	2 15 TO 30 MINUTES	29	43.3	48.3	71.7
	3 31 TO 59 MINUTES	6	9.0	10.0	81.7
	4 ONE HOUR OR MORE	1	1.5	1.7	83.3
	5 DON'T RECALL	10	14.9	16.7	100.0
	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total		67	100.0		

Q10 How often was the inspector on time for appointments with you?

				Valid	Cumulative
:		Frequency	Percent	Percent	Percent
Valid	1 ALWAYS	29	43.3	48.3	48.3
	2 USUALLY	11	16.4	18.3	66.7
ł	3 SOMETIMES	3	4.5	5.0	71.7
	4 RARELY	1	1.5	1.7	, 73.3
	5 NEVER	4	6.0	6.7	80.0
	6 DON'T RECALL	11	16.4	18.3	98.3
	7 NO APPOINTMENT MADE	1	1.5	1.7	100.0
i	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total		67	100.0		<u> </u>

Q11 Was an appointment with the inspector ever rescheduled?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 YES	26	38.8	43.3	43.3
	2 NO	24	35.8	40.0	83.3
	3 DON'T RECALL	10	14.9	16.7	100.0
	Total	60	89.6	100.0	
Missing	System	7	10.4		
Total		67	100.0		

Q12 Was the appointment rescheduled to accommodate your schedule or to accommodate the inspector's schedule?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 MY SCHEDULE	10	14.9	38.5	38.5
	2 THE INSPECTOR'S SCHEDULE	11	16.4	42.3	80.8
	3 BOTH HAPPENED	4	6.0	15.4	96.2
	4 DON'T RECALL	1	1.5	3.8	100.0
	Total	26	38.8	100.0	
Missing	System	41	61.2		
Total		67	100.0		

Q13 What is the current status of the situation with your property?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 INSPECTOR NEEDS TO VISIT AGAIN	3	4.5	4.8	4.8
	3 THE PROPERTY IS IN COMPLIANCE	54	80.6	87.1	91.9
İ	4 I DON'T KNOW	5	7.5	8.1	100.0
	Total	62	92.5	100.0	
Missing	System	5	7.5		
Total	· · · · · · · · · · · · · · · · · · ·	67	100.0		

Q14 To what extent do you feel the code enforcement process increased the value of your property?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 DEFINITELY INCREASED VALUE	13	19.4	20.3	20.3
	2 PROBABLY INCREASED VALUE	10	14.9	15.6	35.9
	3 PROBABLY DID NOT INCREASE VALUE	10	14.9	15.6	51.6
	4 DEFINITELY DID NOT INCREASE VALUE	15	22.4	23.4	75.0
	5 NO OPINION	16	23.9	25.0	100.0
	Total	64	95.5	100.0	
Missing	System	3	4.5		
Total		67	100.0		

Q15 To what extent do you feel the code enforcement process increased the safety of your property?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 DEFINITELY INCREASED SAFETY	19	28.4	30.6	30.6
	2 PROBABLY INCREASED SAFETY	13	19.4	21.0	51.6
	3 PROBABLY DID NOT INCREASE SAFETY	8	11.9	12.9	64.5
	4 DEFINITELY DID NOT INCREASE SAFETY	12	17.9	19.4	83.9
	5 NO OPINION	10	14.9	16.1	100.0
	Total	62	92.5	100.0	
Missing	System	5	7.5		
Total		67	100.0		

Q16 What kind of property is this?

	3000	Frequency	Percent	Valid Percent	*Cumulative Percent
Valid	1 RESIDENTIAL PROPERTY	51	76.1	79.7	79.7
	2 COMMERCIAL PROPERTY	13	19.4	20.3	100.0
	Total	64	95.5	100.0	
Missing	System	3	4.5		1
Total		67	100.0		

Q17 Are you the property owner or a contractor representing the property owner?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 OWNER	58	86.6	93.5	93.5
	2 CONTRACTOR REPRESENTING OWNER	3	4.5	4.8	98.4
	3 CHECKED BOTH	1	1.5	1.6	100.0
	Total	62	92.5	100.0	
Missing	System	5	7.5		
Total		67	100.0		

APPENDIX E

Statistically Significant Cross-Tabulations of Inspection Staff Data

Crosstab

			Q21 What t			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	1
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q1 Overall, how	1 VERY SATISFIED	Count	101	64	84	249
satisfied are		column %	60.8%	66.0%	66.7%	64.0%
you with your position in the	2 SOMEWHAT	Count	43	25	31	99
Department of Building and	SATISFIED	column %	25.9%	25.8%	24.6%	25.4%
Safety?	3 SOMEWHAT	Count	6	4	3	13
-	DISSATISFIED	column %	3.6%	4.1%	2.4%	3.3%
	4 VERY DISSATISFIED	Count	15	2	6	23
		column %	9.0%	2.1%	4.8%	5.9%
	5 NO OPINION	Count	1	2	2	5
		column %	.6%	2.1%	1.6%	1.3%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.674 ^a	8	.466
Likelihood Ratio	8.233	8	.411
Linear-by-Linear Association	1.518	1	.218
N of Valid Cases	389		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 1.25.

Crosstab

			Q21 What type of inspection services do you provide?			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q2 How	1 VERY LIKELY	Count	107	70	96	273
likely would		column %	64.5%	72.2%	76.2%	70.2%
you be to	2 SOMEWHAT LIKELY	Count	32	19	15	66
recommend		column %	19.3%	19.6%	11.9%	17.0%
this position to a friend?	3 SOMEWHAT UNLIKELY	Count	7	4	7	18
to a mona.		column %	4.2%	4.1%	5.6%	4.6%
	4 VERY UNLIKELY	Count	16	2	4	22
		column %	9.6%	2.1%	3.2%	5.7%
	5 NO OPINION	Count	4	2	4	10
		column %	2.4%	2.1%	3.2%	2.6%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.180 ^a	8	.106
Likelihood Ratio	13.513	8	.095
Linear-by-Linear Association	3.500	1	.061
N of Valid Cases	389		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 2.49.

Crosstab

			Q21 What ty			
			1	2		1
			COMMERCIAL PROPERTY	RESIDENTIAL PROPERTY	3 CODE ENFORCEMENT	Total
Q3 In	1 EXCELLENT	Count	93	65	70	228
general, how		column %	56.0%	67.0%	55.6%	58.6%
would you assess the	2 GOOD	Count	64	30	52	146
quality of the		column %	38.6%	30.9%	41.3%	37.5%
work you do?	3 FAIR	Count	5	1	3	9
,		column %	3.0%	1.0%	2.4%	2.3%
	4 POOR	Count	4			4
		column %	2.4%			1.0%
	5 NO OPINION	Count		1	1	2
		column %		1.0%	.8%	.5%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.165 ^a	8	.193
Likelihood Ratio	13.478	8	.096
Linear-by-Linear Association	.213	1	.644
N of Valid Cases	389		

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .50.

Crosstab

	Q21 What type of inspection services do you provide?					
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q4 How	1 VERY COMMITTED	Count	112	68	68	248
committed		column %	67.5%	70.1%	54.0%	63.8%
are your	2 SOMEWHAT	Count	34	22	40	96
colleagues to doing quality	COMMITTED	column %	20.5%	22.7%	31.7%	24.7%
work?	3 NOT VERY	Count	6	2	6	14
	COMMITTED	column %	3.6%	2.1%	4.8%	3.6%
	4 NOT AT ALL	Count	2	1		3
	COMMITTED	column %	1.2%	1.0%		.8%
	5 DEPENDS ENTIRELY	Count	11	3	9	23
	ON THE PERSON ·	column %	6.6%	3.1%	7.1%	5.9%
	6 NO OPINION	Count	1	1	3	5
		column %	.6%	1.0%	2.4%	1.3%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.927 ^a	10	.228
Likelihood Ratio	14.013	10	.172
Linear-by-Linear Association	2.023	1	.155
N of Valid Cases	389		

a. 8 cells (44.4%) have expected count less than 5. The minimum expected count is .75.

Crosstab

And the second of the second o

			Q21 What ty			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
054 16			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.1 I feel	1 STRONGLY DISAGREE	Count	2		2	4
the work I do is important.		column %	1.2%		1.6%	1.0%
is important.	2 DISAGREE	Count		1	2	3
i		column %		1.0%	1.6%	.8%
	3 AGREE	Count	18	11	41	70
		column %	10.8%	11.3%	32.5%	18.0%
	4 STRONGLY AGREE	Count	146	85	78	309
		column %	88.0%	87.6%	61.9%	79.4%
	5 NO OPINION	Count			3	3
		column %			2.4%	.8%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.274ª	8	.000
Likelihood Ratio	40.320	8	.000
Linear-by-Linear Association	14.105	1	.000
N of Valid Cases	389		

a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .75.

Crosstab

			Q21 What type of inspection services do you provide?			
			1	2		ļ
}			COMMERCIAL	RESIDENTIAL	3 CODE	l
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.2 The department recognizes the importance of my work.	1 STRONGLY DISAGREE	Count	20	5	7	32
		column %	12.0%	5.2%	5.6%	8.2%
	2 DISAGREE	Count	19	9	9	37
		column %	11.4%	9.3%	7.1%	9.5%
	3 AGREE	Count	71	41	65	177
		column %	42.8%	42.3%	51.6%	45.5%
	4 STRONGLY AGREE	Count	52	38	38	128
		column %	31.3%	39.2%	30.2%	32.9%
	5 NO OPINION	Count	4	4	7	15
		column %	2.4%	4.1%	5.6%	3.9%
Total	•	Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.511 ^a	8	.174
Likelihood Ratio	11.419	8	.179
Linear-by-Linear Association	4.484	1	.034
N of Valid Cases	389		

a. 2 cells (13.3%) have expected count less than 5. The minimum expected count is 3.74.

Crosstab

			Q21 What type of inspection services do you provide?			
			1	2		
į			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.3 I know what is expected of me in my position.	1 STRONGLY DISAGREE	Count	12	1	2	15
		column %	7.2%	1.0%	1.6%	3.9%
	2 DISAGREE	Count	1	2		3
		column %	.6%	2.1%		.8%
	3 AGREE	Count	65	36	56	157
		column %	39.2%	37.1%	44.4%	40.4%
	4 STRONGLY AGREE	Count	87	58	63	208
-		column %	52.4%	59.8%	50.0%	53.5%
	5 NO OPINION	Count	1		5	6
		column %	.6%		4.0%	1.5%
Total	,	Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.847 ^a	8	.008
Likelihood Ratio	21.751	8	.005
Linear-by-Linear Association	3.857	1	.050
N of Valid Cases	389		

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .75.

