



SAN FRANCISCO PLANNING DEPARTMENT

MEMO

RECORD ID: 2017-014010CRV

DATE: January 10, 2018

TO: Members, Historic Preservation Commission

FROM: Thomas DiSanto, Director of Administration

Deborah Landis, Deputy Director of Administration

RE: FY 2018-20 Budget – Proposed Budget & Work Program

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Introduction

This memo provides the proposed FY2018-19 and FY2019-20 revenue and expenditure budget for the Department, high-level work program activities, and scheduled dates when budget items will be discussed with the Commissions during the budget process. The work program discussed below may change over the coming weeks to incorporate additional changes the Department wishes to make and feedback from the Planning and Historic Preservation Commissions. The budget will continue to be adjusted throughout the budget cycle, which ends with the Board of Supervisors passing the budget for the next two fiscal years in late July.

Please let us know if you would like any additional information at any time during this process by contacting Deborah at 575-9118 or Deborah.Landis@sfgov.org.

Departmental Overview

The Planning Department continues to experience high demand for our services. After years of unprecedented growth, we are in the second year of leveling off of work at this all-time high. The Department's work has become even more challenging and critical to the future of the City. We are cognizant of the need to be vigilant in protecting the character of the City by making San Francisco the world's most livable and urban place – environmentally, economically, socially and culturally.

Mayoral Directive

Executive Directive 17-02 charged the Planning Department with submitting a plan for the Mayor's consideration by December 1, 2017 outlining process improvement measures to enhance Planning's regulatory and development review functions in order to streamline the approval and construction of housing in San Francisco. While the Planning Department has limited control over the market demand for housing,

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Planning does play a considerable role in determining housing supply. Planning's focus has been and will continue to be expanding housing opportunities for all San Franciscans.

During the current fiscal year, Planning conducted a Department-wide review of all processes and procedures. This holistic review, coupled with responsive policy and administrative and technology-based improvements, will allow more time and attention to be spent on the critical planning issues that are most in need of attention – housing production chief among them. In the proposed budget years, Planning will continue to work to streamline procedures internally and with the entire San Francisco community.

New Home in 2020

One major upcoming event that impacts the Department's budget in FY19-20 is the upcoming move from 1650 Mission to 49 South Van Ness, scheduled for April 2020. The Department is already working with other City departments to create a one-stop permit center in the new location as well as to have a functional setting for staff and customers to interact. Budget details will continue to evolve over the next year. This budget includes some placeholder estimates for that move based on currently available information.

Planning Case & Building Permit Volume Trends

The unprecedented double-digit year-over-year volume growth in building permits and planning applications appears to have leveled off. Last fiscal year saw a drop in Planning applications while building permits increased. In the current fiscal year, building permits are once again projected to be high, and Planning applications appear to be holding steady. Through the end of December a total of approximately 8,000 permits and planning and enforcement cases have been filed with the Department. If this trend continues for the second half of the year, the Department projects an overall volume increase of 2% from the prior fiscal year, with revenue to remain stable at prior year levels.

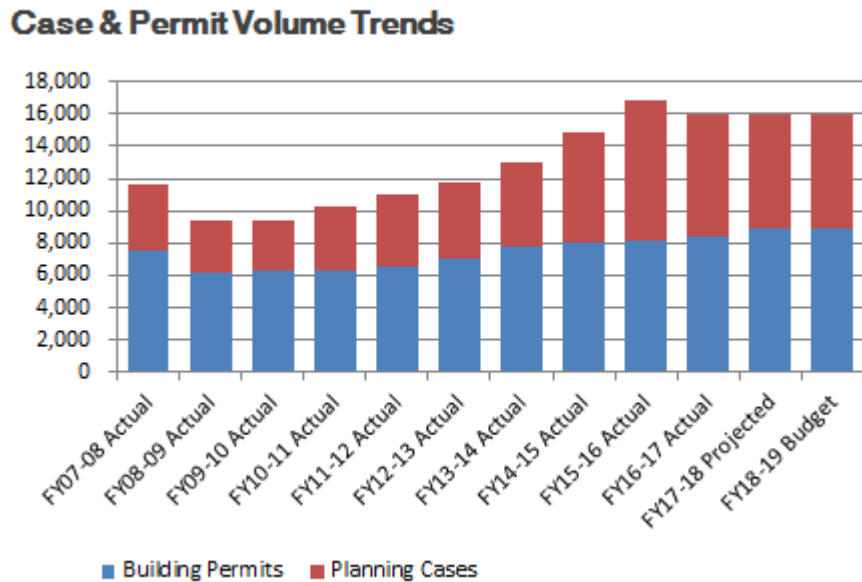
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This table summarizes the Department’s Permit, Application, and Enforcement volume of the past two years with projections for the current year.

Volume Summary*		FY15-16 Actual	FY16-17 Actual	FY17-18 Projection**	Percent of Total
Building Permits		8,109	8,441	8,872	54.4%
Miscellaneous Permit		2,341	2,100	2,086	12.8%
Enforcement		1,406	1,575	1,468	9.0%
Planning Cases		4,925	3,865	3,870	23.7%
Total		16,781	15,981	16,296	100.0%

*Excludes PRJ, PRL, and STR records from PPTS
 **Based on PPTS volume reports through December 31, 2017

The graph below shows the actual building permit and case volume trend from FY07-08 through FY17-18, and the projected volume in FY18-19.



Sustainable San Francisco

Mayor’s Budget Instructions

On December 6, 2017, the Mayor’s Office released the budget instructions for FY2018-20. At that time, the Mayor’s Office projected that the City’s General Fund will have a shortfall of \$262M over the next two fiscal years based on estimated revenues and current staffing levels. Assumptions feeding the Mayor’s Office Five Year Projection

include a strong economy with slowing revenue growth, health benefit and pension cost increases, and across-the-board CPI increases. Employee costs are the largest driver of projected deficits. Given this, the Mayor’s Office instructed departments to reduce General Fund Support by 2.5% in each year and not to grow employee counts.

Most of the Planning Department’s operations are funded through the revenue collected from application fees and building permit reviews, which means the Department historically receives very little General Fund Support (GFS). The Mayor’s Office GFS reduction target to all departments of 2.5% in both FY18-19 and FY19-20 translates to \$95,151 in FY18-19 and an additional \$95,151 in FY19-20 for the Planning Department. Departments that are mostly self-supporting, such as Planning, were asked to absorb all known cost increases.

The Mayor’s Office budget instructions included direction to continue responsible fiscal policies. These include building the City’s reserves, limiting on-going cost growth, and funding strategic one-time investments.

Revenue & Expenditure Proposed Budget Summary

Revenues

The table below summarizes all of the Department’s revenue sources across the Department’s operating, project, grant and special revenue funds.

Revenues (All Funds)	FY17-18 Adopted Budget	FY18-19 Proposed Budget	FY19-20 Proposed Budget
Charges for Services	\$43,787,122	\$43,518,378	\$45,528,490
Grants & Special Revenues	\$1,875,000	\$2,550,000	\$1,250,000
Revenue from Office of Community Investment & Infrastructure (OCII)	\$41,245	\$42,326	\$42,326
Development Impact Fees	\$5,093,618	\$1,549,312	\$1,168,754
Expenditure Recovery	\$1,120,332	\$2,021,138	\$2,371,516
General Fund Support (GFS)	\$2,584,044	\$4,160,783	\$5,139,241
Total Revenues	\$54,501,361	\$53,841,937	\$55,500,327

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Because future budgets rely on current year Operating Fund revenue projections to create future fiscal year projections, the Operating Fund revenues are listed for you in the following table.

Revenues (Operating Fund)	FY17-18 Adopted Budget	FY18-19 Proposed Budget	FY19-20 Proposed Budget
Charges for Services	\$42,374,398	\$42,784,683	\$42,168,462
Revenue from Office of Community Investment & Infrastructure (OCII)	\$41,245	\$42,326	\$42,326
Expenditure Recovery	\$1,120,332	\$2,021,138	\$2,371,516
General Fund Support (GFS)	\$1,024,573	\$1,589,634	\$1,952,622
Total Revenues	\$44,560,548	\$46,437,781	\$46,534,926

Charges for Services

With six completed months in the current fiscal year, the Department is projecting a planned-for revenue budget shortfall of (\$2.4M) in the Operating Fund. The expected budget to actual revenue shortfall is due to having budgeted some deferred credit in the current year. While this is a shortfall compared to budget, this is Planning's second-highest year for fee revenue ever. The current year's projected Operating Fund fee revenue, based on the first six months, is expected to be \$39.5M as compared to last year's \$40.0M. The current year's projected actual revenue reflects a citywide trend of plateauing revenue growth.

Looking forward to next fiscal year's revenues, the Department's budgeted fee revenue in all funds is anticipated to decrease by (\$0.3M), or (0.6%), in FY18-19 from the FY17-18 budget for the following reasons:

1. The continuance of projected actual Operating Fund fee revenue levels currently being realized in FY17-18, currently estimated at \$39.5M, holding steady into FY18-19;
2. An automatic 3.14% Consumer Price Index (CPI) adjustment to all fees in FY18-19, authorized under the Planning and Administrative Codes;

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3. An increase of \$200,000 for Accessory Dwelling Unit review fees; and
4. Bringing approximately \$1.8M of deferred revenue into the budget.

The Department's fee revenue is anticipated to increase by \$2.0M, or 4.6%, in FY19-20 from the FY18-19 budget for the following reasons:

1. The continuance of projected actual Operating Fund fee revenue levels currently being realized in FY17-18, currently estimated at \$39.5M, holding steady into FY18-19;
2. An automatic 3.14% Consumer Price Index (CPI) adjustment to all fees, authorized under the Planning and Administrative Codes; and
3. Bringing \$2.3M of deferred revenue into the budget.

