



Executive Directive 23-01

Housing for All

February 7, 2023

San Francisco needs to fundamentally change how we approve and build housing. Our housing shortage drives out families, forces workers into long commutes, puts seniors at risk, and is a significant contributor to the top challenges we need to tackle, including homelessness, climate change, and our economic recovery. The causes of this shortage are broad, and they include blatant obstructionism and well-intentioned but ill-advised laws that have choked housing production.

San Francisco can and should be a statewide leader on housing. We have taken the first step by being one of the first cities in the Bay Area to have our Housing Element fully certified by the state. San Francisco's 2023 Housing Element puts forward an ambitious plan for meeting the City's housing needs, setting forth hundreds of specific policies and actions that the City must fulfill over the next eight years.

Now, we must take the next step to implement these policies and actions so we can truly be a City that delivers on a vision of Housing for All. I am directing departments to remove barriers to housing construction, reform outdated zoning restrictions, and find long-term solutions for creating more affordable housing. Doing so will support our continued economic recovery and ensure that San Francisco remains a welcoming City celebrated for its racial, cultural, and economic diversity.

As a critical first step toward accomplishing my goal of providing Housing for All, this Executive Directive focuses on three specific areas critical to initial Housing Element implementation: (i) establishing a clear accountability and oversight structure, (ii) holding departments responsible for specific actions in alignment with Housing Element goals and actions, and (iii) setting accelerated timelines for the proposal of high-impact legislation. I am pushing each of my departments to find new ways to streamline, rather than obstruct, the construction of housing.

By focusing on a specific set of near-term actions, this Executive Directive lays the groundwork for the City to unlock our housing pipeline, accelerate the approval of new housing projects, and create additional capacity for all types of housing across San Francisco. Much work remains as we push to fully implement the plans set forth in our Housing Element, and this is just the beginning.



Directives:

Through this Executive Directive, I hereby direct the following:

I. Housing Element Accountability and Oversight

The City shall create a system of centralized authority and oversight for the implementation of Housing Element policies and actions, including a centralized Interagency Implementation Team to which all departments are accountable and an Affordable Housing Working Group that will advise the City on strategies for meeting its affordable housing needs.

1. Provide Direction and Oversight through an Interagency Implementation Team:

The Mayor's Office shall immediately convene an Interagency Implementation Team, comprised of the Director of the Planning Department, Director of the Mayor's Office of Housing and Community Development, Director of Development for the Office of Economic and Workforce Development, and the Director of Housing Delivery, involving other relevant City departments as appropriate. This Interagency Implementation Team shall have the authority to direct City Departments to take specific actions to achieve the outcomes detailed in the Housing Element, with a focus on:

- a. **Oversight:** Oversee the implementation of Housing Element programs and actions, in collaboration with Planning Department staff;
 - b. **Direction:** Provide direction to City departments to ensure that all relevant City stakeholders advance the actions of the Housing Element, including by establishing clear permitting timelines across all permitting departments;
 - c. **Action Plan:** Create a Housing Element Action Plan that describes specific next steps to achieve the goals and actions set forth in the Housing Element. The Action Plan shall set forth specific actions, based each department's Housing Delivery Performance Assessment and Improvement Plan (Item #3, below), to which the Interagency Implementation Team will hold each department accountable. This Housing Element Action Plan shall be presented for the Mayor's consideration on or before **July 1, 2023**.
 - d. **Reporting:** Track all aspects of this executive directive and progress towards the Housing Element Action Plan; meet with the Mayor monthly to present the City's progress towards the Housing Element actions and goals.
- 2. Affordable Housing Implementation and Funding Strategy:** The Mayor's Office of Housing and Community Development (MOHCD) and Planning Department (Planning) staff shall develop a near-term plan for convening City leadership, staff, policymakers, affordable housing advocates, and industry experts to collaborate on an Affordable Housing Implementation and Funding Strategy.



- a. Purpose: The Purpose of this Affordable Housing Implementation and Funding Strategy is to provide concrete recommendations to achieve and sustain public funding from local, state, federal, and private sources, which is needed to achieve the City's RHNA targets of building over affordable 46,000 units by 2031.
- b. Deadline: MOHCD and Planning shall bring this proposal to the Interagency Implementation Team by **February 28, 2023**.

