

**DEPARTMENT OF THE ENVIRONMENT
CITY AND COUNTY OF SAN FRANCISCO**

**STRATEGIC PLAN
2008-2010**

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The mission of San Francisco's Environment Department is to improve, enhance, and preserve the environment, and to promote San Francisco's long-term wellbeing.

The Environment Department does this by developing innovative, practical and wide-ranging environmental programs, fostering groundbreaking legislation, and connecting the public to environmental resources by providing access to comprehensive and easy-to-use information on a wide range of sustainable practices.

In addition to our historic function of providing environmental policy direction for the Mayor and Board of Supervisors, the Department delivers service programs for San Francisco residents and businesses including recycling, toxics reduction, environmental justice grants, and energy efficiency.

Some of the Department's ambitious—but deliverable—environmental goals include attaining 75 percent recycling by 2010, and curbing San Francisco's greenhouse gas emissions to 20 percent below 1990 levels by 2012.

The Department Environment makes it easy for everyone in San Francisco to take care of their environment, and ultimately, the planet.

Climate Action Program

Overview

Global warming is an impending crisis, the first signs of which are already evident. For San Francisco, the results could be devastating. We are a coastal city, surrounded on three sides by water, so projected rises in sea level could threaten coastal wetlands, infrastructure and property. A three-foot rise in sea level would put the airport, Treasure Island and the Giants' stadium totally or partially under water, and would compromise major regional infrastructure such as Highway 101.

It is imperative for governments to do everything within their jurisdiction to address the challenge of reducing the greenhouse gas emissions that are causing global warming. Achieving these reductions will require small behavioral adjustments as well as more significant changes in the areas of transportation, solid waste management, urban forestry, as well as energy efficiency and renewable energy.

San Francisco has already set greenhouse gas reduction goals through the Climate Action Plan (20 percent below 1990 levels by 2012), and has programs in several departments that have an impact on attaining these goals. In the Environment Department, these include the Carbon Neutrality Program, Energy Efficiency, Renewable Energy, Clean Air Transportation, Urban Forest, and Recycling. The individual strategic plans for these programs are presented at the beginning of this document.

Carbon Neutrality

“Carbon neutrality” is the state of producing no net carbon dioxide or greenhouse gases. For San Francisco to achieve carbon neutrality, residents and businesses alike must produce as few greenhouse gases as possible, and sequester an equivalent amount of the remaining emissions through direct projects or by purchasing credits.

In addition to emissions from the use of electricity, natural gas and vehicle fuel consumption, San Francisco's total carbon emissions also include air travel by citizens, businesses, and tourists, and the carbon content of materials imported and used in the city. In order to achieve the City's near-time goal of 2012 for reducing carbon emissions 20 percent below 1990 levels, each person who lives or works in San Francisco will need to cut almost 2 tons CO₂ annually.

The San Francisco Public Utilities Commission has committed tens of millions of dollars for energy efficiency and renewable energy in municipal buildings, saving of tens of thousands of tons of CO₂ annually. For private sector buildings, the Environment Department has delivered \$32 million worth of energy efficiency programs, saving tens of thousands of tons of CO₂. But in spite of these unprecedented efforts, the last four years have generated only a small fraction of the reductions needed to meet our goal. Between now and 2012, we must quadruple the rate of reductions.

GOAL #1

To reduce San Francisco's contribution to global climate change to 10 percent below 1990 levels by 2010.

OBJECTIVE A: Develop new local policy to address Climate Change and associated issues.

