

APRIL 2024

STAKEHOLDER ENGAGEMENT

FOR THE

CONCRETE BUILDING

SAFETY PROGRAM



Introduction

Letter from City Administrator Carmen Chu

As San Franciscans, we know firsthand the importance of strengthening the City's seismic safety. Earthquakes like the 1989 Loma Prieta Earthquake have transformed our City and required us to recover and build back stronger. Since then, we have made strides to safeguard the City from our ever-present seismic risk through the Earthquake Safety Implementation Program (ESIP), San Francisco's 30-year, 50-task plan for seismic safety.

The risk of San Francisco experiencing a major earthquake remains high. The United States Geologic Survey has determined that there is a 72% probability that a 6.7 or greater magnitude earthquake will occur in the Bay Area between 2014 and 2044.

The attached report represents the first steps in the creation of a Concrete Building Safety Program (CBSP) that will address a subset of concrete buildings known to be unsafe in large earthquakes. The CBSP aims to protect life and safety, preserve housing and critical facilities, protect the local economy, and prepare the City for smoother post-earthquake recovery.

This report summarizes a year-long stakeholder engagement process that identified technical, economic, and social considerations and consequences of a seismic retrofit program for concrete buildings in San Francisco. Our goal is to incorporate this stakeholder feedback into the CBSP framework from the start.

The following pages identify critical steps we can take in the immediate term to continue the CBSP stakeholder working group's progress to develop an effective and equitable program:

- **Screening.** We need to analyze and determine which buildings are truly at risk by gathering building-specific information that is not easily visible for concrete buildings. Some buildings may appear to fit within this subject category but in fact have structural reinforcements or have had retrofits subsequent to their original construction that change their risk profile.
- **Financial Feasibility.** The working group emphasized the importance of ongoing dialogue with owners of concrete buildings about financial options and feasibility. It is critical the City work in partnership with owners to study financial options and incentives and to communicate the benefits of a concrete retrofit program to stakeholders.
- **Technical Criteria.** Finally, we need to publish clear technical guidelines to create a pathway for those who decide to retrofit.

It is crucial that we work together to build a more resilient city. We know an investment now will reduce displacement and damage, speed recovery, and save lives in the event of significant seismic activity. The recommendations included in this report pose policy questions we must confront; our collective task is to balance the urgency to prepare with the need to heed the very real economic considerations confronting the local economy.

In closing, I want to express my deep appreciation to the stakeholders, technical experts, and City staff who helped us uncover both challenges and opportunities related to the Concrete Building Safety Program. Your expertise and perspectives have been invaluable as we chart the way forward. Thank you.



Sincerely,

A handwritten signature in black ink that reads "Carmen Chu". The signature is written in a cursive, flowing style.

Carmen Chu
City Administrator

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1

ABOUT THE CONCRETE BUILDING SAFETY PROGRAM

1 | About the Concrete Building Safety Program

The City of San Francisco is developing an earthquake retrofit program to identify and strengthen vulnerable concrete buildings. As part of this effort, the City brought together a working group of stakeholders representing a diversity of organizations and perspectives that could be impacted by the program to inform design of its elements. This report details the technical, social, economic and equity considerations that these stakeholders surfaced through the engagement process toward the development of a Concrete Building Safety Program.

The Office of Resilience and Capital Planning (ORCP), in partnership with the Department of Building Inspection (DBI), is leading the program's development, along with the Applied Technology Council (ATC), a nonprofit whose mission is to provide state-of-the-art, user-friendly engineering resources and applications for hazard mitigation, and CivicMakers, a San Francisco-based strategic consultancy specializing in stakeholder engagement.

Program Context and Goals

Certain types of concrete buildings are known to be unsafe in a large earthquake. These buildings have suffered catastrophic collapses in recent earthquakes in Mexico City and Christchurch, New Zealand. Reducing the risk of vulnerable concrete and tilt-up buildings is part of the Earthquake Safety Implementation Program (ESIP), San Francisco's 30-year plan to improve seismic safety. The City of San Francisco is developing the Concrete Building Safety Program (CBSP) to address vulnerable concrete buildings in San Francisco, with the following goals:

- Protect life and public safety
- Preserve housing and critical use
- Protect the economy
- Preserve city vitality and character
- Speed earthquake recovery

Stakeholder Working Group

The City convened a working group of internal and external partners to provide guidance and feedback to City staff on the development of the CBSP. This working group met eight times between October 2022 and September 2023 to help ensure that the program is technically sound, increases the resilience of the community, and is practical to implement by building owners.

The engagement efforts are meant to balance the economic, social and equity considerations with a general aim toward public safety and mitigating loss of life from earthquakes. Meaningful engagement has allowed the City to better understand the

challenges impacted stakeholders will face, while maintaining that inaction is not an option due to the high likelihood of a major earthquake in the Bay Area. The United States Geologic Survey has determined that there is a 72% probability that a 6.7 or greater magnitude earthquake will occur in the Bay Area between 2014 and 2044. The end of this report includes additional recommendations for next steps in the development of the CBSP. The report is intended to inform decision-making around programmatic elements, and the introduction of an ordinance, but does not represent final decisions around how the CBSP will continue to be developed and implemented.

The Working Group invited 42 people representing different stakeholder groups that may be impacted by the program, including residential building owners and managers, commercial and industrial building owners and managers, tenants rights advocates, business advocates, builders and developers, labor unions, and technical experts.

The working group sought to:

1. Help the City understand the concerns of stakeholders from vulnerable communities
2. Provide useful recommendations for program policy and design that support programmatic goals
3. Ensure program products have a high level of usability among the general public
4. Support the program at public meetings or participate in other forms of community education and outreach

The following recommendations represent those with the highest consensus among the working group, and their formation is detailed in the pages that follow:

1. Develop a financing plan which includes a repository of funding options for residential and commercial buildings before an ordinance is introduced.
2. Pursue Federal and State grants to create grants to support property owners in doing retrofits.
3. Create a Communications Plan similar to the Soft Story Program that aligns with the CBSP timelines and process, before and after an ordinance is passed.
4. Create a process that ensures residents and tenants are notified about potential retrofit construction before work begins, and includes information about retrofit timelines, tenant support, and tenant rights.
5. Provide guidance and informational resources for building owners and residents to understand processes and rights related to relocating to temporary housing.
6. Provide a communications packet helping building owners communicate with their tenants about earthquake risks.
7. Include funding in legislation for dedicated, full-time Department of Building Inspection staff to support the administration of this program.
8. Coordinate requirements, timelines, and communications for alarms, sprinklers, and facade repairs.
9. Streamline small sidewalk encroachment permits as a means of reducing administrative burden to departments and making it easier for building owners to comply.

Acknowledgments

The following groups of stakeholders contributed to this initial development of the Concrete Building Safety Program (CBSP) as project managers, advisors, interviewees, working group members, and Executive Panel members.

Executive Panel

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2

OVERVIEW OF THE STAKEHOLDER PROCESS

2 | Overview of Stakeholder Process

CivicMakers was contracted by the City and County of San Francisco’s Office of Resilience and Capital Planning (ORCP) to lead stakeholder engagement for the City’s Concrete Building Safety Program (CBSP) design process. A ‘stakeholder’ was defined as anyone who might be affected, directly or indirectly, by a mandatory retrofit program of concrete buildings in San Francisco.

Stakeholder Assessment

As part of initial discovery to help surface stakeholder knowledge, questions, concerns and support for CBSP, CivicMakers, in collaboration with ORCP and the Applied Technology Council (ATC), identified key stakeholders to interview from the following groups likely impacted:

1. City and County of San Francisco elected officials, commission members, and staff;
2. Seismic safety policy and implementation experts (including structural engineers, architects, academics, and consultants);
3. Residential building owners and managers (including both affordable and market rate housing), and tenant and community representatives (especially those representing communities of color, renters, and people with disabilities);
4. Commercial building owners, managers, and business representatives (including offices, hotels, Production, Distribution and Repair (PDR) properties, and small businesses); and
5. Real estate development and construction representatives.