Grants

The Planning Department and partner City agencies continue to actively pursue grant funds to support planning, civic engagement, public realm innovations, transportation planning, and historical preservation.

This spring, we will submit more than \$2.5 million in requests for funding from State Senate Bill 1, regional Priority Development Area federal funds, and State Caltrans funds. Our grant writing efforts will focus on the connection of equitable growth of housing and jobs to transportation and planning for climate change and sea level rise. The Department will also continue to work closely with other City agencies to identify and pursue funds for the capital implementation of our planning work.

Our achievements in winning grants are significant in both the grant dollars generated and in the successful demonstration of interagency collaboration. Grant funds supplement other City funding sources and implement projects that might otherwise not go forward. In addition, as funders look to increase the impact of their investment, these joint efforts make San Francisco more competitive among applicants and ultimately provide more benefits to City residents.

Attachment III lists the department's current and projected FY18-19 portfolio of Federal and State & Local grants.

Other Revenue and Fees

The Department will receive a small percentage of anticipated development impact fees that will be collected in FY18-19 and FY19-20 in order to recover costs associated with administering various development impact fee processes and programs and carry out specific projects, estimated at approximately \$1.1M ongoing costs in each year. FY18-19

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also has \$400,000 budgeted for the quinquennial (every five years) nexus study and an impact fee calculator project.

The Department's expenditure recoveries from services the Department provides to other City and County agencies is anticipated to increase by \$900k in FY18-19 due to expanded environmental review work with the airport (estimated at \$425k), waterfront visioning work with the Port (estimated at \$100k), and Sea Level Rise work with various departments (estimated at \$500k) offset by multiple minor decreases in other work orders. The recovery budget is expected to remain steady in the second fiscal year.

General Fund Support (GFS)

The base budget is the budget from which we begin all adjustments. The GFS base dollar figure is automatically calculated by the budget system. The Department's GFS of \$4.2 Million in FY18-19 meets the Mayor's budget instructions of a 2.5% target reduction. The Department has also been able to meet the 2.5% target reduction in FY19-20. The FY18-19 base budget has a GFS of \$4.3M. Based on that, we have decreased GFS in each fiscal year by \$95,151 or, 2.5% of GFS.

Expenditures

The table below summarizes the Department's expenditure uses in the Department's operating, project, grant and special revenue funds.

Expenditures (All Funds)	FY17-18 Adopted Budget	FY18-19 Proposed Budget	FY19-20 Proposed Budget
Salary & Fringe	\$33,989,545	\$37,284,648	\$39,694,630
Overhead	\$774,176	\$774,176	\$774,176
Non-Personnel Services	\$6,091,945	\$4,226,758	\$4,888,218
Materials & Supplies	\$472,717	\$451,407	\$657,107
Capital Outlay & Equipment	\$346,783	\$311,717	\$0
Projects	\$6,760,793	\$4,589,633	\$2,893,610
Services of Other Departments	\$6,065,402	\$6,203,598	\$6,592,586
Total Expenditures	\$54,501,361	\$53,841,937	\$55,500,327

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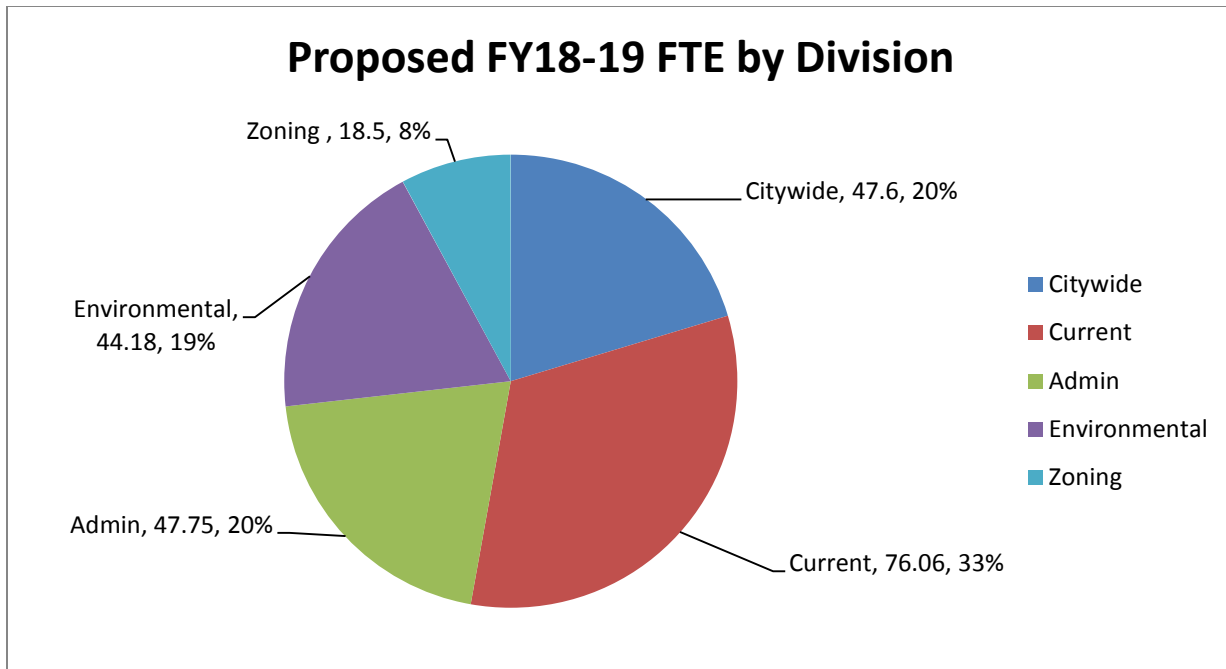
Salary & Fringe

Salary and fringe expenditures for department staff continue to be the most significant portion of the Department's overall expenditure budget representing 69.2% of all expenditures in FY18-19 and 71.5% in FY19-20. Staff salary rates are projected to increase by 3% in FY18-19. Fringe rates, which include retirement, health care, and social security, among other items, increase by \$1.4M in FY18-19 and by another \$900k in FY19-20.

The Department expects to increase its FTE count from the FY18-19 base budget of 233.32 FTE by 0.77 FTE to 234.09. The department intends to add one new, revenue-neutral Planner III position. Accessory Dwelling Units (ADUs) and Legalizations are expected to increase by an estimated 25%, bringing in approximately \$200,000 more than current-year levels. The budget system is not open to departments at the time of writing this memo. The FTE count will vary slightly once the budget system is active due to automated calculations relating to staffing costs.

In addition to this FTE change, the Department is proposing to repurpose one existing off-budget position. One Planner III position will become a Planning Information Center (PIC) position. Finally, some reassignments between divisions took place in the current year that are reflected in the budget year. Most notably, four CEQA-related historic preservation positions shifted from Current Planning to Environmental Planning.

The chart on the following page shows a breakdown of the Department staffing levels (as Full-Time Equivalent positions, or FTEs) by division in FY18-19. As a reminder, FTE is different from headcount. The FTE counts in this table will vary from Work Program FTE allocations by the amount of attrition savings associated with each division.



Overhead

No major changes are anticipated with overhead, which are the County-Wide Cost Allocation Plan (COWCAP) expenses for costs incurred by the central service departments in administering and providing support services to all City departments.

Non-personnel

Non-personnel expenditures, which include professional service contracts, technology licenses, advertising, and postage, among other items, are anticipated to decrease in FY18-19 from FY17-18 to keep budgeted spending in line with projected revenue. One item to note in this area of expenditure is that ongoing storage costs for the Department's Permit & Project Tracking System will increase once DBI goes live in fall of 2018. The Department expects to see high one-time costs relating to portions of the move from 1650 Mission to 49 South Van Ness in FY19-20, currently estimated at just under \$450,000 for moving company costs, which are detailed beginning on page 12.

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The table below highlights contracts budgeted in FY18-19 and FY19-20.

Non-Personnel Expenditures: Contracts	FY18-19 Proposed Budget	FY19-20 Proposed Budget
Sea Level Rise Adaptation Plan	\$550,000	\$550,000
Waterfront Visioning and Coordination	\$100,000	\$100,000
ConnectSF – Transportation Element (CEQA and technical assistance)	\$150,000	\$50,000
Transportation Network Company Research	\$100,000	\$0
Wind Meteorological Data Update	\$139,000	\$0
Support for Environmental On-Call Contracts	\$100,000	\$0
Ethnic-Themed Historic Context Statements	\$45,000	\$0
Housing Strategy-Toolkit Technical Analysis	\$150,000	\$0
Housing: Density Bonus-Plan Areas	\$75,000	\$0
Archeological Records Search at NWIS and Geo-Archeological Mapping	\$35,000	\$0
CEQA review for Historic Preservation Review Backlog Support and Public Projects	\$100,000	\$0
New Finance Tools (Hub CFD Creation)	\$0	\$75,000
Citywide Historic Survey	\$125,000	\$125,000
Hub EIR	\$500,000	\$500,000
Fee Study	\$0	\$150,000

Materials & Supplies

Materials and supplies costs are anticipated to remain relatively steady in FY18-19, with a slight decrease of \$20k. The department anticipates high one-time costs of materials and supplies in FY19-20 related to the move from 1650 Mission to 49 South Van Ness. For example, the new building will not have any land-lines for phones, instead using the internet to provide telephone service for the entire building. That will require

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Planning to spend nearly \$120,000 on new phone equipment. Costs related to the new building are detailed on the following page.

