

# One City: A Housing for All Action Plan



The first phase of the Mission Rock project takes shape on a former parking lot.

*Photo Courtesy: Mission Rock Partners, Jason O'Rear*

Presented by

Judson True, Director of Housing Delivery, Office of Mayor London N. Breed

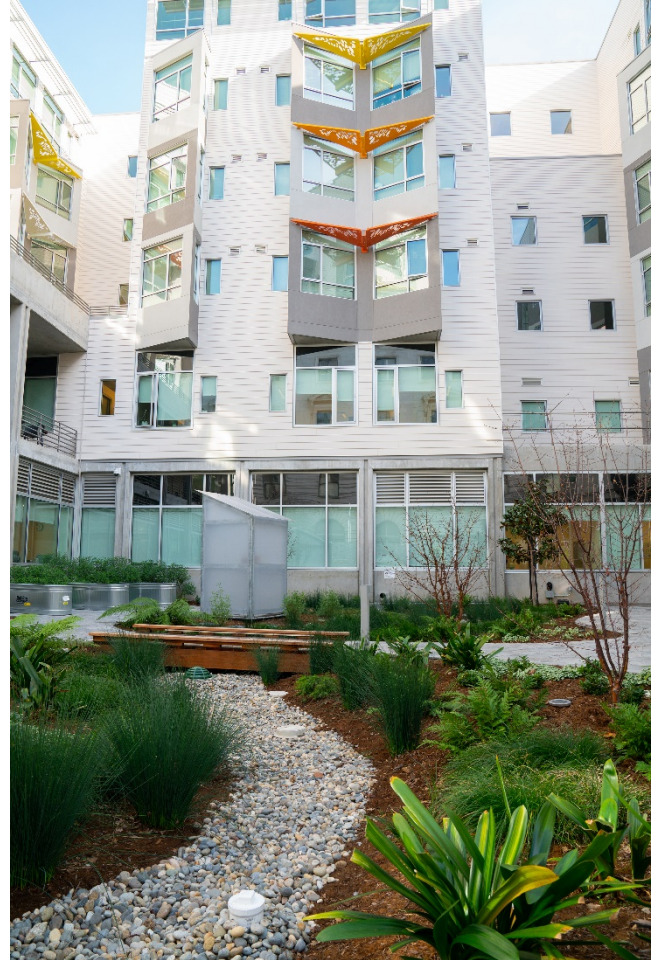
on behalf of

The Housing for All Executive Directive 23-01 Interagency Implementation Team

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**San Francisco's largest supportive housing development, 1064 Mission Street, opened in February 2023 with 256 units for formerly unhoused individuals.**

*Photo Credit: Amy Sullivan.*

## Introduction

**One City: A Housing for All Action Plan** describes key strategies and actions that San Francisco must pursue in order to issue housing-producing permits with the pace and predictability required to create 82,000 new homes in the next 8 years. San Francisco’s adopted [Housing Element](#), certified by the State of California on February 1, 2023, charts a course to that housing target with extensive goals, objectives, policies, and implementing programs that San Francisco must undertake not only to achieve the State mandate but to make San Francisco a city with enough housing that is affordable for everyone.

On February 7, 2023, Mayor London N. Breed issued Housing for All Executive Directive 23-01 (ED 23-01) to focus near-term City efforts on three of the central pillars of the Housing Element: 1) increasing affordable housing funding; 2) advancing high-impact legislation to reduce constraints and begin rezoning for more housing; and – most relevant to this report – 3) eliminating bureaucratic barriers and improving housing permitting by City departments.

The City has already undertaken several reforms to deliver on these first two pillars. The Affordable Housing Leadership Council has begun exploring new local and regional funding tools, advocating for more state and federal resources, and determining how to reduce costs for affordable housing projects. Mayor Breed and Supervisors have recently approved legislation to support large-scale projects with [new financing tools](#) and encourage [office-to-residential conversions](#) and will soon consider measures to [reduce inclusionary housing requirements](#) to a more feasible level, [optimize fee calculations and collection timing](#), and [remove processes and hearings](#) that delay housing. The Planning Department has [begun outreach](#) for the rezoning that will enable more housing to be built across the entire City.

This Action Plan centers on the third pillar described above: improving City permitting processes. Permitting is used broadly here to include the wide variety of City entitlements, permits, and approvals necessary for housing production.

Pursuant to ED 23-01, fourteen departments produced Performance Assessment and Improvement Plans by May 1, 2023. The plans describe those departments’ roles in housing delivery, analyze their permitting performance, propose specific steps to improve their permitting work, and identify their staff capacity gaps related to their housing work (read the plans [here](#)). This Action Plan includes and builds on the individual department plans. It also contains strategies to achieve the ED 23-01 mandate to reduce certain permitting timelines by 50% by February 1, 2024.

This plan is titled “One City: A Housing for All Action Plan” because the phrase “One City” describes the service approach that San Francisco should be providing for those seeking to build housing here (or trying to open a small business or put on a street fair). Anyone interacting with San Francisco’s permitting departments – whether they are an individual homeowner who wants to add an Accessory Dwelling Unit, a nonprofit developer building affordable housing, or an experienced team creating a new neighborhood through a Development Agreement –

should experience City government as a coordinated and solutions-oriented system across departments that facilitates housing production while also ensuring that all construction is safe and built according to codes and standards. Instead, even with hard-working and conscientious City staff, too many applicants experience confusing, inconsistent, and fragmented processes both across and within departments.

Even after projects have received their Planning entitlements, itself a significant undertaking, the slow process of obtaining construction permits can delay projects for years and add significant costs. Existing permitting processes are not strategically coordinated across departments, creating bottlenecks for permits and slowing the creation of new housing. As San Francisco faces an ongoing housing affordability crisis and new market-rate housing construction is largely economically infeasible due to factors like high construction costs and interest rates, it is more important than ever to fundamentally reform the City's housing permitting processes.

### Goal: Accelerate Permitting

The fundamental goal of this Action Plan is to accelerate San Francisco's permitting timelines while ensuring safe and code-compliant construction. To illustrate the scale of acceleration needed, ED 23-01 set a target of reducing certain permitting times by 50% by February 1, 2024. **Exhibit A** details the permitting data submitted by each department in their individual plans. Some departments provided baseline data and explicitly outlined what a 50% reduction would look like, while other departments described an expected timeline for specific permit types and reported on how often that goal is met.

The data cover housing-related building permits administered by DBI, public right-of-way permits managed by Public Works, and large-scale Street Improvement Permits shepherded by the Public Works Infrastructure Task Force. In some instances, the data require further analysis and refinement, and one action in this report is to continue to work with departments on their baseline data and targets for their 50% reductions. As described below, significant additional work is needed on housing and permitting data.

### Strategies to Accelerate Permitting

The core strategies to accelerate permitting are described below. These strategies are intended to provide a framework to guide the implementation of the actions in this plan. **Exhibit B** categorizes the Interdepartmental Actions, which involve multiple departments, by each of the five strategies described below. **Exhibit C** describes the Departmental Actions unique to each department, which also serve the broader strategies and purpose of this plan.

*Strategy #1: One City Housing Production System. Move toward a coordinated housing production system with improved service, governance, accountability, and interagency coordination.*

This strategy moves beyond the siloed aspects of existing permitting practices and instead aspires to create a cohesive housing permitting system, where a system is best defined as “an

interconnected set of elements that is coherently organized in a way that achieves something.” (Meadows, Donella. *Thinking in Systems: A Primer*. Chelsea Green Publishing, 2008, p. 11)

The fact that there is currently not a housing production system does not mean that City staff and applicants never work together smoothly to advance permits, or that City staff from different departments never cooperate well, and even creatively, to service the public. In fact, collaboration across departments has increased in recent years with the creation of the Permit Center and the Housing Coordinator approach for Development Agreement projects. But there is no well-defined and organized housing production *system*.

In its simplest terms, a housing production system would include the journey of a typical housing project (and eventually as many kinds of projects as possible) from its first interaction with the City – likely an application for entitlement with the Planning Department – through the start of construction, the move-in of a new resident, and the closeout of the building permit by DBI. The steps in between would be presented in one place for public convenience. City staff would be positioned to guide applicants through the journey and assist if a customer is stuck.

The actions related to this strategy include empowering the Permit Center to coordinate on building and infill right-of-way permitting and strengthening the Public Works Infrastructure Task Force to solve more large-scale infrastructure design issues across all departments. Establishing better governance of a permitting system enhances accountability and ownership of solutions. Improved decision-making characterizes a housing production system, and a suggested framework can be found in **Exhibit D**.

*Strategy #2: Streamline and Strengthen City Processes and Standards.*

While the strategy to create a housing permitting system takes shape, existing permitting processes must be streamlined – that is, they must be shortened, simplified, and deduplicated. Where possible, processes should be eliminated entirely. Existing codes, standards, regulations and guidelines – in all their permutations – must be collected, clarified and clearly articulated for designers and project teams.