In collaboration with the City team, CivicMakers identified key stakeholders whose participation in the working group meetings would provide broad geographic, population and subject matter representation and expertise, preferably related to potential program design scenarios being considered by the City and the Applied Technology Council (ATC).

In addition to identifying “new” stakeholders, in particular those who haven’t been or are not typically engaged, the team sought input from past participants of the Building Occupancy Resumption Program (BORP); the Community Action Plan for Seismic Safety (CAPSS); and the Earthquake Safety Implementation Program (ESIP), a thirty-year work plan and timeline created in 2011 for implementing CAPSS. The project team also engaged with technical experts who had experience with similar mandatory retrofit programs in other jurisdictions.

The CivicMakers team designed and facilitated a stakeholder mapping activity to identify first degree stakeholders (those with direct, lived experience with some of the program components, such as temporary tenant relocation and financing); second degree experience (those who have already been working on this challenge) and subject expertise (seismic and public finance experts, for example).

Stakeholder Mapping

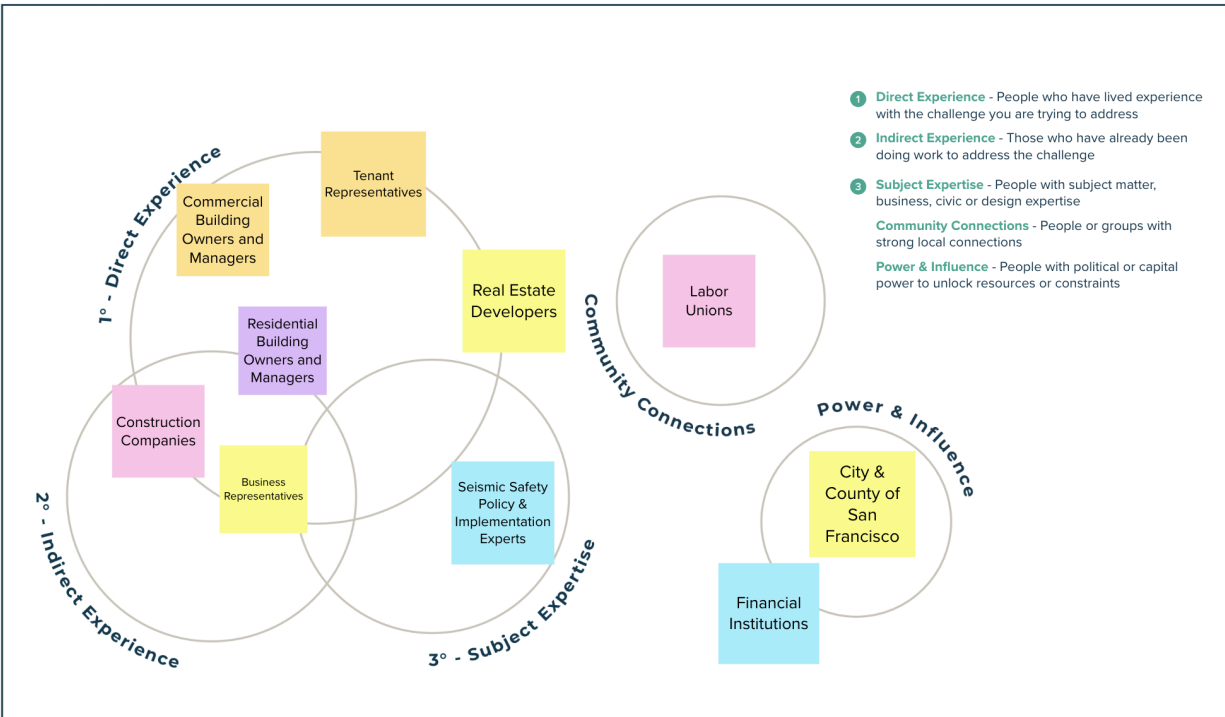


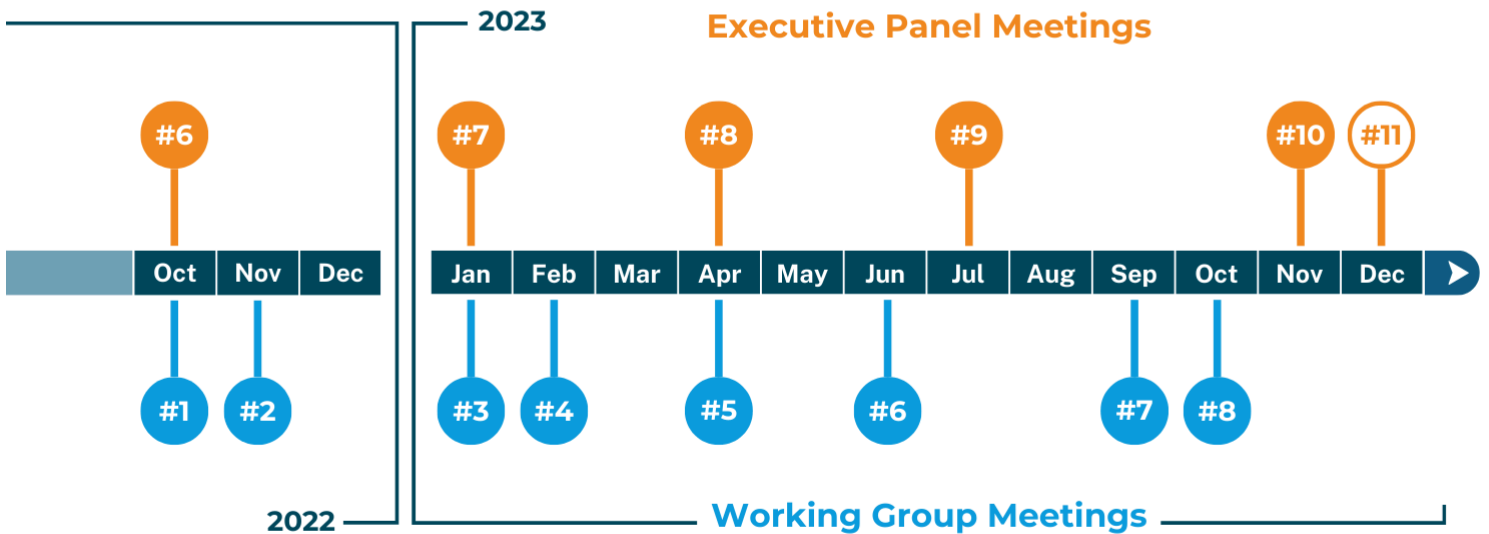
Figure 1.1: Stakeholder Mapping Exercise

Stakeholder Interviews

Interviews with these stakeholders also informed the structure, composition, and goals of the working group. By having preliminary conversations with a broad set of stakeholders, CivicMakers sought to increase the likelihood of convening a working group with the relevant geographic, population and subject matter representation and expertise necessary to inform potential program design scenarios with the City. Through this effort, the City and its partners also sought to elevate the concerns of San Francisco's most vulnerable residents and business owners to integrate into the design of the CBSP program.

From the initial list of key stakeholders identified during the stakeholder assessment, CivicMakers scheduled and conducted 34 virtual interviews between April 14 and July 20, 2022 using an interview protocol co-designed with feedback from the City and project partners. The Summary Report contains a list of all organizations that participated. Under each organization are the individual members or staff (with their title) who provided input. The total number of organizations (31) does not equal the total number of interviews (34), since, in certain cases, CivicMakers conducted multiple interviews with members or staff of the same organization.

Figure 1.2: Timeline of Executive Panel meetings and working group meetings



Stakeholder Working Group

From the interviews, stakeholders were invited to participate in the working group. There were 42 members initially invited to the working group, with about 25 engaging consistently. A few stakeholders were added later to the working group at their own request.

The CivicMakers team designed and facilitated each meeting, with input from technical experts, lived experience experts and the City team. An Executive Panel made up of the City Administrator, the director of Department of Building Inspection, the director of Emergency Management, the director of the Office of Economic and Workforce Development (OEWD), the director of Joint Development from OEWD, the director of the Mayor’s Office of Housing and Community Development, and the City Engineer remained informed and provided strategic direction throughout.