Capital, equipment, and projects

Departmental capital and equipment costs will fund technology infrastructure needs for basic business operations and include a request for one vehicle, to be used by the Enforcement team and to be funded by enforcement revenue.

One-time budget for project expenditures is anticipated to decrease by (\$2.2M) in FY18-19 compared to FY17-18 and decrease by another (\$1.7M) in FY19-20. Most project funding is related to special funds, such as IPIC or grants, that will begin or end in the upcoming fiscal years. The major shifts between the current year and the budget year are a decrease from \$3.8M of one-time funding for the RAB project and an increase in nearly \$1M of grant revenue.

Services of other departments

Services of other departments, which include rent the Department pays on its office space, the City Attorney legal services, and citywide technology support, is anticipated to increase by approximately \$140k in FY18-19 based on the cost estimates of work Planning requests to be performed by those departments. This number will change as the budget system is opened and as other departments provide their cost estimates to Planning. There will be a large, ongoing increase in rent in FY19-20 when the Department moves from 1650 Mission to 49 South Van Ness. That initial increase is estimated at \$500,000 in FY19-20 and at an additional \$1.5M in following years.

49 South Van Ness expenses

With the move to a new building scheduled for April 2020, this year’s proposed budget includes some estimated costs in FY19-20. The Department expects that these costs will change as the move date gets closer and more detailed information is available. The FY19-20 budget includes the following estimated expenses related to 49 South Van Ness.

49 South Van Ness New Costs	FY19-20 Proposed Budget	Notes
General Move Cost	\$212,500	Calculated at \$850 per employee for 250 people
IT Move Cost	\$240,000	\$80 per square foot for 3,000ft
New Telephones	\$116,000	Voice Over Internet Protocol (VOIP)
Additional Rent (Ongoing)	\$500,000	For Q4 of FY19-20, will increase in FY20-21
Additional Department of Technology Costs (Ongoing)	\$126,000	Estimate for disaster recovery, more additional costs expected
Total	\$1.2M	

Capital Planning Request

The Department anticipates submitting one Capital Planning request for \$1.75M of continuing support on resiliency and sea level rise work. This funding request will cover implementation of San Francisco’s Sea Level Rise Action Plan, which plans for and ensures the long-term reliability and resilience of the City’s waterfront development, public spaces, communities, and infrastructure. The major components this request are to fund a Risk Assessment at \$650,000, an Adaptation Plan at \$800,000, and Communications and Engagement at \$300,000. Capital Planning requests will be vetted by Capital Planning staff and the Capital Planning Committee as part of the Citywide budget process.

Proposed Division Work Programs

The Work Programs for each Division are detailed in the following pages.

Current Planning Division Work Program

Jeff Joslin – Director of Current Planning

Current Planning staff helps shape the physical development of the City. Planners are responsible for guiding projects through the building permit and land use entitlement process to ensure compliance with the San Francisco Planning Code, San Francisco’s General Plan, zoning regulations, and relevant design guidelines. Planners are responsible for reviewing project applications, processing Neighborhood Notifications for changes of use and residential expansions, implementing the historic preservation work program, and operating the Planning Information Center.

#	Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	Application Review & Processing	41.75	45.08	45.31
2	Historic Preservation	14.60	10.60	10.60
3	Public Information	9.08	9.25	9.25
4	Process Maintenance & Improvements	2.51	2.51	2.51
5	Management & Administration	9.39	9.95	9.95
	Total	77.33	77.39	77.62

Overall, Current Planning staffing is proposed to maintain the same level in the next fiscal year, as a result of internal reassignments of positions between divisions and the addition of one new FTE that is proposed to manage a large number of Accessory Dwelling Unit permits, as well as other legalization requests; both the result of recent legislation which are contributing directly to housing unit production. We continue to see modest staff time dedicated to our Permit and Project Tracking System (PPTS) ongoing process support and system refinement, with continuing additional systems advancements anticipated. Given the ongoing development environment, staffing of application review and processing, including preservation review dominates the Division’s budget and increases in staffing.

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Application Review and Processing

The FY18-19 proposed Current Planning work program continues to emphasize application review, with 54% of the total Current Planning staffing assigned to this function. There has been a steady increase of applications over the past three years. The Department expects these application volumes to remain steady through FY18-19. Ongoing application delays will continue to be addressed through prior year temporary hires and ongoing process improvements.

Historic Preservation

The historic preservation work program is proposed to remain generally stable with continued work in preservation survey programs (including the Citywide Historic Survey), preservation-related CEQA case work, preservation applications, Landmark and historic district work, preservation-specific legislation coordination, preservation project review meetings, preservation enforcement, and other special projects. No new permanent preservation positions are proposed. Ongoing support for the emerging and expanding Citywide Survey work will result from intern and consultant requests: no new permanent positions are requested at this time.

Modifications to the FY17-18 work program and reflected in the table include shifting 4.0 FTE under Preservation-Related CEQA work from Current Planning to Environmental Planning. The shift reflects improvements in the internal reporting structure of Preservation Planners solely responsible for CEQA-related preservation work and does not affect budgeted FTE. The remaining 3.00 FTE reflects similar work prepared by Quadrant-based Preservation Planners. Special Projects included in the 1.50 FTE include drafting a Comprehensive Historic Design Guidelines document, Department website updates, Mills Act Administrative activities, and interdepartmental coordination on City-sponsored projects such as Better Market Streets and the Civic Center Public Realm Plan.

Proposed funds for additional survey contracts were applied towards other documentation and public outreach efforts including, illustrated Landmark District walking tours, professional copy-editing services for the African American Context Statement, and funds to hire consultants to initiate preparation of the LGBTQ Cultural Heritage Strategy. The remaining funds for the strategy are proposed through a Historic Preservation Fund Committee Grant. At the HPC's request the Department will give a status update on the Citywide Survey in late February or early March. At this time the Getty Conservation Institute continues to provide access to its project team free of charge while the survey methodology and data collection pilot are under development.

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The Department is currently negotiating an MOA with the Getty Conservation Institute for services to complete the survey. The Department’s commitment within the draft MOA includes \$125,000 in each of the proposed fiscal years.

#	Historic Preservation Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	Preservation Survey Programs	1.50	1.50	1.50
2	Preservation-Related CEQA Case Work	7.14	3.00	3.00
3	Preservation Applications	1.53	1.53	1.53
4	HPC Work Program	1.00	1.00	1.00
5	Community-Sponsored Designations	0.15	0.15	0.15
6	Preservation-Specific Legislation Coordination	0.30	0.30	0.30
7	Preservation Project Reviews	1.00	1.00	1.00
8	Special Projects	1.50	1.12	1.12
9	Legacy Business Program & Cultural Initiatives	0.49	1.0	1.0
	Total	14.60	10.60	10.60

Other Historic Preservation resources:

#	Project/Program	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	CEQA Review for Historic Preservation (FY18-19 also includes public projects)	\$75,000	\$100,000	\$0
2	Additional survey contracts	\$150,000	\$125,000	\$125,000
3	CLG (state OHP) grant	\$45,000	\$45,000	\$45,000
4	FOCP Preservation Library Grant	\$1,200	\$1,200	\$1,200
5	African American Civil Rights Grant	\$50,000	\$0	\$0
6	LGBTQ Cultural Heritage Strategy	\$0	\$50,000	\$0
	Total	\$321,200	\$321,200	\$171,200

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Public Information

The proposed work program shows an increase in staffing at the PIC from both repurposing an off-budget position to this work and slightly decreasing the amount of work effort dedicated to “General Public Information & Foreign Delegation”. The current staffing level reflects the Department’s commitment to better customer service through increased expertise and response efficiencies. The PIC has been able to better address high work volumes through ongoing staff training which resulted in improved service over the past two years, but demands at the PIC would require additional staffing to reduce persistent wait times.

Management and Administration

Since the recent PPTS implementation, the Department has been able to more accurately track all staff costs to individual projects. This has enabled the Department to more accurately set fee schedules and capture revenues. To reflect this tracking, approximately 50% of the Current Planning clerical support and management FTEs are shown at the end of the work program. The remaining clerical support and management FTEs are embedded throughout the categories of work listed above. PPTS incorporation and advancements will continue to result in greater efficiencies and consistency in permit processing and review. The FTE increase shown here shows management work done by the Flex Team Manager, Preservation Coordinator, and PIC Manager in addition to the Director, Assistant Director and Quadrant Managers that had been reflected in other work program lines in prior years.

Citywide Planning Division Work Program

AnMarie Rodgers – Director of Citywide Planning

The Citywide Division is responsible for the long-range planning of San Francisco. The Division develops policy, maintains and oversees compliance with the City’s General Plan, prepares and implements community plans, acts as the urban design resource for the City, and gathers and analyzes data in support of land-use policy. The Citywide Division proposes policy on a wide range of topics, including: housing, transportation, urban design, land use, and sustainability policy. The division develops long-range plans at a city-wide or neighborhood scale.

The Citywide Division’s budget is divided into two major components to reflect the prioritization of the Division’s 5-Year Work Program: 1) Land Use & Transportation and 2) Plans & Policy. Each of these two components has priority projects.