Some of the streamlining efforts are well underway. On May 11, 2023, the Planning and Building Inspection commissions held a joint informational hearing on the [proposal to reform Site Permitting](#) by more clearly separating Planning approvals from building permits needed for construction. This change would avoid duplicating certain reviews during Planning’s entitlement process and the Site Permit process. The effort is also on track to produce more near-term improvements such as checklists for each department that reviews Site Permits.

For all the complexity of the building permitting process, it has an advantage over the more disparate assortment of codes and standards that apply to construction in the public right-of-way. For example, an architect who submits a building permit application in December 2022 knows that their design will be reviewed against the Building Code in effect at that time, even though new code requirements may take effect on January 1, 2023. However, a civil engineer

submitting a Street Improvement Permit to build new streets and utilities for a Development Agreement project does not benefit from the same clarity and might be subject to shifting design standards long after an application is submitted. This plan outlines actions to provide a clearer path.

*Strategy #3: Improve Data, Technology, and Transparency.*

The Housing Element clearly articulates the landscape of permitting data: “One of the current challenges to understanding permit processing is the inability of the City’s various permitting databases, some of which are proprietary and decades-old technology, to track the different phases and durations that make up an application process. It is challenging to establish how much time a permit sits in a queue, undergoes planner review, or is in the hands of the applicant undergoing revisions towards response.” ([Housing Element Appendix C: Analysis of Governmental & Non-Governmental Constraints](#), p. 84).

The Housing Data Blueprint (**Exhibit E**), developed by DataSF, the Permit Center, DBI, and Planning, among others, aims to tackle this daunting barrier to faster permitting. Improved coordination and data analysts added at DBI and Planning in recent years create a foundation for this change. The Blueprint sets out a framework to connect data teams and systems across departments and improve data quality to provide a comprehensive view of the end-to-end permitting journey. These efforts are already supporting the development of new data products and dashboards to better manage internal permitting processes and to provide clearer views of the housing pipeline for the public

The legacy Permit Tracking System managed by DBI has required replacement for more than a decade. Such an undertaking will be challenging in the current highly constrained budget environment, but the importance of moving to a modern system points toward a creative plan to make improvements gradually. The goals of any new system should include improving the customer experience, reducing staff administrative overhead, compatibility across data sources and systems, and improving transparency to the public. Any replacement system must allow for the processing of permits more rapidly and with improved reporting to facilitate increasing the production of housing.

Other departments also face technology hurdles and are moving to address them. The Bureau of Street-use and Mapping at Public Works is currently upgrading its permitting and inspection software. This improvement should help applicants understand where they are in the permitting process and improve management of the circulation and workflow. Increased communication between Public Works and other permitting departments would help share lessons learned and ensure that systems can be leveraged to share data and streamline processes.

*Strategy #4: Increase the City's Capacity to Review Projects and Permits*

Almost every department that processes permits expresses a need for additional staff in their plans. One of the reasons streamlining is so necessary is because simpler processes could help limited resources go further. Even when resources are available, hiring new staff often takes a long time. Mayor Breed, City Administrator Carmen Chu, and Director of Human Resources Carol Isen are spearheading a variety of initiatives to shorten and simplify the hiring process. Creative strategies are needed to fill certain specialized roles like the SFPUC's Utility Field Services and the SFMTA's Overhead Lines team.

To make every effort to fill vacant positions, and to create new ones where resources can be identified, OEWD will this year lead an effort aligned with the budget cycle to increase City capacity to advance housing production. Many departments also maintain as-needed pools of consultants to handle the inevitable flexing of workloads; permitting departments should redouble their efforts to do the same.

*Strategy #5: Implementing this Plan: Tracking and Outreach.*

The work to implement this plan has already begun. Many of the actions are underway, and more will start each week. These actions tie in to various Implementing Programs in the Housing Element, as listed in **Exhibit F**. City staff are working hard to accelerate housing permitting and facilitate housing production. Tracking the implementation of this Action Plan will help that hard work yield outcomes. OEWD will work with the Permit Center and the Public Works Infrastructure Task Force to determine how to most efficiently track implementation of building permitting and large-scale infrastructure actions, respectively. The Interagency Implementation Team will work across all engaged departments to use tracking tools that will allow their focus to remain on the actions themselves.

A significant part of implementing this plan will be ongoing outreach with permit applicants and City staff, including project reviewers. Specific surveys will illuminate where customers believe they face the greatest barriers. Presentations with housing groups and City boards and commissions should happen.

This plan is also itself a work in progress. It should be re-evaluated regularly. The Exhibits should be updated as needed to be sure City improvements are focused on the most impactful actions.

In addition, the California Department of Housing and Community Development (HCD) has undertaken a "[Policy and Practice Review](#)" of San Francisco's housing permitting processes. The review will evaluate San Francisco's permitting practices and recommend actions that the City should undertake to improve outcomes and bring the City into greater alignment with state housing priorities. These recommendations will be incorporated in the Housing Element, and relevant actions should be added to this plan.

### Next Steps

As an immediate next step, the Mayor's Office will convene meetings with department leadership and permitting staff to communicate this Plan and solicit feedback on the actions described in Appendices B and C. The Mayor's Office may also request additional data and information to bolster this plan, particularly to supplement the existing data presented in Appendix A.

The success of this Plan depends on the ability and willingness of partners across the City to undertake the hard work of reimagining the City's permitting system. In the spirit of operating as One City, this Plan asks departments to work in collaboration and under the unified direction of the Mayor's Office to pursue and track progress against the actions described below, upholding our shared goal of accelerating permitting in San Francisco to help us build the housing we need.



## Exhibits

1. **Exhibit A:** Baseline Data Submitted in Department Plans
2. **Exhibit B:** Summary Table of Interdepartmental Actions
3. **Exhibit C:** Summary Table of Department-specific Improvement Actions
4. **Exhibit D:** Decision-making Protocols
5. **Exhibit E:** Housing Data Collection and Analysis Approach
6. **Exhibit F:** Related Housing Element Implementation Programs

## Exhibit A

### Baseline Data Submitted in Department Plans

This exhibit includes the data provided by each department in its Department Plan. That data serve as the baseline used to determine whether a department has achieved a 50% reduction in its permitting timelines by February 1, 2024.

#### Department of Building Inspection

<b>Median days to issue housing-producing permits/addenda issued in 2022 and median days with DBI plan check stations</b>			
<b>Type</b>	<b>Count</b>	<b>Median Days to Issue</b>	<b>Median Days with DBI Plan Check Stations *</b>
Full	274	587	259
Site	99	913	253
Addenda	236	267	204
<b>ALL</b>	<b>609</b>	<b>475</b>	<b>237</b>

\* Median days with DBI plan check stations is measured by calculating the number of calendar days that plans are under review at DBI plan check stations while accounting for overlaps in review time.

#### *Timelines by Project Type*

*DBI also examined data for permits/addenda for three (3) categories of housing: 100% affordable projects, multi-family housing developments, and accessory dwelling units (ADUs).*

<b>Median days to issue housing-producing permits/addenda issued in 2022 and median days with DBI plan check stations, by project type*</b>			
<b>Type</b>	<b>Count</b>	<b>Median Days to Issue</b>	<b>Median Days with DBI Plan Check Stations **</b>
100% Affordable	101	188	155
Multi-family*	99	473	270
ADU	214	542	251

\* Project types are mutually exclusive, so "multi-family" excludes projects with the 100% affordable flag and does not include ADU projects.

## Planning Department

### Project Review Timeframes: Project Applications Filed, June 2018- June 2019

Review Milestones	Performance Target	Number of Projects (total units)	Average Performance	Percent Meeting Target
Preliminary Project Application (PPA)	Issue PPA in <b>60 days</b>	38 (3,931)	62 days	63% of projects
Notice of Incomplete Application (NIA)	Issue first NIA, or mark Accepted, in <b>30 days</b>	68 (2,915)	18 days	90% of projects
Plan Check Letter (PCL)	Issue first PCL in <b>90 days</b>	34 (1,408)	79 days	53% of projects*

## Public Works

### Infrastructure Task Force

Below is a summary of the current averages for Street Improvement Permits for Development Agreement projects, what a 50% reduction is, and what the Infrastructure Task Force will propose to reduce the overall Street Improvement Permit duration by February 2024.

	# SIP Sub s	Total SIP Days	Total City Days (Agency days + ITF days)	Total ITF Days (5 days per submittal plus 10 days)	Avg City Dept Days per SIP submittal	Total Dev Days	Total PW Days	Total PUC Days	Total MTA Days
<b>Current Averages:</b>	5.23	584.62	301.69	---	57.68	282.92	187.92	233.38	110.14
<b>50% Reduction:</b>	2.62	292.31	150.85	---	28.84	141.46	93.96	116.69	55.07
<b>Proposed Goals for ED 23-01:</b>	4	285	150	30	30	135	120	120	120

*Bureau of Street-use & Mapping: Permits*

The table below shows the Service-Level Agreements for the most common types of Public Works permits associated with housing projects along with performance over Fiscal Year 22 and Fiscal Year 23 (through March 2023).