Engagement Process and Methodology

The CivicMakers team applied a human-centered methodology to the design and facilitation of the engagement process and activities of the stakeholder engagement component of the CBSP. Below is a definition of each phase:

- **Discover.** A robust discovery phase sets the project context to understand the current state, desired future state, and possible ‘bridges’ to get there.
- **Define.** The problem definition phase helps ensure the right problem is being solved, as vetted thoroughly by those who may be experiencing it.
- **Co-create, Prototype & Test, Implement.** The co-creation phase explores how the problem might be solved with key stakeholders, prototyping and testing potential solutions, and often assists with implementation.

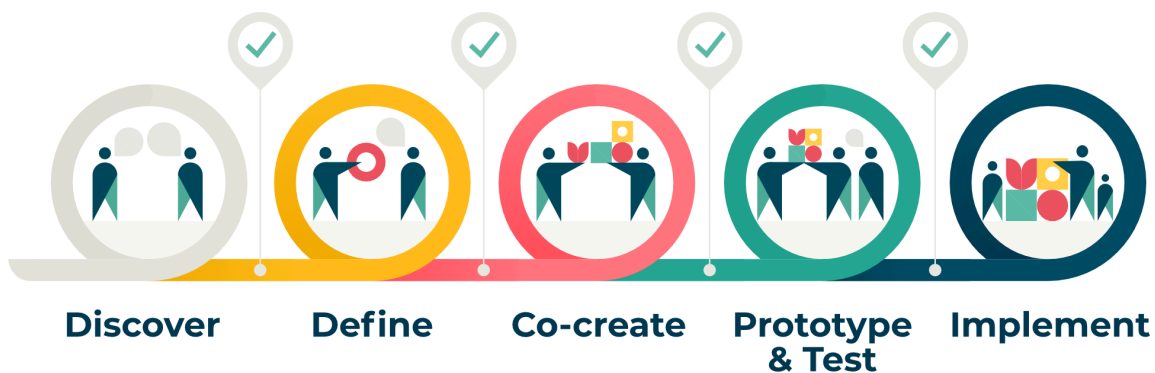


Figure 1.3: Engagement Process with Phases

The graphic above shows the typical engagement process carried out by the CivicMakers team, as well as its phases. The table below details these phases, activities and timeline. For a more detailed table with levels of stakeholder participation, please refer to Appendix 1.

Engagement Timeline

The recommendations on the following pages represent the output of these engagement efforts.

Phase	Activity	Timeline
Discover (Current State of Context)	Stakeholder Assessment	March 2022
	Stakeholder Interviews	April - July 2022
	Discovery Summary	May - June 2022
Define & Co-Create (Problem Definition and Program Elements)	Stakeholder Working Group Outreach & Setup	August - September 2022
	Working Group Meetings (1-4) Define: Technical Considerations Working Group Meetings (5-6) Co-Create: Economic and social considerations	September - April 2023
Co-Create & Prototype (Generate Ideas & Create a Feedback Loop with Stakeholders)	Subgroup Meetings	May - June 2023
	Working Group Meeting (7) Co-Create: Survey on prioritization	July 2023
	Prototype & Test: Finance Ideas Exchange	August 2023
	Working Group Meeting (8) Co-create: Recommendations	September 2023
Implement	Final report with recommendations	November 2023
	Presentation to Executive Committee	December 2023
Prototype & Test (Test ideas with stakeholders)	Focus Groups (2)	January 2024

Guiding Principles

In the sixth working group meeting, guiding principles were shared and prioritized to help guide decision-making around implementation of recommendations for the CBSP. Principles were surfaced and shared from the [CAPSS](#) Guiding Principles, stated goals of the CBSP and CivicMakers engagement plan. Participants were invited to share their top three priorities across the combined principles.

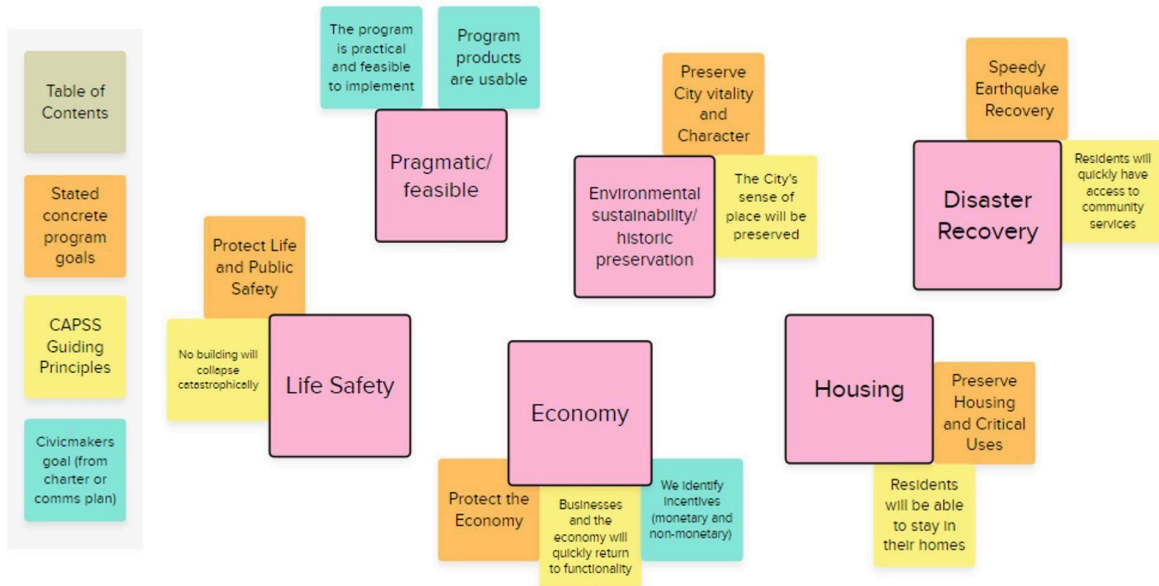


Figure 1.4 Guiding Principles Prioritization Exercise

These principles were collectively articulated as priorities to steer decision-making. Notably, feasibility was mentioned by 13 participants. Life safety and public safety were mentioned by 10 participants. Economic vitality was emphasized by nine participants. Other recurrent guiding principles included disaster earthquake recovery, housing preservation, anti-displacement measures, efficacy, fairness, identifying financial incentives, environmental sustainability, and historic preservation.



3

WORKING GROUP REVIEW OF TECHNICAL RECOMMENDATIONS

3 | Working Group Review of Technical Recommendations

The project technical consultant, the Applied Technology Council, developed technical recommendations for what should be included in an ordinance or ordinances. The stakeholder working group spent a substantial amount of time — five meetings out of eight — reviewing drafts and versions of the technical recommendations, asking questions, and providing input. This constituted the “Define” stage of the engagement process.

Additionally, several members of the working group with technical or engineering background served on a technical subcommittee, which worked with the Structural Engineer’s Association of Northern California (SEAONC) to provide an in-depth review of the technical recommendations. This section summarizes the technical recommendations for the lay audience and describes which program goals each recommendation attempts to advance. Most technical recommendations are made by ATC to the City. Some technical recommendations are made by DBI staff to the Executive Panel and Project Team.

The first recommended compliance step of the CBSP, to be implemented by the Department of Building Inspection (DBI), is a building information reporting checklist indicating whether the building is subject to the program. This step, referred to by the working group as the “screening phase” is critical for determining which buildings meet the program’s age and construction type eligibility criteria. In order to comply with this step, the building owner would hire an engineer to complete and submit a building information reporting checklist to the City.

The second recommended compliance step of the CBSP, for buildings subject to the program, is to receive a building permit issued by the City. The third and final recommended compliance step is a completed retrofit with a Certificate of Final Completion issued by the City.

The working group organized its discussions on the technical recommendations under five questions:

- What buildings are “in” the program vs exempt?
- For buildings that are in, what is the level to which they should be retrofitted?
- What is the timeline for implementation, meaning a schedule in years, starting from the effective date of an enacted ordinance?
- For the buildings that are in, how should the buildings be assigned to schedule categories that assign deadlines for retrofitting?
- How should the City incentivize action?

