

Improving blueprint review for San Francisco parks and recreation centers

April 2018

A partnership between the City Performance Lean Team and the Recreation and Parks Department

PROBLEM

After a series of costly repairs in newly renovated park facilities, the San Francisco Recreation and Parks Department knew it had to change how it reviews blueprints and building plans. The Structural Maintenance Yard (SMY) and Capital Divisions did not consistently incorporate feedback about blueprints into revisions, resulting in hidden construction and maintenance issues. Comprehensive plan reviews also happened irregularly, resulting in potential construction issues going unreported. Improvement in these processes could create long-term savings in maintenance costs and staff time. In June 2017, the Capital and SMY Divisions convened for a joint Lean Rapid Improvement Event to improve review of plans for new and renovated park facilities.

ROOT CAUSES

The project team mapped the process and used tools like “fishbone” diagrams to determine that:

1. SMY feedback was not consistently captured or incorporated due to the lack of a follow-up process for comments, ambiguous comments, and a lack of diligence in SMY blueprint review.
2. SMY staff had difficulty conducting a thorough review because of a lack of time to review plans in advance and to discuss all comments during the plan review meetings.
3. Standards were misapplied due to confusion about which standards were appropriate for certain parks, the lack of a process to refer to standards, and the complexity of the current standards manual.

SOLUTIONS

Over three days, the project team:

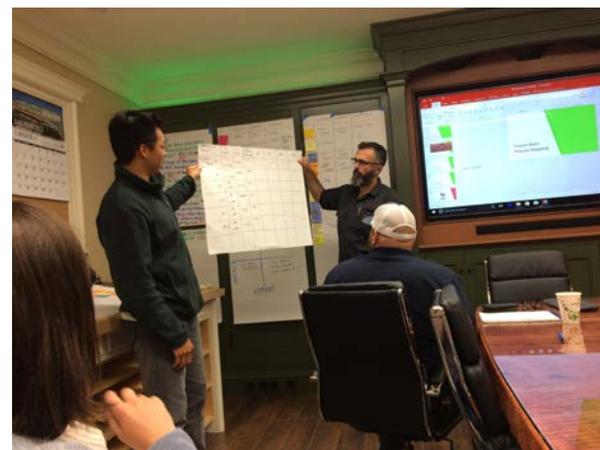
- Developed a future state process map for comprehensive and regular plan reviews, including plan review timelines and a clear mechanism to ensure that all feedback is thoroughly addressed;
- Created a tracking board that allows Structural Maintenance supervisors and management to see clearly which shops have not yet completed plan review;
- Developed standard templates for meeting agendas and notetaking during meetings

RESULTS

In the past few months, SMY and Capital staff both report much greater confidence that the plan review process is effectively flagging potential maintenance issues in new construction. In the long-term, these improvements will increase the life of San Francisco’s parks and free up funds to keep parks and facilities in the best condition possible.



Jake Gilchrist from the Capital Division presents the future-state map for the blueprint review process.



Jones Cao and John Cunha from the Structural Maintenance Division present their visual management board for plan review to the team.

What % of time are plans sufficiently reviewed and marked up by SMY staff?

JUN 2017

47%

OCT 2017

78%

FEB 2018

82%

GOAL

100%