



April 26, 2023

Mayor London L. Breed
1 Dr. Carlton B. Goodlett Place
Room 200
San Francisco CA 94102

Honorable Mayor Breed,

Attached to this transmittal letter please find the Planning Department's Housing Delivery Performance Assessment and Improvement Plan, as required under your Executive Directive 23-01. In concert with our recent work to deliver the City's updated Housing Element and our ongoing work to implement the provisions thereof, it is our pleasure to offer this plan to help advance the rapid creation of housing at all levels of affordability in our City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Rich Hillis", with a horizontal line extending to the right.

Rich Hillis
Director of Planning



HOUSING DELIVERY PERFORMANCE ASSESSMENT & IMPROVEMENT PLAN

SUBMITTED APRIL 26, 2023

Introduction

This Housing Delivery Performance Assessment and Improvement Plan (“HDPaip”) is required under Mayor Breed’s Executive Directive 23-01. It is intended to be viewed in the context of the Planning Department’s (“Department” or “SF Planning”) recent delivery of the City’s updated Housing Element and our ongoing implementation of the provisions thereof. As with those other bodies of work, this HDPaip is intended to help advance the rapid creation of housing at all levels of affordability in our City.

Department Overview

The mission of the San Francisco Planning Department (“Department”), under the direction of the Planning Commission, is to shape the future of San Francisco and the region by generating an extraordinary vision for the General Plan and in neighborhood plans, fostering exemplary design through planning controls, improving our surroundings through environmental analysis, preserving our unique heritage; encouraging a broad range of housing and a diverse job base, and enforcing the Planning Code.

To execute its mission, the Department is made up of the following divisions:

The Director’s Office: The Director’s Office is responsible for a range of executive functions, including policy analysis and decision-making, media relations, and inter-agency coordination on development strategy and projects.

Administration: The Administration Division provides the support and resources to meet the Department’s mission and goals. The division includes the Finance Office, where staff oversees all financial, accounting, and budget functions, ensures compliance with Generally Accepted Accounting Principles (GAAP) through regular financial reporting, develops the annual work program and financial budget, and manages all aspects of professional services contracts and awarded grants; Human Resources, Operations, and the Office of Analysis and Information Systems (OASIS).

Commission Affairs: The Office of Commission Affairs serves as the liaison between the Planning Department and members of the Planning Commission and Historic Preservation Commission. Commission Affairs staff oversees Commission meeting agendas, maintains Commission reports

and records, responds to Sunshine Ordinance public information requests, and drafts and maintains Rules and Regulations.

Current Planning: Planners in the Current Planning Division help maintain and enhance the physical development of the City. They are responsible for development applications for compliance with the San Francisco Planning Code, San Francisco's General Plan, and relevant design guidelines. They also interpret and ensure compliance with the Planning Code, implement the historic preservation work program, and comprise the core staff at the Planning Information Center.

Citywide Planning: The Citywide Planning Division is responsible for long-range planning in San Francisco. Citywide planners develop policy, maintain and oversee compliance with the City's General Plan, prepare and implement community plans, and act as the urban design resource for the City. Citywide Planning develops plans and proposes policy and long-range plans on a wide range of topics, including housing, transportation, urban design, land use, and sustainability policy at the city-wide and neighborhood scales.

Community Equity: The Community Equity Division works to prioritize racial and social equity across all divisions and coordinate them under the guidance of the Planning Commission's Equity Resolutions. The Community Equity Division reflects upon our historical and current inequities and revises our policies and implementation strategies to reverse inequities for our American Indian, Black, and other communities of color, along with other historically marginalized communities. The Division includes three units: Racial & Social Equity Plan Team, Community Engagement, and Policies and Strategies.

Environmental Planning: The Environmental Planning Division assesses plans and projects for potential physical impacts on the environment and develops measures to mitigate those impacts, a process known as environmental review. Areas of analysis include transportation, cultural resources, and air quality. The Division's work is conducted pursuant to the California Environmental Quality Act (CEQA) and local law.

The Department is governed by two independent Commissions.

Planning Commission: The Planning Commission is a seven-member body that makes decisions on a wide range of development projects and advises the Mayor, Board of Supervisors, and City departments on San Francisco's long-range goals, policies, and programs on issues related to land use, transportation, and neighborhood planning, and has the specific responsibility for the stewardship and maintenance of San Francisco's General Plan. The Planning Department reports to the Planning Commission through the Planning Director. Four members of the Commission are appointed by the Mayor, while the other three members are appointed by the President of the Board of Supervisors. They serve four-year terms.

Historic Preservation Commission: The Historic Preservation Commission is a seven-member body that advises the Mayor, Board of Supervisors, and City departments on San Francisco’s historic preservation goals, policies and programs. The Commission is responsible for identifying and designating San Francisco landmarks and buildings in the City’s historic districts as well as providing oversight and making decisions on the identification and treatment of properties with historic, social or cultural value to San Francisco. The Commission also convenes the Architectural Review Committee (ARC) to evaluate complex design issues. All members are nominated by the Mayor and approved by the Board of Supervisors; they serve four-year terms.

Planning Department Role in Housing Production

The Housing Element

The Housing Element 2022 Update is San Francisco’s housing plan through 2030 and the first one that centers on racial and social equity. It includes policies and programs that express our collective vision and values for the future of housing in San Francisco. This update identifies what our housing needs are and how the city should work to address them; defining priorities for decision making and resource allocation for housing programs, development, and services.

This update is the result of a multi-year cooperative, public, and interagency planning process that began in 2019. As a result, its goals and actions cut across agencies and are consistent with broader goals identified in the San Francisco General Plan. The main portion of the Housing Element contains the Housing Goals, Objectives, and Policies outlining the values and priorities for the 2022 Update, followed by the Housing Implementation Plan that details actions to achieve the goals set forth. These goals and actions are supported by public input and data analysis – the Public Input Summary, Housing Needs Assessment and Fair Housing Assessment, Sites Inventory and Rezoning Program, Analysis of Governmental and Non-Governmental Constraints on Housing, General Plan Consistency and 2014 Housing Element Evaluation.

Housing Needs Assessment: The Housing Needs Assessment and Assessment of Fair Housing was created to inform policies and objectives for housing in San Francisco. It directly informs the Housing Element 2022 Update by presenting data on the city’s residents and existing housing stock to help identify unmet housing need and the needs of vulnerable groups.



Sites Inventory Report and Rezoning Program: The report identifies specific sites or parcels that are available for residential development or are in the process of being made available (i.e. planned) for residential uses via rezones or specific plans.

Analysis of Government and Non-Government Constraints: The report provides an analysis of potential and actual governmental and non-governmental constraints upon the maintenance, improvement, or development of housing for all income levels, including zoning, the availability of financing, the price of land, and the cost of construction.

Evaluation of 2014 Housing Element: The evaluation provides an assessment of the appropriateness and effectiveness of the objectives, policies, implementation the programs listed in the 2014 Housing Element.

General Plan Consistency Analysis: The memo outlines the 2022 Update's consistency with the other elements of the San Francisco General Plan and outlines any General Plan updates to other elements that may be required to maintain consistency amongst all policies.

Public Process: The Department has engaged in substantial discussions on housing concerns, goals, and actions with constituents that are representative of diverse income levels, age, special needs, housing situations, race and ethnicity, sexual orientation and gender identity, immigration status, household type, and neighborhoods. The engagement process for the 2022 Update incorporated three phases of outreach and engagement:

May - Dec 2020	Phase I outreach – Vetting Key Ideas with the Community
Apr - Sep 2021	Phase II outreach – Refining Policies Together
Jan - Mar 2022	Phase III outreach – Refining Policies & Verifying Public Input Findings

After vetting key ideas with the community in Phase I, the project team reviewed draft housing policy and related actions with residents, community and government leaders, and housing experts and advocates in Phase II. During Phase III of outreach and engagement, the project team demonstrated how community input was reflected in revised policy and further refined critical ideas such as the reparative framework for housing. The final phase of engagement allowed for deeper collaboration with key stakeholders to refine the implementation programs and keep them informed about the adoption process. In sum, residents directed the city to:

- Repair past harms of discrimination
- Improve housing services
- Prioritize the most vulnerable
- Eliminate community displacement
- Build accountability to communities
- Support community wealth building

Regulatory Context: California Housing Element Law requires that housing elements accommodate and prepare for the creation of enough housing to meet each region's specific housing target, called its Regional Housing Needs Allocation (RHNA). This target was set by the Association of Bay Area Governments (ABAG), a regional planning agency, and approved by the California Department of

Housing and Community Development (HCD) for San Francisco. This assessment is based on San Francisco’s unmet housing need at every income level and projected population growth. San Francisco’s 2023-2031 RHNA mandates the creation of more than 82,000 units within the city, broken down into targets by income group.

San Francisco 2023-2031 RHNA by Income Group

	<i>Units</i>	<i>Annual Target</i>	<i>Percent of Total</i>
Extremely Low Income ¹	13,981	1,748	17%
Very Low Income	6,886	861	8%
Low Income	12,014	1,502	15%
Moderate Income	13,717	1,715	17%
Above Moderate Income	35,471	4,434	43%
Total RHNA	82,069	10,258	100%

Source: Bay Area Metro. SF Planning.

Planning Department Housing Entitlements

Entitlement Responsibilities

Anyone planning to build, demolish, renovate or expand a home, or add one or more dwelling units to an existing residential building will need a building permit. Depending on the type of work or the zoning district of the property, the project may be approved with the permit issued over the counter on the same day of application, or it may require a more thorough review process, including public notice and hearing and/or several pre-application and staff review steps. Most smaller projects will only need a building permit, however, depending on the size, location and existing conditions of the site, housing-related projects *may* need one or more of the following entitlements:

Suffix	Description	Suffix	Description	Suffix	Description
AHB	Affordable Housing Bonus (100% affordable)	GNC	Generic Letters*	PRL	Project Profile Lite
APL	Appeal	GEN	Generic Application w/o hearing*	PRV	Project Review Meeting
CND	Condo Referral	GPA	General Plan Amendment	PTA	Permit to Alter (Major, Minor)
COA	Certificate of Appropriateness	GPL	Groundplay*	REF	Misc. Permits Referral*
CON	Consistency Findings*	GPR	General Plan Referral	SHD	Shadow Study
CPE	Community Plan Exemption	IKA	In-Kind Agreement	SRV	Preservation Survey*

CRV	Misc. Planning Commission Review*	IMP	Institutional Master Plan	STR	Short-Term Rental*
CTZ	Coastal Zone Permit	LBR	Legacy Business Registry*	SUB	Subdivision Referral
CUA	Conditional Use Authorization	LLA	Lot Line Adjustment	TDE	Transfer of Development Rights (Statement of Eligibility)
CWP	Citywide Project*	MAP	Zoning Map Amendment	TDM	Transportation Demand Management*
DES	Designation*	MCM	Monitoring Conditions of Approval and Mitigation Measures	TDT	Transfer of Development Rights (Certificate of Transfer)
DNX	Exception (309.1 – 309.4)	MLS	Mills Act*	TDU	Transfer of Development Rights (Notice of Use)
DRM	Discretionary Review – Mandatory	MIS	Misc. Permit*	VAR	Variance
DRP	Discretionary Review – Public Initiated	NCU	Non-Conforming Use Violation*	ZAD	ZA Letter of Determination
DVA	Development Agreement	OFA	Office Allocation (321)*	ZAN	ZA Notice of Special Restrictions
ENF	Enforcement*	PCA	Planning Code Text Amendment	ZAR	ZA Revocation*
ENV	Environmental Review	PHA	Phase Application (Development Agreement)	ZAS	ZA Suspension*
ENX	Eastern Neighborhood Exception (329)	PPA	Preliminary Project Assessment	ZAV	ZA Verification*
FED	Federal Section (106)	PRJ	Project Profile		

*These entitlements either rarely or never involve the production of housing.

Conventional Projects: Once a project has received all necessary entitlements, there are six basic steps required for a construction, renovation, or expansion. Three are required by the applicant and three are required by city agencies:

By the Applicant	By City Agencies
Visit, call, or email the Planning Counter	Permit Review
Understand what is allowed	Permit Approval
Fill out building permit forms and pay fees	Inspection (by DBI)

Most projects will also be required to undergo environmental review during the “Permit Review” phase. Many are additionally subject to design review and public notification before the Department can approve the permit. For a detailed flowchart of project intake and approval

please see page 10 of the Department's January-June 2019 response to Executive Directive 17-20 ([Exhibit A](#)).