Permit	BSM SLA Bus Days	Fiscal Year 22			Fiscal Year 23		
		# of Permits	% Final Decision in Goal	Avg Days to Decision	# of Permits	% Final Decision in Goal	Avg Days to Decision
General Excavation	5	646	87%	3	407	83%	3
Major Encroachment	125	1	100%	38	2	100%	15
Minor Encroachment	40	395	77%	29	209	73%	40
Street Improvement Complex	60	10	100%	25	6	67%	79
Street Improvement Simple	40	327	85%	19	205	69%	34
Vault	60	21	95%	29	8	63%	57
<b>Total</b>		<b>1,763</b>	<b>87%</b>		<b>1,088</b>	<b>81%</b>	

**San Francisco Public Utilities Commission**

**Table 1. Development Agreement Project SIP Timelines\***

<b>Date of First SIP Submittal</b>	<b>Number of Submittals</b>	<b>Total SIP Days</b>	<b>Total City Days</b>	<b>Total SFPUC Days</b>	<b>Total Days Between Submittals</b>
<b>Averages:</b>	5.23	584.6	301.7	233.3	282.9
<b>50% Reduction</b>		<b>292</b>	<b>151</b>	<b>117</b>	<b>141</b>
Target per ED 23-01					

*\*Data provided by PW ITF*

Reducing this time by 50% by February 1, 2024, results in a target of approximately 117 days. If a 30-day review period is assumed, this target reduction could only be reached if there are 3.9 rounds of review prior to permitting. As it is not possible to submit 3.9 rounds, this analysis assumes 4 rounds of review, which would result in 120 days for SFPUC review. It should be noted that meeting the 120 days total review time assumes the plans are complete when submitted for review and conform to City standards. Non-standard elements, which should be identified as early in the design process as possible, often result in longer review periods.

**San Francisco Municipal Transportation Agency**

<b>DA Review Tracker</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Number of submittals	48	41	29
Design Review: Average days overdue	10	8	6

*Infill Permitting and Review*

The SFMTA participates in major and minor encroachment permits, sidewalk permits and legislation, and vault permits. Consistent tracking of permitting timelines is not in place currently but is a growth area identified in the improvements section of its Plan. The best current estimate is that it takes 1 year to 1.5 years from receiving these permits to completing the review. Because construction typically takes longer than 1-1.5 years, it is unknown the

extent to which SFMTA's infill review times are delaying housing. Additional challenges as it relates to infill projects at the SFMTA include:

- A backlog of 77 projects
- Permits become a "mini-project" where the traffic engineer re-validates the Street Design Advisory Team letter with all SFMTA disciplines and other City departments and reviews the site in context of any ongoing work nearby.
  - This coordination is done via email, which may not be the best tool to resolve complex, interdisciplinary design challenges. This plan recommends instead piloting a twice-monthly regular infill design review meeting to work through permit requests collaboratively. The meeting efficacy will be evaluated after six months to determine if the process is working and should continue.

## Exhibit B

### Summary Table of Interdepartmental Actions

Number	Action	Delivery Date	Collaborating departments: Proposed lead department <b>bolded</b>
<i>Strategy #1: <b>One City Housing Production System</b>. Move toward a coordinated housing production system with improved service, governance, accountability, and interagency coordination.</i>			
<b>1</b>	Empower the <b>Permit Center to play a greater coordination role across permitting functions</b> , with a focus on customer service, data and accountability, technology and alleviating process bottlenecks. Analyze and pursue potential approaches to increase the Permit Center’s role in project management for infill housing projects.	11/1/2023	<b>Permit Center</b> , DBI, SFFD, Public Works, SFPUC, Digital Services, DataSF, OEWD, others as needed
<b>2</b>	<b>Create a coherently organized housing permitting system</b> . Provide publicly available information to guide applicants through the housing production process.	4/1/2024	<b>Permit Center</b> , DBI, SFFD, Public Works, SFPUC, Digital Services, DataSF, OEWD others as needed
<b>3</b>	As part of the creation of a housing production system, <b>define target approval times</b> for as many housing-related permits as possible to improve predictability and transparency.	4/1/2024	<b>Permit Center</b> , DBI, SFFD, Public Works, SFPUC, Digital Services, DataSF, OEWD others as needed
<b>4</b>	Enhance the ability of the Public Works Infrastructure Task Force to <b>solve horizontal infrastructure permitting challenges across all departments</b> .	11/1/2023	<b>OEWD</b> , Public Works, SFPUC, SFMTA, others as needed
<b>5</b>	Expand <b>monthly Priority Permit roundtable</b> meeting to include additional complex infill projects that have excessive review times, as identified and elevated by relevant departments.	11/1/2023	<b>OEWD</b> , Permit Center, DBI, SFFD, Public Works, OEWD

6	Strengthen and expand the <b>Housing Coordinator</b> role as outlined in each department plan to clearly cover infill housing projects as well as affordable housing and Development Agreement projects. The Housing Coordinators should facilitate process improvements and lead the planning for sufficient departmental capacity, among other responsibilities	10/1/2023	<b>All departments</b>
7	Utilize the principles and practices in the <b>Decision-making Protocols (Exhibit D)</b> ; Departments shall endeavor to make schedule-impacting decisions as fast as is possibly practical.	7/1/2023	<b>All departments</b>
8	<b>Foster a City workplace culture</b> in permitting departments that supports a housing permitting system by incentivizing in annual workplans the collaborative and solutions-oriented approaches that accelerate permitting timelines.	<u>12/1/2023</u> : Include in Dpt. budget proposals; <u>7/1/2024</u> : Implement beginning in FY 24/25.	<b>All departments</b>
<i>Strategy #2: Streamline and strengthen City Processes and Standards.</i>			
1	Accelerate housing review and approvals by reforming the <b>Site Permit process</b> ; DBI and Planning will also evaluate discontinuing the existing parallel plan review processing, which is rarely used.	12/31/2023	<b>Permit Center, DBI, Planning</b>
2	Improve the <b>infill Street Improvement Permit</b> process to enhance coordination between departments, standardize routing guidelines and workflow, ensure transparency for applicants, and reduce holds on building permits.	12/1/2023	<b>Public Works, SFPUC, SFMTA, SFFD, OEWD, others as necessary.</b>
3	Streamline and speed multi-department <b>Tentative Map review</b> by designating one point of contact per agency for follow up on Tentative Maps, as well as a clear process for updating those points of contact as staffing changes happen; Bureau of Street-use and Mapping-Mapping to memorialize new process via a Decision Memo or other multi-department shared document.	7/1/2023	<b>Public Works, Planning, DBI, SFMTA, SFFD, SFPUC, RPD</b>



<b>4</b>	Facilitate Development Agreement design review by <b>updating subdivision regulations</b> and standards for subdivision mapping and infrastructure process.	3/1/2024	<b>Public Works</b> , SFPUC, OEWD, Port, TIDA, MOHCD
<b>5</b>	Assess existing processes to streamline approvals for <b>Accessory Dwelling Units</b> and adjust where needed.	10/1/2023	<b>Planning</b> , DBI, SFFD, Public Works, SFPUC, Permit Center
<b>6</b>	Ease the Development Agreement development process by updating and make <b>more accessible City standards, specifications, and design guidelines</b> .	3/1/2024	<b>All departments</b>
<b>7</b>	Convene relevant departments to update the process for considering the location of <b>transformers</b> required to provide electricity for housing projects. Many projects are experiencing delays as they attempt to site <b>transformer vaults</b> in sidewalks instead of building frontages.	10/1/2023	<b>OEWD</b> , Public Works, Planning, MOHCD
<b>8</b>	Further refine and <b>update the Priority Permit Labeling Decision Memo</b> to guide housing delivery agencies (OEWD, OCII, MOHCD, TIDA, Port) in how to direct their development partners to label submissions.	12/31/2023	<b>OEWD</b> , Permit Center, Digital Services, DBI, OCII, MOHCD, TIDA, Port
<b>9</b>	Formalize and memorialize process improvements to the <b>City address system</b> to speed assignments of addresses for new housing projects.	12/31/2023	<b>DBI</b> , OEWD, ASR, Public Works, DT
<b>10</b>	Assess <b>PG&amp;E impacts</b> on housing production and develop new strategies to engage in problem-solving.	11/1/2023	<b>OEWD</b> , SFPUC, MOHCD, Public Works
<b>11</b>	Streamline the <b>routing of affordable housing projects appropriately to the correct SFFD review team</b> ; memorialize via a Decision Memo, if necessary, or other permit routing memorialization; and related actions.	10/1/2023	<b>DBI</b> , Permit Center, DBI, SFFD, MOHCD, OEWD
<b>12</b>	Streamline <b>urban construction logistics approvals</b> such as street space permits, Special Traffic Permits, Muni re-routing, and lane closures, with an initial focus on affordable housing projects.	10/1/2023	<b>MOHCD</b> , SFMTA, Public Works, OEWD

