



BPR IMPLEMENTATION PLAN

AGENCY: PLANNING DEPARTMENT

Start Date: April 1, 2008 * = Recommendation Group Leader

I. DEPARTMENT SPECIFIC RECOMMENDATIONS

a. Plan Review and Permit Issuance Subcommittee:

- **PR-20b: Separate Cashier Station Records**

Planning Department records – Retain the transaction for obtaining copies through the clerical staff at the Planning Department, providing there is a maximum five business days turnaround.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: TBD

- **PR-31: Separate Tasks at Planning Information Counter**

Separate tasks between telephone duty, intake, general questions, records management, and complaint filing to speed up the lines and ensure better customer service.

Priority: 2

Assigned: Planning: *C. Haw, J. McCormick

DBI: V. Day

Timeline: 6 months

- **PR-32: Handle Triage during Initial Screening at Initial Plan Review Station**

Handle triage during initial screening at the IPR station, to enable better answers, rather than having a customer wait in line, only to be told to come back with proper information.

Priority: 2

Assigned: Planning: *C. Haw, J. McCormick.

DBI: V. Day

Timeline: 2 months

- **PR-32a: Checklist**

Provide checklist for DBI staff to properly check for completeness of submittal.

Priority: 2

Assigned: Planning: *C. Haw, J. McCormick

DBI: V. Day

Timeline: 2 months

Director's Office

1660 Mission Street – San Francisco CA 94103

Office (415) 558-6131 – FAX (415) 558-6225 – www.sfgov.org/dbi

■ **PR-33: Pre-application Meetings with Written Decisions**

Offer pre-application meetings with written decisions by staff for both residential projects, and for larger projects, that include a multi-disciplinary review. The caveat remains that all Planning Department applications are discretionary.

Priority: 1

Assigned: Planning: *J. Ionin

DBI: H. Tom, I. Hasenin

SFFD: B. Mitchell

DPW-BSM: J. Kwong

Timeline: 1 month

■ **PR-34: Task Force – Replacement Windows in Existing Structures**

Form a Task Force with DBI to address: The problems and conflicts with replacement windows in existing structures. Define when and where wood clad windows, vinyl clad windows and aluminum clad windows may be used.

Training is needed for both DBI and Planning Department staff members to provide consistency in interpretations.

Priority: 1

Assigned: Planning: *T. Frye

DBI: T. Greico

SFFD: B. Mitchell

SFRA: T. Ma

Industry: T. Katz (Innovative Windows), J. Ruiz (Rhapsody

Painting), C. Hall (Weather Shield Mfg), J. Schlesinger (AIA)

Timeline: 4 months

■ **PR-34d: Letter of Determination – Conflicts of Existing Property Line Windows**

The conflicts with existing property line windows on adjacent properties where revocable easements have not been recorded and where new construction will obstruct these windows. This will address many cases that currently result in discretionary review filings. This will be resolved in the near future by the Zoning Administrator issuing a letter of determination.

Priority: 3

Assigned: Planning: *T. Frye

DBI: E. Sweeney, T. Greico

SFFD: J. Zari

Industry: L. Cassidy (RBA), T. Sanchez-Corea (ARS)

Timeline: 9 months

■ **PR-34e: “Imminent Collapse”**

The allowable use of “imminent collapse” claimed in demolition permits.

Priority: 2

Assigned: Planning: L. Badiner (review draft)

DBI: R. Lui

SFFD: TBD

Timeline: 2 months

- **PR-34f: Definition of Demolition**

The definition and application of the Planning Department's definition of demolition, to avoid the stopping of work during construction, particularly when there is an increase to the scope of work as a result of damage discovered after obtaining the building permit

Priority: 2

Assigned: Planning: *C. Nikitas

DBI: E. Sweeney

Industry: J. O'Connor (RBA), J. Pollack (SF Garage) [+ other small remodel architect I. Hasenin will provide]

Timeline: 6 months

- **PR-35: Coordinate Notification Requirements**

Coordinate the notification requirements, using a Universal Planning Notification (UPN) process between DBI and Planning Department for those projects that include both demolition and *all notices*.