Projects with Development Agreements:

Development Agreements and other large projects make up the majority of San Francisco's residential development pipeline (by unit count). Each of these developments contain hundreds or thousands of approved units and together they have the potential to provide tens of thousands of homes affordable at different income levels to help accommodate the 8-year Regional Housing Needs Allocation (RHNA) as part of the Sites Inventory for the city's Housing Element for 2023-2030. Development Agreements typically allow a greater intensity of development, including housing, than would otherwise be permitted under existing zoning, and in exchange require the developer to provide a negotiated public benefit (e.g. additional affordable housing). Most Development Agreements allow for development of a project in phases over a period of years. These projects do not require additional environmental review but are typically subject to phase application review, design review, and permit approvals for each phase. For a detailed breakdown of recent and anticipated units to be built through Development Agreements from 2023-2030, please see Appendix B.1 of the Housing Element.¹

Application Review Priorities

In general, the Planning Department processes applications of all types in the chronological order received. However, some applications may be prioritized in order to advance identified policy goals of the City or to remedy procedural errors. There are six types of applications that may be eligible for priority processing.

Type 1: Applications for 100 percent affordable housing projects

Type 1A: Applications for HOME-SF projects and market-rate housing projects that exceed affordability requirements

Type 2: Applications for City projects

Type 3: Applications for clean construction projects

Type 4: Applications for projects consisting solely of seismic retrofit work

Type 5: Applications for certain medical projects subject to the health care services master plan

Type 6: Applications Involving any of the following: necessary emergency work to secure health/safety of buildings or users, work dedicated solely to disabled access improvements, work consisting solely of repair of historic buildings, work consisting solely of renewable energy installation, work previously delayed due to City error, work to correct a City-issued violation, revisions that take less than one-hour of staff time to process, applications or revisions submitted due to a Commission or Board decision, and applications where the Director of Planning has determined urgent or extraordinary circumstances exist such that priority review of the application would lead to a significant public benefit.

¹ <https://sfhousingelement.org/appendix-b1-development-agreements-and-large-project-profiles-and-research>

Performance Assessment

The following section discusses the current state of the Department's main programs and initiatives focused on housing production, including constraints and proposed constraint reductions.

Housing Element

Housing Element Constraints Analysis

The Housing Element provides an analysis of potential and actual governmental and non-governmental constraints on the maintenance, improvement, or development of housing for all income levels, including zoning, the availability of financing, the price of land, and the cost of construction. The complete analysis can be found as Appendix C of the Housing Element.²

Governmental Constraints:

- Development of multi-family buildings is constrained in Well-Resourced Neighborhoods
- Application process is difficult to navigate
- Cross-agency coordination increases review and construction time
- Challenges with implementing various State housing requirements
- Planning processes that do not center equity, especially in Priority Equity Geographies, often result in the delay of housing
- Challenges specific to developing small and mid-rise multi-family buildings for middle-income households

Governmental Constraints Reduction Solutions:

- Remove General Plan Referral and Conditional Use Authorization requirements for certain projects
- Remove Commission hearings for program-compliant State Density Bonus Projects

Non-Governmental Constraints:

- High land values
- High construction costs
- Low site availability
- Community resistance

Non-Governmental Constraints Reduction Solutions:

² <https://sfhousingelement.org/appendix-c-analysis-governmental-and-non-governmental-constraints-0>

- Create loan, technical assistance, outreach, and educational programs for homeowners
- Expand construction training programs
- Focus streamlining processes in certain geographies

Recent Performance

SB35 Projects (since 2018)

- 26 Projects, 22 approved, 4 currently under review
- Planning average review time 136 days (includes time with applicant)
- DBI average review time 115 days (includes time with applicant)

State Density Bonus Projects (since 2017)

- 97 Projects, 59 approved, 38 currently under review
- Planning average review time: 154 days (includes time with applicant)
- DBI average review time: 183 days (includes time with applicant)

HOME-SF Projects (since 2017)

- 22 Projects, 8 approved, 14 currently under review
- Planning average review time: 338 days (includes time with applicant)
- DBI average review time: 135 days (includes time with applicant)

Executive Directive (17-02) Projects³

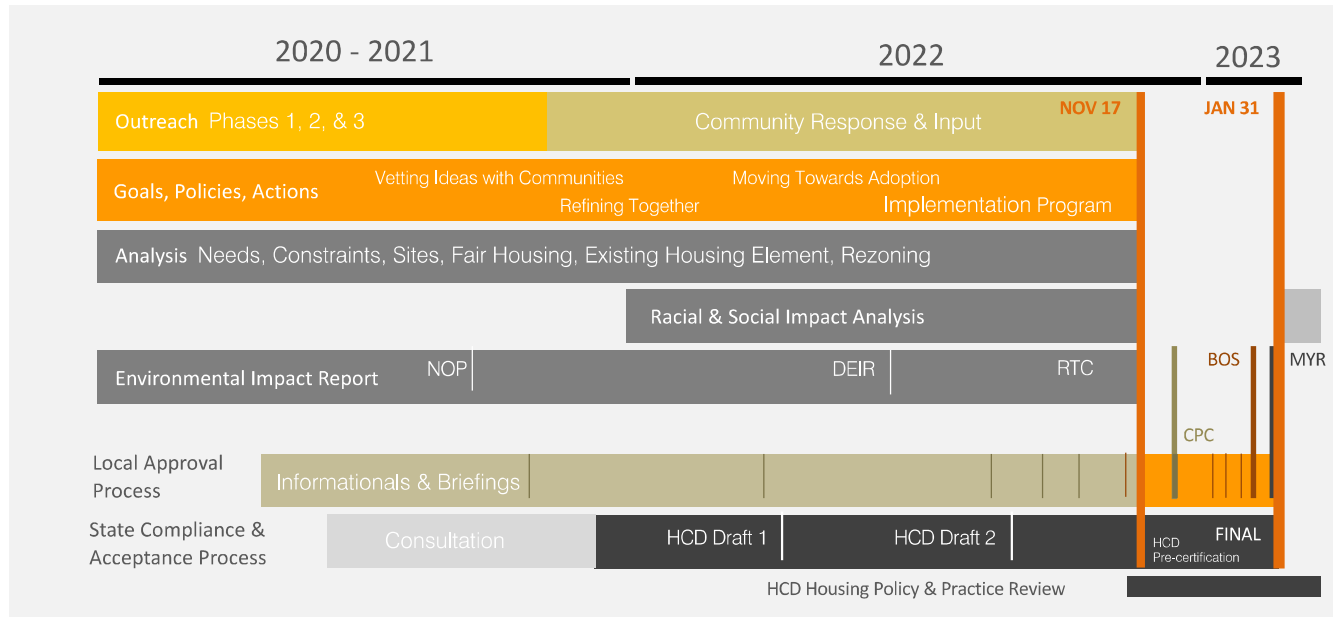
- average days elapsed in 2022 from submittal to first NIA (Notice of Incomplete Application): 21 days (includes time with applicant)
- average days in 2022 from project acceptance to first PCL (Plan Check Letter): 82 days (includes time with applicant)

³ A 17-02 “Project” means any project which: 1) includes at least 250 net new units; or 2) includes two or more net new units and is exclusively residential, excepting ancillary ground floor uses and exclusive of ADU’s.

Housing Element Timelines and Implementation

After a multi-year collaborative process, the Housing Element was certified by HCD on February 1, 2023.

Process Milestones



Housing Element 2022 Updates

The Department is now focusing on implementing the Housing Element using four key methods:

- Rezoning in High Resource Areas
- Reducing barriers to housing/streamlining production
- Developing and implementing affordable housing funding and strategies
- Continued engagement with equity communities on implementing key priorities

Permit Streamlining and Housing Accountability Acts

Although the Department does not have specific data regarding projects subject to the Permit Streamlining Act and the Housing Accountability Act, we have met the 30-day timeline for initial review as required for the Permit Streamlining Act as indicated by the 21-day average identified above. In addition, there are policies within the Housing Element to ensure that the City meets the requirements of both State laws and the Department is analyzing and revising our intake and entitlement procedures as required. The proposed changes listed below will help effectuate compliance.

- Intake of all projects to be completed in less than one week, goal is 3 days. *Currently large projects require NIA that takes 21 days on average.*
- Department to publish an intake checklist of all required materials for submittal. *Currently projects are*

accepted and assigned to planners with missing materials.

- All projects will receive a Plan Check Letter within 30 days of a complete application being accepted. *Currently projects remain in a backlog until planners have capacity, then a planner is assigned a target date for Plan Check Letter issuance which is 90 days from assignment.*
- All projects will receive a subsequent Plan Check Letter within 30 days of revised material submissions. *Currently this is not tracked.*
- Revisions will be submitted online, through a designated portal, in order to standardize processes and enhance the Department’s ability to track the amount of time that a project is with an applicant, awaiting changed or additional material versus with the Department, awaiting or undergoing analysis and feedback. *Currently the Department cannot distinguish the length of time a project is “with” an applicant as compared to the length of time it is “with” the Department.*
- Planners and managers will have a dashboard that shows their current workload, enabling them to track revisions better. *Currently, tracking planners’ workloads is cumbersome and time consuming, and some information like revision submittal dates are impossible to track.*

Planning Commission, Historic Preservation Commission, and Board of Supervisors Roles

While there are official pathways for project applications, the range of discretionary processes, entitlements, permits, and State implementation programs highlight the complexity of informal decision-making that goes into application outcomes. Recent changes to the Planning Code, along with informal shifts in the discretionary approval processes, have increasingly tried to address non-land use issues. While the purview of the Planning Commission is set forth in the Charter and Planning Code, hearings ultimately often cover a wide variety of topics related to the personal experiences of residents in or near the proposed project along with the nature and background of the particular applicant seeking approval. This tension between broader housing needs and bespoke and hyper-local approval context surrounding each project puts decision-makers in the position of trying to reduce or mediate the potential impacts of their actions, and often slows or limits housing production. For example, the Planning Code includes protections and required hearings for the demolition of existing housing units. This is intended to preserve the existing “neighborhood” character (which has many meanings depending on one’s point of view) and protect existing tenants. Public voices often highlight a desire to maintain architectural character, protect vulnerable people who live there, or protect property values. Particular interest from just one group or individual can force a project proposing to add multiple units of housing to go through a hearing even if it would otherwise not require a hearing. In cases where a project already requires a hearing, dissenting voices can force continuances, additional delays through the appeals process, and can have significant impacts on the City’s eventual approval action or the constructability of the project owing to mounting carrying costs and increasing construction costs over time.

Although area plans were adopted to expedite the construction of housing, the Planning Commission and Board of Supervisors are increasingly asked to approve housing projects in the face of testimony against them, due to equity concerns and community needs. In Priority Equity Geographies, advocates speaking against projects can have a variety of concerns, including a desire for family-sized units instead of small or SRO units, that the proposed type or cost of housing would serve high-income outsiders instead of local community members, and

that local businesses will follow the interests of new residents and will amplify the experience of gentrification and displacement. These concerns go well beyond land use controls. Nonetheless, that these communities are seeking visibility and redress of past harms is of course reasonable and – importantly – it could be mitigated in part by substantial investments in affordable housing, public facilities, and other forms of community infrastructure like open space, education, healthcare, and transportation. While area land use tools can also be used to support impact fees or otherwise increase resources for such investments, there are at least two barriers to this: one, the risks and land economics of development is such that developers must rent or sell new units to high-income earners, further exacerbating the disconnect between current residents and potential future residents; and two, the timeframe of such investments is much longer than developing new market-rate housing projects, leading the housing to arrive long before the community investments do. This can lead to a further sense of government distrust and lack of accountability.

Additionally, Planning Commission discretion is often curtailed by state law. While the Planning Commission typically has discretionary purview over permits and entitlements to build housing, its jurisdiction is not unlimited due to requirements in the Housing Accountability Act, State Density Bonus Programs, and other statewide laws. Having projects go to Planning Commission to review projects over which their discretion is limited can be frustrating for the public and the commissioners.

Housing Coordinator

Structural Feedback: The Housing Coordinator function has proven very helpful for housing production and interagency coordination on specific projects. The function is currently limited to Development Agreement and 100% affordable projects and the impact on infill projects is not clear. It could be beneficial to use a Housing Coordinator Meeting for more in-depth conversation about a given topic instead of the regular updates; although it is understood that those updates are critical for the projects in question. The Department's involvement in many of the infrastructure conversations is more limited but our participation in the regularly scheduled meetings is critical. Planning has taken a team- approach to the Housing Coordinator function with Kate Conner, Elizabeth Purl, and Jordan Hallman attending the regularly scheduled meetings. Given Elizabeth's management of the obligation trackers and invoicing, it was imperative for Planning to have multiple attendees at the meeting. We have appreciated the flexibility around whether or not the Housing Coordinator reports directly to the Planning Director, given that Kate, Elizabeth, and Jordan do not currently do so.

Efficacy: The Housing Coordinator role is an effective use of time and resources. The interagency contacts and the forum for larger discussion have proven helpful when disseminating information to the sister agencies. The Planning Department reports regularly on permit status as requested. Although not every conversation may be pertinent to Planning, there remains an overall benefit to Planning's participation.