<b>13</b>	Develop and adopt <b>objective SB 9 standards</b> across all relevant departments	10/1/2023	<b>Planning, DBI, SFFD, Public Works</b>
<b>14</b>	SFMTA to collaborate with various departments, as necessary, to speed permit review by <b>organizing the list of infill projects by expected completion date.</b> SFMTA proposal: Planning or other departments to provide SFMTA notice 6 months from the expected completion date. SFMTA will then validate SDAT letter requirements and legislate changes. SFMTA will memorialize any process changes via a Decision Memo.	10/1/2023	<b>SFMTA, Planning, Public Works, OEWD</b>
<b>15</b>	Streamline and speed review by <b>eliminating separate water service application for affordable housing projects;</b> SFPUC could determine water lateral/meter sizes as part of building permit; MOHCD to lead discussions with SFPUC.	11/1/2023	<b>MOHCD, SFPUC</b>
<b>16</b>	Support City coordination by continuing to <b>develop new standards</b> for accessibility implementation.	Ongoing	<b>MOD, Public Works, SFMTA, SFPUC, RPD, and the Port</b>
<b>17</b>	Streamline <b>approval and acceptance of non-standard infrastructure;</b> Public works to lead coordination to identify most impactful infrastructure to prioritize and drive standardization strategy.	10/1/2023	<b>Public Works, SFPUC, Port, TIDA, OEWD, MOHCD, OCII</b>
<b>18</b>	Explore utilizing a <b>standardized Work Breakdown Structure (WBS) and schedule</b> to forecast submittal dates and goals. SFPUC to meet with Public Works Infrastructure Task Force and OEWD to explore option and make any recommendations to senior leadership.	10/1/2023	<b>Public Works, SFPUC, OEWD</b>
<b>19</b>	Port to speed leasing process for affordable housing by collaborating earlier with MOHCD on <b>lease up processes.</b>	8/1/2023	<b>Port, MOHCD</b>

*Strategy #3: Improve data, technology, and transparency.*

1	Advance the approaches in the <b>Housing Data Blueprint</b> (Exhibit E).	8/1/2023	Permit Center, DataSF, DBI, Planning, others
2	Better coordinate and track housing permits by creating a plan to replacing the <b>legacy Permit Tracking System</b> maintained by DBI with a modern system in several intentional phases designed to minimize disruption to applicants.	10/1/2023	Permit Center, DBI, Planning, SFFD, Public Works, SFPUC, SFDPH
3	Launch a <b>Permit Tracking System enhancement</b> to capture the results of each round of plan review, thus allowing departments to accurately measure Time to First Review; allowing all departments to identify first reviews v. rechecks; allowing all departments to improve their understanding of staff time v. customer time; and other benefits.	10/1/2023	DBI, Permit Center, Public Works, SFFD
4	Streamline and speed communications by providing a <b>single email address for customers</b> to ask questions and aggregate answers to common questions.	2/1/2024	Permit Center, DBI, Public Works, SFFD
5	Streamline SFFD processes and speed review times by connecting forms, workflow, and payment into a <b>single solution for permitting services</b> ; water flow inspection process will be the first completely digitized process.	8/1/2023	Permit Center, SFFD
6	For <b>50% reduction targets</b> , confirm baseline data and targets and track progress.	2/1/2024	Permit Center, DBI, Planning, Public Works, SFPUC, SFMTA
7	Ensure broad knowledge of ongoing <b>Public Works Bureau of Street-use and Mapping permitting and inspections software upgrade</b> to learn lessons and create connectedness with greater permitting process.	8/1/2023	Permit Center, Public Works, DBI, Planning, Digital Services, DataSF, others
8	Streamline and speed street and utility design review for Development Agreements by <b>utilizing Bluebeam or a similar online markup tool for all Street Improvement Permit and Instructional Bulletin reviews</b> facilitated by the Public Works Infrastructure Task Force.	12/31/2023	Public Works, SFPUC, SFMTA, SFFD, RPD
9	Strengthen partnership with Public Works Bureau of Street-use and Mapping on <b>the City</b>	12/31/2023	Public Works, ASR, DBI, Department of

	<b>Base Map</b> and the Enterprise Addressing System.		Technology, OEWD
<i>Strategy #4: Increase the City's Capacity to Review Projects and Permits</i>			
<b>1</b>	Coordinate with the annual budget cycle to add staffing capacity in key pinch points illustrated in department plans. <b>Prioritize hiring to fill vacant positions across permitting agencies</b> , focusing on filling vacancies in work groups that currently cause delays for projects due to limited staffing capacity. Include funding strategies that avoid General Fund impacts.	12/1/2023	<b>OEWD</b> , Public Works, SFPUC, SFMTA
<b>2</b>	Optimize DBI's <b>pre-plan check process</b> for review of incoming applications. Incorporate standards from other departments to increase plan check efficiency.	10/1/2023	<b>DBI</b> , Permit Center, SFFD, Public Works, others
<b>3</b>	Memorialize the key commitments and actions related to the <b>July 2023 MOD/DBI staff transition</b> , including a training strategy and milestones and consultation with MOHCD and OCII.	8/1/2023	<b>DBI, MOD, MOHCD, OCII</b>
<b>4</b>	MOD to speed review and clarify codes and standards by <b>providing trainings for departmental ADA coordinators</b> and Affordable Housing Providers	10/1/2023	<b>MOD, MOHCD</b>
<b>5</b>	Alleviate staffing issues associated with projected workload by exploring <b>as-needed consultant pools</b> for use by relevant City agencies.	11/1/2023	<b>All departments</b>
<b>6</b>	<b>Celebrate individual and collective housing production wins</b> ; conduct regular employee recognitions when employees and/or teams demonstrate solutions-oriented and collaborative approaches.	8/1/2023	<b>OEWD</b> , All departments
<b>7</b>	Clarify permitting process by <b>identifying expired permits</b> and notifying customers; respond to customer inquiries, hand off permits ready to close to DBI, and destroy expired paper plans.	8/1/2023	<b>Permit Center, DBI, SFFD</b>
<i>Strategy #5: Implementing this Plan</i>			
<b>1</b>	<b>Track all actions</b> from this Action Plan, including department-specific actions. Employ technology	7/1/2023	<b>OEWD</b> , Permit Center, Public Works, others

	tools that lighten the tracking burden across departments.		
<b>2</b>	After assessing existing customer surveys by permitting departments, as needed, <b>solicit public input from applicants for housing-related permits</b> , by permit type, and make performance improvements based on those results; seek input regularly about the applicant experience, including customer service, using standard questions across departments. Integrate results/recommendations in annual budget requests.	Issue surveys no later than: 9/15/2023; three-week response time; 11/15/2023 analysis due to Permit Center for compilation.	<b>OEWD</b> , Permit Center, DBI, Planning, Public Works, SFMTA, SFPUC
<b>3</b>	<b>Regularly evaluate this plan</b> as a whole and update it and adjust actions as needed to maximize acceleration of housing permitting. Incorporate results of California Department of Housing and Community Development’s ongoing Policy and Practice Review.	Ongoing	<b>OEWD</b> , all departments
<b>4</b>	<b>Continue outreach and solicit input and feedback</b> from permit applicants, City staff at all levels, and other interested parties. Present the plan at relevant commissions and committees.	11/1/2023	<b>OEWD</b> , Planning, OEWD, Permit Center

## Exhibit C

Summary Table of Department-specific Improvement Actions

Number	Action	Timeline
<i>DBI Actions</i>		
<b>1</b>	Fully transition to Electronic Plan Review for intake, routing, and issuance for all in-house projects to create a more efficient, navigable, and modern way of doing business and further enable concurrent review.	12/31/2023
<b>2</b>	Optimize and transform DBI reviews via a more consistent, transparent, and reliable process; for example, DBI will prioritize rechecks and ensure projects do not remain in individual queues longer than 10 days, and DBI will create weekly and continuous trending reports to illustrate the effectiveness of new processes.	12/31/2023
<b>3</b>	Increase transparency and improve communication by improving the DBI website; make it easier and more intuitive to navigate and add new information to assist customers, such as an interactive permitting guide, informational handouts, and sample plans.	11/1/2023
<b>4</b>	Further enhance the Housing Coordinator role by dedicating additional staff, as needed. Task the Housing Coordinator with contributing to strategies for streamlining review and permitting of all housing projects, including infill typologies such as single-family, ADUs, tiny homes, replicable plans, and office-to-residential.	9/1/2023
<b>5</b>	Encourage housing production by notifying applicants 60 days before applications expire.	9/1/2023
<i>Planning Actions</i>		
<b>1</b>	Enhance efficiencies and certainty for aspects of the development process that are associated with historic preservation review via the new Historic Resource Review (HRR) application and associated standardized processes.	9/1/2023
<b>2</b>	Complete enhancements to the Planning Accela technology system to accommodate improved tracking, data reporting, management, and, timelines. Improvements will enhance applicant experience, planner performance, and management visibility and oversight.	7/1/2023
<b>3</b>	Continue efforts to simplify and adjust CEQA processes to promote a more consistent, more transparent, and less bureaucratic approach.	10/1/2023
<b>4</b>	Speed intake process with the goal of completing intake for all new projects within 3 days or up to 1 week at most.	10/1/2023