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#	Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1. Land Use & Transportation				
A	Housing	3.95	4.65	4.65
B	Transportation	4.45	4.75	4.75
C	General Land Use	3.35	2.85	3.55
D	Neighborhood Plans	5.65	4.70	4.70
E	Major Projects/Development Agreements	2.40	3.45	3.45
2. Plans & Policies				
A	General Plan and Policy	12.15	7.40	7.40
B	Resilience & the Waterfront	5.55	8.05	7.70
C	Implementation	6.10	5.45	6.00
D	Core Functions	7.35	6.20	6.20
E	Citywide Administration	6.15	6.00	6.00
F	Emergent Work	0.00	2.20	1.20
	Total	57.10	55.70	55.60

The Citywide Planning Division is proposing slightly reduced staffing levels for the next two fiscal years. This proposal reflects the Department's commitment to reallocate three (3) staff positions to Current Planning and receive one position from Administration. At the same time, Citywide has a growing list of active projects and increased demand for data analysis, implementation services, and community planning, development, and design work. To best serve the City's long range planning needs while decreasing staffing resources, the Division has engaged in a rigorous process of project prioritization to best allocate our staff.

Focus on Priorities

To ensure that staff are allocated to the work that the City most needs; this past year, the Citywide Division prioritized its Five-Year Work Program. The Citywide Division Five-Year Work Program was first presented to the Planning Commission in October 2014. This year's work program focuses our attention and resources on the priority projects which are critical for the City. The result has been the identification of seven priority projects.

Identifying Priority Projects. Priority projects are those that have potential for high public value and that have time-sensitive needs. Priority projects meet one of these three criteria: A) address the city's most urgent and critical planning issues; B) conduct long-range planning now for the large infrastructure projects of the future; and/or C) deliver high-value land use plans that create significant new housing and jobs to the Planning Commission, the Board of Supervisors and the Mayor.

- A. **Address the city's most urgent and critical planning issues.** At this point in time, the public, elected officials, and planners agree that the City must address the needs of residents and workers for affordable housing and better transportation solutions and that we must also address the divisions created by growing income inequality within the City. The three priority projects to address these issues are:
 - 1) Housing Affordability Strategy;
 - 2) Transportation - Connect SF; and
 - 3) Community Stabilization & Anti-Displacement Strategy.

- B. **Conduct long-range planning now for the large infrastructure projects of the future.** Large infrastructure projects can only come to fruition after many years of planning. Over 60 years ago, civic leaders envisioned a regional rail network in the Bay Area and a subway tunnel for light-rail vehicles for the city. When it comes to fortifying the city against the environmental, social or transportation challenges of the future, the planning we do today can and will shape San Francisco's future. The two priority projects that are planning for such large infrastructure projects are:
 - 4) Railyard Boulevard Study; and
 - 5) Resilience & The Waterfront.

- C. Deliver high-value land use plans to our Planning Commission and elected officials.** Two area plans, Central SoMa and The Hub, have been in development since 2011 and 2015, respectively. These plans must be deliberately managed and brought before decision-makers in an expeditious manner, and will create large numbers of new housing and jobs to serve the Bay Area's growing population in transit-rich, walkable areas.
- 6) Central SoMa; and
 - 7) The Hub.

The Citywide Division's **priority projects** are described further below.

A. ADDRESSING URGENT, CRITICAL ISSUES.

1. Housing: The Housing Affordability Strategy. San Francisco's rapid job and population growth, especially since the Great Recession, has increased pressure on housing, especially for the most vulnerable San Franciscans. For decades San Francisco has committed funds to affordable housing production, preservation, and services; has required that new market-rate residential and commercial development include or fund affordable housing units; and has provided protections for tenants through just cause eviction and rent stabilization ordinances. Despite these efforts, the affordability of available housing continues to deteriorate. The City's current housing plans include static data and high-level objectives but do not reflect current or ongoing trends, and do not include specific affordability outcomes or an assessment of how effectively specific plans, policies, and tools deliver needed housing benefits. The **Housing Affordability Strategy** will provide a comprehensive framework for housing planning and policy with dynamic, quantified goals accompanied by a toolkit of policies and programs to improve housing affordability for the city's diverse population.

Upcoming Project Milestone: The first presentation will be before the Planning Commission in Spring 2018 to discuss the existing housing study and trends analysis.

2. Transportation: ConnectSF. The city is experiencing rapid changes and tremendous growth, spurred by shifting demographics, preferences for city living, and an expanding technology sector that touches nearly every aspect of our lives. San Francisco must find a way to allow its future generations to live in the City and travel across the City with greater ease. Issues related to equity, affordability, mobility, housing, and other critical areas have perhaps never felt so urgent. **ConnectSF** is a multi-agency partnership to develop a long-range transportation vision and implementation

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strategies to improve mobility for all people in San Francisco. It seeks to build an effective, equitable and sustainable transportation system for our future, so current and future generations can get around the city safely, reliably, and conveniently. The **ConnectSF** Vision will shape several plans, including the General Plan Transportation Element update (led by Planning), San Francisco Transportation Plan (SFCTA), Streets and Freeways Plan (SFCTA), and Transit Corridors Study (SFMTA). **ConnectSF** will measure the progress of these plans, studies, and strategies to make sure they are working cohesively and moving us toward the Vision. This partnership will also allow us to make decisions and build needed transportation improvements more quickly; secure more funding from regional, state, and federal sources; and identify priority solutions to the challenges we see today, including congestion, traffic fatalities, accessibility, connectivity, and equity.

Upcoming Project Milestone: The vision statement for **ConnectSF** will be before the Planning Commission and other approval bodies in Winter & Spring, 2018.

3. Equity: Community Stabilization & Displacement Prevention Strategy. As San Francisco has become increasingly unaffordable to most people, the city has lost low and moderate-income households and seen a decline of certain racial/ethnic groups and household types. The **Community Stabilization & Displacement Prevention** project is an equity-focused response to the ongoing crisis of displacement and gentrification in the City that includes a detailed analysis of impacts on people and their communities, and development of tools and strategies to help stabilize vulnerable populations, and minimize the risk and likelihood of displacement for low-income communities. The **Community Stabilization & Displacement Prevention** effort consists of two primary components: 1) An *analysis* of where gentrification, displacement and exclusion pressures are most acute, and where these forces will be most likely to occur in the future, with an emphasis on low-income communities and communities of color. 2) A *toolkit* of community stabilization and displacement prevention strategies that can be applied citywide and tailored to specific neighborhoods based on the needs and priorities of the community. These strategies will then be implemented through our neighborhood planning, and through new legislation and policy.

Upcoming Project Milestone: The Community Stabilization and Displacement Prevention Strategy will be before the Commission in Summer 2018.

**C. CONDUCTING LONG-RANGE PLANNING NOW FOR THE LARGE INFRASTRUCTURE
PROJECTS OF THE FUTURE.**

4. The Railyard Boulevard Project The Railyard Boulevard Project seeks to coordinate three large transportation projects on the eastern side of the city: the undergrounding of a Caltrain connection to the Transit Center (Downtown Rail Extension, “DTX”); the electrification of Caltrain; and the building a City station for High-Speed Rail in a unified manner appropriate for a neighborhood that is growing ever more residential. The existing infrastructure (an elevated freeway, a half-mile long railyard, and street-level commuter rail tracks) were built in a time when the area was primarily an industrial neighborhood. This presents a number of challenges that potentially divides newly densifying neighborhoods and reduces connectivity and exacerbate congestion for public transit, cars, pedestrians and cyclists. This project seeks to maximize the potential of the Transit Center by seamlessly connecting high-speed rail, electric Caltrains, and Muni within residential neighborhoods.

Upcoming Project Milestone: The Railyard Boulevard Project seeks to reach a consensus with state and regional partner agencies on the preferred option for these rail connections during Winter 2018.

5. Resilience, Sustainability & The Waterfront: A Resilient Waterfront will plan and design for a sustainable and inclusive future for the City’s waterfront in the face of natural hazards, such as sea level rise and seismic vulnerability, while continuing to meet San Francisco’s high standards for inviting access and showcasing design. A Resilient Waterfront will coordinate key City and regional agencies and stakeholders, as well as the private sector, to develop several products. Notable deliverables include a Citywide Sea Level Rise Vulnerability and Risk Assessment; a public realm design strategy for Market & Embarcadero; conceptual design for the Seawall and Embarcadero; a waterfront design framework; and a Sea Level Rise Adaptation Program and Capital Planning Strategy. The work will also include an amendment to the City’s Local Coastal Program, support the Port of San Francisco’s Waterfront Land Use Plan Update and Seawall Resiliency Program, and coordination with other on-going efforts to address sea level rise and the effects on the City’s existing developed areas along the waterfront. Staff are also coordinating a regional project, the Bay Area Resilient by Design Challenge, which has brought together government, community leaders, and technical experts from San Francisco and around the Bay Area to address resiliency challenges that affect the Bay and its adjoining neighborhoods, environment and infrastructure.

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Upcoming Project Milestone: The Sea Level Rise Program will present the Vulnerability Assessment to the Planning Commission by June 2018. The urban design-related projects are being scoped with agency partners and will be discussed with the Commission in Summer/Fall 2018.

D. DELIVERING HIGH-VALUE LAND USE PLANS TO OUR COMMISSION AND ELECTED OFFICIALS.

6. Central SoMa. The proposed Central SoMa Plan, would rezone a 4-block wide area of SoMa along the Central Subway to accommodate over 7,000 housing units (with at least 33% overall affordability) and 6 million square feet of commercial space. The public benefits program is valued at over \$2b, including funding for housing, parks, transportation, and community facilities and services. Board informational hearings have been ongoing. The final plan preparations are wrapping up now in preparation for plan initiation by the Planning Commission, in early March 2018.

Upcoming Project Milestones. The Board of Supervisors' Land Use & Transportation Committee will continue informational hearings in January and February 2018. The Planning Commission will hold an Informational Hearing in February 2018 and may consider initiation of the plan as early as March 2018.