Process Improvements

The following section highlights many of the Department's recent efforts to simplify and streamline our processes. Although not all efforts are directly tied to the production of housing, each program's purpose is to improve our efficiency and our overall use of available resources—resources which can then be spent on the Department's top priority of housing production.

Completed Improvements

13-01

On December 18, 2013, Mayor Edwin M. Lee announced a Mayoral Executive Directive ordering all City departments that have authority over permitting or mapping of housing to prioritize the construction and development of all net new housing, including permanently affordable housing. Mayor Lee also asked that Department Heads form a Working Group, with three primary tasks:

- Making recommendations to the Mayor for City policies and administrative actions that could be implemented to preserve and promote rental housing in San Francisco;
- Implementing a process to have the Planning Commission consider Discretionary Review hearings when a loss of housing is proposed; and
- Serving as an advisory body to municipal departments with permitting authority and as a clearinghouse for code compliance checks for buildings that are being withdrawn from the rental market.

For our response, Planning co-chaired a working group including representatives from the Mayor's Office, Planning Department, DBI, Mayor's Office of Housing, Rent Board, Fire Department, SFPDW, SFPUC, MoD, OCII, City Attorney's Office, Planning Commission, and Building Inspection Commission, as well as representatives from non-City agencies, such as SPUR, Council of Community Housing Organizations, SF Apartment Association, Small Property Owners, and the Housing Rights Committee. The Working Group met three times in public meetings during January, 2014. The Department of Building Inspection and Planning released a document in February of 2014 memorializing the Working Group's recommendations. This document can be found as [Exhibit B](#).

The Working Group organized the recommendations under each of the three Executive Directive tasks, with a specific focus on short-term tasks that the departments could implement without legislation or further extensive study. These responses included:

- Thirteen short-term, administrative changes that would speed review and approval of new housing permits; retain existing, habitable units; and encourage private parties to build more housing.
- Two short-term measures to ensure that the Rent Board would be able to inform tenants about their rights to habitable units and that the City routinely checks on and enforces existing compliance as units transition.

17-02

Executive Directive 17-02, issued September 27, 2017, established target approval timeframes for housing projects and directed the Planning Department to develop a Process Improvements Plan to meet or exceed these timeframes. The Directive also called for regular reporting to your office on the Department's implementation of these process improvements and our progress in speeding approvals.

The Department issued a Process Improvements Plan on December 1, 2017, which included dozens of improvements in every aspect of the Department's operations. As of June 2019, nearly all the improvement measures included in the Plan had been implemented or were under development. Since that time several

additional measures that have been undertaken by the Department, including the following particularly noteworthy efforts:

- Target Approval Dates for housing projects. Beginning in February 2019, housing projects have been assigned a “Target Approval Date” and scheduled for an approval hearing 6 to 22 months in advance, depending on the applicable Executive Directive timeframe, once the project description has been deemed stable. Projects that are not ready for approval by the specific date are included in a regular Project Status Report to the Planning Commission indicating the reason for the delay, and projects are rescheduled accordingly. As discussed in the following section, all approved projects filed since June 2018 have met the target timeframes, and no delay reports have yet been issued.
- Historic Resource Assessment (HRA). Starting in 2019, the Department launched a 12-month pilot program that allows prospective applicants to seek a preliminary determination of a property’s historic resource classification before a full Project Application or plans are submitted. The purpose of the HRA was to provide greater certainty in the development process by conducting this review in advance, identify and allow for the incorporation of preservation considerations into a project’s design, and provide a faster and less costly means to seek reclassification of properties that have been identified as potential resources. The program was extended for a period of time, and the results indicate the value in providing early certainty to prospective applicants where the historic resource status is unknown. The Department is currently using lessons-learned from the HRA to enhance the historic review process moving forward.

Later this fall, the Department anticipates launching further streamlining of the various review processes surrounding historic resources into a new “Historic Resource Review” (HRR) application. This application will allow for a determination of a property’s historic status or allow for an analysis of a project’s impact on historic resources (if present). Currently, the Department has three independent historic resource review processes: HRA, HRD and HRE Part 2. This new application will allow for greater certainty in the development process by conducting a historical assessment in advance, identifying and allowing for the incorporation of preservation considerations into a project’s design, and providing a faster and less costly means to seek reclassification of properties for which a dispute exists as to their historic status. With a lower fee, this new application can assist a homeowner in determining the historical merit of their property and satisfy required review under CEQA.

- Standard Environmental Conditions of Approval for selected CEQA topics. The Department initiated an effort to replace project-by-project evaluation of required boilerplate mitigation measures with “Standard Environmental Conditions of Approval” for several environmental topics, including Air Quality, Biological Resources, Paleontology, Historic Resources, Noise, and Transportation. This was designed to significantly improve the transparency and predictability of the environmental review process and allow more projects to be evaluated for eligibility under existing CEQA exemptions, reducing typical review timeframes in some cases by many months. This proposal was developed and nearly ready for implementation through pending legislation, but was placed on hold in order to account for concerns from a range of stakeholders.
- Online submittal for development applications. In May 2019, the Department’s Administration Division launched a major modernization effort to streamline and enhance the way that development

applications and associated plans are submitted and reviewed. Online submittal and payment is now available for all types of development entitlement applications (e.g., Conditional Use Authorization, Variance, etc). This is intended to expedite and reduce the cost of the application process, support consistent and timely application and plan set review, facilitate collaboration with project sponsors and more seamless interagency plan review, and improve the Department's reporting capabilities.

- Online tools: Travel Demand Estimator, Impact Fee Calculator. In the spring of 2019, the Department launched a number of web-based technology tools to expedite our review processes and enhance public information regarding the planning process. In February of 2019, the Department launched an online Travel Demand Estimator tool that combined multiple static database files into an interactive portal to generate project-specific travel demand estimates for the purpose of transportation analysis, typically one of the most time-intensive areas of environmental review. This tool provided a resource to both staff and environmental consultants to expedite review of project alternatives, as well as to the general public. The Administration Division launched an internal web-based tool to calculate development impact fees assessments for new projects and generate a detailed summary report. This served as a resource for staff to improve consistency and accuracy in calculating the City's many complex fee types, and to project applicants by providing greater transparency in the how the fees are applied.

18-01

On August 31, 2018, Mayor Breed issued an Executive Directive to City departments, including the Planning Department and the Department of Building Inspection (DBI), designed to clear the backlog of pending applications for Accessory Dwelling Units (ADUs) within six months and act upon all new applications within four months. The Directive also instructed City departments to set clear and objective code standards for ADU applications and provide the necessary information to the public to make the application process easier to navigate and allow units to be approved more quickly.

The backlog of existing applications was successfully eliminated by implementing a series of process improvements, including a streamlined "roundtable" review process, in which all relevant city agencies review permit applications concurrently and issue a comprehensive plan check letter to the applicant citing questions and concerns. Once the letter is issued, the applicant is welcomed to schedule a recheck meeting with staff in-person to address all comments, allowing the city to act earlier on the application and ultimately approve it.

Efforts to clarify and expedite the application process have been extraordinarily successful with the addition of public services and documents, including: optional meetings before filing with Planning, Building, and Fire Departments, allowing for early multi-agency collaboration and identification of red flags; well-attended multi-agency public information sessions on ADUs for design professionals and homeowners; increased availability of dedicated ADU Planning staff to provide informative and consistent advice to applicants; and both new and updated public information documents, including a first-ever multi-agency ADU Checklist to outline all requirements and submittal guidelines for each agency, an updated ADU Handbook to reflect new legislation and new Planning, Building and Fire requirements, and additional agency documents. Recent improvements to the ADU program include online application and plan submittal, discussed further in the "Department Initiated" subsection. As of March 27, 2023, a total of 2,011 ADU's have been approved.

Department Initiated

Digital Tools

Online Application and Plan Submittal: Since the global Covid-19 pandemic, the City implemented a fully electronic and concurrent review process for ADU applications that mirrors the prior in-person and hard-copy roundtable process that proved to be successful. In late 2020, Planning Department took over the submittal and issuance of ADU applications to temporarily assist the Department of Building Inspection (DBI). This resulted with many improvements and allowed customers to safely apply without the need to visit the Permit Center in-person during the Shelter-in-Place. In mid-2022, administration of this process returned to the DBI and other process improvements continue to be made.

Today, the City has instituted an Electronic Plan Review (EPR) system. Once customers apply online, DBI processes the submittals and contacts the customer within 5 business days with next steps. Once fees are paid, the application is routed electronically and concurrently to all agencies for review. DBI tracks all ADU applications to ensure they are reviewed in a timeline manner. The customer receives consolidated comments from the City with instruction on how to remedy the application. When the application is approved by all agencies, DBI processes the issuance of the application electronically. Several process improvements were undertaken to ensure ADU review process is successful including: new sf.gov ADU web pages that outline up-to-date requirements, process, and online application, automatic integration with several pieces of software including Accela and Bluebeam, and a fully electronic and concurrent review process. Since the success of the ADU program, the Department has continued to improve access by expanding their list of Planning entitlements that may be filed online. Starting with the onset of the COVID-19 pandemic, the Department now accepts all land use entitlement applications and referrals online. By allowing for electronic submittals, we have provided for better transparency to the public and to applicants.

PPTS: In 2014, the Planning Department launched the Permit and Project Tracking System (PPTS, or “Accela,” which is the trade-name of the software package) which consolidated all planning applications into a central database accessible online. Integrated with the Planning Department's Property Information Map (PIM), the Permit and Project Tracking System laid the groundwork for electronic application intake, dramatically improved application tracking, and allowed for significant improvements in record-keeping and transparency.

The Department is currently engaged in a major process to overhaul Accela to accommodate better tracking, data reporting, management, and increased timelines. These improvements will enhance applicant experience, planner performance and management visibility and oversight. Changes will be implemented by July 1, 2023.

Electronic Plan Review: In 2020, the Planning Department rolled-out Electronic Plan Review. While long-planned, implementation was expedited as part of our pandemic response. Electronic Plan Review allows for the submittal and review of building permit applications through an online system and also allowed for concurrent review of permits by multiple city agencies. Planning has

continued our work in electronic plan review, particularly with the review of new Accessory Dwelling Unit (ADU) applications, as discussed in the subsection “18-01” previously in this report.

2020’s Proposition H

Approved by voters in the November 2020 election and now in place, Proposition H shifted the approval action for many small business uses from a Conditional Use authorization granted by the Planning Commission at a public hearing to an over-the-counter administrative approval. In addition, the Proposition eliminated neighborhood notification for most principally permitted storefront land use changes and provided existing businesses with greater flexibility to adapt their operations in response to the COVID-19 pandemic and shifting retail landscape. The Proposition also required the City to streamline the review and approval processes for most small business permits to 30-days. Planning Department staff provided extensive technical support and guidance to the Mayor’s Office in the conceptualizing and drafting of Proposition H.

Small Business Recovery Act (SBRA)

Signed into law by the Mayor in August of 2021, the SBRA expanded the geographic boundaries of Proposition H to include the entire city. The legislation amended the Planning, Business and Tax Regulations, and Police Codes to simplify procedures and allow flexibility for neighborhood, cultural, and entertainment establishments by 1) expanding streamlined review and inspection procedures to principally permitted storefront uses citywide; 2) deleting unnecessary land use definitions from the Planning Code; 3) expanding permissible Entertainment Uses and protections, and 4) expanding the 30 day coordinated and streamlined review to businesses with more than 11 locations.

City-wide Proposition H Implementation Lead:

The Planning Department led and managed the City’s implementation of this critical program, principally by creating and then managing a new online submission process that is accessible and approachable to small business owners to find all forms/permits they would need from any City Department. The Department also managed an online submission tool for small business owners to submit their forms online and receive concurrent review from all Departments without needing to hire an expeditor. The Department created an automatic routing logic and provided software tools to improve customer service and the efficiency of City plan checkers. The Department has continued to manage the implementation of this program now in concert with the Office of Small Business, ensuring all Departments complete their review in a timely manner and continually making improvements.

CB3P

The Community Business Priority Processing Program (“CB3P”) was adopted by the San Francisco Planning Commission in 2015 and has been increasingly put to use since then. The CB3P program streamlines the Conditional Use process for certain small and mid-sized businesses applications. It is the successor program to the Planning Commission’s Small Business Priority Processing Pilot Program (“SB4P”). Projects that qualify for, and enroll in, the CB3P are guaranteed:

- (1) a hearing date within 90 days of filing, and;
- (2) placement on the Planning Commission’s consent calendar.

The analysis of CB3P-projects is documented through a two-page Project Summary and Motion (“PS&M”) rather than the lengthier Executive Summary and Draft Motion documents prepared in connection with conventional

applications. This Department-initiated effort to reduce paperwork, especially paperwork that doesn't contribute to the analytical or public review process, has served as a template for many other current and emerging streamlining programs.