There are connections between the technical recommendations and the priorities raised by the stakeholder working group. Defining the recommended technical program helped

surface the issue areas that would be useful for the working group to focus on. Some program goals and stakeholder concerns are mitigated or addressed by the technical recommendations. For example, ATC designed an option for a lower level of retrofit that aims to cause less disruption and relocation while still measurably improving the building’s safety. This section summarizes the technical recommendations that ATC developed with direction from City staff and input from the stakeholder working group.

Throughout section three, the following symbols are used to indicate the **level of engagement** on each technical requirement.

Key	
◇	Concepts discussed and versions reviewed by working group
◆	Final recommendation reviewed by working group
♠	Review and endorsement by outside technical experts

Technical Recommendations | Tilt-Up Buildings

**In this report, the word “tilt-up” refers to rigid-wall-flexible-diaphragm (RWFD) buildings. The stakeholder working group used this terminology because it was more accessible and understandable to those without engineering backgrounds.*

The Stakeholder Working Group discussed tilt-up buildings at meetings 2 and 4. The technical recommendations for retrofit of tilt-up buildings are less complex than those applying to concrete buildings. Because tilt-up buildings are often used as warehouses, manufacturing, and retail stores serving our communities, e.g., grocery stores, these buildings are important for business, jobs, and community services.

Buildings Subject to the Program ◇◆

Recommendation

Buildings subject to the ordinance: Rigid-wall-flexible-diaphragm (aka tilt-up) buildings and portions that are both:

- Built before July 1, 1999 (1997 Uniform Building Code Adoption)
- Footprint larger than 3,000 square feet

Rationale and Context

The 1997 Uniform Building Code, adopted in San Francisco in 1999, improved standards governing the vulnerable roof-to-wall connections in these buildings. Buildings constructed prior to this code are recommended to be included in the program. San Francisco tilt-ups range in size from small coffee shops to large warehouses and big box stores. ATC recommends that buildings with a footprint area smaller than 3,000 square feet be exempt from this program for simplicity and because of the potentially lower life safety risk of these smaller buildings.

Level of Retrofit ◆◆

Recommendation

California Existing Building Code Appendix A2. The requirements of this appendix are specific to RWFD (e.g. tilt-up) construction and are focused on preventing walls and roof sections from collapsing in an earthquake. Thus, the key requirements shown below are focused on safety:

- Scope only includes wall-to-roof anchorage and associated connections, collectors, and cross ties.
- Scope excludes strengthening the roof diaphragm itself, and also excludes any other structural or non-structural deficiencies.

Rationale and Context

The working group placed a high priority on making tilt-up requirements focused on safety, and directly aligned with Appendix A2 of the California Existing Building Code. The input from the working group to ATC was to use one single retrofit level for all buildings and to not require building owners to evaluate or retrofit non-structural elements.

Timeline and Schedule Categories ◆◆

Recommendation

Table 1. Recommended timeline and schedule categories for tilt-up retrofits

Schedule Category Definition		Compliance Deadline		
		<i>Unit: years after ordinance effective date</i>		
		Building Information Reporting Checklist submitted	Permit application submitted	Retrofit work completed and CFC issued
Schedule Category 2	All buildings not eligible for Category 2 or Category 3	3.5	4.5	6.5
Schedule Category 2	Built before January 1, 1960 (excluding public accommodation buildings, defined below)	3.5	5.5	7.5
Schedule Category 3	Public accommodation buildings. Defined as: occupancy group A, E, I, M, or R.	3.5	6.5	8.5

Rationale and Context

Overall, tilt-ups are less complex and an order of magnitude less expensive to retrofit than concrete buildings, so the recommended timeline for tilt-ups is shorter.

The working group and City staff had concerns about the ability of the Department of Building Inspection to kick off both programs simultaneously. Therefore, the recommended timeline includes a 2-year delay between the effective date of the ordinance and the start of the tilt-up screening phase.

The driving priority in designing the recommended schedule categories for tilt-ups was feasibility for the owner. Owners with “public accommodation” uses may need longer to plan for business interruption and to communicate closure plans to customers or patients. These buildings therefore have the third deadline. The second deadline is reserved for older buildings who are less likely to have building drawings on file with the Department of Building Inspection and therefore may require site visits with an engineer. The first deadline is all other buildings.

Technical Recommendations | Concrete Buildings

The working group discussed concrete buildings at meetings 1, 3, 4, and 6. Additionally, many of the stakeholder working group recommendations in this report focus primarily on concrete buildings. The technical recommendations for concrete are more complex than those relating to tilt-ups, because concrete buildings are not homogenous, and retrofits are expensive and complex. This is particularly true for San Francisco's concrete buildings which cover a range of ages and urban environments.

Buildings Subject to the Program

Recommendation

Buildings subject to the ordinance: Concrete buildings, exempting those with one or more of the following conditions:

- Age: Built 2000 or later, or permit application date 7/1/1999 or later. (1997 Uniform Building Code adoption)
- Size: Building area smaller than 3000 square feet.
- Height: One story above grade.
- Height: Two stories above grade and no concrete columns nor wall piers.
- Construction type: Complete steel frame supporting gravity floor load and roof load.
- Construction type: Non-concrete building. Concrete limited to floors, roofs, foundations, basements.
- Prior retrofit: Previous retrofit satisfying triggered retrofit requirement in past 15 years.
- Use: One- and two-family residential. R-3 occupancy (1-2 unit residential) and incidental Group U occupancy (Miscellaneous, includes barns, garages, hangars, sheds).

Rationale and Context

The primary consideration for concrete buildings is life safety.

Age: The project technical consultant recommends using the 1997 Uniform Building Code (UBC) as the cut-off year. This matches the benchmark year for concrete buildings in the upcoming ASCE-41-23 standard. While initial improvements to concrete building seismic requirements were enacted in the 1976 UBC, there have been many subsequent code improvements, including addressing irregularities in the 1988 UBC, addressing stronger near-fault earthquake in the 1991 UBC, and addressing the columns, beams, and slabs designated gravity framing in the 1997 UBC. Some of the collapses in the 1993 Guam earthquake, the 1994 Northridge earthquake, and the 2011 New Zealand earthquake occurred buildings designed in the period of 1985 to 1994 using codes compatible with US codes.

Building size: Buildings with a gross floor area smaller than 3,000 square feet are exempt from this program for simplicity and because of the potentially lower life safety risk of these smaller buildings.

Height: One-story buildings and some two-story buildings are exempt from this program because of the potentially lower life safety risk of these smaller buildings.

Construction type: These exemptions are definitional. For example, buildings with steel frames, which do not have deficiencies typical of concrete buildings, are exempt.

Prior retrofit: Buildings with prior retrofitting that meets the identified sections of past editions of the San Francisco Building Code, going back to the 2007 SFBC, are expected to have performance sufficiently similar to what results from retrofitting per the ordinance. This exemption protects building owners who have recently made major investments in seismically upgrading their buildings from needing to make a second major upgrade.

Use: One-unit and two-unit homes are exempted because they are unlikely to be of concrete construction, and for the few that might be, they are unlikely to be as vulnerable as larger buildings.

Level of Retrofit

Recommendation

Table 2. Engineering criteria options (aka levels of retrofit) for concrete buildings

Name	Plain language description	Requirements
Option (a)	Goal: Allow a retrofit that potentially causes less disruption and relocation, but that directly address the key deficiencies that are most likely to cause collapse; then allow a lower overall retrofit criteria for other building aspects.	Structural Collapse Prevention at the BSE-1E* level AND address all seven of the following specific deficiencies: Weak story Discontinuous elements Moment frame Slab punching shear at columns Shear governed columns or wall piers Inadequate bearing supports for beams or slabs Flexible floor or roof diaphragms
Option (b)	An established standard, equivalent to the structural retrofit that is “triggered” by the SF building code when an owner does a substantial renovation. Also equivalent to the standard used by LA.	Collapse Prevention at the BSE-2E* level

*Acronyms and definitions for terms from ASCE/SEI 41

BSE-1E = Basic Safety Earthquake-1 (for use with Existing Buildings) taken as an earthquake shaking level (seismic hazard level) with a 20 percent probability of exceedance in 50 years
BSE-2E = Basic Safety Earthquake-1 (for use with Existing Buildings) taken as and earthquake shaking level (a seismic hazard level) with a 5 percent probability of exceedance in 50 years

BPOE = Basic Performance Objective for Existing Buildings: A Performance Objective for existing buildings that is governed by achieving structural Collapse Prevention at the BSE-2E earthquake level, and also including requirements for non-structural performance.