<b>5</b>	Streamline intake process by providing a checklist of all materials required for submittal.	10/1/2023
<b>6</b>	Accelerate Plan Check letter process: issue Plan Check Letters within 30 days of accepting complete applications or revised material submissions.	10/1/2023
<b>7</b>	Standardize processes and enhance the Department's ability to track project review times by requiring online submittals.	10/1/2023
<b>8</b>	Coordinate and manage staff work more efficiently with workload dashboards.	10/1/2023
<i>Public Works Actions</i>		
<b>1</b>	Increase coordination by hiring a designated full-time Housing Coordinator who reports to the Public Works Director	8/1/2023
<b>2</b>	Standardize aspects of the Development Agreement infrastructure review process by completing a Basis of Design decision memo and Basis of Design application document and recommend including in future Development Agreements.	8/1/2023
<b>3</b>	Accelerate design review through the issuance by the Infrastructure Task Force of new Street Improvement Permit submittal guidelines.	11/1/2023
<b>4</b>	Streamline review by the Infrastructure Task Force by creating a checklist to facilitate completeness checks of submittals.	7/1/2023
<b>5</b>	Speed Development Agreement infrastructure acceptance process via Completion, Occupancy and Acceptance Plans to better strategize and resolve issues around phasing for Notice of Completion, Temporary Certificate of Occupancy, and Acceptance.	8/1/2023
<b>6</b>	Speed design review for Development Agreements by standardizing reviews of requests for interim use of public infrastructure.	11/1/2023
<b>7</b>	Maximize coordination and accountability for Development Agreements by finalizing Infrastructure Task Force tracker protocol process document, which defines naming conventions and key submittal categories for correct data entry.	7/1/2023
<b>8</b>	Standardize Development Agreement design review of streets and utilities by finalizing the Development Agreement Street Improvement Plan process memo.	7/1/2023
<b>9</b>	Increase Development Agreement coordination by hosting kickoff meetings for first or critical Development Agreement Street Improvement Permit submittals.	8/1/2023
<b>10</b>	Increase transparency by creating a public Infrastructure Task Force website with process and guidance documents	2/1/2024
<b>11</b>	Increase coordination by providing a quarterly schedule overview for all Development Agreement projects to City departments	7/1/2023
<b>12</b>	Train Public Works reviewers assigned to Development Agreements on the jurisdictional, operational, maintenance and other Development Agreement-specific issues.	11/1/2023

<b>13</b>	Increase coordination and speed permit review by creating a monthly dashboard for Bureau of Street-use and Mapping Permits Division.	8/1/2023
<b>14</b>	Clarify communications from the County Surveyor's office and focus City review of maps by informing City agencies of their scope of review, instructions, and timelines for Tentative Maps.	7/1/2023
<b>15</b>	Speed review times by offering a training or working group to map reviewing agencies so they understand their role in the process and how to review and condition a Tentative Map.	7/1/2023
<b>16</b>	Improve Bureau of Street-use and Mapping-Mapping review process by notifying City agencies when they have 5 days remaining and then 0 days remaining in the review period for Tentative Maps	7/1/2023
<b>17</b>	Streamline Bureau of Street-use and Mapping-Mapping internal procedures by creating multiple queues by application type, subject to type-specific turnaround deadlines.	7/1/2023
<b>18</b>	Improve Bureau of Street-use and Mapping-Permits review by providing a service desk at DBI to review existing encroachments. Applicants would then record the minor encroachment permit (MEP) and submit completed and recorded MEP application to Bureau of Street-use and Mapping.	8/1/2023
<b>19</b>	Reorganize the Bureau of Street-use and Mapping-Permits Construction Permit group into two divisions: general construction and housing-specific construction. The housing permit group would be charged with the review and approval of all permits related to housing construction of five or more units. Once this is done, developers would be offered a guaranteed review of permit applications within four weeks under certain conditions.	11/1/2023
<b>20</b>	Prioritize rechecks for construction-related permits where the applicant responds to Bureau of Street-use and Mapping-Permits comments within 8 days.	10/1/2023
<b>21</b>	Focus more staff capacity on ED 23-01 process improvements, prepare for Director's Hearings and Director's Orders related to Design Exceptions and Deferral requests by adding an assistant engineer (5203) position.	9/1/2023
<b>22</b>	Ensure adequate Construction Management coverage of projects as new projects and phases come online through increased and formalized coordination and schedule outlooks by the Infrastructure Task Force.	9/1/2023
<b>23</b>	Speed mapping review by adding Bureau of Street-use and Mapping-Mapping staff.	12/1/2023
<b>24</b>	Speed permit review by adding Bureau of Street-use and Mapping-Permits staff and filling vacancies.	8/1/2023
<i>Permit Center Actions</i>		



<b>1</b>	Increase performance transparency and accountability by creating the Works in Progress (WIP) 2.0 Dashboard; this will provide leaders with a full picture of staff workload and performance and will allow the City to set benchmarks and drive performance, as well as drive decision-making, transparency, and accountability.	7/1/2023
<b>2</b>	Speed review by completing procurement for improved Electronic Plan Review solution (EPR 2.0), thus making EPR solutions less manual and labor-intensive, improving data quality and staff experience, increasing transparency, and promoting accountability.	9/1/2023
<i>SFMTA Actions</i>		
<b>1</b>	Speed review times with new tracking and triage system for infill requests.	7/1/2023
<b>2</b>	Define and speed necessary legislative review and approval timeframes via standardized processes and timelines.	9/1/2023
<b>3</b>	Pilot a targeted design review coordination mechanism for infill and complex Development Agreement projects.	7/1/2023
<b>4</b>	Address delays caused by vacancies in the Muni overhead lines group by developing creative hiring strategies, publish an online checklist for working around overhead lines, explore a supplemental services contract, and include overhead lines staff in infill coordination meetings.	2/1/2024
<b>5</b>	Increase reviewing capacity at pinch points by adding targeted engineering capacity.	12/1/2023
<b>6</b>	Speed SFMTA review times by more formally coordinating with Transit, personnel from overhead lines group, and special events divisions in roundtable coordination.	7/1/2023
<b>7</b>	Increase transparency and improve communication between SFMTA and development partners via regular "Meet and Greet" events.	12/1/2023
<i>MOD Actions</i>		
<b>1</b>	Convene workgroups, as necessary, to speed resolution of housing specific accessibility conflicts through procedures or design standards.	8/1/2023
<b>2</b>	Remove architectural barriers and conduct real estate accessibility assessments.	8/1/2023
<b>3</b>	Update relevant public communications and transition plan, in collaboration with DBI and posted on MOD's website, to include updated plan review and inspection process.	8/1/2023
<i>SFFD Actions</i>		
<b>1</b>	Expand SFFD plan review capacity, as necessary, to meet review demand for both over the counter and in-house review.	8/1/2023
<b>2</b>	SFFD coordinator to crosscheck new submittals with Priority Permit project list; coordinate with the Housing Delivery team, as necessary.	7/1/2023