This Program was expanded with Ordinance 139-20 which included massage establishments, outdoor activity areas, and cannabis retail in the range of uses eligible for the program.

Code Reorganization Project

Initiated in 2013, the Code Reorganization Project seeks to restructure the Planning Code so that it's easier to read, understand, and use. Phase 1 of the Planning Code Reorganization project focused on Article 2 and consolidated definitions into Planning Code Section 102. Phase 2 focused on Article 7 of the Planning Code, and Phase 3 focused on Chinatown Mixed Use Districts. The Planning Commission approved the latest phase, Phase 4, in November of 2022, which focuses on reorganizing the Eastern Neighborhood Mixed Use Districts. It is currently pending before the Land Use and Transportation Committee.

Design Review Streamlining

On January 27, 2022, and then on April 28, 2022, the San Francisco Planning Commission adopted and amended, respectively, Objective Design Standards that apply to SB-9 Projects. All SB-9 projects must be designed to comply with the Objective Design Standards. The objective design standards can be found as **Exhibit C**. These design standards are the potential first phase of a larger effort to develop objective design standards for all residential projects. In addition, the Department has streamlined our internal design review processes by revising internal procedures to eliminate cumbersome and duplicative design review meetings, consolidating various staff-level design review bodies, and issuing stronger guidance on the application of the Residential Design Guidelines and the Urban Design Guidelines.

Implementation of Ministerial Approval Processes

Starting in the second half of the last decade, each year the State has created additional programs – and modified existing ones – that allow for ministerial housing approval. In 2018 SB35 took effect, in 2019 AB2162 took effect, in 2020 the State expanded the types of ADUs eligible for ministerial review, in 2021 SB 9 took effect and in July 2023 AB2011 will take effect. Each of these programs provides streamlined ministerial review of housing projects, in many cases in exchange for their provision of on-site affordable housing. With each of these programs, the Planning Department has served as the CCSF implementation lead, advising other Departments on the bills, coordinating streamlined and concurrent review, providing consolidated guidance to applicants on the submission and review requirements for each department, and acting as the CCSF liaison to the State. For the housing bills in particular, the Planning Department is often ahead of any other municipality in the State, as well as the State itself, on its implementation guidance and promptly provides bulletins to guide the public as well as any necessary application forms prior to the bill being effective.

Improvements Underway

Site Permit Reform

The Site Permit reform project addresses Housing Element Implementing Program 8.4: *Process and Permit Procedures – Reducing Constraints on Housing Development, Maintenance, and Improvement*. The project includes an analysis of the City's process requirements for "Site Permits", which are the first development permit approval for most housing development projects. The intent of the project is to increase the efficiency,

consistency, and transparency of the Site Permit review process to reduce total permitting timelines and establish greater understanding and predictability for applicants and the public. As most housing development permits are processed through the Site Permit process, this will benefit these projects and further the City's goals established under the Housing Element. The effort will be discussed at a joint hearing with the Building Inspection Commission on May 11, 2023.

The project proposes to reform the Site Permit process in the following significant ways:

1. Moves oversight responsibility to the Planning Department (from DBI), thereby reducing clerical redundancies and leveraging a fully concurrent entitlement process (when applicable).
2. Establishes concurrent reviews by all other permit reviewing agencies (DBI, Fire, PW, etc.) at the beginning of the process so that Planning is aware of any significant technical issues with the project up-front.
3. Establishes a single point of contact (the assigned Current Planner from the Planning Department) for the customer's "permit journey" (up until the construction addenda).
4. Creates clear and defined permit review criteria for all other permit review agencies.
5. More closely aligns the City's multiple appeal time frames without removing any appeal avenues.
6. Manages the permit review process through a modern permitting software solution, which enables more facile reporting, alerts, tracking of project status, review timelines, and overall City performance.

Overall Housing Element Implementation

The Department will present a report at the April 28th Planning Commission hearing on the full range of our Housing Element implementation activities. Below is a general overview of the actions the Department will be taking to implement the Housing Element:

Planning Code Amendments: The Department has been the technical lead in the creation of a draft ordinance requested by the Mayor to reduce constraints to housing production as well as barriers to other types of Planning project approvals through amendments to the Planning Code. This legislation is expected to be introduced this Spring.

Adjustments to CEQA procedures: Changes to our CEQA practice are proposed in order to better protect the environment and to support the fundamental intent of CEQA while avoiding duplication of other City requirements or – worse still – allowing the status quo to persist, which has been argued as one which encourages development in the region's greenfields and exurbs. Development there is, of course, without transit, requires new infrastructure, is almost always very low density, and consumes important open space and agricultural resources.

Adjustments now under consideration are design to promote a more consistent, more transparent, and less bureaucratic approach for environmental review in San Francisco. Anticipated changes include requirements for project applications and technical reviews and maximizing the use of the Housing Element Environmental Impact Report, which included a robust analysis of environmental impacts of housing in San Francisco over the next 30 years.

These adjustments will enable savings of time and resources without sacrificing compliance with the overarching state law. Some examples of changes that are under consideration include:

- Simplifying the documentation for tiering off the Housing Element EIR. This summer, a more concise Community Plan Evaluation-like document tailored to housing projects should be ready for implementation.
- Recalibrating when technical studies are needed to inform our impact analyses by taking advantage of the robust analysis in the Housing Element EIR
- Scaling back local practices that go beyond what state law requires.
- More clearly publishing checklists of applicant submittal requirements so that applicants have an improved understanding of what's needed for staff to do their analysis, and so that staff can be trained to do their work more efficiently.
- Also under consideration are more fundamental changes to City rules to recognize that CEQA review for simple over-the-counter permits (window replacements, for example) aren't subject to environmental review. This will free-up staff time for other vital work.

Rezoning for More Housing Capacity with Fewer Hurdles: While state law requires us to complete the rezoning contemplated in the Housing Element by January 2026, the Mayor's Executive Directive on Housing for All directs the Department to develop a zoning proposal by January 2024, for consideration and adoption by policymakers soon thereafter. Completing the zoning on this accelerated timeline may help stimulate housing production earlier in this Housing Element cycle, particularly as mid-rise multifamily housing may be slightly more likely to be financially feasible in this economic climate than other housing types. The Department is currently engaged in the analytical and outreach efforts that are fundamental to generating a range of early zoning proposals and intend on providing an update at the April 27th Planning Commission hearing.

Capacity Assessment

As highlighted in this document, the Department has multiple strategic plans in motion that will increase housing production and reduce constraints. While we have allocated sufficient resources to these efforts, many of these programs require the support of elected and appointed officials. Our ability to fully enable the City's vision for housing will be reliant on continued support from the Mayor, the Board of Supervisors and the Planning and Historic Preservation Commissions.

Attachments:

- Exhibit A: Executive Directive 17-02 Tracking Report: Quarter 2, 2019
- Exhibit B: Executive Directive 13-01 Joint Planning - DBI Memorandum
- Exhibit C: SB-9 Objective Design Standards

EXHIBIT A



August 9, 2019

Mayor London N. Breed
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Executive Directive 17-02: Keeping up the Pace of Housing Production
Tracking Report: Quarter 2, 2019

Executive Directive 17-02, issued September 27, 2017, established target approval timeframes for housing projects and directed the Planning Department to develop a Process Improvements Plan to meet or exceed these timeframes. The Directive also called for regular reporting to your office on the Department's implementation of these process improvements and our progress in speeding approvals. This memo comprises the second of these regular updates, and includes the following:

- A. **Process Improvements Status Report:** A summary of progress on process improvement efforts as of the second quarter of 2019. This report shows that nearly all the improvements called for in the Department's plan have been implemented or are currently under development.
- B. **Project Review Timeframes Report:** A quantitative performance report on project review timeframes for projects filed since implementation of the consolidated review process in June 2018. This report demonstrates the Department is meeting required timeframes for most projects at each stage of review, and reflects continued improvement over the past six months.
- C. **Target Approval Timeframes Summary:** A summary of project status and compliance with Executive Directive approval timeframes for projects filed since implementation of the consolidated review process in June 2018. As of the second quarter of 2019, all projects subject to the new process have been approved within the required timeframes, and no delays have yet been reported.

I am pleased to share this progress and look forward to discussing these efforts with your office further. The Department welcomes any additional guidance on the structure and contents of future reports and on our overall process improvement efforts.

Sincerely,



John Rahaim
Planning Director

cc (via electronic mail):

Sean Elsbernd, Chief of Staff

Ken Rich, Director of Development

Andres Power, Policy Director

Jeff Buckley, Senior Policy Advisor

Judson True, Director of Housing Delivery

Theodore Conrad, Office of Economic & Workforce Development

A. Process Improvements Status Report

The Department issued a Process Improvements Plan on December 1, 2017, which included dozens of improvements in every aspect of the Department's operations. As of June 2019, nearly all the improvement measures included in the Plan have been implemented or are under development, and this report indicates continued progress since the last status report in January. The summary provided on the following pages lists the status of the most impactful of these measures, as well as several additional measures that have been undertaken by the Department since the Plan was published, including the following particularly noteworthy efforts:

- **Target Approval Dates for housing projects.** Beginning in February 2019, housing projects have been assigned a "Target Approval Date" and scheduled for an approval hearing 6 to 22 months in advance, depending on the applicable Executive Directive timeframe, once the project description has been deemed stable. Projects that are not ready for approval by the specific date are to be included in a regular Project Status Report to the Planning Commission indicating the reason for the delay, and projects will be rescheduled accordingly. As discussed in the following section, all approved projects that filed since June 2018 have met the target timeframes, and no delay reports have yet been issued.
- **Historic Resource Assessment (HRA).** Effective January 1, 2019 the Department launched a 12-month pilot program that allows prospective applicants to seek a preliminary determination of a property's historic resource classification before a full Project Application and plans are submitted. The purpose of the HRA is to provide greater certainty in the development process by conducting this review in advance; identify and allow for the incorporation of preservation considerations into a project's design; and provide a faster and less costly means to seek reclassification of properties that have been identified as potential resources.

As of June 2019, the Department has received a total of 42 HRA applications, and has issued response letters for 27 properties. The average response time was 61 days, just above the target timeframe of 60 days for the pilot program, and 60 percent of responses were issued within the timeframe. All but two of the HRAs (93 percent) have resulted in a "Category C – No Historic Resource Present" determination; one has resulted in a "Category A – Historic Resource Present" determination; and in only one case the Department was not able to determine the status based on the information provided and the property remained classified as "Category B – Unknown / Age Eligible." These results indicate that the new process is successfully providing early certainty to prospective applicants where the historic resource status is unknown.

- **Standard Environmental Conditions of Approval for selected CEQA topics.** The Department has initiated an effort to replace project-by-project evaluation of required mitigation measures with Standard Environmental Conditions of Approval for several environmental topics, including Air Quality, Biological Resources, Paleontology, Historic Resources, Noise, and Transportation. This will significantly improve the transparency and predictability of the environmental review process, and allow for more projects to be

evaluated for eligibility under existing CEQA exemptions, reducing typical review timeframes by several months. As of June 2019, Conditions are being drafted for the first sub-set of topic areas with the goal of presenting the first Conditions documents to the Planning Commission by the end of the year for approval.

- **Online submittal for development applications.** In May 2019, the Department's Administration and Division launched a major modernization effort to streamline and enhance the way that development applications and associated plans are submitted and reviewed. Online submittal and payment is now available for all types of development entitlement applications (e.g., Conditional Use Authorization, Variance, etc). This improvement is intended to expedite and reduce the cost of the application process, support consistent and timely application and plan set review, facilitate collaboration with project sponsors and more seamless interagency plan review, and improve the Department's reporting capabilities.
- **Online tools: Travel Demand Estimator, Business Zoning Check, Impact Fee Calculator.** This spring, the Department launched a number of web-based technology tools to expedite environmental and planning review, and enhance public information regarding the planning process. In February, Environmental Planning launched an online Travel Demand Estimator tool that combined multiple static database files into an interactive portal to generate project specific travel demand estimates for the purpose of transportation analysis, typically one of the most robust and time-intensive areas of environmental review. This tool provides a resource to both staff and environmental consultants to expedite review of project alternatives, as well as to the general public and researchers.

In April, Current Planning launched a Business Zoning Check tool on the Department website that allows prospective developers, homeowners, and small business owners to identify where in San Francisco certain projects may be permitted, and under what conditions. This tool offers a compliment to the Planning Information Center by providing basic site and zoning information to potential applicants before seeking detailed direction from Department staff.

Finally, in April the Administration Division launched an internal web-based tool to calculate development impact fees assessments for new projects and generate a detailed summary report. This will be a resource for staff to improve consistency and accuracy in calculating the City's many complex fee types, and to project applicants by providing greater transparency in the how the fees are applied.