Crosstab

		Q21 What ty	·			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.4 Lam	1 STRONGLY DISAGREE	Count	15	6	3	24
provided with		column %	9.0%	6.2%	2.4%	6.2%
training that	2 DISAGREE	Count	24	13	11	48
enables me to learn and grow in		column %	14.5%	13.4%	8.7%	12.3%
my position.	3 AGREE	Count	66	43	71	180
, p		column %	39.8%	44.3%	56.3%	46.3%
	4 STRONGLY AGREE	Count	57	35	37	129
		column %	34.3%	36.1%	29.4%	33.2%
	5 NO OPINION	Count	4		4	8
		column %	2.4%		3.2%	2.1%
Total	•	Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.259 ^a	8	.054
Likelihood Ratio	17.791	8	.023
Linear-by-Linear Association	2.191	1	.139
N of Valid Cases	389		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.99.

Crosstab

		Q21 What ty				
1			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.5 I have	1 STRONGLY DISAGREE	Count	15	5	5	25
the		column %	9.0%	5.2%	4.0%	6.4%
equipment I need to do	2 DISAGREE	Count	24	15	18	57
my job well.		column %	14.5%	15.6%	14.3%	14.7%
,, ,	3 AGREE	Count	88	49	68	205
		column %	53.0%	51.0%	54.0%	52.8%
	4 STRONGLY AGREE	Count	35	27	30	92
		column %	21.1%	28.1%	23.8%	23.7%
	5 NO OPINION	Count	4		5	9
		column %	2.4%		4.0%	2.3%
Total		Count	166	96	126	388
<u> </u>		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.306 ^a	8	.404
Likelihood Ratio	10.258	8	.247
Linear-by-Linear Association	2.563	1	.109
N of Valid Cases	388		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 2.23.

Crosstab

		Q21 What ty				
ł			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.6 I have	1 STRONGLY DISAGREE	Count	17	5	5	27
the other		column %	10.2%	5.2%	4.0%	6.9%
resources	2 DISAGREE	Count	25	14	15	54
need to do my job well.		column %	15.1%	14.4%	11.9%	13.9%
Job Well.	3 AGREE	Count	80	46	70	196
		column %	48.2%	47.4%	55.6%	50.4%
•	4 STRONGLY AGREE	Count	34	28	31	93
		column %	20.5%	28.9%	24.6%	23.9%
	5 NO OPINION	Count	10	4	5	19
		column %	6.0%	4.1%	4.0%	4.9%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.803 ^a	8	.359
Likelihood Ratio	8.774	8	.362
Linear-by-Linear Association	2.232	1	.135
N of Valid Cases	389		

a. 1 cells (6.7%) have expected count less than 5. The minimum expected count is 4.74.

Crosstab

		Q21 What ty				
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.7 I am	1 STRONGLY DISAGREE	Count	17	6	2	25
recognized by		column %	10.2%	6.2%	1.6%	6.4%
my supervisor when I do good	2 DISAGREE	Count	20	10	8	38
work.		column %	12.0%	10.3%	6.3%	9.8%
	3 AGREE	Count	66	45	58	169
		column %	39.8%	46.4%	46.0%	43.4%
	4 STRONGLY AGREE	Count	61	36	46	143
		column %	36.7%	37.1%	36.5%	36.8%
	5 NO OPINION	Count	2		12	14
		column %	1.2%		9.5%	3.6%
Total		Count	166	97	126	389
•		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.116 ^a	8	.000
Likelihood Ratio	32.260	8	.000
Linear-by-Linear Association	13.018	1	.000
N of Valid Cases	389		

a. 2 cells (13.3%) have expected count less than 5. The minimum expected count is 3.49.

Crosstab

			Q21 What ty			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.8 My	1 STRONGLY DISAGREE	Count	18	9	6	33
opinion is		column %	10.8%	9.3%	4.8%	8.5%
solicited.	2 DISAGREE	Count	21	11	25	57
		column %	12.7%	11.3%	19.8%	14.7%
<u> </u>	3 AGREE	Count	83	48	· 51	182
		column %	50.0%	49.5%	40.5%	46.8%
	4 STRONGLY AGREE	Count	36	27	31	94
İ		column %	21.7%	27.8%	24.6%	24.2%
j	5 NO OPINION	Count	8	2	13	23
		column %	4.8%	2.1%	10.3%	5.9%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.180 ^a	8	.040
Likelihood Ratio	16.449	8	.036
Linear-by-Linear Association	2.576	1	.108
N of Valid Cases	389		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.74.

Crosstab

			Q21 What ty			
			1	2		
1			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q5.9 My	1 STRONGLY DISAGREE	Count	20	10	5	35
opinion is valued.		column %	12.1%	10.3%	4.0%	9.0%
is valued.	2 DISAGREE	Count	21	8	20	49
		column %	12.7%	8.2%	16.0%	12.7%
	3 AGREE	Count	76	51	55	182
		column %	46.1%	52.6%	44.0%	47.0%
	4 STRONGLY AGREE	Count	41	26	30	97
ł		column %	24.8%	26.8%	24.0%	25.1%
	5 NO OPINION	Count	7	2	15	24
<u></u>		column %	4.2%	2.1%	12.0%	6.2%
Total		Count	165	97	125	387
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.576 ^a	8	.012
Likelihood Ratio	20.047	8	.010
Linear-by-Linear Association	5.315	1	.021
N of Valid Cases	387		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.02.

Crosstab

			Q21 What ty	Q21 What type of inspection services do you provide?		
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	1
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q6 How many	1 NONE	Count	8			8
hours of		column %	4.8%	i		2.1%
job-related	2 15 HOURS OR LESS	Count	51	12	14	77
technical training have you		column %	30.9%	12.4%	11.1%	19.8%
received in the	3 16 TO 30 HOURS	Count	49	33	38	120
past year?		column %	. 29.7%	34.0%	30.2%	30.9%
	4 31 TO 44 HOURS	Count	15	18	30	63
		column %	9.1%	18.6%	23.8%	16.2%
	5 45 HOURS OR MORE	Count	32	29	33	94
		column %	19.4%	29.9%	26.2%	24.2%
	6 DON'T RECALL	Count	10	5	11	26
		column %	6.1%	5.2%	8.7%	6.7%
Total		Count	165	97	126	388
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	43.229 ^a	10	.000
Likelihood Ratio	46.350	10	.000
Linear-by-Linear Association	19.753	1	.000
N of Valid Cases	388		

a. 3 cells (16.7%) have expected count less than 5. The minimum expected count is 2.00.

Crosstab

	Q21 What type of inspection services do you provide?					_
· ·			1	2		
j			COMMERCIAL	RESIDENTIAL	3 CODE	<u> </u>
07 11	4 EVOELLENT		PROPERTY	PROPERTY	ENFORCEMENT	Total
Q7 How would	1 EXCELLENT	Count	52	18	21	91
you evaluate the		column %	33.1%	18.6%	16.7%	23.9%
usefulness of training you	2 GOOD	Count	73	36	62	171
have received?		column %	46.5%	37.1%	49.2%	45.0%
	3 FAIR	Count	25	32	33	90
		column %	15.9%	33.0%	26.2%	23.7%
	4 POOR	Count	6	11	8	25
		column %	3.8%	11.3%	6.3%	6.6%
	5 NO OPINION	Count	1		2	3
		column %	.6%		1.6%	.8%
Total	•	Count	157	97	126	380
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.266ª	8	.001
Likelihood Ratio	26.562	8	.001
Linear-by-Linear Association	11.626	1	.001
N of Valid Cases	380		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is .77.

Crosstab

			Q21 What ty			
			1	2	·	
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q8 How	1 EXCESSIVE	Count	104	34	54	192
would you		column %	63.0%	35.1%	43.2%	49.6%
	2 JUST ABOUT RIGHT	Count	54	58	64	176
current workload?		column %	32.7%	59.8%	51.2%	45.5%
workload:	3 I COULD DO MORE	Count	6	3	5	14
		column %	3.6%	3.1%	4.0%	3.6%
	4 NOT SURE	Count	1	2	2	5
		column %	.6%	2.1%	1.6%	1.3%
Total		Count	165	97	125	387
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.601 ^a	6	.001
Likelihood Ratio	23.937	6	.001
Linear-by-Linear Association	9.980	1	.002
N of Valid Cases	387		

a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.25.

Crosstab

and the control of th

			Q21 What ty	Q21 What type of inspection services do you provide?		
i			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
	·		PROPERTY	PROPERTY	ENFORCEMENT	Total
Q9 In general,	1 MORE THAN 75	Count	8	1	24	33
how much of	PERCENT	column %	4.8%	1.0%	19.2%	8.5%
your workday is spent on	2 50 - 75 PERCENT	Count	24	18	70	112
administrative		column %	14.5%	18.6%	56.0%	28.9%
or clerical	3 25 - 49 PERCENT	Count	73	54	20	147
tasks?		column %	44.0%	55.7%	16.0%	37.9%
	4 LESS THAN 25	Count	59	22	7	88
	PERCENT	column %	35.5%	22.7%	5.6%	22.7%
	5 NONE	Count	1		1	2
		column %	.6%		.8%	.5%
	6 NOT SURE	Count	1	2	3	6
		column %	.6%	2.1%	2.4%	1.5%
Total		Count	166	97	125	388
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	129.371 ^a	10	.000
Likelihood Ratio	134.818	10	.000
Linear-by-Linear Association	60.806	1	.000
N of Valid Cases	388		

a. 6 cells (33.3%) have expected count less than 5. The minimum expected count is .50.