<i>SFPUC Actions</i>		
<b>1</b>	Increase speed of overall SFPUC plan submission review by developing and implementing an internal cross-division tracking tool.	10/1/2023
<b>2</b>	Increase transparency and improve communication by making SFPUC standards, regulations, guidelines, and policies more easily accessible on the SFPUC website, including standards and design exception processes for power infrastructure installation.	2/1/2024
<b>3</b>	Increase staff coordination via an internal SFPUC website with shared documents, lessons learned, and/or procedure documents.	2/1/2024
<b>4</b>	Increase coordinating capacity within SFPUC around housing development by strengthening the Housing Coordinator role.	9/1/2023
<b>5</b>	Alleviate pinch points, backlogs, and speed review times by utilizing as-needed consulting contacts, when necessary, to supplement staff capacity.	7/1/2024
<b>6</b>	Speed plan review and approval by providing clear and definitive variance request and approval processes for non-standard infrastructure, increasing clarity and certainty for development partners for these design approaches.	2/1/2024
<b>7</b>	Increase SFPUC overall review capacity and speed by filling internal positions more quickly.	8/1/2023
<b>8</b>	Target increasing staffing capacity in SFPUC Power Division in order to speed connection timelines by augmenting staff in Power's Utility Field Services, Distribution Engineering, Redevelopment, and Customer Engagement teams, as well as Customer Service Bureau.	8/1/2023
<i>RPD Actions</i>		
<b>1</b>	Where applicable, utilize RPD's considerable expertise in park design to maximize quality of new public open spaces planned within Development Agreement projects.	8/1/2023
<b>2</b>	Make changes to the Park Code to speed implementation of parks that will be constructed by development teams and given to RPD.	11/1/2023
<b>3</b>	Speed review of new housing projects by several weeks by eliminating the requirement that projects requiring a shadow review have a hearing at the RPD Capital Committee; these projects will only require review at the full RPD Commission.	8/1/2023
<i>OCII Actions</i>		
<b>1</b>	Further speed OCII's timelines for design review approvals.	9/1/2023
<b>2</b>	Standardize OCII's design review procedures via a new best practices procedure guidelines document.	9/1/2023
<i>MOHCD Actions</i>		

<b>1</b>	Streamline housing delivery by responding faster to shifts in the inclusionary housing market and providing clarity on the processes and procedures for leasing inclusionary units; update Inclusionary Manual with significant input from nonprofit and market-rate developers.	2/1/2024
<b>2</b>	Improve quarterly housing report delivery system provided to Mayor and Board of Supervisors.	7/1/2023
<b>3</b>	Improve the consistency of internal MOHCD project management and preserve institutional knowledge by drafting and implementing a project management manual.	10/1/2023
<b>4</b>	Improve transparency, consistency, and efficacy of outreach by establishing best practice guidelines around community outreach meetings.	10/1/2023
<b>5</b>	Limit delays that counter the intent of SB 35 by changing relevant processes.	10/1/2023
<i>Port Actions</i>		
<b>1</b>	Pilot a collaborative, cost-based framework to proactively manage project costs for Development Agreement projects.	9/1/2023
<b>2</b>	Speed permit review by finalizing and executing MOU with DBI for plan review on Port projects.	10/1/2023
<i>TIDA Actions</i>		
<b>1</b>	Accelerate housing production by enhancing the TIDA Housing Coordinator role and function.	9/1/2023
<b>2</b>	Improve TIDA review timelines by formalizing and improving internal permitting for TIDA items.	10/1/2023
<b>3</b>	Improve TIDA vertical project review timelines by augmenting communication between TIDA and multiple vertical developers on priority vertical permits.	9/1/2023
<b>4</b>	Speed review processes by enhancing tracking, storage, and retrieval of design submittals and approvals.	10/1/2023
<i>OEWD Actions</i>		
<b>1</b>	Improve effectiveness of post-entitlement Development Agreement infrastructure implementation by including Housing Delivery project managers in development of pre-entitlement master infrastructure plans.	7/1/2023
<b>2</b>	Speed post-entitlement Development Agreement implementation by developing a detailed permitting plan with anticipated schedule during the pre-entitlement stage.	12/31/23
<b>3</b>	Increase transparency and improve communication via hosting workshops to discuss implementation process from the developer perspective and solicit process improvement ideas.	12/31/23

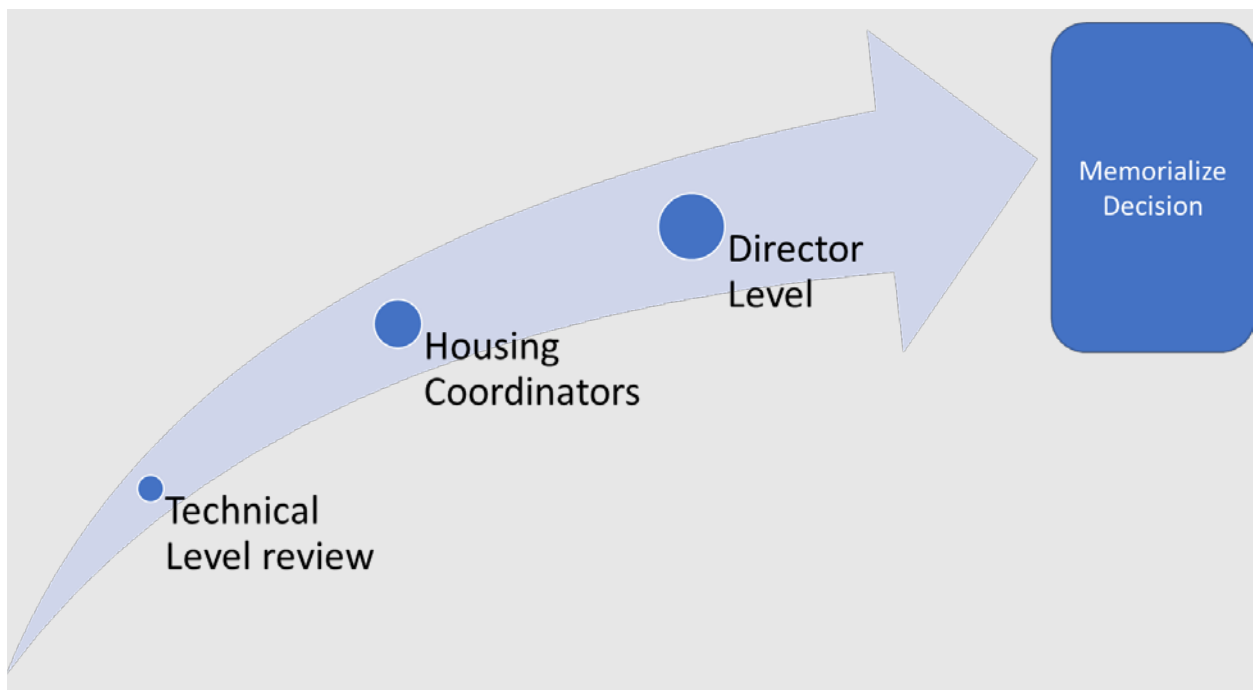
## Exhibit D

### Decision-making Protocols

Most housing projects involve complex procedural and design issues. This is a natural aspect of housing production, but the resolution of these issues can add significantly to housing production timelines and cost. Decisions can sometimes take weeks, months, or even years to negotiate between parties and to finalize. Some decisions require formal approval by the Board of Supervisors or a commission, but many housing-related decisions can be decided administratively by departments and their leadership, along with development partners. And when those decisions are finalized, they also need to be effectively memorialized.

This plan proposes the following decision-making principles and protocols, to be used across departments and housing projects:

1. Decision-making principles:
  - o Departments shall prioritize making decisions if delaying those decisions could impact housing project schedules.
  - o As much as possible, decisions should be made WITHOUT advancing them to Department heads to avoid bottlenecks.
  - o All parties will link faster decision-making with more formalized decision-memorialization vehicles.
2. Use the below framework to escalate and memorialize decisions:



- o **Technical Level Review:** Utilize the following existing forums to review housing projects and memorialize City direction/decision:
  - SDAT: Consider all factors in this regular meeting and memorializing SDAT letter.
  - For Development Agreement projects: Utilize bi-weekly Public Works Infrastructure Task Force meetings to identify design and/or land use conflicts; work to find resolutions as fast as possible.
- o **Housing Coordinators:**
  - When/if design and/or land use conflicts cannot be resolved at the technical level review stage for affordable housing or Development Agreement projects, bring those issues to the monthly Housing Coordinator meeting for resolution, or directly between Housing Coordinators from various departments.
- o **Director Level:**
  - When/if design and/or land use conflicts absolutely cannot be resolved at the Housing Coordinator level, issues should be summarized by Housing Coordinators, development partners, and/or technical level staff and escalated to the Director level.
- o **Memorialize Decisions:**
  - Many decisions have a specific vehicle for memorialization, like an update to a Public Improvement Agreement or a formal design exception from department or several departments. But when no clear memorializing vehicle exists, Departments and development partners shall utilize the following “Decision Memo” template. Finalized Decisions Memos should be shared globally on the relevant interagency platform, such as SharePoint or Teams, so those are easily located by any department.

Decision Memo template:

# Housing Decision Memo

*A memo to memorialize a critical decision for a housing project*

To: Public Works Infrastructure Taskforce  
From: [Department(s) Directors Names]  
CC: [Director of Housing Delivery Agency (OEWD/TIDA/OCII/Port/MOHCD)]  
Date: Date  
Re: Subject

---

Background/Who: [Project name, Departments involved, key staff for all parties]

Issue/What: 1) [Brief, high-level description of the issue and need for a decision]  
2) [What were the main municipal codes, standards, and/or unique existing conditions used to consider this issue?]

Outcome: [What was the decision? Anything else that future key staff will need to know about this decision? What additional steps are needed, if any?]