7. The Market Street Hub Project. The Market & Octavia Area Plan called for the area around Market and Van Ness intersection, aka "The Hub," to become a new, high-density residential district. Whereas many of the Market & Octavia housing sites have been built, the housing imagined in The Hub area remains in the planning stage. With several projects pending, The Hub seeks to ensure increased affordability and that the new housing will be supported with appropriate public realm improvements and transit enhancements. The effort will result in changes to heights and zoning and a public benefits package, creating a new neighborhood with over 7,000 new units. The first phase of the Community Planning process ended in March 2017.

Upcoming Project Milestone: The environmental review phase is now underway. Plan adoption is anticipated for the end of 2019.

Deferring and Scaling-Back Projects

In order to add resources and emphasis to the priority projects described above, we must defer or commensurately scale back some other planning efforts. To create meaningful capacity, Citywide has deferred or scaled-back on 20% of our previous

work plan. This has resulted in new capacity of 11 FTE to be reallocated to our priority work. The attached spreadsheet provides more detail about the shifting of our resources to match our needs. Some of the projects that are scaling back are projects that have run their course or reached a point of transition such as MAP 2020, Better Market Street, the Richmond Strategy and Family-Friendly SF. Certain projects, like Toter Design and the Urban Forest Plan, will be best continued with the implementing agencies in the lead, as Citywide staff move into a more supportive role. Some projects like Market Street Prototyping and Imagine SF have developed innovative planning approaches that will be put in service of priority projects such as the Waterfront work and ConnectSF. Other projects such as the Restorative City Assessment, the Preservation Element, and the launching of new initiatives must be paused or delayed until resources become available.

Maintaining & Modernizing our Core Functions.

Lastly, to deliver these priority projects, the Citywide Division must build our capacity for modern land use information analysis. **Citywide’s Information and Analysis Group** (IAG) carries out the Division’s and much of the Department’s data analysis and reporting, graphic design, and mapping/GIS needs. IAG work will be improved through the Land Use Information System and Analysis (LUISA) effort. This fiscal year, the Department is launching a systemic upgrade that will continue into the coming fiscal years. This effort is called LUISA — Land Use Information System and Analysis— and it will assess, overhaul and update our data sets as well as our skills, tools, techniques, and infrastructure to effectively address San Francisco’s increasingly complex reporting and long-range planning challenges.

Other Core Functions. General On-Going Work/Core Functions includes comprehensive planning services and support, including Information and Analysis and Urban Design Services. The **City Design Group** (CDG) continues to provide leadership city-wide on urban design and public improvement projects that is nationally recognized. Its work is in constant demand and new projects are continually replacing completed projects. The group leads both permanent capital design projects and temporary public space improvements. In addition, the CDG provides design review services for development proposals at all scales.

The Division’s **Plan Implementation** team works with community members, development project sponsors, and City agencies to turn the recently adopted Area

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Plans into on-the-ground improvements. The Plan Implementation team chairs the Interagency Plan Implementation Committee (IPIC) and develops the annual IPIC report, staffs the Eastern Neighborhoods and Market and Octavia CACs, manages in-kind agreements, and coordinates plan-related capital improvements. The Citywide Planning Division also reviews major phase applications of adopted development agreements, and chairs the Street Design Advisory Team, which reviews streetscape enhancements associated with new development.

Environmental Planning Division Work Program

Lisa Gibson – Director of Environmental Planning/Environmental Review Officer

Staff in the Environmental Planning Division review projects for potential environmental impacts on the City of San Francisco and its residents, a process known as environmental review. Reviews are conducted pursuant to the California Environmental Quality Act (CEQA) as well as Chapter 31 of the San Francisco Administrative Code, which provides guidelines for implementing the CEQA process.

#	Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	Environmental Application Review (Private & City-Sponsored)	35.74	39.74	39.74
2	Process Maintenance & Review	3.25	3.25	3.25
3	Management & Administration	4.00	4.00	4.00
	Total	42.99	46.99	46.99

The Environmental Planning (EP) Division is proposing to increase its overall staffing levels in FY18-19 from FY17-18 to reflect a one-time, current-year transfer of staff already dedicated to CEQA historic review from Current Planning to EP. This organizational change will not change the number of FTEs dedicated to CEQA historic review work within the department, but rather will shift this environmental review-related team to be within Environmental Planning. Like the rest of the Department, EP has continued to experience a large and steady increase in applications over the last decade. In addition, the number of CEQA appeals has increased in FY17-18 and is anticipated to remain at this high level. EP continues to make a concerted effort to maximize the efficiency of environmental review.

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Application Review and Processing

The proposed FY18-19 and FY19-20 work program for EP continues to be focused on environmental application review, with 85% of the total division's staffing assigned to this function. Approximately two-thirds of this work is anticipated to be for private development projects, with the remaining third for city-sponsored projects. The Department expects environmental application volumes to remain relatively steady through FY18-19, but with an influx of applications anticipated for projects within the Central SoMa Plan Area upon adoption of that area plan in the first half of this period. Consistent with Mayor Lee's Executive Directive 17-02 ("Keeping up the Pace of Housing Production"), the division will give housing projects highest priority for processing.

EP anticipates highly productive years ahead in the coming two fiscal years, including preparation of environmental impact reports (EIRs) for a variety of private and public projects. Private projects will include 3333 California Street, 150 Eureka Street, 450 O'Farrell Street, 10 South Van Ness Avenue, 500 Turk Street, Balboa Reservoir, India Basin (which includes a Recreation and Parks Department project), Potrero Power Station, and Stonestown.

In addition, in FY18-19 and FY19-20, EP will be working with other divisions in the Planning Department to finalize the EIR for the Central SoMa Area Plan and to perform environmental review on The Hub Plan (including three private development projects: the 30 Van Ness, 33 Gough, and 98 Franklin Street projects), the Railyard Alternatives and I-280 Boulevard Feasibility Study, and the Mission District Large Development Sites project. Further, updates to the preservation and transportation elements of the General Plan by the Planning Department will require environmental review during this period.

EP will be working on environmental review for projects sponsored by other City departments. These will include the Biosolids Digester Facilities Project (San Francisco Public Utilities Commission [SFPUC]), Alameda County Creek Recapture (SFPUC), Central Bayside Project (SFPUC), Airport Master Plan (San Francisco International Airport), M-Line and Geneva-Harney Bus Rapid Transit (San Francisco Municipal Transportation Agency [SFMTA]), approximately four individual projects considered as part of the Building Progress Program (SFMTA), and Better Market Street (Planning/Public Works/SFMTA). The division also expects continued application activity from the Recreation and Parks Department related to implementing their bond-related and grant-funded projects.

Process Maintenance and Review

Ensuring that CEQA review is both efficient and effective is an ongoing task for the EP Division. The importance of this task has been elevated by the Mayor’s Executive Directive 17-02. In FY18-19, EP will be working with other divisions to bring to fruition process improvements that will facilitate greater efficiencies in the environmental review process. Although these efforts will focus on housing projects, they will benefit projects of all types.

These activities will include updating operating procedures for varying technical analyses, including the department’s Transportation Impact Analysis Guidelines, last updated in 2002. Following a multi-year, successful effort partnering with other agencies in adopting all three components of the Transportation Sustainability Program, the Environmental Planning division will continue working in FY18-19 with other agencies to finalize the update of the guidelines. The division is structuring the guidelines update to improve efficiencies and allow for more regular updates that account for the dynamic nature of transportation systems. In FY18-19, the department expects to introduce legislation to update the transportation review base fee amount for complex reviews, and create a new, smaller fee amount for typical reviews, to reflect the costs of Planning and SFMTA review.

Additional technical procedures updates in FY18-19 will include the shadow impact analysis guidelines and Preservation Bulletin 16 (*CEQA Review Procedures for Historic Resources*), as well as development of the department’s first wind impact analysis guidelines. EP will also finalize an update of the *Environmental Review Guidelines*, which provide critical guidance to the department’s established pools of qualified consultants with expertise in the preparation of environmental impact, transportation, historical resources, and archeological resources documents.

Zoning Administration and Compliance Division Work Program

Scott Sanchez – Zoning Administrator

Planners in the Zoning Administration and Compliance Division maintain and improve the quality of San Francisco’s neighborhoods by ensuring compliance with the San Francisco Planning Code. The Code Enforcement Team under this division responds to complaints of alleged Planning Code violations and initiates fair and unbiased enforcement action to correct violations and maintain neighborhood livability.

#	Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	Zoning Administration Functions	3.50	3.50	3.50
2	Code Enforcement (includes sign enforcement)	12.77	12.00	12.00
3	Short-Term Rental Program	3.00	3.00	3.00
	Total	19.27	18.50	18.50

The Zoning and Compliance Division includes the Zoning Administrator and Code Enforcement functions (including the General Advertising Sign Program or GASP). Additionally, the Division provides 3 FTE for short-term rental enforcement through the Office of Short-Term Rentals. In FY17-18, the Division began to staff and manage the Department’s Transportation Demand Management (TDM) Program, which is comprised of 2 FTEs that approved under the FY16-17 and FY17-18 budgets. For FY18-19, the Division does not propose to add additional staffing.

In 2017, code enforcement planners received 1,504 complaints and closed 1,294 complaints. Current code enforcement active case count as of December 29, 2017 was 1,409 cases including short-term rental. The Department has experienced an overall increase in enforcement over the past several years, which is reflected in the increase of Code Enforcement staff as follows: 8 FTE in FY13-14; 10.92 FTE in FY14-15; 13.31 FTE in FY15-16 (first year of Short-Term Rental Program); 13.54 FTE in FY16-17; 13.77 FTE in FY17-18; and, 14 FTE in FY18-19. For FY18-19, the Division does not propose to add additional staffing and will stabilize at a total of 13 FTE (10 FTE for general enforcement, and 3 FTE for Short-Term Rental Program). The proposed FY18-19 budget

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does show a decrease of .77 FTE in Code Enforcement to correct for a Temporary Exempt (TEX) position that has been vacated.