Crosstab

			Q21 What ty			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q10 How	1 VERY REASONABLE	Count	39	20	25	84
would you		column %	23.8%	20.8%	20.2%	21.9%
assess the	2 SOMEWHAT	Count	76	47	58	181
amount of time REASONABLE you spend on administrative	REASONABLE	column %	46.3%	49.0%	46.8%	47.1%
or clerical	3 SOMEWHAT	Count	27	18	30	75
tasks?	UNREASONABLE	column %	16.5%	18.8%	24.2%	19.5%
	4 VERY	Count	16	5	4	25
	UNREASONABLE	column %	9.8%	5.2%	3.2%	6.5%
_	5 NO OPINION	Count	6	6	7	19
	•	column %	3.7%	6.3%	5.6%	4.9%
Total		Count	164	96	124	384
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.740 ^a	8	.365
Likelihood Ratio	8.844	8	.356
Linear-by-Linear Association	.128	1	.720
N of Valid Cases	384		

a. 1 cells (6.7%) have expected count less than 5. The minimum expected count is 4.75.

Crosstab

			Q21 What ty			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q11 How many	1 24 HOURS OR LESS	Count	124	94	63	281
hours does it		column %	75.2%	96.9%	50.4%	72.6%
typically take to provide an	2 25 TO 48 HOURS	Count	34	3	43	80
inspection once		column %	20.6%	3.1%	34.4%	20.7%
a request is	3 49 TO 72 HOURS	Count	2		14	16
made?		column %	1.2%		11.2%	4.1%
	4 MORE THAN 72	Count	1		4	5
	HOURS	column %	.6%		3.2%	1.3%
	5 NOT SURE	Count	4		1	5
	<u> </u>	column %	2.4%		.8%	1.3%
Total		Count	165	97	125	387
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	73.436 ^a	8	.000
Likelihood Ratio	81.794	8	.000
Linear-by-Linear Association	12.938	1	.000
N of Valid Cases	387		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is 1.25.

Crosstab

			Q21 What type of inspection services do you provide?			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	Takal
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q12 As a	1 NEVER	Count	42	45	50	137
general rule,		column %	25.5%	46.4%	40.0%	35.4%
how often do you	2 LESS THAN ONCE A	Count	64	49	62	175
need to reschedule	DAY	column %	38.8%	50.5%	49.6%	45.2%
inspection appointments	3 ONCE OR TWICE A	Count	24	2	5	31
due to time	DAY	column %	14.5%	2.1%	4.0%	8.0%
constraints?	4 3 TO 5 TIMES A DAY	Count	21			21
	, 0 , 0 0 ,	column %	12.7%	İ		5.4%
	5 6 TO 10 TIMES A DAY	Count	3		,	3
		column %	1.8%			.8%
	6 MORE THAN TEN	Count	1		1	2
	TIMES A DAY	column %	.6%		.8%	.5%_
	7 NOT SURE	Count	10	1	7	18
		column %	6.1%	1.0%	5.6%	4.7%
Total		Count	165	97	125	387
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	63.593 ^a	12	.000
Likelihood Ratio	74.778	12	.000
Linear-by-Linear Association	14.003	1	.000
N of Valid Cases	387		

a. 7 cells (33.3%) have expected count less than 5. The minimum expected count is .50.

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Crosstab

			. Q21 What ty			
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q13 How often do	1 ALL THE TIME	Count	20	6	7	33
you find yourself compromising the		column %	12.1%	6.2%	5.6%	8.5%
quality of your work	2 FREQUENTLY	Count	21	13	9	43
because of time		column %	12.7%	13.4%	7.3%	11.1%
constraints?	3 SOMETIMES	Count	52	30	41	123
		column %	31.5%	30.9%	33.1%	31.9%
	4 RARELY	Count	41	32	44	117
		column %	24.8%	. 33.0%	35.5%	30.3%
<u> </u>	5 NEVER	Count	31	16	23	70
		column %	18.8%	16.5%	18.5%	18.1%
Total		Count	165	97	124	386
<u> </u>		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.048 ^a	8	.262
Likelihood Ratio	10.240	8	.249
Linear-by-Linear Association	4.353	1	.037
N of Valid Cases	386		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.29.

Crosstab

			Q21 What ty	Q21 What type of inspection services do you provide?			
			1	2		1	
			COMMERCIAL PROPERTY	RESIDENTIAL PROPERTY	3 CODE ENFORCEMENT	Total	
Q14 How often	1 ALL THE TIME	Count	14	2	2	18	
are you		column %	8.5%	2.1%	1.6%	4.7%	
pressured not to	2 FREQUENTLY	Count	8	5	10	23	
write Orders or		column %	4.8%	5.2%	8.1%	6.0%	
Notices to Correct?	3 SOMETIMES	Count	26	10	8	44	
Concor		column %	15.8%	10.3%	6.5%	11.4%	
	4 RARELY	Count	37	- 36	47	120	
		column %	22.4%	37.1%	37.9%	31.1%	
1	5 NEVER	Count	80	44	57	181	
		column %	48.5%	45.4%	46.0%	46.9%	
Total		Count	165	97	124	386	
1		column %	100.0%	100.0%	100.0%	100.0%	

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.062 ^a	8	.003
Likelihood Ratio	23.648	8	.003
Linear-by-Linear Association	2.722	1	.099
N of Valid Cases	386		

a. 1 cells (6.7%) have expected count less than 5. The minimum expected count is 4.52.

Crosstab

			Q21 What ty			
			1 COMMERCIAL	2 RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q15 How	1 EXCESSIVE	Count	13	10	5	28
would you		column %	8.0%	10.4%	4.0%	7.3%
assess the amount of	2 SUFFICIENT	Count	132	83	113	328
supervision		column %	81.0%	86.5%	90.4%	85.4%
you receive?	3 INSUFFICIENT	Count	9	1	2	12
		column %	5.5%	1.0%	1.6%	3.1%
	4 NO OPINION	Count	9	2	5	16
		column %	5.5%	2.1%	4.0%	4.2%
Total		Count	163	96	125	384
	<u> </u>	column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.984 ^a	6	.089
Likelihood Ratio	11.468	6	.075
Linear-by-Linear Association	.383	1	.536
N of Valid Cases	384		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 3.00.

Crosstab

		,	Q21 What ty	Q21 What type of inspection services do you provide?		
			1 COMMERCIAL	2 RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q16 In the past year,	1 LESS THAN 5 TIMES	Count	58	28	40	126
how many times has		column %	34.9%	28.9%	31.7%	32.4%
your supervisor conducted follow-up	2 6 TO 10 TIMES	Count	40	26	24	90
inspections,		column %	24.1%	26.8%	19.0%	23.1%
performed quality	3 11 TO 15 TIMES	Count	12	7	10	29
assurance		column %	7.2%	7.2%	7.9%	7.5%
inspections, gone on	4 16 TO 20 TIMES	Count	8	3	3	14
ride-alongs, or		column %	4.8%	3.1%	2.4%	3.6%
otherwise directly reviewed your work?	5 21 TO 25 TIMES	Count	3	4	2	9
Toviewed your work:		column %	1.8%	4.1%	1.6%	2.3%
	6 MORE THAN 25 TIMES	Count	20	19	19	58
		column %	12.0%	19.6%	15.1%	14.9%
	7 DON'T RECALL	Count	25	10	28	63
		column %	15.1%	10.3%	22.2%	16.2%
Total		Count	166	97	126	389
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.811 ^a	12	.383
Likelihood Ratio	12.596	12	.399
Linear-by-Linear Association	2.738	1	.098
N of Valid Cases	389		

a. 5 cells (23.8%) have expected count less than 5. The minimum expected count is 2.24.

Crosstab

			Q21 What ty	Q21 What type of inspection services do you provide?		
			1	2		
			COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q17 In the past	1 NEVER	Count	38	19	20	77
year, how many		column %	23.0%	19.6%	15.9%	19.8%
times have you received a	2 ONCE	Count	93	60	94	247
formal		column %	56.4%	61.9%	74.6%	63.7%
performance	3 TWICE	Count	18	8	6	32
evaluation?		column %	10.9%	8.2%	4.8%	8.2%
	4 THREE TIMES	Count	1	2		3
		column %	.6%	2.1%		.8%
	5 MORE THAN THREE	Count	5	1	2	8
	TIMES	column %	3.0%	1.0%	1.6%	2.1%
	6 DON'T RECALL	Count	10	7	4	21
		column %	6.1%	7.2%	3.2%	5.4%
Total		Count	165	97	126	388
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.304 ^a	10	.121
Likelihood Ratio	15.966	10	.101
Linear-by-Linear Association	1.270	1	.260
N of Valid Cases	388	_	

a. 6 cells (33.3%) have expected count less than 5. The minimum expected count is .75.

Crosstab

	Q21 What type of inspection services do you provide?			services do you		
			1	2		
			COMMERCIAL PROPERTY	RESIDENTIAL PROPERTY	3 CODE ENFORCEMENT	Total
Q18 How would	1 EXCELLENT	Count	24	21	14	59
you assess the		column %	20.3%	29.6%	13.7%	20.3%
standards that	2 GOOD	Count	68	42	61	171
were used to evaluate your performance?		column %	57.6%	59.2%	59.8%	58.8%
	3 FAIR	Count	13	3	17	33
		column %	11.0%	4.2%	16.7%	11.3%
	4 POOR	Count	6	2	3	11
		column %	5.1%	2.8%	2.9%	3.8%
	5 NO OPINION	Count	7	3	7	17
		column %	5.9%	4.2%	6.9%	5.8%
Total	· ·	Count	118	71	102	291
		column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.364 ^a	8	.136
Likelihood Ratio	12.953	8	.113
Linear-by-Linear Association	.527	1	.468
N of Valid Cases	291		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 2.68.

Crosstab

		Q21 What type of inspection services do you provide?				
			1	2		
	•		COMMERCIAL	RESIDENTIAL	3 CODE	
			PROPERTY	PROPERTY	ENFORCEMENT	Total
Q20 How	1 LESS THAN A YEAR	Count	27	18	11	56
long have you been in		column %	16.3%	18.6%	8.7%	14.4%
your present	2 1 OR 2 YEARS	Count	19	11	21	51
position?		column %	11.4%	11.3%	16.7%	13.1%
·	3 3 OR 4 YEARS	Count	21	14	35	70
		column %	12.7%	14.4%	27.8%	18.0%
	4 5 TO 9 YEARS	Count	45	22	37	104
		column %	27.1%	22.7%	29.4%	26.7%
	5 10 YEARS OR MORE	Count	54	32	22	108
		column %	32.5%	33.0%	17.5%	27.8%
Total		Count	166	97	126	389
	<u>, </u>	column %	100.0%	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.259 ^a	8	.002
Likelihood Ratio	24.568	8	.002
Linear-by-Linear Association	1.205	1	.272
N of Valid Cases	389		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.72.