[Formatting notes:

- 1) This memo should be no more than two pages
- 2) Attach any necessary exhibits, but describe the relevance of each briefly in the memo
- 3) Upload completed Decision Memos to interdepartmental platform (SharePoint, Teams)]

# Exhibit E

## Housing Data Collection and Analysis Approach



### Housing Data Blueprint: Integrating, sharing, & publishing permit data to support more efficient permit operations & transparency

#### Goal

Use data to identify actionable ways to speed up permit processing and accelerate housing production. Specifically, high quality and useful data is integrated around permitting services to streamline reporting, improve operations, and increase transparency, and create an end-to-end understanding of the customer journey.

#### Service problem/ operational problem

Permit processes and systems are fragmented across multiple departments, making it hard to track, monitor and report on permit processing and construction from start to finish. It is also difficult to identify all relevant permits related to a construction or development project.

Without an end-to-end and comprehensive view of how permits are moving through City processes it is difficult to check how we are doing in meeting our goals and identify areas for improvement.

In particular, it is difficult for City leaders and staff to:

- Identify the bottlenecks or sources of delays in permit processes that we need to improve in order to reach 50 percent reduction target;
- Monitor processing timelines and performance by department, staff level and project type
- Accurately and quickly count the number of housing units in different parts of the permitting and/or construction process
- Identify how much time permits are spending with applicants versus City staff for review

#### Which City priorities does this roadmap support?

**Permit Center Strategic Priorities:**  
Data transparency to reduce inter-departmental permit delays & improve information for applicants.

**Citywide/ Mayoral Priorities:**  
- Housing for All Executive Directive  
- Economic recovery  
- Equity

#### Departments involved



#### Which questions do we hope to answer with better data?

How long does it take to build housing in San Francisco? How much of this time is due to City vs applicant review? What additional data are we missing?

How can the City reduce permit processing timelines by 50%? Where are the biggest delays in the process? Do we have the right number and type of resources to meet permit demand?

How is the City doing in achieving its commitment to reduce permit processing timelines?

How many housing units are in the housing production pipeline? At what stage?

#### Objectives

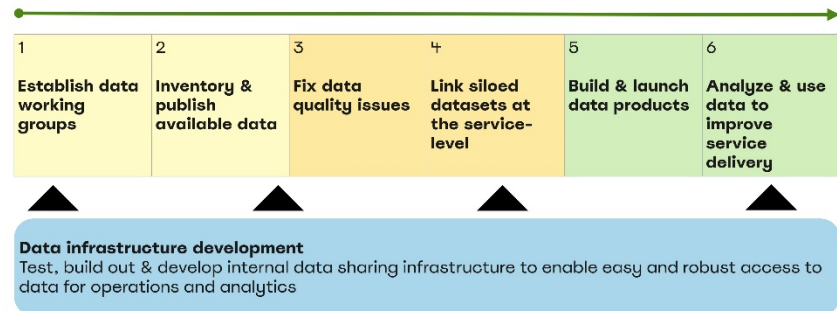
Improve the quality, consistency, and usability of data for permitting & housing

Help permitting departments and coordinating bodies use data to optimize operations and answer critical policy questions

Estimate and publish end-to-end permit processing timelines and permit performance measures (internally & to the public)

Improve land use and permitting data available to inform options for increasing housing production

#### Blueprint framework/ high-level approach



This blueprint was jointly developed by DataSF, Permit Center, Planning Department, Department of Building Inspections, Mayor's Office, Controller's Office Performance Unit, and others to support implementation of the Housing for All Executive Directive.

# Housing Data Blueprint: Integrating, sharing, & publishing permit data to support more efficient permit operations & transparency



## High-level Blueprint initiatives

The initiatives that will support our goal & objectives

### Service Problem

Permit processes and systems are fragmented across multiple departments, making it hard to track, monitor and report on permit processing and construction from start to finish. It is also difficult to identify all the permits related to a construction or development project. Without an end-to-end and comprehensive view of how permits are moving through City processes it is difficult to check how we are doing in meeting our goals and identifying areas for improvement.

### Data Problem

**Data is siloed and not consistently captured.** Data is captured in multiple systems and data entry is not standardized. It's hard to bring data together across the permitting process and analyze it in a consistent way.

**Data is not consistently used to monitor operational performance.** There isn't a single place for operational staff and decision-makers to monitor permit process performance and identify opportunities for improvement.

**End-to-end timeline and process visibility is lacking.** There is no single source of data on the end-to-end permitting journey and the status of all permits related to a project.

### Objective

Improve the quality, consistency, and usability of data for permitting & housing

Help permitting departments and coordinating bodies use data to optimize operations and answer critical policy questions

Estimate and publish end-to-end permit processing timelines and permit performance measures (internally & to the public)

### Initiatives

- 1 Improve interagency data governance & coordination
- 2 Integrating existing permit data around construction projects and linking related permits
- 3 Improve data quality through standardization, improved data collection and targeted clean up

4 Develop and launch operational dashboards and data products to support process improvements

5 Develop and launch public dashboards and datasets on permit processing timelines

### Potential risks & dependencies

**Resources:** Staff resources to support cross-department data quality improvement work and data governance project management are available and committed to this work.

**Cross-department alignment on priorities:** Departments are aligned and committed to operational improvement priorities and objectives.

**Cross-department alignment on system and process changes:** Commitment across departments to implement systems and business process changes needed to support improved data & operations

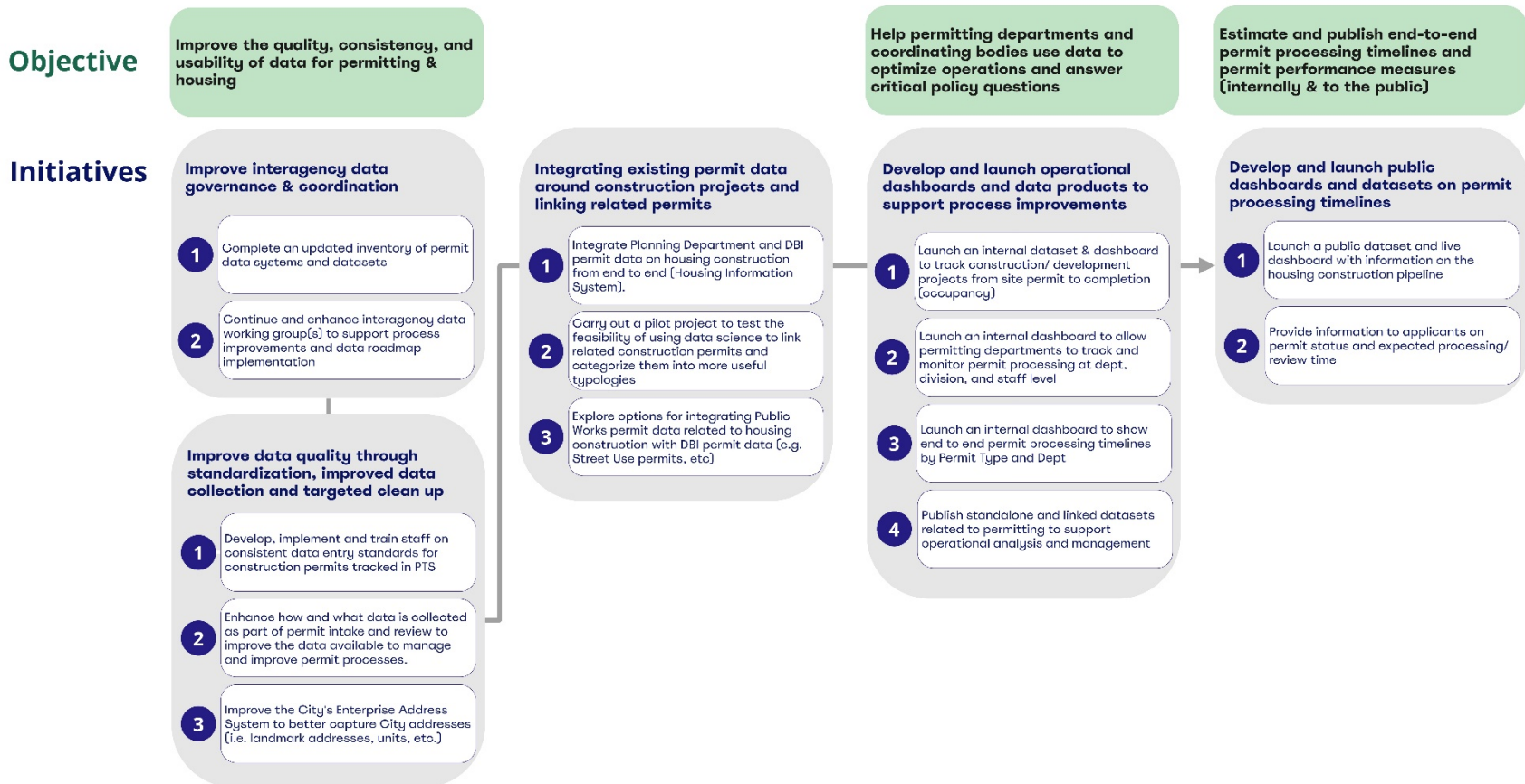
**Cultural and organizational change:** Openness from staff to cultural changes needed to support cross-department data and information sharing and transparency.