Executive Directive: Keeping Up the Pace of Housing Production

Summary and Status of Planning Department Process Improvements Plan, July 2019

A Application and Intake Procedures

Indicates status update since last summary (Jan. 2019)

TASK	STATUS
A.1 Streamline Preliminary Project Assessment (PPA)	Effective April 2018
A.2 Consolidate environmental and project review via Project Application	Effective June 2018
A.3 Revise plan submittal and intake requirements	Effective June 2018
A.4 Uniform public notification procedures	
» Consistent mailing and poster requirements; Online Notice	Effective Jan. 2019 (BF 180423) ¹
» Apply uniform requirements to 311/312 building permit notices	TBD (not in BF 180423) ¹
» Notification materials redesign and streamlining	Initiated Summer 2019

B Routine Projects and Permits

TASK	STATUS
B.1 Enhance capacity for Over-the-Counter (OTC) approvals at PIC counter	
» Expand or add dedicated PIC shifts for: Preservation, Design, ADUs	Effective April 2018, ongoing
» Streamline CEQA Categorical Exemption process for OTC approvals	Effective January 2018
» Improve public information materials	Ongoing
B.2 Expand permits that can be approved same-day at PIC counter	
» Minor alterations to Historic structures	Effective Aug. 2018 (BF 180423) ¹
» Limited Rear Yard Additions, and related minor alterations	TBD (not in BF 180423) ¹
B.3 Accessory Dwelling Units and Unit Legalization approvals	
» Assign ADU core staff at key agencies (DBI, SFFD, Public Works, Planning, SFPUC)	Effective October 2018
» Offer combined interagency Pre-Application meetings	Effective September 2018
» Expedited plan review, preliminary approval OTC by appointment	Effective August 2018
» Provide interagency plan review and combined Plan Check Letter	Effective October 2018
» Provide parallel processing with DBI and Planning for ADU permits	Effective August 2018

C Environmental Planning, Historic Preservation, and Design Review

TASK	STATUS
Environmental Review	
C.1.1 Standard Conditions of Approval for selected CEQA topics	Fall 2019 / Spring 2020
C.1.2 Streamline review process for selected CEQA topics:	
» Two-tier transportation review: streamlined review for most projects	Effective August 2018
» Launch web-based travel demand tool	Effective February 2019
» Streamline wind and shadow review	TBD
C.1.3 Streamline use of technical studies and environmental consultants	Effective July 2018
C.1.4 Expand and streamline environmental review exemptions	
» Replace narrative "certificate" documents with checklists for Exemptions.	Effective January 2018

Historic Preservation Review

C.2.1	Revise Preservation review procedures:	
	» Historic Resource Assessment (HRA) for pre-project determination	Effective Jan. 2019 (pilot)
	» Revise Preservation Bulletin No. 16	TBD
C.2.2	Complete a citywide historic preservation survey	Ongoing
C.2.3	Reassess Historic Preservation staffing at PIC counter:	
	» Enhanced service hours by Preservation specialists	Effective April 2018
	» Revise PIC review procedures for non-Preservation specialists	Summer 2019
Design Review		
C.3.1	Identify Design Guidelines to be codified or standardized	🔄 Initiate Spring 2020
C.3.2	Enhance staffing of Design Advisory teams, add Design staff at PIC	Effective June 2018
C.3.3	Adopt Urban Design Guidelines (UDGs) and develop UDGs matrix	Effective May 2018
C.3.4	Streamline Residential Design Guidelines (RDGs) with RDGs matrix	Effective June 2018
C.3.5	Update Residential Design Guidelines (RDGs) ,develop an RDGs matrix	Effective Aug. 2018

D Planning Code and Commission Policies

TASK	STATUS	
D.1	Advanced Planning Commission scheduling for housing projects	🔄 Effective February 2019
D.2	Streamline staffing and timeframe for Discretionary Review (DR) cases	Effective June 2018
D.3	Reduce requirements for Conditional Use and other entitlement hearings	
	» Eliminate Commission hearings for 100% Affordable Housing Bonus	Effective Aug. 2018 (BF 180423) ¹
	» Replace CU hearing for HOME-SF with a design review hearing	Effective Mar. 2019 (BF 180456) ²
	» Identify additional approvals to be consolidated or eliminated	TBD
D.4.1	Update the Planning Code for consistent definitions and procedures	Ongoing
D.4.2	Ongoing Planning Code reorganization	
	» Article 8 (Chinatown Districts)	🔄 Pending BF 190594
	» Article 8 (Mixed Use Districts)	🔄 Initiate Fall 2019
D.5	Planning Code revisions to streamline housing review	
	» Eliminate "Costa-Hawkins letters" for Inclusionary projects	Effective Mar. 2018 (BF 171193) ³
	» Reduce the need for Variances for large downtown projects	Effective Aug. 2018 (BF 180423) ¹
	» Expand administrative approval for 100% Affordable projects	Effective Aug. 2018 (BF 180423) ¹
	» Expand approval options for ADUs in buildable area	Effective Sept. 2018 (BF 180268) ⁴
	» Provide administrative approval of "no waiver" ADUs	🔄 Effective June 2019 (BF 181156) ⁵

E Administration and Technology

TASK	STATUS	
E.1.1	Online submittal and payment for all development application types	🔄 Effective May 2019
E.1.2	Electronic Document Review (EDR) for Planning review	🔄 Initiated Feb. 2019
E.1.3	Electronic Document Management System (EDMS)	Effective Summer 2017
E.1.4	Develop a web-based Impact Fee Calculator for staff	🔄 Launch in Spring 2019
E.1.5	In-House processing of public notification mailing lists	Effective April 2018
E.1.6	Property Information Map (PIM) enhancements	Redesigned Dec. 2018
E.1.7	Develop business zoning check online tool	🔄 Effective April 2019

NOTES:

(1) BF 180423: Mayor's Process Improvements Ordinance (Mayor Breed), approved July 2018
(2) BF 180456: HOME-SF and 100% Affordable Housing Bonus Program (Tang, Safai), approved August 2018
(3) BF 171193: Inclusionary Affordable Housing Program (Peskin, Kim), approved February 2018
(4) BF 180268: Accessory Dwelling Units (Tang, Kim, Brown), approved August 2018
(5) BF 181156: Accessory Dwelling Units in New Construction (Safai), introduced November 2018

B. Project Review Timeframes Report

In June 2018, the Department implemented a consolidated environmental and project review process under a single Project Application. This represents the foundation of the Department's process improvements strategy by collecting all necessary information for project review at once and enhancing the Department's ability to enforce submittal standards, issue consolidated Plan Check Letters in a timely manner, and ensure housing projects are prioritized for approval within target timeframes. The Department also streamlined the Preliminary Project Assessment (PPA) process to provide clearer direction to applicants, and reduced the target timeframe for PPAs to 60 days, down from 90 days. Taken together, these changes provide a faster, clearer, and more predictable review path from preliminary design to final approval.

- **Preliminary Project Assessment (PPA):** The PPA provides initial feedback from the Planning Department regarding Planning Code compliance, entitlement options, environmental review, and design. PPAs must be submitted for all projects greater than 10 units or 10,000 square feet of non-residential space before any application for development or environmental review can be initiated.
- **Notice of Incomplete Application (NIA):** Project Applications are reviewed for basic completeness (including required documents, plans, and supplemental applications) within 30 days. Projects will either be deemed Accepted or provided with a NIA letter with instructions on how to provide a complete application within this timeframe.
- **Plan Check Letter (PCL):** Project Applications will be reviewed within 90 days of being deemed Accepted, and a letter will be issued documenting all Planning Code, environmental review, and design issues to be resolved in order to achieve a compliant project. Once satisfactory revisions and missing information has been provided, the project will be deemed to have a "Stable Project Description."
- **Target Approval Date:** Once the Project Description is stable, the project will be scheduled on the Target Hearing Calendar for a date that is within the applicable Executive Directive approval timeframe, and all necessary environmental and entitlement review will be completed within this timeframe.

More detail is provided in the attached Project Intake, Environmental Review, and Approval Process flowchart.

The below table reports the Department’s performance against the review timeframes outlined above for all Project Applications received since June 4, 2018 when the consolidated review process came into effect (or after April 2, 2018 for PPAs).

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 60 days	38 (3,931)	62 days	63% of projects
Notice of Incomplete Application (NIA)	Issue first NIA, or mark Accepted, in 30 days	68 (2,915)	18 days	90% of projects
Plan Check Letter (PCL)	Issue first PCL in 90 days	34 (1,408)	79 days	53% of projects ¹

NOTE: Does not include Accessory Dwelling Unit (ADU) or Unit Legalization projects. Per the Mayor’s August 2018 Executive Directive on ADUs, these projects are subject to a separate expedited interagency review process.

In the first year of implementation the Department has, on average, exceeded or nearly met the performance target for each of these project review milestones. Nearly two-thirds of projects are receiving PPA feedback within 60 days, and 90 percent are either accepted or issued an NIA within 30 days after an application is submitted. More than half of all projects are receiving a consolidated PCL letter within 90 days.

These results show improvement from the last report issued in January 2019, when the average response time for PPAs was slightly higher at 63 days, and less than 80 percent of NIA letters and fewer than half of projects were receiving a PCL letter within the target timeframe.

Department staff have committed to the new consolidated review process, and are working collaboratively across divisions to identify and resolve implementation issues on a daily basis. The Department anticipates that the various process improvement efforts that have been adopted or are underway will significantly improve performance on these review milestones, and that the response time and quality of submittals from applicants will continue to improve as these new procedures and expectations become more familiar within the development community.

¹Reflects the number of PCL letters issued within time, out of all letters that have been issued as well as all projects that have been accepted for more than 90 days and where no letter has been issued. By comparison, the “Average Performance” days simply reflects the average response time for letters that have been issued.

C. Target Approval Timeframes Summary

This section summarizes the status, as of June 2019, of residential projects that have been filed since the consolidated review process came into effect in June 2018. Compliance with the Executive Directive timeframes is noted below this summary.

Project Status	Projects	% of Total	Units	% of Total
Submitted, pending review	2	3%	13	<1%
Accepted or NIA issued, pending Plan Check Letter	27	42%	905	40%
Plan Check Letter issued, pending Stable Description	21	32%	556	24%
Project Description Stable, pending approval	4	6%	150	6%
Approved	11	17%	695	30%
Total	65		2,318	

Of the approved projects that filed under the consolidated review process, **all 11 projects (comprising 695 units) have been approved within the Executive Directive timeframes.** Accordingly, the Department has not yet had to report any delays to the Planning Commission. All four of the stable projects that have not yet been approved have been assigned Target Approval Dates in 2020, and the Department will issue a Project Status Report to the Planning Commission for any of these projects that are delayed.

Among the 21 projects where a Plan Check Letter has been issued to the project applicant, but the project has not yet been deemed Stable, the average time elapsed since the letter was issued is just under seven months. This means that the Department has given consolidated comments to the applicant regarding Planning Code conformity, environmental review, design review, and outstanding required information but has not yet received a sufficient response to proceed with review, or the project has been modified to an extent that requires further review and revised direction.

The remaining projects are currently under review by Planning Department staff; the Department continues to make every effort to provide prompt and comprehensive guidance to these projects, as outlined above, and will provide an updated status in future reports.

Project Intake, Environmental Review & Approval Process

This flowchart provides an overview of Planning Department's project review and approval procedures for projects with two or more housing units.