Crosstab

		Q21 What type of inspection services do you provide?			
			1	2	
			COMMERCIAL	RESIDENTIAL	
			PROPERTY	PROPERTY	Total
Q22 What	1 LESS THAN 10	Count	48	37	85
proportion of	PERCENT	column %	29.8%	38.5%	33.1%
inspections	2 11 TO 25 PERCENT	Count	12	15	27
originally performed by		column %	7.5%	15.6%	10.5%
Deputy Inspectors	3 26 TO 50 PERCENT	Count	5	11	16
do you and your		column %	3.1%	11.5%	6.2%
staff colleagues	4 51 TO 75 PERCENT	Count	6	6	12
inspect?		column %	3.7%	6.3%	4.7%
	5 76 TO 99 PERCENT	Count	16	9	25
		column %	9.9%	9.4%	9.7%
	6 100 PERCENT	Count	18	3	21
		column %	11.2%	3.1%	8.2%
	7 NOT SURE	Count	56	15	71
		column %	34.8%	15.6%	27.6%
Total		Count	161	96	257
		column %	100.0%	100.0%	100.0%

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.552 ^a	6	.000
Likelihood Ratio	26.529	6	.000
Linear-by-Linear Association	14.772	1	.000
N of Valid Cases	257		

a. 1 cells (7.1%) have expected count less than 5. The minimum expected count is 4.48.

APPENDIX F

"Other" Comments Made by Inspection Staff

"Other" Comments Made By Inspection Staff

This appendix presents the remarks of responding Inspection Staff that were coded as "other." These remarks were transposed verbatim, except in those cases in which the remarks revealed the individual's identity. Select phrases were redacted to preserve anonymity. In order to ensure that the "other" answers are understandable, they are presented in the context of the entire response. The words and phrases actually coded as "other" are highlighted in bold.

- Regarding question number 21, I don't know of any of my duties or inspections which were originally performed by Deputy Inspectors.
- Has there ever been any thought on conducting a workshop with staff to evaluate the efficiency of the current policies that we are now using?
 Thank You.
- The West Los Angeles office (located at 1828 Sawtelle) is not a conducive environment for the inspection group to perform their mission. Everyone is sitting on top of each other and the minimum office and desk space has not been provided. There is a movement taking place to relocate us soon, I pray. Please encourage LADBS management to provide a home that will promote a happy and healthy work space.
- I like my job and feel it is a valuable service to the community. I would appreciate more organized and specific code and policy training on a weekly basis. Office and field working conditions are excellent.
- Some of the questions were asked by someone that does not know very
 much about construction in the field and thus might be misleading. The
 questions don't reflect a true concept of what happens Citywide because
 of the huge difference of areas, one size does not fit all.
- Shear walls.
- I currently work for code enforcement. Your last question about the area I
 do work for re: Residential inspection OR Code enforcement is stated
 poorly. As a code enforcement inspector I do both jobs, not one or the
 other.
- I love my job, I just wish we could get the same raises and retirement as DWP, Police & Fire Department get, we are all city officials and workers.
 Hope this helps you.

Some of the questions provided pertain to aspects of this position that I
don't have information on; such as what criteria is used to evaluate my
work and how often my supervisor actually follows up on my work. Others
are a bit ambiguous. For example, how often does "who" pressure me not
to write orders? In all instances I gave the best answer I could.

- Looking forward to a long, successful career with Building and Safety. I am
 very pleased with our upper management. I have complete trust in their
 decisions and I am confident in their leadership abilities and feel they are
 leading our department in the best direction possible. Thank you for your
 concern.
- Because of the requirement to make all called inspections within 24 hours, Inspectors do not have the time to make a good inspection of the project, or they will make only a small part of the inspection and have them call for more inspections of the same area which slows down the job. Also, the pressure from principal and chief inspectors to make the number of called inspections per day that the upper managers want for there stats. If you look at the required inspections per day and look at the inspector route sheets you will find that inspectors spent very little time on the job if you add in travel time. Most inspectors only have about 5.5 or less hours per day to make inspections in the field and 1.5 hours in the office. They may make all their inspections but miss the stuff that may be a problem later on. The Inspectors job is to protect lives and property. We may be more productive but we are not doing our job as inspectors
- Building and Safety is a great Department to work for, but again no One person or Division is perfect.
- There should be a site where we can go to download forms, so that
 everyone is on the same page. Also, it would be good to have procedures
 standardized, and in writing so that everyone operates on the same page.
- More training is always better.
- Management needs to support the Inspectors rather than bowing to outside interests and political acts.
- It is my observation that formal performance evaluations are not treated seriously in this department. For example, Generally the style of management is rather dictatorial and autocratic. Decisions are made from the top down without the participation or input from those who are directly involved in implementing them or are impacted by them.
 Managers have not kept up with the changes in human resources and in the workplace. TRAINING NEEDS TO BE PROVIDED TO MANAGEMENT ON

HOW TO HANDLE CHANGES IN THE WORKPLACE AND HOW TO TREAT TODAY'S EMPLOYEES!

- On equipment: Unlike Inspection Bureau, Code Enforcement depends on pictures of violations to build cases. Our cameras, Sony Mavicas, are old and provide poor quality images. Currently, we are unable to store digital images; "before and after" pictures are necessary for proactive code enforcement to "sell" surveys to Council. One DVD burner (\$50.00??) per PACE Team would enable us to record digital survey images and present visual results to Council and neighborhood committees. Thanks for this opportunity.
- I need the right equipment to perform my duties better such as a digital camera, CD writer to store photos, and better computer (sometimes it takes up to 40 minutes to boot-up).
- Many things have been done to increase the efficiency of the department. Utilizing computers more is just one of the ways. A computer that can be used in the field is one way we could cut down on things like double entry as well as may other inefficient means of operation.
- Management has intentionally maintained an atmosphere which has been, and continues to be, oppressive. Consequently, morale is borderline marginal, and job performance has suffered unnecessarily. Micro-management is the rule of the day. Personal initiative is stifled and discouraged at every opportunity. Excellence in job performance is not recognized, and is more often criticized as putting other Employees in a "poor light." Brown-nosing is rewarded with cronyism and favoritism, which reigns supreme. Intentional under staffing has been institutionalized. Physical threats and intimidation by the General Manager have resulted in Employee trepidation and lawsuits. This continuing culture of fear has been reflected in Employee anxiety, apathy, Workers Comp claims and early retirement. Arbitrary discipline actions, against selected employees, have been utilized to intimidate other Department Employees.
 Additionally, Supervision and Management have deliberately ignored the City Council resolution.
- During the last 8-10 years I have seen the Department change from being
 the leader and innovator in Building Departments in the nation, regarding
 code enforcement, to just an average Department. During this period
 there has been a move away from quality inspections to quantity of
 inspections. Underlying this is a feeling that our management has not
 promoted sufficient training giving the feeling that the less the inspector
 knows the smoother the job will move along.

 Give us more time to complete our workload. Having a time limit dictated to us by management regulating office time and field time cuts production, creates stress on workers, and helps promote errors.

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- Not much more than the questions you asked. I have a new supervisor, and think he has all the qualities to promote to the top one day. He's a good choice for supervision.
- Our problem with residential inspections has to do with the time required to do each inspection, which can vary from 20 min to 60min depending on what kind of inspection. A framing inspection can take a lot more time than an electrical inspection, small job or large job etc. So sometimes we cannot do as complete a job as needed.
- The overall quality (knowledge, work ethic, word skills, and public relations) of at least 50% of the District Inspectors is poor. 2.) Too much time is spent by district inspectors doing clerical work. Field inspection requires repetition to maintain or improve skills. 3.) Too many people are promoted who have neither management skills nor a thorough knowledge of "City" procedures or of the codes we enforce. 4.) Very poor support is given to lower level supervision when assistance is needed with respect to discipline. In turn the HR department's support of upper management's request for support with discipline is non-existent. Employees who routinely pose discipline problems are transferred to places where they are less obvious, as opposed to being discharged. 5. Our performance statistics are not and never have been able to reflect the work taking place (In both new construction inspections and code enforcement activities, the vagaries of these disciplines are difficult to properly quantify).
- I enjoy my work and feel that we make a very big impact to the well being of the city and it's future.
- Therefore, my answers reflect to some extent prior supervision as well.
- It's not the amount of supervision it's the quality.
- With the new computer program/system it now takes almost twice the time to do paper/computer work than before, and leaves far less time to actually work your files.
- It is my privilege to safeguard; LIFE, LIMB, HEALTH, PROPERTY, and PUBLIC WELFARE for all who live and/or visit our beautiful city.

- Inspection performed by staff colleagues originally performed by Deputy Inspectors varies among different inspection groups with the nature of inspection activity of the group. The information given is approximately average.
- I rarely perform Inspections
- Question 19 does not allow an accurate tabulation. In the Grading Division we inspect and enforce all three of listed selections.
- Due to the outdated computer equipment we use and the extensive video log I maintain, I lose a lot of time waiting for my very slow computer to download photo files and be able to work with them. Training with Building & Safety has fallen off substantially in the past 10 years and seems to be becoming less and less. [Training] lacks concentration on the inspections that we perform and it seems that if you don't train on your own then it doesn't happen. I received better training years ago.
- Calls are routinely rescheduled for the following day and not "rolled" so that it appears that that called inspection was made within 24 hours. I do not feel comfortable with this because it makes for a false claim by management that 99% of called inspections are made within 24 hours. I have heard this claim made by management in the past. It is hard to feel proud of that goal when you know that it is untrue and the contractors who are being rescheduled know that it is not true. This procedure has been directed to our division by our supervisors. Other then the above item, I love my job and would not change positions for anything. We are fairly compensated in both salary and benefits for the work we do EXCEPT for the mileage reimbursement. We need better compensation for the rising cost of fuel, insurance and the cost to maintain a vehicle for the type of driving we do (numerous stop and go, staring of vehicle etc). Please consider the fact that inspectors get in, start and stop their personal vehicles 10-15 times.
- Building and Safety has matured immensely with the creation of the Code Enforcement Bureau created in 1998. Also, with the advent of the new CEIS computer program started in 2003. The CEIS program makes all code enforcement inspection staff accountable for each and every job. In my position I have to track down the status of all open or closed cases and report findings to Upper Management, City Council, City Planning, Police or other interested agency departments. I see CEIS really paying off in the next several years as far as productivity. Hopefully, B&S Inspection Bureau will come online with a similar type of database for their antiquated PCIS system. I say that because inspection notes are vague in the PCIS

database. They maintain a hard file on all their jobs and hand write their detailed notes in the file. These notes are not available for immediate review via computer, and in my case, I have to call each inspector via phone or email to find out any fine details or status of inspection.