Rationale and Context

The working group shared feedback that temporary tenant relocation is a significant expense and logistical challenge for building owners, as well as a distressing and disrupting life event for residents. They also said that the retrofit standard should be familiar to funders and the professional services community (architects, engineers, developers, and construction professionals). In response, ATC developed two options for retrofit technical criteria.

The project technical consultant expects that most engineers will start by trying Option (a), but will also compare the resulting retrofit to Option (b) and choose the option that has the least disruption and cost.

Option (a) was developed by ATC to provide a method that more directly addresses the most critical deficiencies that can cause collapse. The project technical consultant believes that Option (a) might be easier to use for engineers and still reliable in addressing critical deficiencies. Also, having two options can lead to retrofit solutions that cause less disruption from temporary tenant relocation.

Thus, a goal of the criteria options is to reduce the number of residents whose units are affected by the construction. ATC believes that in some buildings, Criteria Option (a) will allow owners to address critical deficiencies in their buildings while minimizing the extent through the building of the retrofit work, potentially allowing some residents to remain in their homes during construction. For example, there may be cases in which Criteria Option (a) requires a focus on critical deficiencies at a lower stories and less retrofit at upper stories.

Option (b) is an established retrofit standard, similar to the standard that City of Los Angeles used for their concrete ordinance. It is also similar to the retrofit standard which must be met according to the San Francisco Existing Building Code when a seismic retrofit is “triggered” by other construction work like renovating more than 2/3 of the building or changing to a more critical use.

Timeline and Schedule Categories ◇

Recommendation

Table 3. Recommended Timeline and Schedule Categories for Concrete buildings

Schedule Category	Schedule Category Definition		Compliance Deadline		
			<i>Unit: years after ordinance effective date</i>		
			Building Information Reporting Checklist submitted	Seismic Evaluation Form submitted, or Permit application submitted with plans for seismic retrofit work or demolition	Retrofit work completed and CFC issued
	Year built	Use			
Schedule Category 1	1957 - 1969	All	1.5	9	13
Schedule Category 2	1970 - 1984	All	1.5	11	15
Schedule Category 3	1926 - 1956	Non-residential	1.5	13	17
Schedule Category 4	Before 1926	Non-residential	1.5	15	19
Schedule Category 5	1985 - 1999	All	1.5	17	21
Schedule Category 6	1926 - 1957	Residential	1.5	19	23
Schedule Category 7	Before 1926	Residential	1.5	21	25

Rationale and Context

The timeline and schedule categories recommendations catalyzed the most complex discussions between the working group, project team, and City staff team. The working group discussed the below considerations for defining schedule categories, and staff generated the above recommendation attempting to balance all input received from the working group and project technical consultant.

The program timeline is important because a longer timeline gives building owners more time to consider options and make decisions between retrofitting, selling, demolishing, or rebuilding, and to secure funding, make a plan, and wait for a favorable interest rate environment. On the other hand, a shorter timeline reduces the likelihood that a significant

earthquake will occur before these buildings are retrofitted. The working group and project technical consultant reviewed timelines ranging from 20-30 years. The 25-year timeline recommended by City staff strikes a balance between prioritizing life safety and feasibility. It is roughly similar to the timeline for the City of Los Angeles.

Working group members, City staff, elected officials, and outside experts had significant and sometimes conflicting input on the ideal timeline and schedule categories for concrete buildings. The top considerations in developing recommendations for concrete schedule categories are summarized in the table below.

Table 4. Considerations for Determining Schedule Categories

Consideration	Measure	Criteria or consideration
Risk to Life Safety	Structural Vulnerability*	<ul style="list-style-type: none"> Buildings built 1957-1984 are most likely to be structurally vulnerable, and go first (even if residential).* No buildings to be addressed by this program have low vulnerability
	DBI Throughput	<ul style="list-style-type: none"> Each category should have relatively equal numbers of buildings and building floor area Relatively smaller first category to allow processes to ramp up Similar buildings in each category for ease of review
Feasibility for Implementation	Complex Conditions	<ul style="list-style-type: none"> Older buildings, which might be lacking drawings, can go later. Residential buildings that may require temporary tenant relocation plan can go later. Residential: Condominiums where there are multiple owners can require more time for decision-making and fundraising. Retrofits requiring displacement of commercial tenants may hamper downtown economic recovery
Social Vulnerability	Avoid Displacement	<ul style="list-style-type: none"> Residential: Temporary tenant relocation

**Structural vulnerability is a judgment estimate and will vary from building to building.*

After reviewing the above considerations--as well as additional considerations raised by the stakeholder working group, executive panel, and elected officials, ORCP staff, with the support of the ATC technical team, recommends the schedule categories as defined in this section. The rationale for this recommendation is summarized as follows: Schedule

categories 1 and 2 include buildings that are most likely to be structurally vulnerable (based on their construction year). The last schedule categories (5, 6, and 7) include residential buildings, to allow more time for building owners and tenants to work out logistics for temporarily relocating residents. Schedule categories 3-4 include all buildings that do not fall into other categories, which include mostly older commercial and industrial buildings.

Technical Recommendations | Incentives

Incentivizing Action◆◆

The bulk of proposed incentives are included in the stakeholder working group non-technical recommendations in this report, but the technical recommendations also include some incentives. ATC recommends that the City designate a period of conformance in the ordinance. This means that the City should designate a time after the retrofit is complete during which building owners are exempt from the city coming back and changing the standards or requiring an additional mandatory retrofit. This will increase certainty for building owners and funders. This removes an incentive to retrofit right at the deadline.

Secondly, an incentive for early action can arise because of two aspects of building codes and the ordinance: (a) Building Code sections created by the ordinance will be updated every three years to reference the latest standards, and (b) updates to standards in the past have tended to make requirements more restrictive over time (for example with successive building codes earthquake design forces have typically increased). Thus, owners who retrofit their buildings sooner than the latest deadline may avoid more restrictive requirements that come in future building codes.

The mandatory nature of a concrete building retrofit program has long been envisioned by the Earthquake Safety Implementation Program, and ATC agrees that this should be a mandatory program, as was to San Francisco's unreinforced masonry retrofit ordinance (1992) and soft story ordinance (2013), as well as the ordinances addressing concrete buildings in Los Angeles, Santa Monica, and West Hollywood.) Of course, in a mandatory program, an incentive for owners is to be in conformance with the law, not in violation of it.

Conclusion

The project team and project technical consultants developed these technical recommendations and draft ordinance to result in a well-vetted and technically sound technical program. As the Concrete Building Safety Program moves forward, the City Attorney and the legislative sponsor will create and introduce a final draft ordinance based on the recommendations of the working group and the work presented here.



4

WORKING GROUP RECOMMENDATIONS

4 | Working Group Recommendations

Introduction

The recommendations in this report represent the Concrete Building Safety Program (CBSP) stakeholder working group's top recommendations to the City for how the CBSP should be developed and implemented. These recommendations were developed based on the assumption that at some point in the future, there could be a mandatory retrofit program in line with what is recommended in ESIP. Some recommendations may become less critical if no mandatory program is passed. The working group also provided input on the technical recommendations, which were developed by ATC and presented to the Executive Panel in August 2023 (see section above). This summary of working group recommendations was compiled to support the working group's presentation to the executive panel on November 1, 2023. These recommendations were developed during the Co-creation, Prototype, and Test stage of engagement.

Development of Recommendations

As mentioned in the Stakeholder Overview Process section, prior to the formation of the working group, ORCP and CivicMakers conducted 34 interviews with stakeholders to surface primary concerns and inform the stakeholder working group's composition and scope. The stakeholder working group met eight times between October 2022 and September 2023 to identify challenges and opportunities for how to implement the program. The working group provided input on the technical program and developed the recommendations included in this report.