ACTIONS:

- 1. Work with Mayor's Office to draft Climate Policy statement for inclusion in the City Charter, if passed at ballot. (08)**
- 2. Establish criteria for a San Francisco-based carbon offset program, which will invest offset fees paid by municipal, commercial and residential sectors in local carbon sequestration/offset projects, such as planting/maintaining street trees, development of renewable energy, energy efficiency, etc. Also, assist in developing any companion legislation or executives orders necessary to implement (Commencing 08)**
- 3. Work with Mayor's Office, Controller's Office, and appropriate outside parties to develop framework for Carbon Tax, which may present an alternative to payroll taxes for SF businesses. (08)**
4. Promote new policies to address climate change in residential and commercial properties. (08-10)
5. Work with Peak Oil Preparedness Task Force to maximize synergies between climate action and the development of CCSF's approach to Peak Oil. (08)
6. Ensure that climate action is incorporated in departmental plans, activities and performance measures where applicable. (08-10)
7. Recruit and assist community organizations and the Business Council on Climate Change to develop Climate activities and a climate outreach network including the use of a web-based calendar for Climate activities in San Francisco. (08-10)
8. Help identify the work force development needs and assist in development of the work force to perform climate related work in buildings.
9. Advocate for local issues in regional, state and national forums including the Air District, CPUC, ICLEI, EPA, etc. (08-10)
10. Build the infrastructure to track and report San Francisco's progress towards meeting the 2012 greenhouse gas reduction target. (08)

Energy

The Environment Department has already made strides in attaining its energy efficiency and emissions reductions goals. Direct incentive programs, including the innovative Power Savers Program that targeted hard-to-reach small businesses and the subsequent Peak Energy Program, have reduced electricity use in San Francisco by 18 megawatts—enough to power over 20,000 residences. In this current cycle, the Energy Watch Program will focus on reducing overall electricity and natural gas use.

Incentive programs have proven effective, but it is clear that there are other opportunities to capture. The Energy Efficiency program will use a variety of strategies to promote energy efficiency, from public information campaigns on the connection between climate change and energy efficiency, to seeking new legislation requiring high levels of residential and commercial efficiency. The program will also promote building performance testing of both residential and commercial buildings in order to foster the development of local businesses that can supply efficiency services.

On the renewable energy front the Program aims to build the market for solar power, with an emphasis on solar electric and solar water heating. The program will actively identify commercial opportunities for solar power, as well as for co-generation. The Program will also continue to support emerging opportunities in tidal current energy, wave energy, kinetic energy, and rooftop wind. Finally, the program will continue to promote standardization of requirements as well as streamlining and cost reduction of permitting and interconnection for solar, co-generation and wind projects.

Both the efficiency and renewables efforts will require on-going coordination with the SFPUC and participation in local, regional, state and federal regulatory processes.

GOAL #1	To maximize energy efficiency of existing private buildings.
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OBJECTIVE #1: Maximize the energy efficiency of businesses and residences, reducing 400,000 tons of CO2 annually by 2010.

ACTIONS:

1. Work with Mayor's Office to develop legislation requiring the residential Multiple Listing Service to include a green rating for properties for sale, to achieve at least 380,000 tons annually by 2012. (08)
2. Deliver energy, insulation, and weatherproofing retrofit services to public housing. (2008-10)

3. Deliver retrofit services for small businesses and multi-family building owners and offer energy awareness services to their employees and tenants to achieve 18,000 tons CO₂. (08-10)
4. Conduct a citywide public education program on climate and energy efficiency to business, neighborhood, and tenant organizations. (08-09)
5. Coordinate with community-based organizations to support demand reduction programs program (08-10)
6. Promote performance based energy assessment of commercial and residential buildings through informational programs, incentives and new ordinances. (08-10)
7. Assist in development of the work force for performance based energy assessment and retrofit (08-10)

OBJECTIVE #2: Develop renewable energy and co-generation resources in San Francisco to displace 3,000 tons of CO₂ annually by 2010.