- It would be very helpful to have computers in the field to check and see if a permit has been obtained for work in progress.
- Commercial plumbing does not have Deputy Inspectors.
- We need better tools for enforcement. Once we issue an order it is difficult
 to obtain compliance and getting a case to court is extremely difficult.
 This process needs to be streamlined and we need our own legal liaison.
 Our orders are severely backlogged and tends to lead to a sense of
 futility.
- On question 19 or 18 I inspect both commercial and residential, but only 1 was available to answer.
- This is a great job and there is always room for improvement. Building and Safety has provided me with the training and the belief that I can succeed.
- I feel that our mileage reimbursement needs to be reevaluated. With the current cost of fuel, we are losing with each mile. With the fuel costs, wear and tear, tire's insurance etc. something needs to be done. My salary is fair, I have no problems, but my fuel bill alone is 60 to 80 a week.
- I work in the downtown district and feel the organization is good among staff. Gas mileage allowance needs to be addressed due to gas prices. Thank you.
- Every year we do a little more office work and a little more computer work so management has more stats to play with. The cost is, less time looking at the jobs.
- Recently our work loads have lightened, due to more and more people being hired. What we need now is more office space. I also think overtime is being abused and should be saved for when we really need it. Finally, it would be nice to receive a decent cost of living increase in our next contract like Police, Fire, DWP, and other departments.
- My supervisor does review our work daily and does follow up inspections when needed.
- Great place to work.

- Management rarely asks us for opinions on problems that we are more familiar with, and on the rare occasions that they do they usually ignore our recommendations. We frequently reschedule jobs to meet our workload. We are told that we are never to use our code #88, which is the code for an inspection not made.
- No one values or is interested in anything I have to say.

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- I take great pride in my job and ALWAYS try to do the best I can to ensure safety and compliance. It bothers me that the "gift shop" is opened periodically because a customer complains, has connections, or otherwise allowed to skirt around the minimum that is required. Thank you for allowing inspection staff to voice their comments.
- This Department has lost its best plan checkers and inspectors to other departments and cities. Pressure is used by upper mangers to sign off jobs that have corrections or not ready to be occupied before the buildings are complete so the contractor and developers can get tax credits.
- Request different day for training since Tuesday and Wednesday are court days. Or to offer in-house training with supervisors to catch up with current code changes. Also to schedule combined pace group meetings and court issue updates and meetings. A universal training between all code enforcement groups would be beneficial to the department.
- The Department as a whole is a great place to work. We have all the tools needed to efficiently do our job. Work load is cyclical and for a few years now our work load is great. We need more inspectors to do follow up type work. Thanks.
- I'm interested in as much technical training as possible to continually enhance my growth and knowledge as an inspector.
- The general manager says we are "facilitators not regulators" but has never specified what this means. Do we regulate the code or not?
 Different bureau chiefs give different interpretations of "facilitator".
- Question 20 doesn't allow for multiple entry. I work with both commercial properties and residential properties in preparing them to be submitted to the city attorneys office for legal action.
- God created man because he was disappointed with the monkey! -Mark
 Twain

- More inspections could be made with fewer Inspectors if our clerical duties were reduced. When I became an inspector years ago, clerk typists used keyboards not Inspectors. Research, Certificates of Occupancy, timekeeping, record keeping, and other clerical duties were done by clerks. Now Inspectors have assumed clerical duties which could be handled more economically and efficiently by "well trained" clerks. The concept of giving Inspectors control of a virtual system of inspection record keeping is not beneficial to the city. The statistics of closing a Code Enforcement Bureau job by reassigning a permit, when it's obtained through an OTC, to the Inspection Bureau and recording a new job for the Inspection Bureau, is as phony as the plaques on the General Manager's "glory wall."
- Question 20 implies that code enforcement does not do residential or commercial inspections, which they do inspect.
- In General, I think the Department is doing a good job with the current resources available. I think, however, that outside training and seminars with the industry we serve would enhance our abilities to do a better job.
- The amount of time spent on paperwork has increased over the last few years, and it seems as though there's no relief in sight. Laptops with connectivity would help. The ability to call-forward desk phones to cell phones would enable more flexibility in scheduling inspections, and periodic reviews of the document flow might help.
- Certificate of Occupancies written by hand should have owners address provided by clerical, thanks.
- High work load has caused inspectors to compromise the quality of their inspections, however, the recent arrival of new staff is easing this situation.
- My specific division is very professional and all my inspectors are diligent and bring with them a high work ethic. We do often have to reschedule called inspections due to time constraints and lack of manpower, it appears our management, (above the Chief level), seem to enjoy quantity more than quality due to the fact that quality often times is not productive: It is also hard at times to maintain morale within the division due to preferential treatment given to specific individuals due to their political background. We often see two standards enforced, one for "connected individuals" and the remaining standards for "all others."
- LADBS should be re-oriented towards the long-term goal of safe structures on safe sites, instead of the present short-term goal of public acceptance and political expediency. Such a change will require a profound political

act of will by the elected officials of the City as a phalanx, but it is imperative due to the metropolis' vulnerability to earthquake, firestorm, tsunami, landslide and flood. Read Lincoln's Second Inaugural Address for perspective. Ponder it.

- Additionally, Management has intervened to prevent Inspection Staff from citing violations of Zoning Codes, Building Codes, Plumbing Codes, Mechanical Codes, and Life-Safety Codes. Evidence of this are. One is located at (Also in violation of the State of California Coastal Commission regulations) and at. And, in the case of these two buildings, when Compliance Orders were issue, Staff was then ordered to "trash" the Orders and "close" the case before any compliance has been achieved. These two buildings are but the "tip of the iceberg." This shameful mismanagement technique is rife within this Department.
- Provide better tools for inspectors to do their job. le: Arc Fault Circuit Interrupter testers. Appropriate laptops or hand held computers to eliminate redundant paperwork.
- We reschedule 100 jobs a week. We have no time to go back on jobs that
 orders are written on. We reschedule work to show that we make 100% of
 our calls in 24 hours. This is not a true statement.
- As a supervisor, many of the questions were not applicable to my current position. Also, after doing almost every position that the department has as an inspector classification, and many as a supervisor, this survey doesn't, or should I say, needs to be more fine-tuned to the position. There is a huge difference between a citation inspector versus a district inspector, a court liaison inspector versus a district inspector or a Pro Active Inspector in Code Enforcement. (And there are many more positions under the inspector classification window.)
- Field training at construction sites would be more valuable than classroom training.
- Supervisors know all the steps of disciplinary action. BUT THEY HAVE NO CLUE ON HOW TO MOTIVATE.
- Commercial Principal and Chief Inspectors have a pattern of "over-ruling"
 the Inspectors and Senior Inspectors, on various job sites. Where
 corrections have been issued, on Dept. Forms, they are often removed
 from the "permit pack" and cancelled by these Supervisors. The violations
 still exist on the job site and the Inspector is ordered to approve the site
 despite the non-code compliant conditions. For example: A Building,
 located at with outstanding violations was signed off by a Chief Inspector.

Many such buildings exist throughout the City. Additionally, there has been a long standing practice, by "upper supervision," of canceling valid "Orders to Comply" (Compliance Orders.) Violations and dangerous building conditions are allowed to exist. This should be stopped. Code required and scheduled fees are often waived by Supervisors and Management

- For years upper supervision and management have exercised authority they do not possess by "waiving" Ordinance stipulated inspection fees. Some field inspection staff will still cite a contractor for the correct fees, however, most field inspection staff don't even "bother," knowing that the field inspector's "boss" will simply "give the fees away" if the contractor complains loudly enough. Contractors have "caught" onto this long standing Department "practice," and play the game of intentionally obtaining permits with "incorrect" and "under stated" fees. Additionally, Contractors have become accustomed to having most field inspectors not even "bother" writing a correction for the correct fees due on a particular jobsite, knowing that if they go to the field inspector's "boss" they will get those fees cited "waived" by upper supervision. An example of this is
- I currently do not work in inspection. I have in the past, and I am familiar with their challenges of excess workload. This is especially true for the specialty (commercial) inspectors. They do not have time to provide (field) training to the few new hires to their ranks. It takes 3-5 years of working the job to earn their "Bachelor's Degree". They are exposed to a greater variety and volume of construction than private inspectors, or contractors. They work on large complex projects that require careful and skilled oversight. Weekly in the paper I read of these buildings burning, or failing if you would like to see some contact me. Those buildings are designed by the same engineers that design buildings here. They are built by the same contractors. The difference is the Inspection staff. Our job is to make it safe for the people in the city of Los Angeles to work and live in a safe environment, as well as protect their most valuable investment-their homes.
- I am not compensated entirely for the expenses incurred by driving my own vehicle. The rising cost of fuel and other related maintenance doesn't seem to concern my employer.
- I am amazed at how well the supervisors and co-workers work together as a team. Coming from a different department it's a night and day difference, this department is the way all departments should operate.