II. Required Administrative Actions

All City Departments, including the Planning Department (Planning), the Office of Economic and Workforce Development (OEWD), the Mayor's Office of Housing and Community Development (MOHCD), the Office of Community Investment and Infrastructure (OCII), the Treasure Island Development Authority (TIDA), the Department of Building Inspection (DBI), the Department of Public Works (PW), the Port of San Francisco (Port), San Francisco Public Utilities Commission (SFPUC), the Permit Center, the Mayor's Office on Disability (MoD), the Fire Department, the Recreation and Parks Department, and the San Francisco Municipal Transportation Agency (SFMTA), shall be responsible for achieving the goals and actions set forth in San Francisco's Housing Element. In addition to completing a Housing Delivery Performance Assessment and Improvement Plan (#3, below), certain departments shall take additional steps as specifically directed below.

3. **Housing Delivery Performance Assessment and Improvement Plan**: Each of the departments specifically listed above shall be responsible for producing and implementing a Housing Delivery Performance Assessment and Improvement Plan, which, in addition to any specific measures necessary to achieve the Housing Element goals, shall analyze existing housing permitting performance and propose measures to reduce permitting timelines, including by requiring concurrent review of permits to the greatest extent feasible. This Housing Delivery Performance Assessment and Improvement Plan shall include the following:
 - a. Role: Describe the Department's role(s) in housing production.
 - b. Performance Assessment: Analyze average permitting timelines for housing-related approvals, including a list of the types of permits and approvals that each Department reviews and average current review times for each element, and propose reduced timelines. Include any standards the Department uses during its review.
 - c. Housing Coordinator: Assess the efficacy of each Housing Coordinator or Housing Coordination team (as established in Executive Directive 17-02); propose improvements to the Housing Coordinator program in furtherance of the 2023 Housing Element goals.



- d. **Process Improvements:** List completed housing process improvements (e.g., those completed in accordance with Executive Directives 18-01, 17-02 & 13-01, which remain in effect) and describe any remaining or new internal and interdepartmental process improvements needed to meet the Housing Element goals, including specific steps and timeframes for completing each improvement.
 - e. **Capacity Assessment and Plan:** Evaluate existing departmental capacity to accomplish internal and interdepartmental process improvements; propose a plan using existing resources and, if justified, new resources to reduce permitting timelines and accomplish the goals and actions of the Housing Element.
 - f. **Deadline:** Provide this Housing Delivery Performance Assessment and Improvement Plan to the Interagency Implementation Team by **May 1, 2023** for incorporation into the 2023 Housing Element Action Plan (described in #1(d) above).
4. **Mayor's Office of Housing and Community Development:** The Mayor's Office of Housing and Community Development, shall focus the City's efforts to increase affordable housing production, including through the following actions:
 - a. **Funding:** In alignment with the Affordable Housing Implementation and Funding Strategy (#2, above), develop a plan for securing additional funding for affordable housing development and preservation, to be presented to the Interagency Implementation Team by January 31, 2024.
 - b. **Cost Reduction:** Evaluate the government constraints that increase the costs associated with affordable housing development; in consultation with any other relevant departments such as SFPUC, PW, MoD, and the Contract Monitoring Division, propose improvements to internal processes and policies that will significantly reduce the per-unit cost of affordable housing production. Include these process improvements and policy proposals in MOHCD's Housing Delivery Performance Assessment and Improvement Plan.
5. **San Francisco Public Utilities Commission:** As part of its Housing Delivery Performance Assessment and Improvement Plan (#3, above), the SFPUC shall evaluate its role in providing critical infrastructure to housing development projects and propose concrete improvements and timelines for discrete actions to expedite housing production, including the challenges associated with bringing public power to housing projects, including delays associated with the delivery of services to these projects by the Pacific Gas & Electric Company. SFPUC shall also report on permits and processes that are slowing housing projects and take action to reduce current processing and approval times by at least 50% by February 1, 2024.
6. **Public Works:** As part of its Housing Delivery Performance Assessment and Improvement Plan (#3, above), Public Works shall report current processing times in the



Bureau of Street Use and Mapping Permits Division for right-of-way permits, subdivision maps, and encroachment permits that are slowing housing projects and take action to reduce current approval times by at least 50% by February 1, 2024.