Administration Division Work Program

John Rahaim - Director

Tom DiSanto – Director of Administration

Daniel Sider – Senior Advisor for Special Projects

Jonas Ionin – Director of Commission Affairs

Staff in the Administration Division provides support and resources to realize the departmental mission and goals. This division includes the Director's Office, communications, legislative affairs, special projects, finance, human resources, information technology, operations, training, and the Office of Commission Affairs.

#	Work Program Activity	Adopted FY17-18 Budget	Proposed FY18-19 Budget	Proposed FY19-20 Budget
1	Director's Office	2.00	2.00	2.00
2	Executive Programs (Communications, Legislative Affairs and Special Projects & Policy)	12.50	11.50	11.50
3	Administrative & Financial Services	15.00	15.00	15.00
4	Information Technology	8.50	8.50	8.50
5	Operations	4.00	4.00	4.00
6	Office of Commission Affairs & Custodian of Records	4.00	4.00	4.00
	Total	46.00	45.00	45.00

The Administration Division proposes to generally maintain current staffing levels in FY18-19 and FY19-20 compared to FY18-19. The overall FTE count decreases between the current and next fiscal year from one position reassigned from Administration to the Citywide Division.

Communications

The Communications Group's mission is to increase and simplify access to public information, enhance transparency, effectively communicate with the public to provide

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clarity about the Department’s work and role, and to broaden overall community outreach and engagement efforts. The Group continues to produce improved and expanded materials to be distributed at the Planning Information Center, on the Department website, through the City’s commissions and boards, and at community meetings and events. In the coming year, major efforts will include “going live” with a completely redesigned Department website with a focus on clarity, functionality, accessibility, and richness of resources, building an extensive library of tutorial and educational videos about the Department’s work, and further developing the Department’s Community Outreach and Education Program.

Legislative Affairs

The Legislative Affairs Group’s primary focus continues to be analyzing proposals to amend the City’s Municipal Code as required by the Planning Code and maintaining a liaison function with elected officials. In the upcoming year, the Group will also initiate the final phase of the Code Reorganization Project, work with the Mission community and agency partners on changes to the Mission Street NCT and Calle 24 SUD, improve the City’s approach to residential demolitions as it applies to maintaining and growing our housing stock, and work with the Office of Economic and Workforce Development on the Retail Survey and Strategies Project.

The Legislative Affairs Group will also continue to collaborate with the Department’s Citywide Planning Division on policy solutions to the City’s housing crisis and will partner with the Special Projects Group with respect to the legislative aspects of Mayor Lee’s Executive Directive 17-02 (“Keeping up the Pace of Housing Production”).

Special Projects

The Special Projects Group facilitates development projects that are inter-divisional, inter-agency, or otherwise especially complex. Expanded from FY17-18, The Group has been recalibrated to more effectively (1) provide high-level project management both before and after entitlement, with a particular emphasis on projects that involve Development Agreements, (2) develop and deploy process improvements to enable the Department to perform its core functions with greater effectiveness and efficiency, and (3) actualize the City’s housing goals by developing implementation strategies and tools to maximize production and affordability.

The Special Projects Group is also charged with bringing to fruition Mayor Lee’s Executive Directive 17-02 (“Keeping up the Pace of Housing Production”). In FY18-19,

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related activities will include the streamlining of business processes through amendments to rules and regulations at the internal, Commission, and legislative levels. Management and enhancement of the City's recently expanded Inclusionary Affordable Housing Program will also continue into FY18-19, along with the implementation of forthcoming amendments.

Financial Services

The current year saw the launch of the City's new financial system, deployed on July 3, 2017. This new system has required changes in all aspects of the City's financial processes, from paying invoices to contracts creation to receiving employee reimbursements. The team has been working diligently to minimize any business impacts to our customers and staff. In addition to a new financial system, the Planning Department now accepts credit cards for several types of transactions. Finance looks forward to expanding this in the next few months when the Department will accept online applications.

Technology

In FY17-18 the technology groups implemented an electronic document management system, continued the Department's records digitization efforts, moved forward with online application acceptance and document review, and provided ongoing maintenance and support for existing functions. One major initiative of the past year has been to begin work on merging the Planning and DBI modules in PPTS.

Among other achievements, the technology group had a number of successes with GIS/Web Services including integrating project features, land use, and other characteristics from PPTS into the Property Information Map, upgrading AccelaGIS to version 9, and launching a Location Maps tool, a Radius Map tool, and a Transportation Demand Management tool in addition to performing a major upgrade of the Neighborhood Notifications website. In addition to this work, the technology group programmed a number of databases including Accela in order to create new configurations for affordable housing bonus and Accessory Dwelling Unit work in PPTS. PPTS improvements also included report on new performance measures.

Office of Commission Affairs

The Office of Commission Affairs staffs the Planning Commission and the Historic Preservation Commission. In addition, it responds to record requests submitted to the Department as the Custodian of Records. The Office will begin to outsource hearing transcription services in order to improve meeting minutes in the current fiscal year.

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Additionally, the Department is continuing work on its Record Digitization Project. In 2017 the Department scanned and indexed over 15,000 on-site historical address files (over 1.2 million images) and anticipates an additional 700,000 images to complete Phase I of the project. In 2018, the Department will begin Phase II of the project which includes scanning and indexing records stored in the Department’s off-site storage facility.

FY 2018-20 Budget Calendar

Department staff will provide budget presentations to the Commissions that will cover the details of the Department’s work program and revenue and expenditure budget. Upon completion of the Commission’s review of the proposed budget, staff will submit the proposed budget to the Mayor for his review and consideration on February 21, 2018.

The scheduled dates for presenting updates to the Commissions for the budget approval process and other major deadlines are:

Date	Budget Agenda Item
01/17/18	Draft budget and work program review with the Historic Preservation Commission
01/25/18	Draft budget and work program review with the Planning Commission
02/07/18	Requesting “recommendation of approval” of the budget and work program with the Historic Preservation Commission
02/08/18	Requesting “approval” of the budget and work program with the Planning Commission
02/21/18	Budget Submission to the Mayor
06/01/18	Mayor’s Proposed Budget is published
07/24/18	Final Appropriation Ordinance Adopted

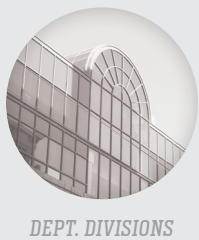
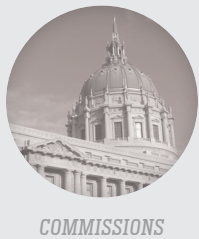
Attachment I – Organizational Chart