- There should be a pay increase for residential inspectors that perform inspections on major hillside structures, similar to a B.I. getting higher pay (Senior Pay) for Inspecting high rises. New employees end up making the same pay as a 10 year seasoned Inspector after only 18 months. Seems to be a morale problem when an inexperienced worker gets the same pay as a veteran.
- Due to the excessive amount of our daily workload, it is evident to me why
- I am very satisfied with Andrew Adleman, the Department's General Manager, who has demonstrated to be a strong leader and a professional. When Mr. Adelman took on this enormous responsibility he immediately cleaned house, made upper management employees be accountable and responsible. Employees now have a better attitude, are more respectful and act in a more professional manner. The public has commented to me that they are very pleased with the Department's changes and are much happier having to do business with Building and Safety.
- We have a three-pronged problem in the department which will have a negative effect on this city. It is a matter of time as to when it occurs. The problems are the proliferation of "owner-builders" who do not know how to build, the time constraints of a too-heavy workload which prevent us from giving a proper inspection, and upper management's irrational pressure on us to make ALL calls within 24 hours. It is a recipe for disaster and I fear for the safety of residents in this current construction atmosphere.
- As a result of intentional decisions made by the management at the Department of Building and Safety, this department has failed to achieve compliance with every City Council Ordinance and State Legislative directive passed that mandated installation of Life-Safety related systems. Including: a 1970 era ordinance (later incorporated in the Building Code as Section 8603) requires every multi-family dwelling building be retro-fitted with direct wired smoke detectors. Complete compliance should have been by August 1, 1883. Ordinance #158,963 (also known as the "Dorothy Mae Ordinance") requires every 3-story or higher multi-family dwelling building be retro-fitted with several Life-Safety features, including, fire suppression system, fire alarm system, enclosing open stairwells, etc. Ordinance #170121 & #171430 (approved November 1994, later incorporated with the Building Code as Section 8606) requiring the retro-fitting to Life-Safety systems that included lighted exit signs and emergency egress illumination.

- Every day I leave more work on my desk than I began with. I don't have the time to make the CSR inspections, write the cases, do the follow up inspections after compliance dates, enter all inspection notes, make permitted inspections, submit cases for CAH, meet owners at the counter and return calls. Let alone reduce the case load. It would require another inspector in just my district to keep abreast of current activity. And another to begin reducing the case load. Previous efforts to 'Clear' or otherwise have eliminated the cases with the less serious violations. I probably have another one to two hundred files that I haven't opened that have violations involving unapproved occupancy and/or major construction (room additions and garage conversions). There is not enough time with the workload. There is too much workload for the time allowed. And every other month the department implements more procedures and policies that require more time on the computer that keeps us from working our cases
- The workload is always backed up and in need of additional personnel to fill-in the vacancies, because of workload, retirements, promotions, etc. I have enjoyed working in Building and Safety for years.
- For Item 19 you should have given the opportunity to state both residential and commercial.
- Inspectors require more time in the office to perform all the paperwork and computer entry required to perform the job properly. The inspectors also need less inspection stops during the day so more time can be spent doing a thorough inspection.
- VEIP annual inspections are more a source of revenue than providing any real enforcement of health and safety related codes.
- Personnel Section Supervision and Management has for years improperly "charged" Worker Compensation Claims (Injured on Duty IOD) to "inspection time," instead of to "IOD Time." This has been a gross misuse of "City Time" when those hours/days/weeks/months should have been accounted for by Workers Comp. Management has, for years, improperly "held" (delayed) valid and approved overtime paperwork from inspection staff, however, the Engineering Staff seems to never have a problem getting paid for overtime they worked. Only recently (last couple of weeks) has the Department issued a statement that it "intends" to follow the "Fair Labor Act." Time will tell. Management refuses to comply with negotiated work policies, such as rotation and reassignment policies. Grievances are constantly filed, with the Department usually (95% of the time) losing. This is terrible for morale. The General Manager, in

consultation with the Office of the City Attorney, issued Policy Order 80 (expiration of Permits) that upper supervision constantly violates.

- I enjoy my job and feel it has raised my standard of living and quality of life. I feel the department operates well considering any normal bureaucratic constraints.
- I need more truth and consistency from my sneaky supervisor.
- Some of the questions are too general and therefore hard to answer.
- We're the best.
- Have a nice day.
- This Department does not care if the job is safe. It only cares if the statistics show that all inspections are performed in 24 hours. The individual inspectors care about safety but it has never been mentioned by the Department. If someone complains you are automatically found at fault and you have to defend yourself. This causes many inspectors to let lots of things go. Mr. Adelman, the General Manager, has stated on several occasions that the Code Books are only guidelines. This is not true, they are laws passed by the City Council and the Codes are written by national experts. He has also stated that substandard construction is ok since it is no different than high school. You pass with an A or a C-. We can be much better than this.
- No organization ever improved itself by lowering its standards. Multiple sets of rules become extremely difficult to follow. It's often difficult to ascertain which customers get which concessions from Management.
- I am very happy with my position and look forward to a long career with the City of Los Angeles Building and Safety.
- Paperwork has become unmanageable. Ever increasing additional work from other depts. has muddled my description.
- Management very rarely consults inspectors on decisions being made that relate to our work. On the rare occasion that they do consult us they almost never consider our recommendations. As to our workload, on the days that our workload does not allow us to complete all of our inspections, we are never to use the "88" code on our tine sheet. The "88" code is the code for inspections not made. In lieu of the "88" code we are to call the contractor and reschedule the inspection.

- In my opinion, the code enforcement bureau that I am now working is a very efficient working machine; it does all the building code related work in a proficient manner. I am as an inspector very please to be part of this organization!
- I feel I am a valued employee of DBS
- Building and Safety is a rewarding place to work. The services we provide don't just help the customer, our inspections help to safe guard their neighbors and there community. I am very pleased to be part of the building and safety inspection force.
- As a Grading Inspector my inspection services include all three types: commercial, residential, and code enforcement.
- I feel it's a waste of City time to have the General Manager conduct interviews for Senior inspectors to make sure that you are aware of the awards the Dept. and/or He has obtained. The interview I had to endure to promote to Senior Inspector was degrading. The very fact that I was considered for promotion was due to my performance in the field and my desire to promote.
- Discipline has been employed for retribution and punishment instead of a tool of supervision. Careers have intentionally been sabotaged in furtherance of personal revenge, to the detriment of the City and the individual. Hostile work environments have been encouraged.
- No job is perfect. The work that we perform is exacting and requires patience and tact. All in all, the Department is doing darn good in it's mission to protect the public and enforce the laws regarding the development and maintenance of property. Inspectors are now also clerks and the computer systems we use are neither intuitive nor user-friendly and do not interface well or at all. More time is spent in the office than should be because of this. Management can better cull statistics at the cost of performing actual work. I do not have the answers, I only know that there must be a better way. I live in LA and have a vested interest in the Department's success because what we do impacts the quality of life in our city.
- Provided all answers to the best of my knowledge honestly and truthfully.
- The Department is poorly managed. If you are wealthy, politically connected, or can be of some use to Andrew Adelman you can get whatever you want even if you shouldn't. Pay to play is doing well in Adelman's Department. His motto "be a facilitator not a regulator" tells it

- all. Solicitation of awards and anything that makes Adelman look good is our priority. The welfare of the City is no longer a priority.
- The Department has gone from making quality inspections to making a
 quantity of inspections to make sure that all inspections are made within
 24 hours! We've been told not to cancel any inspections, or show any
 inspections not made. Our jobs are very important and time is needed to
 make quality inspections.
- LADBS is not interested in safety. It is interested in awards and praise for Mr. Adelman. If you write corrections it generates complaints. Mr. Adelman does not like complaints. He wants you to enforce the spirit of the code, whatever that means. Individual inspectors try to do the best job they can. Since Mr. Adelman has been running LADBS he has never mentioned quality in making inspections or plan check. That way he can blame the individual if something goes wrong. We send residential inspectors out on jobs with little or no training. Commercial inspectors are in a better situation because the workload is not as bad and most commercial inspectors worked in the trade and will not let major corrections go. Mr. Adelman pressures us in approving substandard construction.
- Request for rotation should be honored. Personnel has not been rotated from code enforcement to inspection so to have better experience.

APPENDIX G

"Other" Comments Made By Inspection Customers

"Other" Comments Made By Inspection Customers

This appendix presents the remarks of responding Inspection Customers that were coded as "other." These remarks were transposed verbatim, except in those cases in which the remarks revealed the individual's identity. Select phrases were redacted to preserve anonymity. In order to ensure that the "other" answers are understandable, they are presented in the context of the entire response. The words and phrases actually coded as "other" are highlighted in bold.

- Nothing really that could have been done. I added an addition and it didn't pass.
- The time is not accommodating to finish. I have [to] shop around for the electrical contractor and that made me late three or four days and I was charged for this. He told me that you have to do the job in four to five days, for being late I had to pay for training. The smoke detectors need to be replaced, and have two contractors do the work. And when I kept calling him he never called me back.
- Well it would be good if they could call before they got to the job so I don't have to sit and wait for them all day.
- Lower the prices.
- If they treat the people somewhat as an equal, not come off as an authority. Because inspections are intimidating anyway. Should have the attitude "I'm here to help you" not you did something wrong. Suppose to protect not scare you.
- The last inspector that came out failed us on several items that had already been passed by the other inspector. He was very rude and threatening to me. He failed me on things not even related to the permit. They came out on my birthday. I don't remember his name now. Please look it up and find out who he is. I want to file a complaint and be contacted back by the controller.
- [The] issue was my contractor, but he conceded to make everyone happy.
- It was difficult to talk to them in person. Very limited times available to talk to them. You had to leave a message and it sometimes took them a day or two to call back. They need to have better times. More available times to get a hold of them.

- Eliminate roofing inspections. All they need is a final roof inspection as opposed to 3 different times it just holds up progress.
- The inspector just went in without asking permission. Other than that, everything was ok. The web site was confusing regarding the permit. I'm not the contractor.
- I had one incident I think it was the electrical meter. There was no follow through by the DWR. Not the inspector I think.
- Be more forthcoming with their answers.

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- On a couple of occasions, the inspectors didn't want to wait 5 minutes for you to arrive.
- Being on time would be nice. Way to do on-line plan check would be nice.
- They gave us about 30 days to fix the problem, but gave very little notice when they showed up.
- I was somewhat satisfied with the inspection process. What I'm completely dissatisfied with is the permit process. You have to get the plans approved with the planning department. That's the part that I'm completely dissatisfied with.
- **Get rid [of] some bad inspectors. Some of the inspectors were horrible.** They should make a policy that they schedule all the corrections at one time instead of every time give different corrections.
- Have people that speak English at the office. The permit office has terrible service. I get pissed off even thinking about it. Dealing with people with an attitude that are overworked and underpaid. There needs to be a house cleaning. Once the inspection started, it was fine.
- I don't know. There is always room for improvement. Sometimes they have an attitude. Sometimes it seems like they belittle you. Not that often, just once in a while like maybe they had a rough inspection before me. That's all. They're ok. There is always room for improvement.
- More personnel. More people on the phone. Being closed every other Friday is not good. We would also like to see night and weekend inspections.
- I would say satisfied only to get a green light to continue with another contractor. I had to fire a contractor and then called the inspector

because some things passed that were clearly not right and I did not understand how these things could pass. I'm not sure if what he told me was truly not within the parameters of what that inspector does and does not do. I had to sue the contractor and he keeps arguing that 'it passed inspection, it passed inspection' but these things were not done correctly. So what is the role of the city if they pass inspections on things done wrong? Their job is to make sure construction is up [to code].