To develop these recommendations, the working group identified four topic areas where they would most like to provide input to the City:

1. Financing
2. Communications
3. Temporary Tenant Relocation
4. Process Streamlining

The working group formed subgroups in these four topic areas that met outside of the working group meetings for more focused analysis of the issues and proposed recommendations to address issues. This differed from providing feedback on technical recommendations in previous meetings.

The working group then ranked these recommendations in a survey, which received 25 responses out of 42 total invited working group members. The recommendations with the most support (more than 16 respondents ranked them as "high priority" and fewer than 6

moderate support (16 or fewer respondents ranked them “high priority” and fewer than 6 ranked them “low priority”) were categorized as “moderate consensus” recommendations. Working group members also had the opportunity to “write-in” recommendations, which are integrated throughout the following lists, though these were not vetted by the full working group in a formal meeting.

During the eighth and final working group meeting, the CivicMakers team led a milestone mapping exercise where recommendations ranked in the survey were mapped along programmatic milestones, including Presentation to Executive Panel; Ordinance introduced; Ordinance passed; Screening; and Evaluation, Permitting & Construction. The full summary of this meeting, and all other working group meetings, can be found in Appendix 2.

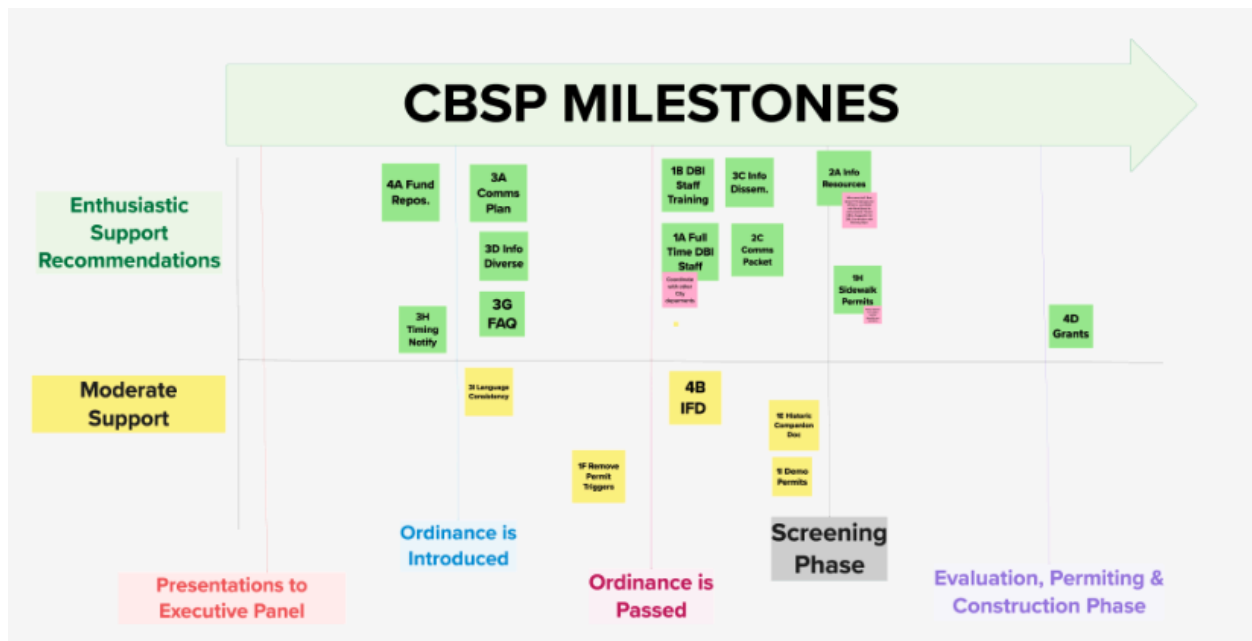


Figure 1.5 Milestone Mapping Exercise

Below are the nine “highest consensus” recommendations categorized by topic with detailed issues associated with each recommendation. Moderate consensus and “write-in” recommendations from the survey are integrated throughout.

⇒ Financing Recommendations

Financing has been a major area of discussion, and continues to have the most questions and interest. Creative, well-informed, and careful consideration has been taken by working group members and stakeholders to begin identifying recommendations for how to address the challenge.

The Financing issues and recommendations were surfaced through the financing subgroup, both in a meeting with subgroup members who were part of the working group, and through a focus group (called an “Ideas Exchange”) conducted with some external experts.

Members of the financing subgroup include representatives from Tenderloin Neighborhood Development Corporation, San Francisco Apartment Association, TMG Partners, Plant Construction, the Mayor’s Office of Housing and Community Development, Cathedral Hill Neighborhood Association, and Van Ness Neighborhood Association.

External experts who attended the Ideas Exchange on July 28th, 2023 included a public finance banker, PACE financing expert, and representatives from San Francisco Housing Accelerator Fund, Community Housing Partnership, California Earthquake Authority, and the SF Controller’s Office.

Summary of issues raised by the working group related to financing:

Cost is a central challenge for this program’s implementation. Concrete retrofits are estimated to cost \$50-\$200 per square foot, according to a survey of 30 concrete building retrofits conducted by ATC. Stakeholders raised concerns about cost at nearly every working group meeting, as well as in stakeholder interviews in Summer of 2022.

Concrete retrofits are difficult to finance for everyone, but some building owners face disproportionate challenges in securing retrofit funding. For example, nonprofit affordable housing providers operate on thin margins and depend heavily on grants. They might not be interested in using—or able to use—the city’s rent passthrough/cost recovery provision (which allows landlords to raise rent by 10% over up to 20 years to recover the cost of a mandatory capital improvement). Condominium owners, single resident occupancy hotels, and “mom and pop” landlords may also face challenges financing earthquake retrofits. Many building owners do not have experience completing major capital projects.

Stakeholders raised concerns about high interest rates and slumping commercial real estate downtown. Some urged for a long program timeline to increase the chances of the economic situation improving before the compliance deadline. In 1992, the City used a General Obligation Bond to create a low interest loan program for a prior mandatory earthquake retrofit program. However, the City’s General Obligation Bond program and other potential revenue streams are now much more constrained.

Recommendations:

Recommendation 1. Develop a financing plan which includes a repository of funding options for residential and commercial buildings before an ordinance is introduced.

The working group recommends that the City develop a financing plan in parallel with the ordinance. This plan should include information about existing and potential financing options to support building owners in completing retrofits of their buildings. It should include resources and information broken out by building use and ownership structure. This financing plan should serve as an informational resource for building owners who may not have experience completing major capital projects of their buildings and it should identify policy interventions for how the City can support these retrofits.

Below are some potential policy interventions that the working group recommends the City consider and continue to assess feasibility of:

- Leveraging Tax Increment Financing (TIF) or an Infrastructure Financing District (IFD)
- Creating a low-interest loan program
- Reducing risk for commercial lenders by setting up a warehouse to originate loans or a reserve fund to guarantee loans
- Allowing PACE (Property Assessed Clean Energy) financing to be used for “soft costs”
- Using General Obligation Bonds or other revenue sources to support retrofits
- Making grant funding available upon ordinance passage for early adopters
- Providing financial support for temporary tenant relocation costs

Recommendation 2. Pursue Federal and State grants to create grants to support property owners in doing retrofits.

Of all financing options and resources discussed by the working group, direct grants to property owners was the most popular. The working group emphasized that grants are essential to support property owners in paying for retrofits. Other solutions like low interest loans and tax support are helpful but should be considered a secondary priority to grants that property owners don't need to pay back.

This is especially true for property owners that do not generate much or any income from their properties, as they have a difficult time securing and paying back loans. Other cities like the [City of West Hollywood](#) and [City of Berkeley](#) have created small retrofit grant programs using FEMA's Hazard Mitigation Grant Program. San Francisco could use this as a model, though more work is needed to understand how much property owners are getting reimbursed and how to prioritize applicants.