Attachment II – Proposed FY18-20 Work Program

Attachment III – Grants Program Update Memo

Proposed Organizational Chart

SAN FRANCISCO PLANNING DEPARTMENT / FISCAL YEAR 2018-2019



**Planning
Commission**

**Commission
Affairs**
Custodian of
Records

**Historic
Preservation
Commission**

**Planning
Director**



Attachment 1

Division Work Program Budget - Fiscal Years 2018-2020

Work Program Activity		FY17-18 Total FTEs	Yr on Yr Change	FY18-19 Total FTEs	Yr on Yr Change	FY19-20 Total FTEs	Yr on Yr Change
I.	CURRENT PLANNING	77.33	0.46	77.39	0.07	77.62	0.23
	1. Application Review and Processing	41.75	0.46	45.08	3.33	45.31	0.23
	A. Building Permit Applications	26.82	3.32	28.65	1.83	28.88	0.23
	B. Discretionary Review Applications	1.97	0.02	0.50	(1.47)	0.50	0.00
	C. Variance Applications	1.46	0.02	1.50	0.04	1.50	0.00
	D. Conditional Use and other case applications	6.17	0.07	9.10	2.93	9.10	0.00
	E. Zoning Administrator Letters of Determinations	0.30	0.00	0.33	0.03	0.33	0.00
	F. Misc. Permit Referrals: including Health, Fire, ABC, Police and Entertainment	2.02	0.02	1.20	(0.82)	1.20	0.00
	G. DPW Permit Referrals: Condos/Subdivisions/Telecommunications	0.61	0.01	0.65	0.04	0.65	0.00
	H. Design Review Team (RDT, SDAT, UDAT)	1.01	0.01	2.15	1.14	2.15	0.00
	I. Project Review & Preliminary Project Assessments (PPAs)	1.40	0.02	1.00	(0.39)	1.00	0.00
	2. Historic Preservation	14.60	(0.01)	10.60	(4.00)	10.60	0.00
	A. Preservation Survey Programs, including the Citywide	1.50	0.00	1.50	0.00	1.50	0.00
	B. All preservation-related CEQA case work, including Sec. 106 work.	7.14	(0.00)	3.00	(4.14)	3.00	0.00
	C. Certificates of Appropriateness, Permits to Alter, Mills Act, and other Preservation Applications	1.53	0.00	1.53	0.00	1.53	0.00
	D. HPC Work Program	1.00	0.00	1.00	0.00	1.00	0.00
	E. Community-Sponsored Designations	0.15	0.00	0.15	0.00	0.15	0.00
	F. Preservation-specific legislation coordination	0.30	0.00	0.30	0.00	0.30	0.00
	G. Preservation project review meetings	1.00	0.00	1.00	0.00	1.00	0.00
	H. Special Projects	1.50	0.00	1.12	(0.38)	1.12	0.00
	I. Legacy Business Program & Cultural Heritage Initiatives	0.49	0.00	1.00	0.52	1.00	0.00
	3. Public Information	9.08	0.00	9.25	0.17	9.25	0.00
	A. Planning Information Counter staffing	6.58	(0.00)	7.25	0.67	7.25	0.00
	B. PIC Internet and Intranet Pages	0.25	0.00	0.25	0.00	0.25	0.00
	C. Zoning Verification Letters	0.25	0.00	0.25	0.00	0.25	0.00
	D. General Public Information & Foreign Delegation Requests	2.00	0.00	1.50	(0.50)	1.50	0.00
	4. Process Maintenance & Improvements	2.51	0.00	2.51	0.00	2.51	0.00
	A. Planning Code Legislation Review and Implementation, PPTS Enhancements	0.67	0.00	0.70	0.03	0.70	0.00
	B. Citywide Planning support, Performance Plans, Training &	1.84	0.00	1.90	0.06	1.90	0.00
	5. Management & Administration	9.39	0.00	9.95	0.57	9.95	0.00
	A. CP Director, Asst. Director, 4 Quadrant Mgrs, Flex Manager, Preservation Coordinator, PIC Manager	4.89	0.00	5.45	0.57	5.45	0.00
	B. Administrative Support	4.50	0.00	4.50	0.00	4.50	0.00
II.	CITYWIDE PLANNING	57.10	0.00	55.70	(1.40)	55.60	(0.10)
	1. Land Use and Transportation	19.80		20.40		21.10	
	A. Housing	3.95	0.00	4.65	0.70	4.65	0.00
	1 Housing Affordability Strategy			1.60	1.60	1.60	0.00
	2 Housing Reports and Data			0.60	0.60	0.60	0.00
	3 Housing Policy Coordination and Legislation			1.60	1.60	1.60	0.00
	4 Housing Policy Outreach, Education and			0.35	0.35	0.35	0.00
	5 Density Bonus in Plan Areas (State-analyzed)			0.50	0.50	0.50	0.00
	B. Transportation	4.45	0.00	4.75	0.30	4.75	0.00
	1 Connect SF Phase II			2.00	2.00	2.00	0.00
	2 Transportation Element Update (Tech. Assist &			1.00	1.00	1.00	0.00
	3 Railyard Boulevard Study			0.50	0.50	0.50	0.00
	a. 22nd Street Station Location Study			0.75	0.75	0.75	0.00
	b. Bayshore Multi-Modal Study - Phase II			0.25	0.25	0.25	0.00
	4 Regional Transportation Coordination			0.25	0.25	0.25	0.00

Work Program Activity			FY17-18 Total FTEs	Yr on Yr Change	FY18-19 Total FTEs	Yr on Yr Change	FY19-20 Total FTEs	Yr on Yr Change
	C.	General Land Use	3.35	0.00	2.85	(0.50)	3.55	0.70
	1	Land Use Information System			1.80	1.80	1.80	0.00
	2	General Land Use Reports & Data Coordination			0.30	0.30	0.30	0.00
	3	Regional Land Use Coordination			0.15	0.15	0.30	0.15
	4	Commerce and Industry Studies and Surveys				0.00		0.00
	a.	Neighborhood Commercial Surveys			0.40	0.40	0.00	(0.40)
	b.	Citywide Retail Strategy			0.00	0.00	0.75	0.75
	c.	Citywide PDR Strategy			0.20	0.20	0.40	0.20
	D.	Neighborhood Plans	5.65	0.00	4.70	(0.95)	4.70	0.00
	1	Central SoMa Plan			0.30	0.30	0.30	0.00
	2	The Hub			0.50	0.50	0.50	0.00
	3	Excelsior Neighborhood Planning			1.10	1.10	1.10	0.00
	4	Bayview Neighborhood Planning			1.10	1.10	1.10	0.00
	5	District 9: South of Chavez/Aleman/Portola Area Plan			1.10	1.10	1.10	0.00
	6	Mission Action Plan (MAP) 2020			0.60	0.60	0.60	0.00
	E.	Major Projects/Development Agreements	2.40	0.00	3.45	1.05	3.45	0.00
	1	Southeast Framework			0.25	0.25	0.25	0.00
	2	Public Lands for Housing			0.10	0.10	0.10	0.00
	3	Balboa Reservoir			0.60	0.60	0.60	0.00
	4	Stonestown/SFSU			0.40	0.40	0.40	0.00
	5	4th and King Railyards			1.10	1.10	1.10	0.00
	5	Potrero Power Plant			0.40	0.40	0.40	0.00
	6	India Basin Master Plan			0.20	0.20	0.20	0.00
	7	PG&E Hunter's Point Power Plant			0.40	0.40	0.40	0.00
2.	Plans and Policies		23.80		20.90		21.10	
	A.	General Plan and Policy	12.15	0.00	7.40	(4.75)	7.40	0.00
	1	General Plan Management, Updates & Maintenance			0.25	0.25	0.25	0.00
	a.	Preservation Element			0.00	0.00	0.00	0.00
	b.	Environmental Justice Policies			0.50	0.50	0.50	0.00
	c.	Vision/Framework			0.00	0.00	0.00	0.00
	2	Community Stabilization and Anti-Displacement				0.00		0.00
	a.	Citywide Stabilization Anti-Displacement Strategy			1.20	1.20	1.20	0.00
	b.	Central Market/Tenderloin Strategy			0.25	0.25	0.25	0.00
	c.	Racial Equity Action Plan			1.40	1.40	1.40	0.00
	d.	Other Equity Work TBD			0.50	0.50	0.50	0.00
	3	Public Realm Plans				0.00		0.00
	a.	Central Soma Public Realm Planning and			0.50	0.50	0.50	0.00
	b.	Dogpatch/Central Waterfront Public Realm Plan			0.25	0.25	0.25	0.00
	e.	Portsmouth Square Design			0.10	0.10	0.10	0.00
	f.	Groundplay Program			0.40	0.40	0.40	0.00
	g.	Better Market Street			0.10	0.10	0.10	0.00
	i.	Pedestrian Wayfinding Program			0.10	0.10	0.10	0.00
	j.	Downtown Design and Activation Plan			0.00	0.00	0.00	0.00
	k.	Rincon Hill and Transit Center Streetscape Plans			0.35	0.35	0.35	0.00
	l.	Civic Center Public Realm Plan			0.75	0.75	0.75	0.00
	m.	Civic Center Commons			0.75	0.75	0.75	0.00
	B.	Resilience and the Waterfront	5.55	0.00	8.05	2.50	7.70	(0.35)
	1	Sea Level Rise Adaptation Planning and Coordination			3.50	3.50	3.50	0.00
	a.	Bay Area Resilient by Design Challenge			0.25	0.25	0.00	(0.25)
	b.	Seawall Resiliency Project - coordination with Port			0.25	0.25	0.25	0.00
	c.	Local Coastal Plan Update			0.10	0.10	0.00	(0.10)
	2	Waterfront Land Use Plan Update - coordination with			3.00	3.00	3.00	0.00
	3	Resiliency Visioning and Design Guidelines			0.25	0.25	0.25	0.00
	4	Sustainability Planning	1.80	0.00	0.50	(1.30)	0.50	0.00
	a.	Sustainable Neighborhood Framework and Guide			0.10	0.10	0.10	0.00
	b.	Biodiversity Planning/SFE work order			0.10	0.10	0.10	0.00
	c.	Urban Forest Planning	0.65	0.00	0.10	(0.55)	0.10	0.00