# Housing Data Blueprint: Integrating, sharing, & publishing permit data to support more efficient permit operations & transparency



**Detailed Blueprint initiatives**  
The projects that will support our goal & objectives



## Exhibit F

### Related Housing Element Implementation Programs

The Housing Element contains hundreds of [Implementing Programs](#) committing the City to actions that advance the City’s housing goals and objectives. One City: A Housing for All Action Plan furthers many of these Implementing Programs. The following table identifies Implementing Programs which may be furthered by the actions outlined in this plan.

Implementing Program	Description
<b>4.5.2</b>	Encourage uses in the ground floor of buildings that support housing, neighborhood activity and identity, especially in cultural districts, over inclusion of utility infrastructure, such as transformer vaults.
<b>7.2.4</b>	Revise and codify SB 9 program implementation with Department of Building Inspection to ensure that both flag-shaped lots and utility easements for lot splits are accepted.
<b>7.4.1</b>	Prioritize City permitting staff resources for the review of ADU’s that do not displace tenants.
<b>7.4.2</b>	Continue to strengthen the interagency coordination (e.g. Roundtable Review) for permit processing of ADUs and implement an integrated online permitting system and permitting governance structure to support permit streamlining and government transparency.
<b>8.1.3</b>	Modify requirement to collect impact fees upon issuance of a Certificate of Final Completion and Occupancy instead of issuance of building permit, in order to support small and mid-size multifamily housing projects.
<b>8.3.1</b>	Develop Objective Design Standards that do not act as a constraint on new development and eliminate subjective design review of housing projects while ensuring that new development in existing neighborhoods support livability, building durability, access to light and outdoor space, and creative expression
<b>8.3.4</b>	Establish objective design standards as part of Better Streets requirements for on- and offsite improvements that replace existing subjective ones.
<b>8.3.5</b>	Revise public right-of-way (ROW) policy, rules, and procedures across city agencies to facilitate the use of the below grade public ROW for utility infrastructure that would currently be required to be installed on private property to maximize the construction of housing units and expedite post-entitlement approvals as described in Post-Entitlement Permitting and Pipeline Support Program under 8.9.
<b>8.4.14</b>	Designate a lead permitting agency or assigned project manager for priority projects or projects delivering over 20% affordable housing to facilitate

	interagency alignment from application start to certificate of occupancy and final certification.
<b>8.4.15</b>	Lower the requirement for a major encroachment permit to a minor encroachment permit for housing projects to lay utility lines through public land to meet streetlight requirements for SFPUC.
<b>8.4.16</b>	Continue to implement the Mayoral Executive Directives to accelerate creating new housing and expand City department’s compliance with the directives (Mayor Breed’s Executive Directive 18-01 and Mayor Lee’s Executive Directive 17-02)
<b>8.4.20</b>	Create best-practices applicant checklist of priority pre- and post-entitlement documents for all departments and agencies that participate in post-entitlement review and permitting
<b>8.5.5</b>	Establish and document two critical markers of site and building permit applications progress, “complete application” and “approved application” in permit application processes, to ensure accurate data collection and continued compliance with the Permit Streamlining Act
<b>8.5.7</b>	Issue comprehensive plan check comments concurrently with design review comments after submittal of a complete application within the timeframes required by the Permit Streamlining Act and/or Housing Accountability Act for housing applications; complete legislative and/or procedural changes to enable the CEQA and code review process to begin earlier in the application process to expedite permit processing
<b>8.5.10</b>	Revise data collection process and establish data dashboards on application process, approvals, and unit delivery to provide more accurate, up to date, and transparent information to the State, advocates, and communities and reduce staff time on reporting. Review current requirements and eliminate any out-of-date or redundant housing reporting requirements
<b>8.5.11</b>	Study and address post-entitlement permit processes for projects subject to California State Highway System permits
<b>8.5.12</b>	Comply with all state laws including but not limited to SB 35 Streamlined Ministerial Approval Process (Gov. Code, § 65913.4), Housing Crisis Act (Gov. Code, § 66300), Housing Accountability Act (Gov. Code, § 65589.5), Permit Streamlining Act (Gov. Code, §§ 65941.1 and 65943), and CEQA timelines., This will include strengthening data collection, clarifying definitions, revising processes, and other actions to comply with all state housing laws. Include an analysis of proposed housing projects for potential applicability of the Housing Accountability Act in staff reports and commission resolutions
<b>8.6.7</b>	Strengthen the interagency coordination to streamline the requirements for the associated approvals for publicly funded affordable housing by creating a public inventory of all such approvals, establishing a baseline process and expected duration for each approval, and ensuring clear project management; examples of associated approvals include the PG&E requirements to accommodate Public Utilities Commission (PUC) low-cost

	electric service, or the multi-agency review of disability access to reduce per-unit construction costs.
<b>8.6.8</b>	Identify common disputes and establish processes to resolve them in specific time periods. Resolve common disputes between the SFPUC and PG&E, especially on affordable housing project applications, which result in unnecessary equipment, delays, and costly upgrades.
<b>8.6.13</b>	Work with design professionals to produce replicable building details (such as bathroom layouts) that are code compliant and meet accessibility standards on publicly subsidized 100% affordable housing projects. This will reduce plan review time, field corrections, and cost, while maintaining high-quality standards.
<b>8.6.14</b>	Expand use of third-party consulting peer review of construction documents on publicly subsidized 100% affordable housing projects, in addition to continuing to maintain staff experts on affordable housing project review and assigning them to affordable housing projects.
<b>8.6.18</b>	Ensure compliance with SB 1087 requirements, including immediately delivering the adopted housing element to water and sewer service providers, that sewer and water providers have policies and procedures that grant priority for service allocations to proposed developments that include housing units affordable to lower-income households.
<b>8.7.1</b>	Enable public-private partnership solutions to front-end the necessary funding for on- and off-site infrastructure investments to expedite housing for large master plans and Development Agreements with major up-front infrastructure needs, such as Treasure Island, Candlestick Point, Mission Bay, Hunters Point Shipyard, Parkmerced, and Schlage Lock/Baylands North. Solutions could include Infrastructure Finance Districts, Tax Increment Financing, or other methods to provide direct City investment, allocation of public financing, or issuance of other public debt.
<b>8.7.3</b>	Continue to strengthen coordination of interagency permitting review and approval processes for implementation of approved large master-planned or Development Agreement projects to accelerate construction timelines of infrastructure improvements.
<b>8.9.1</b>	Create workflow and organizational charts to clarify how City agencies review and permit housing; link interdepartmental process and combine pre- and post-entitlement project review and monitoring teams, when feasible, to optimize workflow.
<b>8.9.2</b>	Coordinate pre- and post-entitlement review Actions across City agencies to reduce entitlement process time. This includes actions 8.1.14 to support priority projects; 8.4.15 to lower permit requirements for streetlights; 8.4.20 to create applicant checklist for pre- and post-entitlement documents; 8.6.7 to streamline publicly funded affordable housing projects; 8.6.8 to resolve common disputes between the SFPUC and PG&E; 8.6.9 to assess the effectiveness of recently issued administrative bulletins to reduce review and

	<p>inspection times from the Mayor’s Office of Disability for 100% affordable housing projects; 8.6.13 to produce replicable building details that meet accessibility standards on publicly subsidized 100% affordable housing projects; 8.6.14 to expand use of third-party consulting peer review of construction documents on publicly subsidized 100% affordable housing projects; and 8.6.15 to innovate financing on publicly subsidized 100% affordable housing projects.</p>
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## List of Abbreviated Terms and Acronyms

Department Abbreviation	Department Definition
<b>ASR</b>	Office of the Assessor-Recorder
<b>DBI</b>	Department of Building Inspection
<b>DT</b>	Department of Technology
<b>MOD</b>	Mayor's Office on Disability
<b>MOHCD</b>	Mayor's Office of Housing and Community Development
<b>OCII</b>	Office of Community Investment and Infrastructure
<b>OEWD</b>	Office of Economic and Workforce Development
<b>Planning</b>	San Francisco Planning Department
<b>Port</b>	The Port of San Francisco
<b>RPD</b>	Recreation and Park Department
<b>SFDPH</b>	San Francisco Department of Public Health
<b>SFFD</b>	San Francisco Fire Department
<b>SFMTA</b>	San Francisco Municipal Transportation Agency
<b>SFPUC</b>	San Francisco Public Utilities Commission
<b>Public Works</b>	San Francisco Public Works
<b>TIDA</b>	Treasure Island Development Authority