- When they ask for corrections and if they could forward this information on the internet, this [would] be very helpful. Knowing which bulletin board number I need to ask for would be helpful.
- No patience and don't let you talk.
- Call back and let the customer know or the contractor know if they were going to make it for that day. I know they are very busy but a courtesy call would have been nice.
- Because the city used [an] outside contractor making it take 3 weeks to do rather than 1 week.
- They're fine.
- I think if they wanted something done, to be specific **and also be a little** more, how shall I say, be more appreciative of the homeowner and understand the homeowners investing a lot of money to make these improvements. They should just be more appreciative. More on our side.
- Was dissatisfied with the trees and it cost me thousands of dollars for ugly trees that have not bloomed yet. I had to have my gardener here. I told the city [to] show me these trees. This is what you're planting now. Even the people buying my house are unhappy they wouldn't let me plant what's on my block and they wouldn't give me my final inspection until I planted these terrible trees.
- I think [to] be a little more able to deal with more people's time line.
- When they installed the heater, there is an instruction on the heater. There was a stop on the heater and I asked the inspector if he could take the instructions and warranty off the heater. He told me no. I am years old and he told me I didn't need it. The inspector just looked at the heater and he just said it was fine and just walked away and didn't give me no card or no explanation.

- The inspectors are rude and have bad attitudes. There should be more
 accountability and more supervisors. They should be more
 knowledgeable. If they could give us more accurate time frame of when
 they were going to be there it would cost less money and be more
 productive.
- Need to educate their inspectors more on structural aspects and their attitude to people on the job sites. Some of them need to be more professional.
- Do a better job of providing supervisors to control how the inspectors do their jobs, and make sure the right person is doing to right inspection.
- They need to answer their phones so I could speak to an inspector.
- They are just extremely slow with the process. I still haven't gotten my Certificate of Occupancy. It's been too long. Just to close any escrow is much too long. The city requirements are much too long vs. anywhere else.
- When they come by to do the inspection to actually ask for the person rather than just driving by.
- I would say the office staff need to brighten up a little bit, they don't make me feel important, and I feel as if they are rushing me off the phone.
- Just a little difficult to get in touch with someone to talk to and get a general question to answer.
- Well I think that dealing with special conditions; each job is different and to help solve the problem. This would be a big help for the progress of getting things done on time.
- Provide more helpful guidelines to help more, and sometimes they come up with these strange codes.
- In front of my house, the sidewalk is raising and it's very dangerous. I asked him what I should do; he said there is no more money to do this, and that they used to do it. So I called the supervisor of [the] Department of Building and Safety and he came out and looked and said the same thing; that there is no money anymore to do the repairs. So I am very concerned because I don't want anyone to get hurt. They told me, "Sorry I would have to do it myself because there is no budget." He said the only thing he could do was to file it and paint over it. They came and did it but it is still the same. They said it was the best they could do. It is still a very

dangerous situation and I did report it to the inspector. I would like for them to repair it.

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- Just get things straight on what permits are needed for what services that [they] are checking on.
- I think they should eliminate obsolete rules. They should be focused on the safety of the house and not on revenue generating issues. They should not be making money for the city. Those are my issues. Los Angeles is over regulated.
- Maybe some of the inspectors need more education. They don't know the codes. For example, if the house is existing they will try to enforce new codes on a old house regarding unrelated work. Just that I found some of the inspectors to be confrontational. I had one inspector that didn't know the codes really. He said that he couldn't go in the attic to check the work. He said, I didn't know what I was doing and he began to belittle me in front of the customer. But his supervisor was fine. He took him off my job and checked it himself and passed it. But it cost me a day of work. Just work with us contractors more, and maybe have the code book with them.
- Need customer service instead of automated. Sure it cuts down on labor costs for them, add options of pressing 0 for live customer service rather machine.
- Have someone courteous. The courtesy factor was just not there. He actually told me that I should tear down my house and build another one. It was insulting. When he first arrived at the house, he started demanding coffee and everything set up for him. He thought that I was the AC guy and when he found out I was the owner he let up on me. He was surprised actually, and then he continued to be insulting to me. He was upset that the perks were not available to him. The system seems corrupt. There should be at least simple courtesy. He made it seem like I was supposed to have all the perks available to him and it doesn't say anything like that on the web site. But he gave me the permit and I was happy about that.
- They would have to come out here and replace the meter, and reconnect the wires the truck knocked down, because it is a fire hazard.
- They say it's my fault and not the tenants. Please blame the tenants not only me. It costs me money. Tenants won't do nothing unless it's on paper. That way I can show them I can't do that.

- Much friendlier inspectors and more knowledgeable on their [jobs] on and
 off field. For example, he made me change something that didn't need
 to be changed because the other inspector came and said that it didn't
 have to be changed I could have left it like it was. The inspector we have
 now is awesome.
- Nothing because the case was resolved and it doesn't really matter at this
 point. They could have enforced more. They gave the woman extensions
 and did nothing to solve the issues. The problem still exists. I'm still waiting
 for another inspection of the attic.
- Tell us [up] front all the permits that we would need to finish the job, so we
 can get them and not have to go piecemeal. When inspectors change,
 then a new inspector comes he would not want to sign off on a job that
 was already been signed off on, and the staff downtown need to be
 more courteous.
- I think that sometimes the inspectors are surly. Other than that, it was not too bad.
- Just inspect what they were suppose to inspect, don't look for other things to inspect.
- To be patient or know how to explain things. The inspector came the first time and asked for something to be done. The next time he asked for something else to be done in the same place. Like he said the window was okay and then he asked for insulation around the window and he didn't say that at first.
- I would think that if you had to go through all the expense and time and effort of the city that he would have at least got off the ladder and gone into the attic. He just got up 2 or 3 steps on the ladder and looked in the direction of the equipment and got down. I think he should have had me turn on the equipment to se if it was working. As it turned out, the air conditioning had a leak and there was no freon. So I had to call the people who installed the air conditioning equipment.
- Sometimes the inspector will request items to be done not as per plan.
- They need to change the wires to my new meter box.
- First, when I applied it took three months to get a permit. I went to the department head; if I didn't get a permit I would not do the bathroom for the employees. I made nine to ten trips to get this done. **Then the**

inspector got fired because he was not very professional. It took me twelve months to get two toilets and two sinks installed.

- I think to be more flexible with your schedule and come on time when you say.
- They would need to communicate to the contractor on all the issues of a problem.
- Let me talk to the inspector on the morning of the inspection so I can [have] a one hour appointment window.
- I wish that when you schedule an appointment for an out of town person that you be more accommodating, because I live in another state and it is hard to be there when they ask so they should work their schedule around a person who is not from this state.
- Just pay attention to somebody like the gentlemen who came.
- Make the web site easier to find what you want.
- Just keep good communication between the contractor and the inspector.
- I think they should follow up on complaints in a more timely manner. I think they should have a neighborhood inspector like the police, or Senior Lead Officers representing the neighborhood.
- Make it right, make it good. That's all; make my alley good; it's like a half alley. Twenty years ago, they sent me to another place. I'd like to have an alley less than 1/4 mile. It's not much. They never fix it. Before I die, I want to see my alley fixed.
- Inspector was very good as well as the people who come out; however, the people behind the counter were not helpful. They wanted to have a purple line. They are not service oriented (Van Nuys, main office), they told me I had to wait in line and there wasn't anyone else there!!!! I refuse to go there [any] more. Bureaucratic BS. They'll tell you to go to hell.
- I was unsatisfied because the electrical inspectors declined to approve my inspection because of what he thought were fire code violations. I would have been happier if he had stuck to his job.
- Not been so critical over little stuff.

- Been a little bit more thorough with the initial inspection with the guys that
 were working on the site. Make sure that my walls were even [and] make
 sure that my roof was pitched even. It was something that the inspector
 could have caught in the plans or in the building; the original guy could
 have been more thorough and caught a lot of the mistakes. The second
 inspector was better.
- If they were educated and more knowledgeable about what they were doing, it would not be as costly. I don't know what education they are required to have. I am not saying they should speed it [up] to be unsafe, but it should be done with consistency. The same inspector would say 10 inches and would come back the next week and say 12 inches. To the point, I would get him to write it down. So they are very inconsistent.
- Taking responsibility for getting the project done.
- Be consistent in the information.
- Eliminate the bureaucracy. The paperwork that goes through and hoops you have to jump through.
- I got a letter, they said they were going to come out to do an inspection and he came out and told me what to do. I did what he said to do and he said I would get a letter in the mail when he would come back. But he never came back and that's when they said I was going to have to pay for [it] because I didn't follow up on it. But it wasn't my fault that he didn't come back. Because I didn't know that I was supposed to call him and I just went for a hearing on it. Make things more clear.
- Help answer question so I could do what needed to be done.
- I guess answer the call with less of an attitude. Some like to have a power trip.
- Not give me a hard time. They never Okayed it. If my lot is clean they should give me my deposit.

APPENDIX H

Comments Made by Code Enforcement Customers

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Comments Made By Code Enforcement Customers

This appendix presents the remarks of responding Code Enforcement Customers related to the open-ended questions of the survey. These remarks were transposed verbatim, except in those cases in which the remarks revealed the individual's identity. Select phrases were redacted to preserve anonymity.

Question 2: What would the code enforcement personnel have needed to do to make you very satisfied? Please be as specific as possible.

- Better communication with me (the homeowner). Call me personally to discuss problems instead of leaving notices.
- I received one letter noting that the roofing contractor had not filed a permit. I told the contractor. End of story.
- Enforcement was called by a tenant who was being evicted for non-payment of rent. I was billed for two visits, which wasn't warranted. The code inspection wasn't needed as such I had recently passed the property.
- City coders are okay except the inspectors' way of speaking and treating me. He is confusing.
- The personnel didn't give me enough time to notify or explain all to my tenants about his inspection for the City's Code Enforcement, because some of my tenants really didn't like to have anybody go inside of their units when there's no one at home at the moment of the inspection.
- Return calls.
- Concentrating on inspection requested. Not revert to past. After (illegible) passed.
- Return phone calls.
- Need more time if not finished by due date.
- Provide information on specific regulations about what can be done on your own property.