Work Program Activity		FY17-18 Total FTEs	Yr on Yr Change	FY18-19 Total FTEs	Yr on Yr Change	FY19-20 Total FTEs	Yr on Yr Change
	C. Implementation	6.10	0.00	5.45	(0.65)	6.00	0.55
	1 CAC Staffing and Public Bodies			0.30	0.30	0.30	0.00
	2 Area and General Plan Implementation				0.00		0.00
	a. IPIC, Capital Planning			1.00	1.00	1.00	0.00
	b. Impact Fee Updates			0.00	0.00	0.30	0.30
	c. Citywide Nexus Study			0.50	0.50	0.50	0.00
	d. Open Space Implementation			0.10	0.10	0.10	0.00
	3 Development Agreement Implementation and Phase				0.00		0.00
	a. Parkmerced			0.10	0.10	0.10	0.00
	b. Mission Rock (SWL 337+P48)			0.10	0.10	0.10	0.00
	c. Pier 70			0.10	0.10	0.10	0.00
	d. Treasure Island			0.10	0.10	0.10	0.00
	e. Candlestick/Hunter's Point Shipyard			0.20	0.20	0.20	0.00
	f. Schlage Lock			0.20	0.20	0.30	0.10
	g. Hope SF (Sunnydale, Potrero, Hunter's View)			0.40	0.40	0.40	0.00
	4 Monitoring Reports				0.00		0.00
	a. Downtown Monitoring Report			0.20	0.20	0.30	0.10
	b. Area Plan Monitoring Reports			0.10	0.10	0.10	0.00
	5 Design Guidelines			0.55	0.55	0.60	0.05
	6 Public Realm Interagency Coordination				0.00		0.00
	a. Urban Design Support to other Agencies			0.40	0.40	0.40	0.00
	b. Street Design Advisory Team (SDAT) & TASC			1.00	1.00	1.00	0.00
	c. Utility Review (AT&T Boxes/SMFs)			0.10	0.10	0.10	0.00
3.	Core Functions and Administration	13.50		14.40		13.40	
	A. Core Functions	7.35	0.00	6.20	(1.15)	6.20	0.00
	1 GIS Cartography and Spatial Analysis			1.50	1.50	1.50	0.00
	2 Graphic Design Program & Guideline Updates			1.50	1.50	1.50	0.00
	3 Permit Applications				0.00		0.00
	a. General Plan Referrals			0.30	0.30	0.30	0.00
	b. Preliminary Project Assessments (PPA)			0.80	0.80	0.80	0.00
	c. In-Kind Agreements			0.30	0.30	0.30	0.00
	4 Interagency Policy Coordination (Land Use, Transportation, Open Space, Sustainability)			0.50	0.50	0.50	0.00
	5 Board and Mayoral Requests and Legislation			1.00	1.00	1.00	0.00
	6 DWG Support			0.30	0.30	0.30	0.00
	B. Citywide Administration	6.15	0.00	6.00	(0.15)	6.00	0.00
	1 Division Management			2.00	2.00	2.00	0.00
	2 Administrative Support			2.00	2.00	2.00	0.00
	3 Public Information Counter (PIC) Coverage and Code			1.00	1.00	1.00	0.00
	4 Staff Training and Professional Development			0.80	0.80	0.80	0.00
	5 Staff Performance Evaluations			0.20	0.20	0.20	0.00
	C. Citywide Policy & Planning Emergent Work	0.00	0.00	2.20	2.20	1.20	(1.00)
	1 TBD Policy			1.00	1.00	0.50	(0.50)
	2 TBD Major Projects			1.20	1.20	0.70	(0.50)
III.	ENVIRONMENTAL PLANNING	42.99	0.24	46.99	4.00	46.99	0.00
	1. Environmental Application Review	35.74	9.59	39.74	4.00	39.74	0.00
	A. Environmental Impact Reports (EIRs)	13.00	(2.50)	13.00	0.00	13.00	0.00
	B. Appeal Hearings	3.50	1.25	3.50	0.00	3.50	0.00
	C. Negative Declarations	5.25	0.20	5.25	0.00	5.25	0.00
	D. Exemptions	8.05	1.25	8.05	0.00	8.05	0.00
	E. Environmental Review for Legislation	0.60	0.20	0.60	0.00	0.60	0.00
	F. Transportation Impact Studies	5.34	(0.66)	5.34	0.00	5.34	0.00
	G. CEQA Historical Review	0.00	0.00	4.00	4.00	4.00	0.00
	2. Process Maintenance & Improvements	3.25	0.50	3.25	0.00	3.25	0.00
	A. Procedures & Legislation	1.50	0.00	1.50	0.00	1.50	0.00
	B. Training (legislation, procedures, transportation, etc.)	1.50	0.50	1.50	0.00	1.50	0.00
	C. Public Information Counter Staffing	0.25	0.00	0.25	0.00	0.25	0.00
	3. Management & Administration	4.00	0.00	4.00	0.00	4.00	0.00
	A. Management & Administration	4.00	0.00	4.00	0.00	4.00	0.00

Work Program Activity		FY17-18 Total FTEs	Yr on Yr Change	FY18-19 Total FTEs	Yr on Yr Change	FY19-20 Total FTEs	Yr on Yr Change
IV.	ZONING ADMINISTRATION & COMPLIANCE	19.27	1.23	18.50	(0.77)	18.50	0.00
	A. Zoning Administrator functions (Variances, Letters of Determination, Board of Appeals)	2.00	0.00	2.00	0.00	2.00	0.00
	B. Support to the Zoning Administrator	1.50	0.00	1.50	0.00	1.50	0.00
	C. General Code Enforcement	12.27	1.23	11.50	(0.77)	11.50	0.00
	D. General Advertising Sign Program	0.50	0.00	0.50	0.00	0.50	0.00
	D. Short Term Rental Program	3.00	0.00	3.00	0.00	3.00	0.00
V.	ADMINISTRATION	46.00	0.65	45.00	(1.00)	45.00	0.00
1.	Director's Office	2.00	0.00	2.00	0.00	2.00	0.00
	A. Department Director and Executive Assistant	2.00	0.00	2.00	0.00	2.00	0.00
2.	Executive Programs	12.50	0.00	11.50	(1.00)	11.50	0.00
	A. Director of Executive Programs and Support	1.50	(2.66)	1.50	0.00	1.50	0.00
	B. Communications	4.00	(0.16)	4.00	0.00	4.00	0.00
	C. Legislative Affairs	3.00	1.34	3.00	0.00	3.00	0.00
	D. Special Projects & Policy	4.00	1.00	3.00	(1.00)	3.00	0.00
2.	Administrative and Financial Services	15.00	0.75	15.00	0.00	15.00	0.00
	A. Director of Administration and Admin Assistant	1.50	0.00	1.50	0.00	1.50	0.00
	B. Training & Professional Development Coordinator	1.00	0.00	1.00	0.00	1.00	0.00
	C. Human Resources, Personnel and Payroll	3.00	0.00	3.00	0.00	3.00	0.00
	D. Finance & Budget Management	1.00	0.00	1.00	0.00	1.00	0.00
	E. Accounting, Financial Reporting, Audit Support	3.00	0.75	3.00	0.00	3.00	0.00
	F. Contracts Administration	1.00	0.00	1.00	0.00	1.00	0.00
	G. Revenue Collection and Billing	3.00	0.00	3.00	0.00	3.00	0.00
	H. Grant Management	1.50	0.00	1.50	0.00	1.50	0.00
3.	Information Technology	8.50	1.00	8.50	0.00	8.50	0.00
	A. Network Maintenance and Enhancement	1.00	0.00	1.00	0.00	1.00	0.00
	B. Information Systems Development and Maintenance	1.00	0.00	1.00	0.00	1.00	0.00
	C. Computer Training Program for IT staff	0.00	0.00	0.00	0.00	0.00	0.00
	D. Help Desk	1.00	0.00	1.00	0.00	1.00	0.00
	E. Geographic Information System (GIS)	1.00	0.00	1.00	0.00	1.00	0.00
	F. Information Technology Management	0.50	0.00	0.50	0.00	0.50	0.00
	G. PPTS (Project & Permit Tracking System)	4.00	1.00	4.00	0.00	4.00	0.00
4.	Operations	4.00	(0.56)	4.00	0.00	4.00	0.00
	A. Reception Desk	1.00	0.00	1.00	0.00	1.00	0.00
	B. Records Center Management	1.00	0.00	1.00	0.00	1.00	0.00
	C. Office Asset Inventory and Management	0.50	(0.50)	0.50	0.00	0.50	0.00
	D. Mail Delivery Services	0.50	(0.06)	0.50	0.00	0.50	0.00
	E. Phone systems, staff moves, property management and	0.50	0.00	0.50	0.00	0.50	0.00
	F. Operations Management	0.50	0.00	0.50	0.00	0.50	0.00
5.	Office of Commission Affairs	4.00	0.00	4.00	0.00	4.00	0.00
	A. Commission Secretary for Planning Commission and Historic Preservation Commissions & Custodian of Records	4.00	0.00	4.00	0.00	4.00	0.00
DEPARTMENT TOTAL - ALL DIVISIONS		242.69	3.69	243.59	0.90	243.72	0.13



SAN FRANCISCO PLANNING DEPARTMENT

MEMO

DATE: January 17, 2018

TO: Members, Historic Preservation Commission, Planning Commission

FROM: Sheila Nickolopoulos, Grant Manager

RE: Planning Department Awarded \$3.5 Million in Grants for Special Projects

1650 Mission St.
Suite 400
San Francisco,
CA 94103-2479

Reception:
415.558.6378

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415.558.6409

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415.558.6377

I am pleased to update you on the Planning Department's continuing success with securing grant funding for priority projects. Our current grants portfolio includes a total of \$1,018,751 in grants, which is funding work in this and next fiscal year. These funds, from local, state, and federal agencies, are supporting a variety of projects. The Planning Department's current grants include the following.

Federal

	Amount	Description
1	\$55,000	National Park Service grant to partner with local nonprofit SF Heritage to look at the theme of Civil Right advancement and to make individual National Register nominations. Completion date: 3/10/18.
Total	\$55,000	

State and Local

	Amount	Description
1	\$700,000	Metropolitan Transportation Commission (MTC) grant for phase two of the Railyard Alternatives and I-280 Boulevard Feasibility Study. Completion date: 6/30/18.
2	\$84,475	FY2017-18 Friends of City Planning (FOCP) grants for staff professional development, conference attendance, and special projects. Completion date: 12/31/18.
3	\$40,000	California Office of Historic Preservation grant to develop a historic context for the Chinese American experience in San Francisco. Completion date: 9/30/18.
4	\$139,276	San Francisco County Transportation Authority grant to support planning the Geary Avenue Bus Rapid Transit (BRT) capital implementation. Completion date: 2/28/18.
Total	\$963,751	

The Planning Department and partner City agencies continue to actively pursue grant funds to support planning, civic engagement, public realm innovations, transportation planning, and historical preservation.

This spring, we will submit more than \$2.5 million in requests for funding from State Senate Bill 1, regional Priority Development Area federal funds, and State Caltrans funds. Our grant writing efforts will focus on the connection of equitable growth of housing and jobs to transportation and planning for climate change and sea level rise. The Department will also continue to work closely with other City agencies to identify and pursue funds for the capital implementation of our planning work.

Our achievements in winning grants are significant in both the grant dollars generated and in the successful demonstration of interagency collaboration. Grant funds supplement other City funding sources and implement projects that might otherwise not go forward. In addition, as funders look to increase the impact of their investment, these joint efforts make San Francisco more competitive among applicants and ultimately provide more benefits to City residents.

Please contact me at 415-575-9098 or Sheila.Nickolopoulos@sfgov.org if you have any questions about the Department's grant program.