Priority: 3

Assigned: Planning: *D. Sider

DBI: V. Day

Industry: T. Sanchez-Corea (ARS)

Timeline: 12 months

- **PR-36: Eliminate Delays in Project Reviews**

Eliminate delays in project reviews before notices have gone out, before hold periods begin and hearings occur, as well as after hearings have been completed and drawings are ready to be transferred to DBI.

Priority: TBD

Assigned: TBD

Timeline: TBD

- **PR-37: Average Turnaround Times – 10 Business Days**

Average turnaround times for appointments for conditional use, variance, environmental review applications to be 10 business days.

Priority: TBD

Assigned: TBD

Timeline: TBD

- **PR-52: Improve Coordination**

The need to improve the coordination of Planning Department conditions of approval (results of conditional use, variance, CEQA appeals, discretionary review or other hearings), so they are properly identified with the permit application numbers at DBI during plan review.

Priority: TBD

Assigned: TBD

Timeline: TBD

▪ **PR-53: Additional Third Set of Drawings**

The Planning Department has requested that an additional copy of the approved site permit drawings be retained at the Planning Department to ensure that the drawings processed at the processing station matches the originally approved drawings.

Priority: TBD

Assigned: TBD

Timeline: TBD

TASK FORCES

▪ **PR-51: Conflicts between DBI demolition policy and Planning Department's Discretionary Review Policy**

Conflicts between DBI demolition policy and Planning Department's Discretionary Review Policy regarding the definition of demolition, Discretionary Review Policy regarding the definition of demolition, substantial alteration, replacement building, etc.

Priority: TBD

Assigned: TBD

Timeline: TBD

A task force is to be created with representatives from each Commission to evaluate and recommend changes to eliminate conflicts.

b. Inspections Subcommittee:

▪ **IS-45: Street Vaults**

Resolve street vaults' conflicts/issues with DB, Planning Department, Office of the City Attorney and PG&E

Priority: 2

Assigned: DBI: TBD

Planning: TBD

Industry: * J. Schlesinger (AIA), J. O'Connor (RBA), J. Pollard (SFGC)

PG&E: TBD

City Attorney:

Timeline: 4 months

▪ **IS-46: Garage Door Permit Process**

Streamline garage door permit process (DBI and Planning Department).

Priority: 4

Assigned: Industry: *J. Pollard (SFGC)

DBI: D. Green, M. Putra

Timeline: 6 months

II. RECOMMENDATIONS FOR REVIEWING DEPARTMENTS AND AGENCIES

a. Plan Review and Permit Issuance Subcommittee:

▪ **PR-1: New Permit Center**

New Permit Center on one or two floors for all agency review; perhaps at a new building location in the future.

Priority: 1

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 3 months.

Provide progress report in 3 months.

▪ **PR-2: Initial Staff Must Be Familiar with the Whole Process**

Initial staff contact must be familiar with the whole process – identify needs for permit and give consistent answers.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-2a: Frequent Regularly Scheduled In-House Training for All Staff**

Provide more frequent regularly scheduled in-house training to improve knowledge base of all staff and improve consistency of interpretations. These trainings should be hands on and job specific.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-2b: Improve Recruiting and Hiring Policies**

Improve recruiting and hiring policies to improve technical expertise.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

▪ **PR-2c: Increase Written Policies and Procedures**

Increase written policies and procedures for plan reviewers.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 15 months

▪ **PR-3: Nametags**

All staff at all agencies to have nametags.

Priority: 4

Assigned: DBI: *V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 4 months

▪ **PR-4: Task Force: More Quality Control**

Provide more quality control throughout review process.

Priority: 3

Assigned: DBI: *R. Lui, V. Day, S. McNulty

Industry: John Pollard (SFGC), Simon Kwan

Union: TBD

Timeline: 5 months

5 months to form a task force to define quality control. Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-7d: Inform Customer of Average Turnaround Time**

Provide a mechanism to inform the customer of the average turnaround review time (How long it will take for a plan reviewer to start looking at a set of plans when the application is submitted today).