- I found Code Enforcement personnel to be rude, over-bearing, and very hard to work with.
- As a Los Angeles city resident, I realize the goal of the inspector is two-fold, one to make sure buildings are safe and uniform as to construction codes, and second to make sure homeowners pay for permits when remodeling projects are done.
- To help with a solution not just find problem. Just say it's you problem now.
- Choice for areas of enforcement was arbitrary and nit-picking.
 Personnel were smug. I guess we should have contributed to their poker fundraiser.
- They were adequate. My grass was not mowed in a timely fashion, and my neighbor wanted to sell their house.
- Very courteous and helpful.
- The office personnel was very helpful, however, the field supervisor never returned my call.
- Finish his work all the way, because he never gave us the final paperwork, and our house was on a lien for a really long time for the same reason.
- This inspection was for a dishwasher that was at least 10 years old.
 Someone had the wrong address or something. The inspection was not needed, but nobody wanted to find out what was going on.
- I attended the Safety Department, and I wasn't safisfied. Hopefully on my next return, I would leave satisfied and thankful for giving such attention to my situations. That would be great, and I will appreciate it a lot.
- They need to be more accurate with their schedules.
- Attitude should be helpful and give intelligent answers to questions from people who are not in the know.
- Give me the additional time requested for compliance without being penalized with a penalty.

- In my opinion, I must know their language. Be assertive of what you want.
- Waiting time.
- An initial contact year-and-a-half ago was not too pleasant. All contacts since then were very satisfying.
- First of all, I bought [a property]; plus or minus six months later, an inspector told me that I was close to criminal prosecution, because the previous owner had not made certain repairs. The case had "slipped through the cracks" from 2003. If repairs are not made, you must make this public record so buyers are aware. [The inspector] did not cite a [structure] in the back that a tenant has had for over 10 years. He did not know it was larger than code allowed. This was the basis for an eviction lawsuit. The jury ruled that the [structure] was not a nuisance, because the inspector didn't cite it.
- Return my calls.

Question 5: What would the code enforcement personnel have needed to do to make you very satisfied?

- Nothing.
- Situation has been resolved. No need for supervisor to contact us.
- Explain fully what to do, and need cooperation and understanding (illegible). About the inspector, he is always in a bad mood. He is unapproachable. He made me nervous and scared. He said if I call him again, he'll charge me more money.
- Move.
- To keep going with professionalism.
- Nothing. I called him to see about the program of our C & O, and he returned my call in about 30 minutes, and said it was complete.
- Head inspection helped to solve problems. Very good.

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- He could have not become defensive when we were trying to find out what was and was not possible on our own property and could have been more helpful as opposed to stern and ungiving.
- To be more able to understand problems that faces the owner of a rental property. For example, tenant destroys the property, but according to Code Enforcement the total problem was caused by the owner.
- Not important.
- Again, help with the solution.
- To be a professional, make non-arbitrary decisions. We asked to have B & S look at the derelict business, instead we got a team of over-zealous inspectors picking on homeowners for peeling paint, broken fence boards, etc and telling us it be easily corrected by getting and paying for an online permit and fixing it.
- Everything was fine. I don't think follow up is necessary if there are no outstanding issues.
- I called the supervisor and my call was never returned.
- They should have noticed that the paperwork wasn't done, and we should have not had to get a lawyer and keep on calling for them to give us the paperwork and take our house out of the lien.
- Don't recall.
- Check out who asked for the inspection and why. There was an obvious mistake but everyone kept on passing the buck "Oh, that's not my job."
- More attention.
- Listen to my request for the waiving of the penalty charge, and not threatening me with an additional charge if not paid, and there should have been a better explanation for the policy.
- Most of the time they are very nice and respectful.
- Faster plan check.

• Realize the ridiculous "code" to keep a hedge height of 6' 0" when every other citizen has and desires tall hedges for privacy.

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- Again any dissatisfaction is over a year-and-a-half ago.
- There was a mix-up on the date of the inspection.
- I contacted [the inspector]. I was very satisfied, and [another inspector] was okay after he finally called me back.

Question 18: Please use the space below and additional pages if necessary to explain or elaborate upon your answers or to make any other comments you may have.

- Sorry, Dad is deceased, and mom has had stroke so can't answer directly. She was satisfied with B & S contract.
- Thank you for your interest in my opinion.
- Non-issue. One letter, contractor completed requirements. No issue.
- All the City staff is good and city engineers are very good (I don't remember the lady's name). Thank you for this survey.
- Next time if there is another Code Enforcement coming, please send me a written notice, and give me a certain date and time about when the personnel would come here for inspection because I've never received any notice of the City Code Enforcement letter. Also, please give me more time to notify all of my tenants about he inspection too, because some of my tenants though of this inspection as invading their privacy.
- Lused the Department of B & S in the early to mid 1980's and it was a mess. I didn't use it at all in the 1990's and started again in 2001. What a difference. Much better, more helpful, easier, faster, friendlier in person and on the phone.
- Please fix the phone system. Keep up to date on the inspection.
 Input in the computer for final occupancy sale.
- We have had several properties that have been inspected through Code Enforcement. It would be more helpful answering this

questionnaire if there was a property address or inspectors name associated with the questionnaire. As such I've answered as best as I can in generalities due to contact with several different inspectors. Some obviously better than others with the clarity and communication with property owners.

- None, thank you.
- I wish other departments in the City will learn how to operate from Building and Safety. It is a pleasure dealing with this Building and Safety Department.
- This property was sold in 2004, and I am no longer the owner. All dealings with the Department of Building and Safety were through my agent. I was not personally involved, however the answers set forth correctly represent his opinion.
- The only answer given to our questions about what we can and cannot do on our own property was, "if a neighbor complains, you cannot do it." There needs to be better, clear guidelines for home business.
- I'm sorry, I hired a contractor to handle all the inspections, so I don't think I can give you the answer you're looking for. I haven't spoken to the contractor since the construction was complete. Sorry.
- Do away with rent control and SCEP. It is a waste of time and money.
- I would like to see the continued efforts of the inspector in helping homeowners with the construction projects and aiding more the taxpayer. My inspector tried to be helpful and not just a critic with a revenue agenda.
- After all difficulties everything concluded fine, maybe inspectors can increase their courtesy towards residents.
- He couldn't figure out why he was there. Total waste of taxpayers money so what's new? He came at least five times but we weren't there most of the time. We are at work trying to pay property taxes. This form is not going to change anything. Politicians are still going to spend our money any way they want, like sending out stupid research polls. To top it all off, the City of Los Angeles hired a company in Sacramento to do this job too, too funny!

- Thank you for your hard work!
- I have a request of adding another room in my house due to my family size that is growing, and we no longer fit in two rooms. We can't buy another house, and I just want to add a room, but they are refusing. I don't see why I can't if I pay taxes like everybody else, and you guys are refusing and not explaining clearly why.

- I highly appreciate the great attitude and helpfulness of your inspector. He did an excellent job, he was very helpful and considerate. I tried to contact him, but the phone was disconnected.
- We have found no value in the program. It is an expensive, make work Civil Service Program. Our properties are maintained in excellent condition and cost us time and tenant money. As an example, they never get inspected, and yet we get re-inspected every year, although no violations were found! Suggestion: If no violation found during inspection, give property five-year waiver, no fee charged or inspection, unless someone calls in complaint.
- The only time I made a complaint to the Los Angeles Department of Building and Safety was back in 2002, when I bought the house. My realtor never fixed the security bars on each window before the house was purchased. My mother went to your office to file the complaint, and someone handed her a paper on what to do to fix the problem. They told her if we, ourselves, did not fix our own windows, we would be cited for the complaint. We never met anyone from your offices at our property to assess any report or determine if our property is to code, regarding our windows. Our property is in compliance.
- We just want to say thank you for all your help and for a safer house. Thank you.
- For the most part, I have not had a problem with the Department of Building and Safety, having one exception. Several months ago, I received a call from a Spanish-speaking tenant that a notice had been left with her (for me) regarding Building and Safety. By the time (weeks later) that I could make contact with this tenant to pick up the notice. I was extremely upset that this notice was given to a tenant. It did not have my name or address on it, only the address of the rental property. I did call a supervisor; he was apologetic and

very concerned and considerate. We worked it out to my satisfaction. I have never received a certificate of completion regarding the above mentioned case. We were aware that the units needed exterior paint and fully intended on doing so as soon as winter weather subsided. We are not slum lords, and are responsible property owners who maintain our properties at all times and resent the fact that City inspectors from the Housing Department and also Building and Safety Management are making demands unnecessarily. I will say here that Building and Safety people are definitely fair, considerate people to work with, as opposed to LA City Housing who are rude, Gestapo-like impossible to contact by phone, email or letter. They inspect without notice, send threatening letters, unfairly impose penalties, etc.

- The answers were based on the first inspection visit about two years ago. The nécessary corrections were made be second date scheduled. The inspector said we were cleared for five years. That was not true. I was also told by the inspector that there would be no charge other than the money spent to correct deficiencies of the homeowner, I was charged an amount of approximately \$200.00 because of the second visit. I have recently been told that I can file an appeal which I am in the process of doing.
- Thank you!

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- Our neighbors are busy-bodies. They want the hedge short to watch everyone on our cul-de-sac. They have even come up to my car and harassed me in front of my kids. They took out the poles when we planted and paid for our trees and hedge. They continue to trim our hedge all along and within our property. They cleared their yard and a shared fence and dumped it on our hillside... and I am being cited?? I am a licensed architect, and never before have I had to deal with such nasty neighbors... How about a variance to protect my family?
- Glad it's over. Look forward to the next permit process.
- I had an inspector come two weeks after another inspector signed off. You need to check records before coming out and refuse to allow tenants to abuse the landlord. Overall, I give this department a "D" not an "F", because some safety issues caught were helpful and most personnel are very nice.

• Property was inspected within the last 18 months. I don't know why another notice of inspection was received.

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