LEGEND

- Process Milestone
- CP Current Planning
- EP Environmental Planning
- PS Project Sponsor
- EIR - environmental impact report
- NIA - Notice of Incomplete Application
- PD - project description
- PPA - preliminary project assessment
- SOW - scope of work
- SDAT - streets design advisory team
- RDAT - residential design advisory team
- UDAT - urban design advisory team

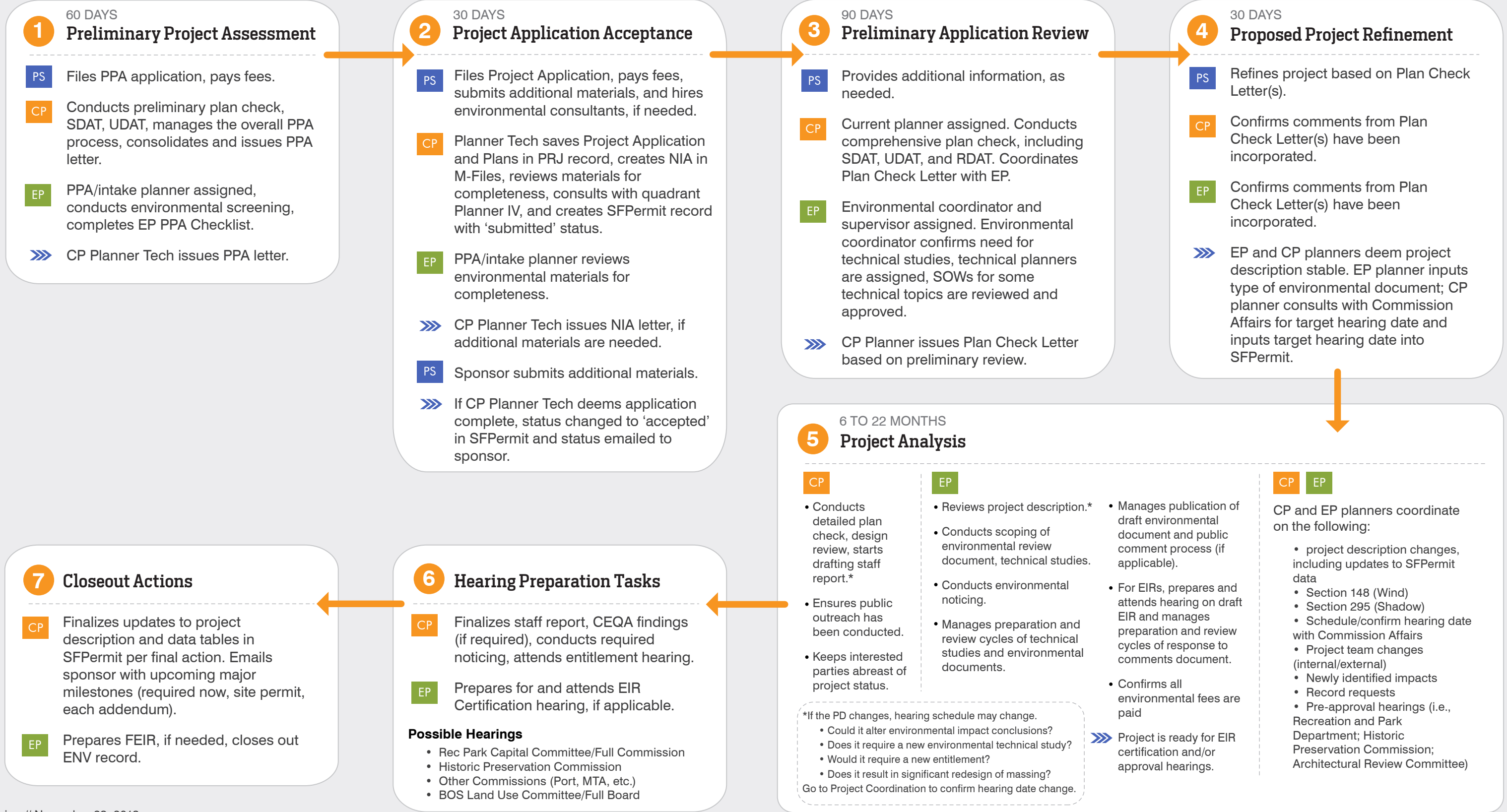


EXHIBIT B



SAN FRANCISCO
PLANNING DEPARTMENT



DATE: February 3, 2014
TO: Honorable Mayor Edwin M. Lee
FROM: DBI Director Tom C. Hui and Planning Director John S. Rahaim
RE: Executive Directive 13-01

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This memorandum responds to your Executive Directive 13-01: Housing Production and Preservation of Rental Stock. In that Directive, you charged the Directors of the Planning Department and Department of Building Inspection (DBI) to form a working group and to implement three primary tasks: 1) recommend City policies and administrative actions to preserve and promote rental housing in San Francisco; 2) implement a process for Planning Commission Discretionary Review hearings when a loss of housing is proposed; and 3) serve as an advisory body to municipal departments with permitting authority and as a clearinghouse for code compliance checks for buildings that are being withdrawn from the rental market (collectively, the “Executive Directive Tasks” or “Tasks”).

To this end, we co-chaired a working group including representatives from the Mayor’s Office, Planning Department, DBI, Mayor’s Office of Housing, Rent Board, Fire Department, SFPDW, SFPUC, MoD, OCII, City Attorney’s Office, Planning Commission, and Building Inspection Commission, as well as representatives from non-City agencies, such as SPUR, Council of Community Housing Organizations, SF Apartment Association, Small Property Owners, and the Housing Rights Committee. The Working Group met three times in public meetings during January, 2014. This document memorializes the Working Group’s recommendations.

The Working Group organized the recommendations under each of the three Executive Directive tasks, with a specific focus on short-term tasks that the Departments can implement without legislation or further extensive study. We are committed to implement immediately the responses under each Task. These responses include:

Tasks 1 and 2: Thirteen short-term, administrative changes that will speed review and approval of new housing permits; retain existing, habitable units; and encourage private parties to build more housing, consistent with our General Plan.

Task 3: Two short-term measures will ensure that the Rent Board will be able to inform tenants about their rights to habitable units and that the City routinely checks on and enforces existing compliance as units transition under Rent Ordinance Sections 37.9(a)(8-10, 13).

We understand that in February you will convene a Task Force consisting of housing experts, City departments, tenant and housing advocates, realtors and property owners to work with you and the Board of Supervisors on housing issues. The goal of this group will be to set the stage for 30,000 new and rehabilitated homes by 2020 and to implement the seven pillars of your housing plan. We have

Executive Directive 13-01 Recommendations

additional mid-term and long-term ideas that may either require community vetting and/or legislation to realize. We believe this Task Force would be the appropriate ad hoc body to vet the Working Group's ideas for mid-term and long-term strategies to produce and preserve housing that are not included in this document. We are pleased to offer these ideas to your Task Force, and to present them in more detail at the appropriate time.

Task 1: Recommendations to the Mayor.

Prior to a final decision on implementing any of the measures listed below, to the degree that is required, appropriate environmental review as required by CEQA would be undertaken.

There are general process-improvement changes Planning and DBI could make to facilitate the production of affordable units and the retention of existing units. These changes include the following:

1. **Priority Processing.** Revise the Planning Director's Bulletin Number Two to prioritize 100% affordable housing projects, followed by projects with at least 20% on-site or 30% off-site affordable housing, as the Planning Department's highest priority. Market-rate housing projects will be prioritized based on how the Project intends to satisfy its inclusionary affordable housing obligation. Priority will be based on the project's proportion of affordable units produced – either on-site or off-site. The Planning Department will revise the *Affidavit for Compliance with the Inclusionary Affordable Housing Program* to indicate that if an affordable housing project is seeking priority processing, the *Affidavit for Compliance* must be completed and submitted in conjunction with the filing of the Environmental Evaluation Application, entitlement, or Building Permit Application (whichever is filed first).

Also, revise administrative polices for priority project review currently contained in DBI's Administrative Bulletin, AB-004, Priority Permit Processing Guidelines, in a similar fashion. Assist other City agencies in preparing administrative policies that prioritize affordable housing, if no such policies currently exist.

2. **Ombudsman for HOPE SF and Affordable Housing Projects.** Assign one primary staff person each in Planning and DBI to facilitate the entitlement and plan-check process for HOPE SF and affordable housing projects.
3. **Affordable Housing Policies and Procedures.** Establish inter-agency MOU's relating to the review and approval process for affordable housing projects, including internal agency policies and procedures to implement the goals and objectives of Mayor's ED 13-01.
4. **Encourage density.** Ask the Planning Commission to adopt a policy that encourages developers to maximize their permitted density when constructing major alterations or new construction projects.
5. **Training/Public Information.** Create informational bulletins and/or training sessions relating to the City's permitting process for housing projects.
6. **Justify Removal of Illegal Units.** If a property owner seeks to remove an illegal dwelling unit, require the submittal of findings that outline why they are removing, rather than legalizing, the dwelling-unit. These findings would be considered by the Planning Commission at a Mandatory Discretionary Review Hearing (see Task 2).

Executive Directive 13-01 Recommendations

7. **Housing Element EIR.** Prioritize and support the Housing Element EIR so that the Planning Department can rely on it for housing initiatives.
8. **Concurrent Review.** Ensure that City agencies (Planning, DPW, MoD, DBI, Fire) review applications simultaneously for housing projects, when appropriate. For 100% affordable housing projects, and projects with at least 20% on-site or 30% off-site affordable housing, require pre-application meetings with all relevant City agencies before permits are filed, and establish a requirement for concurrent review for all reviewing agencies. Concurrent review should occur when projects are well-defined and unlikely to substantially change in such a way that would compromise the efficiencies gained by concurrent review. The Departments may consider offering a fee waiver for pre-applications meetings for 100% affordable housing projects if approved by the Board of Supervisors.
9. **Improve Tracking and Transparency of 100% Affordable Projects:** Implement a system to identify pipeline projects that are 100% affordable and implement a publically-accessible tracking system with an up-to-date status of all such projects. When housing projects are approved, an on-line tracking system should indicate the number of affordable units and market rate units approved for construction, and confirm when CFCs/TCOs have been issued.
10. **Agency Coordination on Affordable Housing Projects.** Interagency coordination – including coordination of design review – is of paramount importance for affordable housing projects. Key projects such as Mother Brown’s Emergency Shelter require efficient, timely cooperation from not only the permitting agencies but also asset-holding agencies such as the School District and the Human Services Agency. Those responding to agency comments and corrections also must act within agency-set response timelines/deadlines.
11. **Expedite Hiring of City Staff who Review Housing Permits.** The City’s hiring process is lengthy. Permitting agencies can commit to quick filling of positions but need the assistance of other agencies such as the Department of Human Resources to hire in an efficient manner.
12. **Accountability.** Create performance standards for recommendations that will be implemented as a result of this Executive Directive.

Task 2: Discretionary Review for Loss of Housing Units.

The Working Group has identified two implementation measures for Task 2.

1. **DBI Housing Checklist.** DBI will create a new housing checklist for building permit applications connected to buildings larger than two units. Should any of the following occur in the building, the permit may not be approved over-the-counter and shall instead be referred to the Planning Department to be processed as a Mandatory Discretionary Review:
 - a. The work will result in the removal or loss of a housing unit, legal or otherwise.
 - b. The work will result in the permanent displacement of any tenant from their housing unit, legal or otherwise.
2. **Mandatory Discretionary Review for the loss of Dwelling Units.** For properties with more than two dwelling units, the Planning Department will initiate Discretionary Review for the loss of any dwelling units, legal or otherwise. For building permits to remove an unpermitted unit where there is a feasible path to legalize the unit, the Department will recommend that

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the current housing affordability crises creates an “exceptional and extraordinary” circumstance such that the Commission should deny the permit and preserve the unit. For building permits where there is no feasible path to legalize the unit, the Department will place the Discretionary Review on the consent calendar with a recommendation to approve the permit. The Planning Department will work with DBI and with the City Attorney’s Office (and other relevant agencies, including the Fire Department) to ensure this policy addresses possible life-safety issues on the properties.

Task 3: Planning and Building Approvals & Notification.

The Working Group has identified two implementation measures for Task 3.

1. The Department of Building Inspection and Planning Department will review the Notices received from the Rent Board under Task 3 and identify any properties subject to existing administrative code enforcement actions by either Department. The Departments will update the records on those existing violations and, where appropriate, initiate interdepartmental inspections in order to cure the violations.
2. The Rent Board will include information on applicable City Codes designed to ensure the habitability of residential units and each Departments' code enforcement process in the tenant information packet currently provided to tenants affected by a Notice of Intent to Withdraw units from the residential market under Rent Ordinance Section 37.9A.

We look forward to continue to work with you on ways to encourage the production of housing in the City, especially low and moderate income housing. We are available to discuss our proposal with you in detail and look forward to implementing these concepts as quickly as possible.