Priority: 1

Assigned: DBI: *R. Lui

Timeline: 12 months

▪ **PR-9: Better Internal Communications**

Provide better internal communications among staff, between divisions and between agencies.

Priority: 1

Assigned: DBI: *B. Strawn

Timeline: 2 months

▪ **PR-9a: Cross Training between Divisions and Departments**

Provide cross training between divisions and departments.

Priority: 2

Assigned: DBI: *S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi

Timeline: 12 months

DBI to develop policy and procedures on formal process.

▪ **PR-10a: Parallel Plan Review Process for All Projects**

Make parallel plan review process available for all projects.

Priority: 1

Assigned: DBI: *V. Day, R. Lui

Timeline: 1 month

Parallel process past Planning Department review/approval. Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-10b: Multi-agency Notification**

Within the parallel plan review process, provide multi-agency approach to notify customers of general information, pre-application conferences, plan review and plan check comments.

Priority: 2

Assigned: DBI: *V. Day, R. Lui

Timeline: 6 months

Use AB-52 as a reference to develop process. Requires additional staffing and higher fees to provide this higher level of service.

▪ **PR-12a: General Information and Other Customer Services Online**

..for the customer to access general information and other customer services online.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

▪ **PR-12b: Online Fee Estimation Calculation**

Provide online fee estimation calculation.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

▪ **PR-12c: Submittal Guidelines and Checklists**

Provide permit application submittal guidelines and checklists, including clear written process for permit application and review.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 9 months

Requires additional staffing and higher fees to provide this higher level of service.

Reference PR-14, PR-15, PR-15a.

▪ **PR-12d: Department Organizational Charts, SFRA Maps Online**

Provide a comprehensive organizational chart for each agency – Planning Department, DPW-BSM, DBI, SFFD, MOD, SFRA, SFPUC, DPH, etc. Help guide people on how to connect to the correct information and city staff resource. Include SFRA jurisdiction maps to be available online to all.

Priority: 2

Assigned: DBI: *I. Hasenin, P. Herrera

Timeline: 6 months

▪ **PR-12e: Automated Notifications**

Provide automated notification of customers including via email.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

▪ **PR-14: Submittal Guidelines and Checklist - Online**

Create permit application submittal guidelines, checklists from each department and make them available online and in hard copy.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 9 months

Reference PR-12c, PR-15, PR-15a

- **PR-15: Improvement of Incoming Quality of Work**

Demand an improvement to the quality of work coming in. Follow the lead of other cities (“If not good enough or missing info, come back when you are ready.” “If we are raising the bar for ourselves, we are also raising the bar for our customers.”)

Priority: 2

Assigned: DBI: *V. Day

Timeline: 9 months

Reference PR-12c, PR-14, PR-15a.

- **PR-15a: Submittal Guidelines and Checklist - Online**

Guidelines and checklists should be available in hardcopy and online.

Priority: 2

Assigned: DBI: *V. Day

Timeline: 9 months

Reference PR-12c, PR-14, PR-15.

- **PR-15b: Proposed Policies Not Retroactive**

Technical policies not retroactive. Proposed changes to proposed technical policies are to be discussed with industry and staff. Notice will be given before implementation.

Priority: 2

Assigned: DBI: *I. Hasenin, V. Day, R. Lui, S. McNulty, J. Hallisey, N. Taniguchi

Timeline: 6 months

DBI to develop policy and procedures on formal process.

- **PR-24c: All Applications and Forms to be Electric**

All applications and forms are to be electronic, so they may be entered into PTS.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

- **PR-24d: Tracking System for Comments, Answers, etc.**

Track staff comments, answers, determinations, requirements, etc. Tie tracking system to PTS.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

- **PR-24e: Access to Assessor's Office Database**

Provide better access to Assessor's Office database to cover all address issues and access to other city agencies' databases.

Priority: N/A

Assigned: Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee.

TASK FORCES

- **PR-21: Task Force: Database of City Buildings, including easements.**

Create a database of city buildings, including easements.