Other Financing Recommendations (Moderate Support and write-in):

- Contract with financial experts to assist property owners in identifying financing options.
- Communicate that the retrofit does not increase property tax assessments.
- Create a separate phase two working group focused on seismic retrofits in condominium buildings.

⇒ Communications Recommendations

If an ordinance is passed, the CBSP will require City departments to collaborate and communicate accurately, early, and consistently with stakeholders such as building owners, tenants, community organizations, and business owners. A communication strategy will also be needed during the legislative process to ensure important stakeholders can remain involved.

The communications subgroup of the CBSP stakeholder working group included representatives from San Francisco Office of Economic and Workforce Development, San Francisco State University, San Francisco Apartment Association, and the Housing Rights Committee.

Summary of issues raised by the stakeholder working group related to communications

In order to comply with the CBSP, stakeholders will need the City to communicate expectations clearly and well in advance of the deadline. The public is not familiar with the seismic risk associated with older concrete buildings. The City will therefore need to communicate with the general public, as well as owners and occupants of subject buildings, in a way that informs without causing panic. Stakeholders expressed concern that the City's standard of method of communication i.e., mailers, may not effectively reach all of the stakeholders who need to take action to comply with this program. Stakeholders also cited a lack of trust between some tenants and landlords and asked that the city take an active role in communicating about this program with tenants. Finally, there is a risk for false or exaggerated information spreading by word of mouth or on the internet.

Recommendations:

Recommendation 3. Create a Communications Plan similar to the [Soft Story Program](#) that aligns with the CBSP timelines and process, before and after an ordinance is passed.

The working group recommends that the City create a CBSP Communications Plan which outlines what information should be communicated; to whom; by whom; and when. Some

members of the working group recommend breaking this into two communication plans: one focused on communications during the legislative process and leading up to the ordinance passage, and another focused on implementation of the program once the ordinance has been passed. Many stakeholders felt that the City did a good job communicating about the Mandatory Soft Story Retrofit Program which was passed in 2013, and felt that the City should use that framework for the CBSP Communications Plan. However, the working group felt that the City fell short on communicating with tenants about the Soft Story Program, and the CBSP Communications Plan should outline how tenant communications will be improved under the CBSP.

The working group gave some specific feedback and guidelines that the City should consider in drafting a Communications Plan.

For example, it should use multiple methods and media to disseminate important information to stakeholders, including mailers, email, radio, and the internet, among others. It should consider where key audiences and stakeholders currently receive information and integrate with those sources that are already trusted. Communications should be translated into multiple languages, and should be communicated through culturally trusted media (for example, Chinese-language radio and newspapers).

The communications plan should also include a “frequently asked questions” document that includes program information, a list of resources, and guidance for residents and building owners about their rights and responsibilities. Finally, the communications plan should identify specific ways of partnering with nonprofits and community organizations to support disseminating information to tenants.

Recommendation 4. Create a process that ensures residents and tenants are notified about potential retrofit construction before work begins, and includes information about retrofit timelines, tenant support, and tenant rights.

This program has the potential to impact many thousands of residential and business tenants, as well as condominium owners, who own and reside in their unit. It is important to standardize some aspects of the communications about construction work, retrofit timelines, and tenant rights. The goal of this standardized process is to give each building occupant affected by this program sufficient information and time to make necessary preparations and life decisions. Even if a building occupant does not need to move out of their unit during construction, they may experience impacts like construction noise or loss of building amenities. It is important that every person whose living or working space is impacted receive a standardized set of basic information that helps them prepare for disruption. One challenge will be to identify which City agency or nonprofit partner is responsible for enacting this process and communicating with tenants, as DBI typically only communicates with building owners, the rent board typically only communicates with

living in rent-controlled units, etc. The notification process should be codified in the Communications Plan.

Some stakeholders recommended requiring confirmation from tenants that they have received all notices before construction work may begin. Other stakeholders expressed concern that adding this requirement could give owners and tenants too much power to stall or prevent needed retrofits from happening.

Other Communications Recommendations (Moderate Support and Write-in)

- Host an earthquake retrofit fair for owners, contractors, and residents.
- Create a phone hotline for the public to get information and answer questions.
- Determine consistent language related to retrofitting terms and financial terms.
- Participate in existing events like Sunday Streets and partner with the Library.
- Develop a communications packet and other resources for professional services (Engineers, Architects, Planners, Builders, and Developers).

⇒ **Temporary Tenant Relocation Recommendations**

In many concrete building retrofits, tenants must temporarily vacate the building while construction work is completed. The significant costs associated with temporary relocation are typically the responsibility of the building owner, and the process of temporarily relocating can be destabilizing for tenants.

The temporary tenant relocation subgroup included members from SPUR, Housing Rights Committee, Mayor's Office of Housing and Community Development, and Chinatown Community Development Corporation. The high consensus recommendations deal primarily with communication, while the moderate consensus recommendations include more concrete policy changes. The recommendations focus primarily on temporary relocation of residential tenants, but the working group noted that commercial tenants should be considered and protected as well.

Summary of issues raised by the working group related to temporary tenant relocation:

The need to relocate temporarily for a seismic retrofit may bring up feelings of fear and confusion, especially for older adults, people with disabilities, families with children, and limited English speakers. The working group expressed concern that some people will be permanently displaced, either because they misunderstand their right to return, because they have been given false information maliciously, or because they don't want to deal with the inconvenience of moving twice. San Francisco has existing rules governing temporarily relocating tenants for capital improvement projects, but the rules are not easy to find or understand, and they may require some interpretation in order to apply to the CBSP. At the

same time, leaving vulnerable buildings as-is perpetuates the displacement risk of a major earthquake and safety risks. San Francisco's housing market has a shortage of occupiable units and may struggle to accommodate a large number of temporary tenants. Finally, the working group raised the concern that temporary tenant relocation costs substantially add to the total retrofit cost.

Recommendations:

Recommendation 5. Provide guidance and informational resources for building owners and residents to understand processes and rights related to relocating to temporary housing.

The working group recommends that the City develop and disseminate communications materials about temporary tenant relocation. These materials should help building owners and tenants understand what to expect, including existing processes, responsibilities, protections, and where they can get answers to personal and case-specific questions.

These resources should address questions such as:

- Who is responsible for locating and paying for temporary housing during construction?
- How will my rent change when I come back to my unit? Who must pay for moving services?
- What are the limits on construction duration?
- Who can I contact if I suspect my rights as a tenant are being violated?

Recommendation 6. Provide a communications packet helping building owners communicate with their tenants about earthquake risks.

Stakeholders in the working group who have completed concrete building retrofits in the past said that educating tenants about the need for the retrofit and the risks associated with the existing building is a necessary pre-step for temporary tenant relocation. This education effort takes a tremendous amount of staff time and work. Communicating about seismic risk is difficult even for experts, and many building owners will be learning about this information for the first time. Additionally, most people assume by default that their building is safe. It can take time and multiple conversations to help the tenant understand and believe that the retrofit is needed. The working group recommends that the City produce a packet with information about seismic risk of concrete buildings and about what a concrete building retrofit entails. Tenants may still require in-person communication and education, but the packets can help organize and structure these conversations, and can serve as a trusted source of truth in cases where there is a lack of trust between tenant and building owner.

Other Temporary Tenant Relocation Recommendations (Moderate Support and write-in)

- Allow nonprofit housing developers to have higher vacancy rates to temporarily relocate residents within their own buildings during construction work.
- Create an exemption to the residential vacancy tax for units where residents were temporarily relocated for seismic work.
- Ensure that temporary housing is of at least equivalent quality to the units being vacated and located in the same neighborhood whenever possible.
- Specify a defined period of time for temporary tenant relocation, communicate it to tenants, and ensure that building owners cover the expenses.
- Develop assistance programs for homeowners who must temporarily relocate.
- Host communication events and workshops to provide information about temporary relocation to tenants, with the help of local experts.
- Leverage the Code Enforcement Outreach Program, administered by Department of Building Inspection Housing Inspection Services, which works with nonprofits to help with tenant relocation issues.