7. **San Francisco Municipal Transportation Agency:** As part of its Housing Delivery Performance Assessment and Improvement Plan (#3, above), SFMTA shall report on the current backlog and processing times in the Streets Division that are slowing housing projects and take action to reduce current approval times by at least 50% by February 1, 2024.
8. **Department of Building Inspection:** As part of its Housing Delivery Performance Assessment and Improvement Plan (#3, above), DBI shall report current processing times for building permits that are slowing housing projects and take action to reduce current approval times by at least 50% by February 1, 2024.
9. **Planning:** As part of its Housing Delivery Performance Assessment and Improvement Plan (#3, above), Planning shall also report on permits and processes that are slowing housing projects and take action to reduce current processing and approval times by at least 50% by February 1, 2024. Planning shall eliminate the existing Preliminary Project Assessment process and establish new procedures for providing early design feedback to large projects by February 1, 2024.
10. **Additional Permitting Improvements:** In addition to reducing permitting timelines by at least 50% as described above, each department listed in items #5-9 above (SFPUC, Public Works, SFMTA, DBI, and Planning) shall provide a project applicant with an exhaustive list of outstanding application materials needed to deem an application complete within 30 days of receipt of a development application; once a complete application has been received, in no case shall initial department review of a complete application take longer than 30 days.
11. **Permit Center:** In addition to completing a Housing Delivery Performance Assessment and Improvement Plan (#3, above), the Permit Center shall collaborate with the Department of Building Inspection, Planning, and other departments to allow all housing permits to be processed via electronic plan review, which allows for parallel departmental action on permits, by July 1, 2023. The Permit Center shall also work with relevant departments to include in its May 1 plan a proposal for a new, more efficient system for tracking construction permits under review by the City, with full implementation by December 31, 2025.

III. Timelines for Proposal of Legislative Actions

To ensure that the City acts promptly to reform the policies and processes that pose the greatest barriers to housing production, relevant departments shall complete the following Housing Element implementing actions within the deadlines described below:



12. **Reform Restrictive Zoning Controls:** The Planning Department shall develop rezoning proposals that will allow the City to accommodate its RHNA capacity, in accordance with Housing Element Action 7.1.1. The Planning Department shall present rezoning proposals to the Mayor in a timely manner to fulfill the goals of the Housing Element, but no later than January 31, 2024.
13. **Reduce Procedural Requirements that Impede Housing Production:** By May 1, 2023, the Planning Department, in consultation with OEWD, shall advance an initial package of legislation that will remove unnecessary fees and procedural constraints that obstruct the development of housing, including, but not limited to, eliminating Conditional Use Authorizations for certain types of housing development.
14. **Revise Inclusionary Housing Requirements:** Within 30 days of the issuance of recommendations of the Controller's Inclusionary Housing Technical Advisory Committee, the Planning Department shall propose modifications to the City's inclusionary housing program that will increase overall housing production while serving the City's affordable housing goals and shall draft legislation to be proposed to the Board of Supervisors.
15. **Remove Barriers for Office-to-Residential Conversions:** By April 1, 2023, the Planning Department and Department of Building Inspection shall propose legislation to amend code requirements to facilitate the conversion of existing office uses to residential uses in Downtown San Francisco to spur Downtown recovery efforts.
16. **Create New Funding Mechanisms:** By February 14, 2023, OEWD and the Controller's Office shall advance legislation to create new financing opportunities for pipeline projects that have been unable to advance due to financing constraints. This effort shall include legislation that establishes guidelines on funding eligibility and authorizes the creation of new infrastructure finance districts.

This Executive Directive takes effect immediately and will remain in place until rescinded by future written communication.

A handwritten signature in blue ink, reading "London N. Breed".

London N. Breed
Mayor, City and County of San Francisco