Priority: N/A

Assigned: DBI: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi
Automation Subcommittee

Timeline: N/A

Establish Task Force to monitor and make correction, meet quarterly, conduct customer surveys annually.

- **PR-22: Task Force: Re-evaluate and Continue to Improve**

Re-evaluate and continue to improve the process beyond what is established as a result of the BPR process.

Priority: 2

Assigned: DBI: S. McNulty, V. Day, R. Lui, J. Hallisey, N. Taniguchi

Timeline: Long-term

Establish Task Force composed of city staff and stakeholders to meet on continuing basis to continue evaluation of process for purpose for improvements.

b. Inspections Subcommittee:**▪ IS-1: Centralize and automate inspection scheduling**

Centralize and automate inspection scheduling for all disciplines, with option to contact inspector through: a) Integrated Voice Recognition System (IVR); b) Online / website; and, c) In-person

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Provide detailed plan in 3 months. Being addressed by the Automation Subcommittee. Reference A-15.

▪ IS-2: Create hybrid scheduling system

Create hybrid scheduling system, partly automated for inspection time slots with supervisors allocating assignments day of, to sustain needed flexibility (inspector calls to confirm).

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Provide detailed plan in 3 months. Being addressed by the Automation Subcommittee. Reference A-15.

▪ IS-3: Screen types of inspections

Automated system to screen types of inspections; identify how many of what types are needed on any given day. (Different inspections require varying lengths of time.)

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Reference PR-13a, A-15.

▪ IS-4: Assign time slots

New system must have ability to assign time slots/hours for coordinated inspections among all agencies.

Priority: N/A

Assigned: DBI: *S. McNulty, H. Nekkanti

Industry: J. O'Connor (RBA), T. Sanchez-Corea (ARS), M. Hamman
Automation Subcommittee

Timeline: N/A

Being addressed by the Automation Subcommittee. Reference A-15.

- **IS-7: Inspection Turnaround Time**

Inspection turnaround time. Goal is one business day to two business days, implemented in two-stage process: a. Immediate goal: two business days from time when call is received.

Priority: 1

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi

Timeline: 1/02/09

Requires additional staffing and higher fees to provide a higher level of service.

Provide analysis of 48-hour. Assess staffing levels, January 2009. Reference IS-8, IS-9, IS-10, IS-16.

- **IS-7a: Inspection Turnaround Time**

Long-term goal: one business day from time when call is received.

Priority: 1

Assigned: DBI: *I. Hasenin, J. Hallisey, R. Lui, S. McNulty, V. Day, N. Taniguchi

Timeline: 1/02/09

Requires additional staffing and higher fees to provide a higher level of service.

Analyze 48-hour turnaround prior to implementing this goal.

TASK FORCES**▪ IS-8: Response time**

All city agencies to adhere to response time, hours and methods of inspections.

Priority: 2

Assigned: DBI: *S. McNulty

DPW-BSM: B. Moy

Industry: J. Pollard (SFGC), H. Karnilowicz (OE), Webcor

Timeline: 6 months

6 months to establish Task Force. Reference IS-7.

▪ IS-39: Special task forces

Special task forces are required to develop and implement the following recommendations: Have only two final copies of plans with approvals/sign-offs from all city reviewing agencies; client responsibility to obtain all required signatures. Establish criteria and policies.

Priority: 3

Assigned: DBI: *R. Lui

Timeline: 6 months

6 months to establish Task Force.

▪ IS-40: Job card

Update and revise job card.

Priority: 3

Assigned: DBI: *S. McNulty, N. Friedman

Industry: J. O'Connor (RBA), J. Schlesinger (AIA), T. Sanchez-Corea (ARS), H. Karnilowicz (OE)

Timeline: 6 months

6 months to establish Task Force.

▪ IS-43: Pre-construction meetings

Develop specific work scope conditions requiring pre-construction meetings with DBI, DPW, and other required agencies.

Priority: 3

Assigned: DBI: *S. McNulty

Timeline: 6 months

6 months to establish Task Force.