EXHIBIT C



SB-9

OBJECTIVE
DESIGN STANDARDS





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SB-9 Objective Design Standards



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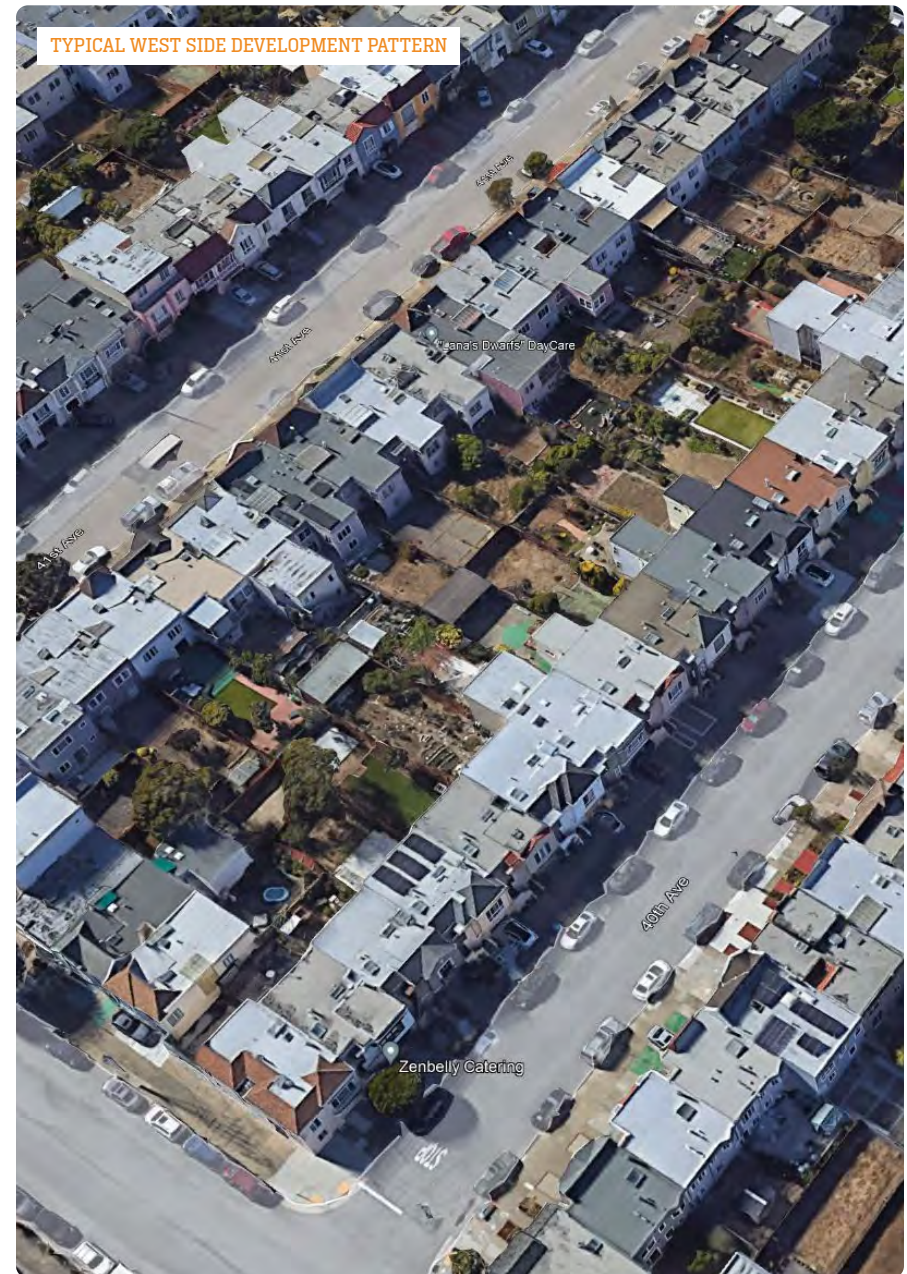
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Regulatory Context

SB-9 is a State law that went into effect January 1, 2022. It requires single-family zoning districts (RH-1) to accommodate 2 dwelling units per lot, or for single-family RH-1 lots to be split and for each to accommodate 2 dwelling units. The state law requires ministerial approval and restricts the use of discretionary review to limit the resulting development. However, local jurisdictions can enact development standards such that they do not preclude the construction of two 800 square foot dwellings per parcel.

Since the Residential Design Guidelines and certain aspects of the Planning Code would not be applicable the following development standards apply to all projects proposing to use SB-9. They are based on historical precedent, accepted and achievable standards already in the Planning Code and Residential Design Guidelines adapted to balance the goals of SB-9 with zoning controls while maintaining a high-quality residential environment.

This is not without historical precedent. Lots with residential buildings in the rear and front are a common development pattern in San Francisco stemming from rebuilding after the 1906 earthquake and fire. In many cases older houses were moved to the rear of lots to provide space to construct larger residential buildings of flats at the front of lots. In those cases, smaller buildings were located in the rear of the lots and separated by an open court that allows adequate exposure and open space for all dwellings.



SB-9 General Criteria

1

Per State law the development must not require demolition or alteration of any of the following types of housing:

- » Affordable housing for persons or families of moderate, low, or very low incomes
- » Rent-controlled housing
- » Housing which has been occupied by a tenant in the last three years

2

The development must not be located within a historic district or on a historic property site.

3

The development must not allow for the demolition of more than 25 percent of the existing exterior structural walls, unless:

- » A local ordinance so allows
- » The development site has not been occupied by a tenant in the last three years

Application of the Standards

The SB-9 Standards apply to projects seeking to add one or more residential units in RH-1 and RH-1(D) zoning districts.

Projects must meet the objective design standards and all applicable Planning Code requirements.

Guideline Structure: Each standard is described at the top of the page, followed by a sidebar that explains the rationale for the standard, and illustrations that further describe its application. Projects must satisfy all applicable standards.

STANDARD	RATIONALE
<p>S2.1 MASSING: LOT SPLIT MAINTAIN 25' OF OPEN SPACE BETWEEN BUILDINGS</p>	
<p>SB-9 allows single-family zoned lots to be sub-divided so long as the resulting lot split does not result in any lot less than 1,200 square feet in size. In the case a lot split is proposed adequate space shall be provided for exposure, light and open space. Precedents in practice and the Planning Code have maintained 25' as a minimum to ensure the livability of the resulting units and neighboring buildings.</p>	<p>A 25' courtyard allows for quality shared open space.</p>
<ul style="list-style-type: none"> » A minimum 25' separation between the primary facades of the two facing structures shall be provided. » Architectural projections including balconies and bays into the shared court are allowed per Planning Code Section 136 for front yards and setbacks. 	<p>A 25' courtyard allows for quality shared open space.</p>
MEANS	EXAMPLE



STREET VIEW OF A SINGLE LOT DEVELOPMENT WITH THREE UNITS

S

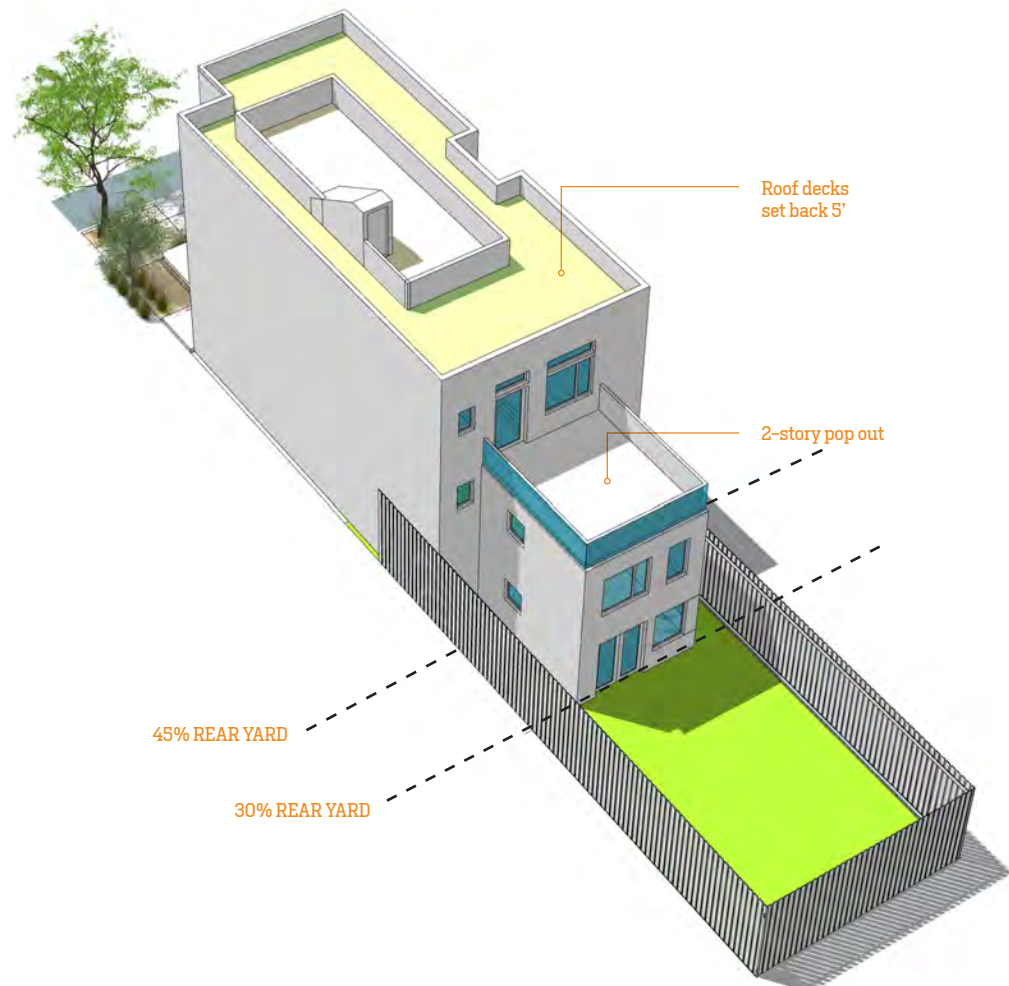
SITE DESIGN

- S1 Massing: Single Lot
- S2 Massing: Lot Split
- S3 Match Lightwells and Side Setbacks
- S4 Roof Decks and Penthouses
- S5 Parking
- S6 Landscape

SI.1**MASSING: SINGLE LOT
SCULPT BUILDING BETWEEN THE 45% AND 30% REAR YARD**

The massing described easily accommodates a building volume that can provide two or three dwelling units with ample open space while maintaining reasonable access to light and mid-block open space to adjacent residents.

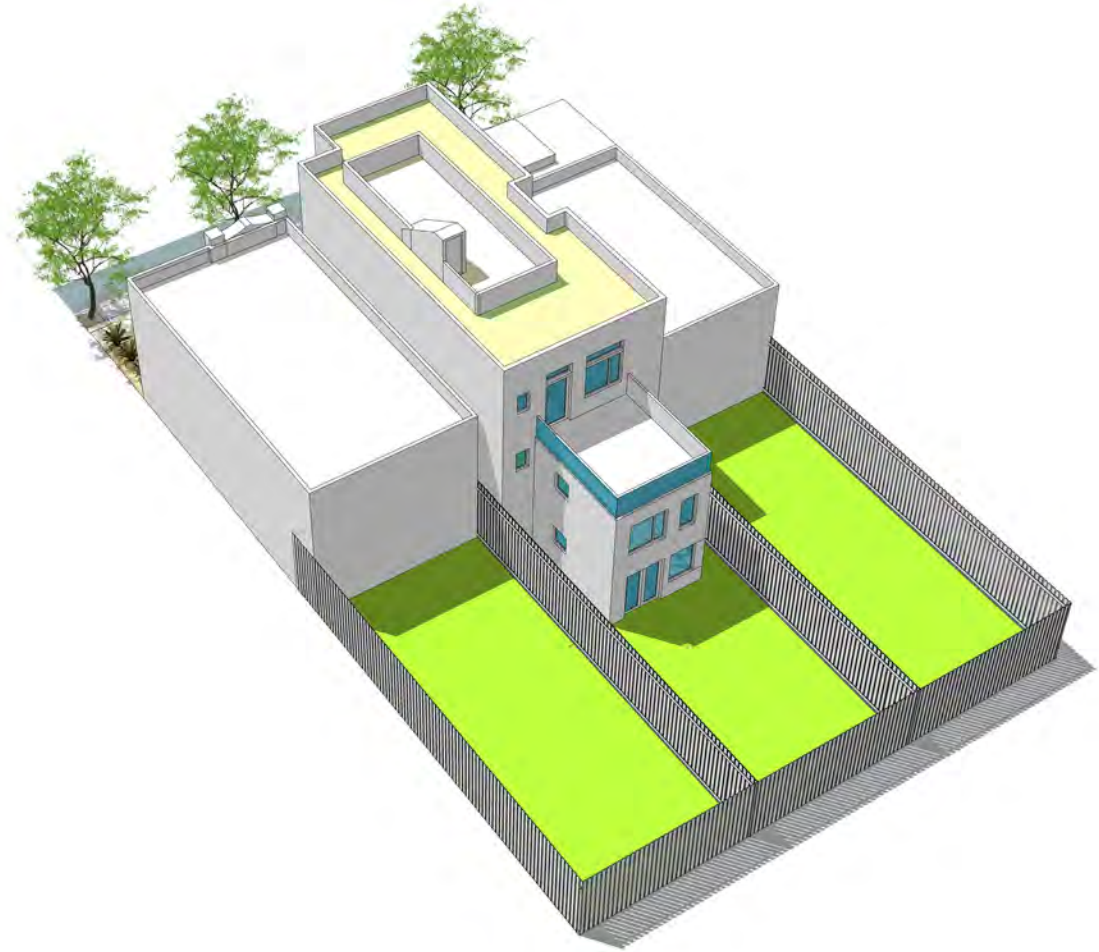
- » Limit the 3-story volume to 45% rear yard line. A two story pop-out with 5' side setbacks may extend to the 30% rear yard line. Rear yard shall be at un-structured grade to allow for in ground planting.



S1.2**UNIT SIZE PARITY**

Providing unit parity ensures that an extreme disparity between an oversized and undersized unit does not result from SB-9 .

- » To ensure reasonable parity between the proposed dwelling units the second unit on the lot may not be less than 800 sq ft.