⇒ **Process Streamlining Recommendations**

Much of the discussion among the Process Streamlining subgroup was centered around how to drive efficiencies in the administrative processes surrounding earthquake retrofits.

The Process Streamlining recommendations were informed by prior retrofit programs and by the experiences of City staff, building owners, and tenants.

The subgroup that generated recommendations on process streamlining included representatives from the Mayor's Office of Housing and Community Development, the Department of Building Inspection, and the Department of Public Works.

Summary of issues raised by the working group related to process streamlining:

Several members of the working group are concerned about the strain that the CBSP could put on the City's staff resources. This program would require significant staff time to administer, and there could be a funding gap related to administering this program for the first 3-10 years after the ordinance passes. Permit wait times are already very long and some types of permits that may be common in concrete retrofits—like sidewalk encroachment permits from Public Works and historic preservation permits from Planning—require case-by-case discretionary review by a department head or commission. There is a risk that passing this program without closing the funding gap and streamlining some of the City's internal processes could slow the City's progress toward other goals like new housing construction.

Recommendations:

Recommendation 7. Include funding in legislation for dedicated, full-time Department of Building Inspection staff to support the administration of this program.

The Department of Building Inspection (DBI) will lead much of the permitting, construction, and building owner communication aspects of the CBSP's implementation, and they currently are not sufficiently staffed to handle that additional workload. Each step of this program will require a heavy lift from their staff, and the later stages of the program will also require significant technical expertise. The working group recommends that DBI receive dedicated, full-time staff for this program, especially in the earlier years before permit fees begin coming in. Additionally, the working group recommends that the City fund training for DBI's technical staff to support them in reviewing submissions and permits to create more capacity within the department to implement the program.

Recommendation 8. Coordinate requirements, timelines, and communications for alarms, sprinklers, and facade repairs.

The working group has identified that multiple new mandatory programs have been rolled out in recent years, including requirements about fire alarm systems, fire suppression sprinklers, and facade inspections and maintenance. These programs typically focus on older and higher occupancy buildings, meaning that there is significant overlap in the buildings that are impacted by these different programs. If it moves forward, the CBSP will be another program affecting many of these same building owners. The working group emphasized the importance of creating predictability for building owners in as many ways as possible. To that end, they recommend that DBI coordinate the requirements, timelines, and communications for these programs. The goal should be for building owners to receive all necessary information about what is needed in an actionable, understandable, comprehensive, and organized way.

Recommendation 9. Streamline small sidewalk encroachment permits as a means of reducing administrative burden to departments and making it easier for building owners to comply.

Concrete building retrofits may frequently involve extending the building a few inches over the sidewalk. Sidewalk encroachment permits currently must be reviewed case-by-case by the City Engineer. The working group recommends that the Department of Public Works (DPW) streamline the process of issuing sidewalk encroachment permits and allow for staff approval in cases where encroachments would not impede access for people with disabilities under the Americans with Disabilities Act.

Other Process Streamlining Recommendations (Moderate Support and Write-in)

- Develop a historic preservation companion document to the Administrative Bulletin to provide direction to structural engineers and building owners on how to design in accordance with historic preservation requirements.
 - Develop a checklist, approved by the historic preservation commission, to reduce uncertainty for owners who need discretionary permits.
- Remove non-seismic permit triggers for building owners to minimize the burden and create incentives for participation.
- Streamline permitting and approval processes for demolition and rebuilding to reduce administrative burdens and make it easier for building owners to replace their building if retrofitting is not cost-effective or feasible.
- Require commercial buildings to submit an umbrella permit and phasing plan in the first five years, then allow 20 years after approval to perform the work.
- Make "tilt-up" permits "over-the-counter" to reduce time burdens.
- Dedicate staff from all City agencies (Planning, DBI, Fire, DPW) to serve as "Points of contact" able to answer questions and help applicants through the permit process.



5 NEXT STEPS

5 | Next Steps

Further work is needed to determine the feasibility and viability of the recommendations included in this report. This program is emerging at a time when building owners and tenants are facing challenging economic conditions. With high costs of construction, interest rates climbing, office building vacancies, and small businesses struggling to survive, **continued engagement with key stakeholders** will be required to develop and implement the program.

At that same time, it's absolutely necessary to minimize the potentially catastrophic impacts of inaction around making these buildings safer. While more work is done to advance the stakeholder recommendations in this report and prepare for a potential mandatory program, the City can take interim steps to continue the working group's momentum.

- First, the City should consider initiating a screening phase in order to understand which buildings may be subject to a future program.
- Second, the City should create and communicate a clear pathway for building owners who want to retrofit voluntarily, by publishing retrofit criteria in the building code.
- Finally, since the role of working group members was largely to represent and protect the interests of constituents, neighbors and members, and they are (largely) not experts in structural engineering and mandatory retrofit programs, the City should continue to **work with stakeholders** who can provide the necessary information to facilitate a meaningful dialogue about policy tradeoffs.

CivicMakers recommends a continuation of the stakeholder engagement process that is segmented into the following focused areas:

- **Program Product - Communications Plan:** work with community-based organizations, subject matter experts, and internal (City) departments to develop a Communications Plan that provides information and resources before, during and after the potential introduction of an ordinance for mandatory retrofitting of tilt-up and non-ductile concrete buildings.
- **Program Product - Financing Plan:** work with public finance experts, business owners, and building owners (both residential and commercial) to better understand the impacts of mandatory retrofit programs and options for financing. As part of this work, conduct a cost/benefit analysis with pathways for decision-making around implementation timeline, should legislation be introduced.
- **Program Policy** - City departments and a select number of stakeholders should work with the policymakers for future potential legislation to elevate these concerns and

considerations. It is a high priority to refine and improve the inventory of concrete and tilt-up buildings, possibly using a building information reporting checklist.

- **Program Approach** - Build off insights and recommendations gleaned throughout the entire stakeholder engagement lifecycle to-date, including the many considerations shared across diverse perspectives in the interview summary report. In particular, the next iteration of program development should take a focused approach toward **equity and inclusion**. This means more intentional engagement with labor, small businesses, building owners and tenants representing communities of color and historically underinvested communities outside of a formal working group structure.
- **Program Staffing** - For the CBSP to be successful, it will require permanent, full-time City staffing, and continued community engagement, facilitation and program design support.



6

APPENDIX

6 | Appendix

Detailed Overview of Project Engagement

High Level Engagement Activities

- Working Group Meetings (8 meetings; 41 working group members)
 - 16 hours of meetings over the span of 11 months
 - One walking tour of concrete buildings; one financing ideas exchange
- Meeting notes can be found at the [CBSP website](https://onesanfrancisco.org/index.php/cbsp-workinggroup) (https://onesanfrancisco.org/index.php/cbsp-workinggroup)

Detailed Timeline

Note: this timeline focuses on the Phase 3 stakeholder engagement of the project.

#	Engagement Activity	Timeline	Participation
1	Stakeholder Interviews	Apr - Jul 2022	34 interviews, across 31 different organizations
2	Working Group Meeting #1	Oct 19, 2022	24 participants
3	Working Group Building Tour	Oct 24, 2022	19 participants
4	Working Group Meeting #2	Nov 16, 2022	19 participants
5	Working Group Meeting #3	Jan 12, 2023	20 participants
6	Working Group Meeting #4	Feb 7, 2023	16 participants
7	Working Group Meeting #5	Apr 27, 2023	12 participants
8	Working Group Meeting #6	Jun 1, 2023	15 participants
9	Financing Ideas Exchange	Jul 28, 2023	17 participants
10	Working Group Meeting #7	Aug 10, 2023	18 participants
11	Working Group Meeting #8	Sep 14, 2023	18 participants
12	Executive Panel Meeting #10 Working Group presented recommendations	Nov 1, 2023	23 participants

13	Executive Panel Meeting #11 *Delivery of this Final Report. The Executive Panel provided feedback to staff about Working Group recommendations	Dec 11, 2023	-
14	Focus Group #2 Jobs and Capacity Building for Earthquake Retrofits	Feb 2, 2024	-
15	Focus Group #3 Protecting Ground Floor Business Tenants During Earthquake Retrofits	Feb 7, 2024	-