Rear bird's eye view of three story duplex with ADU in context



Front bird's eye view of three story duplex with ADU in context

S2.1**MASSING: LOT SPLIT
MAINTAIN 25' OF OPEN SPACE BETWEEN BUILDINGS**

SB-9 allows single-family zoned lots to be sub-divided so long as the resulting lot split does not result in any lot less than 1,200 square feet in size. In the case a lot split is proposed adequate space shall be provided for exposure, light and open space. Precedents in practice and the Planning Code have maintained 25' as a minimum to ensure the livability of the resulting units and neighboring buildings.

- » A minimum 25' separation between the primary facades of the two facing structures shall be provided.
- » Architectural projections including balconies and bays into the shared court are allowed per Planning Code Section 136 for front setbacks.



A 25' courtyard allows for quality shared open space.

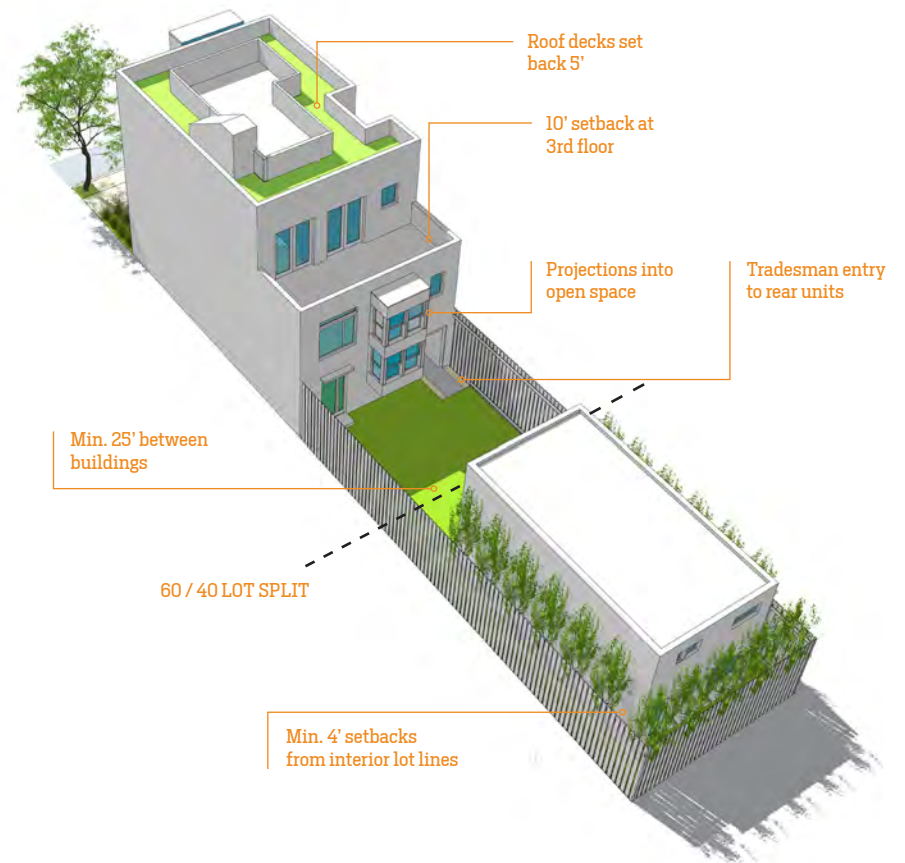
S2.2**LIMIT THE HEIGHT OF THE REAR BUILDING TO 20'**

Limiting the massing of rear buildings preserves light for the open space of the proposed new lots and the adjoining neighbors.

- » The rear building height shall be limited to 20' for all lots measured from grade using the methodology expressed in 260 (a) (1) (C) of the Planning Code.
- » No roof parapets higher than 6" are allowed.
- » Dormers are not allowed on rear buildings above the 20' height limit.



Limiting rear buildings to 20' in height minimizes impacts to neighbors.



Bird's eye view illustrating the primary lot split massing standards.

S2.3**STEP BACK THE UPPER FLOOR OF THE FRONT BUILDING FROM THE REAR**

Stepping back the upper floor in the rear increases exposure and usability of the common shared court. Respecting scale and proportion in the design of buildings help maintain continuity with the existing context.

- » When facing a structure in the rear, the street facing building shall set back a minimum of 10' on the upper floor for the full building width.



The third floor steps back 10' to provide relief to lower building in the rear.

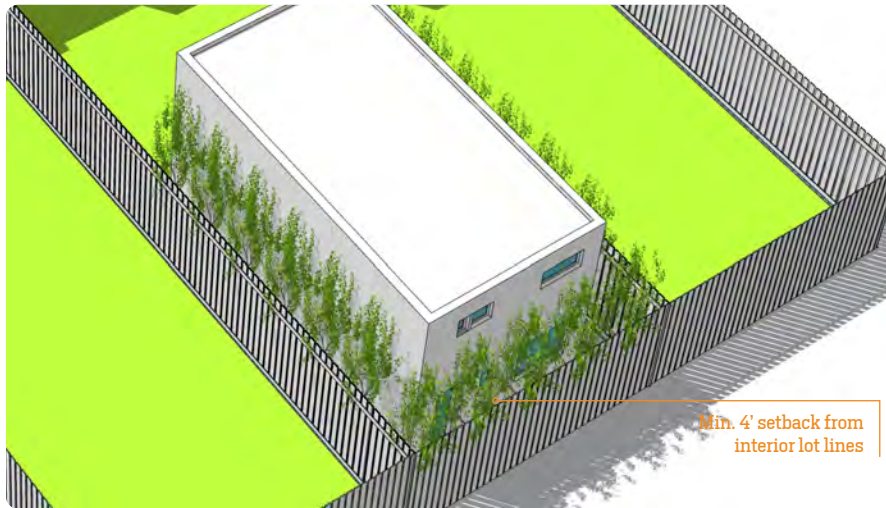


Front bird's eye view of lot split three story duplex with ADU in front and duplex in rear.

S2.4**SETBACK THE REAR BUILDING FROM THE SIDE AND REAR LOT LINES**

Providing a minimal side or rear yard allows for increased unit exposure and reduces privacy impacts to adjacent neighbors.

- » New construction must provide a minimum 4' setback from all interior lot lines for structures located at the rear of the property.
- » Corner properties are not required to have a rear or street facing setback. A side setback facing the internal neighbor is required.



A minimal setback from interior lot lines provides relief to neighbors and additional exposure.

S3.1**MATCH LIGHTWELLS AND SETBACKS**

Side setbacks and light-wells provide light and air to narrow and deep buildings. These qualities should be protected to ensure the future livability and adaptability of these buildings.

- » Match existing lightwells and side setbacks by providing light wells and side setbacks that match existing adjacent conditions by at least 75% of the length and are a minimum of 3' deep. Matching light wells must extend to the lowest portion of the existing building.

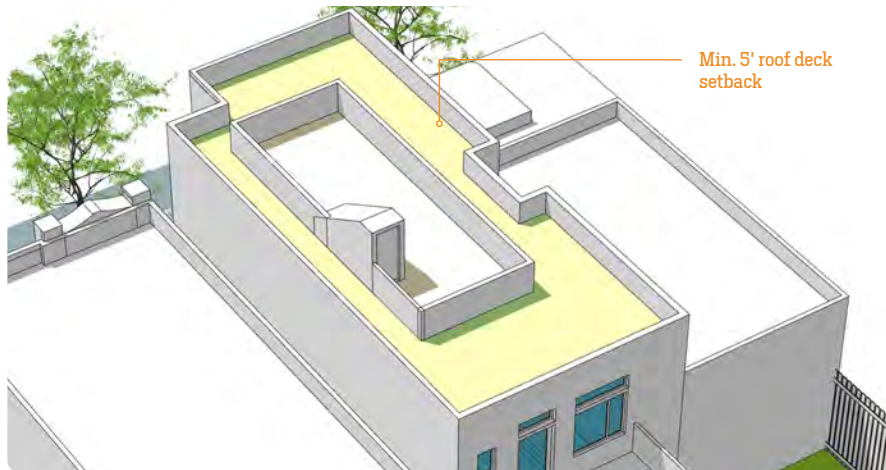


Match adjacent light wells to maximize light to both properties.

S4.1**SET BACK ROOF DECKS AND BALCONIES
5' FROM ALL BUILDING EDGES**

Roof decks by their location create conditions for privacy and noise impacts. Setbacks from building edges help buffer impacts to privacy, noise and light that potentially emanate from roof decks.

- » The occupied area of the roof decks and balconies shall be set back 5' from all building edges. Landscape may be placed in between edge of roof and occupied roof area.
- » Roof decks on the rear structure are not permitted.
- » Stair penthouses are not allowed on rear buildings.
- » Stair penthouses on the front building shall be set back 15' from front building wall; shall be limited to a single penthouse* (roof deck occupancy limit for a single means of egress); and shall be limited to the minimum dimensions (width, headroom height) required by the Building Code.
- » Use translucent or opaque guardrails.



Setting back roof decks minimizes privacy impacts to neighbors.

S5.1**MINIMIZE PARKING**

In order to prioritize housing and encourage public transit parking will be minimized in SB-9 projects.

- » Parking shall be limited to one space per unit.
- » Maximum dimension of parking spaces shall not exceed requirements per Planning Code Section 154.



The parking garage is a secondary feature on the facade.

S6.1**LANDSCAPE SETBACKS**

Landscape reduces runoff, enhances privacy, and provides a soft transition from the public to private realm.

- » All setback and open areas not used for buildings, driveway, pedestrian pathways, utilities, and common open space areas shall be landscaped.
- » Separate driveway from pedestrian paths by a landscaping strip not less than 18”.



Landscaping helps identify the main entry.



Landscaping in the front setback provides a soft transition from the public to private realm.



Separating the tradesman access to rear units by a landscape strip identifies it as a pedestrian entry.



INCREASED LANDSCAPE REQUIREMENTS HELP INTEGRATE DENSER HOUSING INTO EXISTING NEIGHBORHOODS.



STREET VIEW OF A LOT SPLIT DEVELOPMENT IN CONTEXT OF EXISTING DEVELOPMENT.



ARCHITECTURE

A1 Materials

A2 Windows

A3 Entries

A1.2**USE SUSTAINABLE, DURABLE MATERIALS**

Using durable, sustainable cladding materials will help with the integration of larger buildings.

- » The following exterior cladding materials shall not be allowed: Vinyl, plywood, any tropical hardwoods or tropical hardwood wood products as well as virgin redwood or virgin redwood wood products.

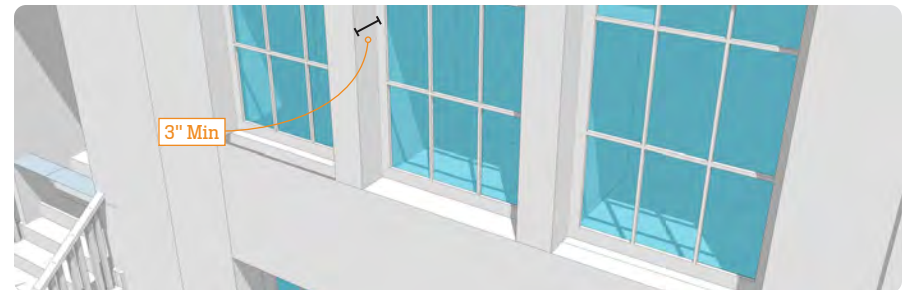


Durable, sustainable materials ensure that cladding will last.

A2.1**USE APPROPRIATE WINDOWS FOR FACADES VISIBLE FROM THE STREET**

The type, material, and detailing of windows is one of the single most important features on a building facade. Selecting and detailing appropriate windows is essential to support the character of neighborhoods throughout the city.

- » Windows for new construction shall provide a minimum of 3" shadow line for facades visible from the street. This may be achieved by one of the following means:
 - A window recess measured from the primary exterior cladding to sash
 - A projecting window measured from the primary cladding to the window sash
 - A sun screen surrounding all sides of the window
- » Detail(s) demonstrating shadow line requirements shall be included in plans.
- » Vinyl windows are not acceptable for facades visible from the street.



The window recess is measured from the sash to the primary cladding material.

A3.1**INCORPORATE PROMINENT ENTRIES**

Entries are the first impression of a residence and their design sets the tone for the entire building. As a transition from the public to private realm they must be given a high priority in the design approach.

- » Entries to multiple units on the street facing lot shall directly face the public right of way.
- » Entries for new construction must be raised a minimum of 3' above grade or recessed a minimum of 3' from the primary building wall.
- » Where ground floor units face a narrow street as described in Planning Code Section 261.1 a canopy projecting a minimum of 18" for the width of the entry may be used instead of a recessed or raised entry.



The width, recess and detailing of this entry identifies it as a primary facade feature.



This raised entry to upper units is the building's main architectural feature, identifying its importance.