ACTIONS:

1. **Work with Mayor's Office to develop legislation requiring all new construction in San Francisco, renovations over 300K and condo conversions over 500K to include solar photo electricity or solar water heating, as physical conditions permit. (08)**
2. Profile and identify opportunities for commercial co-generation and market to owner-occupied buildings. (08-09)
3. Develop streamlined permitting for solar water heating and promote easier interconnection requirements for distributed generation. (08-09)
4. Publicize green power production in SF and green power credit purchasing by individuals and businesses. (2009-10)
5. Continue seeking funding for and supporting tidal, wave, kinetic and wind power pilot projects in San Francisco, and installing when technology is available and cost effective. (2008-10)

Clean Air Transportation

Transportation affects the environmental quality of our lives in San Francisco more pervasively than almost any other single factor. The choices we make regarding transportation—whether as an individual, a government agency, a company or a nonprofit organization—have direct impact on congestion and noise in our streets, pollution in the air we breathe, and the threats we face from climate change. The gasoline and diesel burned to power vehicles on San Francisco roads is our largest source of greenhouse gases, accounting for 51 percent of the City’s CO₂ emissions. In order to meet the City’s climate protection target of reducing carbon emissions by 20 percent below 1990 levels by the year 2012, we must reduce transportation’s CO₂ emissions by approximately 963,000 tons per year. Yet, emissions and congestion on the City’s streets grow each year as the number of vehicles and the miles they travel increases.

The Clean Air Transportation Program reduces vehicle emissions to improve air quality by reducing vehicle trips and by promoting the use of clean fuels in an effort to curb the generation of greenhouse gases. Through our commuter benefits program, we provide transit incentives to the employees of the City and County of San Francisco. We promote the use of transportation alternatives to employers located in San Francisco, and we implement the Healthy Air and Smog Prevention Ordinance by developing and expanding the city’s alternative fuel infrastructure and by developing “green index” policies for purchasing the cleanest, most energy-efficient vehicles for the city’s fleet.

GOAL #1	Improve air quality and mitigate traffic congestion in San Francisco, reducing CO₂ emissions by 963,000 tons per year.
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Objective A: Promote Walking—9325 people or 4.7 million new pedestrian trips replacing SOV trips

ACTIONS:

1. Assist with the implementation of the pedestrian master plan. (2008-10)
2. Assist with the implementation of Walk2School Program. (2008-10)
3. Promote telecommuting policy & monitor emissions reduction. (2008-10)

Objective B: Promote Bicycle Use—9325 people or 4.7 million new bicycle trips replacing SOV trips

ACTIONS:

- 4. Work with Mayor's Office and other city agencies to promote bicycle-sharing programs. (June 2008)**
5. Manage the City Hall Bike Room, providing secure bicycle storage, lockers, and showers for bicycle commuters in the Civic Center area. (2008-10)
6. Administer and promote City Bicycle Fleet Program to replace single occupancy vehicle trips with bicycles. (2008-10)
7. Work with the Department of Parking and Traffic, the San Francisco Bicycle Coalition, and others to promote and encourage bicycling in the community, including assisting with the annual Bike to Work Day event, and improvement of Caltrain Bike Station and Embarcadero Bike Station. (2008-10)
8. Develop online bike mapping application and multilingual bicycle outreach program for all San Francisco residents. (2008-09)

Objective C: Promote Rideshare (Carpool/Vanpool)—16,800 people switching from Single Occupancy Vehicles to ridesharing.

ACTIONS:

- 8. Work with Mayor's Office and appropriate city agencies to designate 500 parking spaces for car-share vehicles. (June 2008)**
9. Maintain a website with information on carpool/vanpool incentives and driving alternatives for all San Francisco commuters. (2008-10)
10. Support the efforts of community groups to advocate for and encourage the use of alternative modes of transit in San Francisco, such as Car Free Day, Spare the Air, Rideshare Week, and events sponsored by the Transportation Management Association, Regional RideShare Program (511) Bay Area Commuters, and the Association for Commuter Transportation, Northern California Chapter. (2008-10)
11. Develop and promote Vanpool program in collaboration with 511 Regional Rideshare Program and vanpool service vendors. (2008-10)

Objective D: Increase the use of public transit, discourage driving, and promote employer based transit encouragement programs—105,350 people switching from SOV to transit

ACTIONS:

12. **Work with Mayor's Office to investigate opportunities to introduce variable pricing for parking, city garages, and transit, as well as develop pertinent legislation. (May 2008)**
13. **Work with Mayor's Office and appropriate City agencies to develop a program and subsequent legislation through which MUNI passes are included with hotel package for all visitors to San Francisco. (January 2009)**
14. Provide commute assistance information to City employees by maintaining an Intranet web site and distributing information about commuter alternatives to City employees and the private sector. (2008-10)
15. Administer and promote the Commuter Benefit Program, providing an incentive for employees to take transit or vanpools. (2008-10)
16. Maintain and expand countywide Emergency Ride Home Program to increase the use of driving alternatives. (2008-10)
17. Implement subsidized transit program for students at all San Francisco colleges/universities in partnership with transit agencies. (2008-10)
18. Manage and expand municipal commuter benefits program focused at outreach and citywide implementation of commuter benefits. (2008-10)

Objective E: Promote Clean Fuels and Vehicles—reducing CO₂ emissions by 86,000 tons per year

ACTIONS:

19. **Work with Mayor's Office to establish and promote a regional purchasing pool for plug-in hybrid vehicles. (April 2008)**
20. **Work with Mayor's Office to develop legislation requiring all service stations in San Francisco to offer a biofuel alternative, in addition to conventional fossil fuels. (November 2008)**
21. **Work with Mayor's Office and appropriate agencies to eliminate SUV's from the city fleet; assist with Executive Order or legislation as required. (February 2008)**
22. Update the Healthy Air and Smog Prevention Ordinance to better incorporate green index provisions in the City's fleet purchasing procedures. (2008)
23. Obtain incentive funds for purchasing clean, energy-efficient and alternative fuel vehicles for the City's fleet and for public access, as directed by provisions in the Healthy Air and Smog Prevention Ordinance. (2008 – 2010)
24. As directed by provisions in the Healthy Air and Smog Prevention Ordinance, obtain funding to continue developing the City's alternative fueling infrastructure for

advanced transportation technology vehicles in the City's fleet and for public access. (2008 – 2010)

25. Support development of plug-in hybrid technology by obtaining funding for the purchase and testing of prototype vehicles and participating in the national Plug-in Partners campaign. (2008 – 2010)
26. Obtain funding to continue rapid clean up of the City's diesel truck fleet. (2008-2010)
27. Help implement City policies for use of low-emission equipment at construction sites. (2008 – 2010)
28. Assist with the greening of San Francisco's taxi fleet by boosting the number of compressed natural gas and hybrid vehicles in the City's taxi fleet, as called for by Mayor Newsom. (2008 – 2010).
29. Continue building partnerships with City departments and private sector entities to develop regional fleet-based emissions reduction projects. (2008 –2010).

Objective F: Promote higher fuel efficiency standards for vehicles—reducing CO₂ emissions by 555,000 tons per year

ACTIONS:

30. Urge strengthening of federal CAFE standards. (An increase of 5 miles per gallon in CAFE standards would reduce carbon emissions from vehicle traffic in San Francisco by 555,000 tons per year.) (2008 – 2010)
31. Support implementation of CA's Greenhouse Vehicle Emissions law (AB 1493) to regulate and reduce greenhouse gas emissions from vehicles sold in CA. (2008-2010)

Green Building Program

In the face of climate change, peak oil, water shortages, and rising waste production, San Francisco cannot afford to move slowly towards the greening of its building and construction industry. Traditional forms of building construction and operation consume 48 percent of the US's energy, 76 percent of electricity generated by power plants, and up to half of all raw material use. Each year in California, building-related activities are responsible for approximately 27 percent of the State's carbon dioxide emissions, and in San Francisco construction and demolition debris accounts for about 40 percent of the waste stream.

Mandatory measures to ensure the highest level of energy and water conservation, the least toxic building materials, and the highest use of recycled materials are now a necessity. San Francisco led the way when the Board of Supervisors adopted mandatory green building standards for municipal construction, and strengthening it to require all new municipal construction to meet the standard of LEED* Silver. Signature projects under this project include the Laguna Honda Hospital, which will save the city over \$7

million in energy costs in the first ten years of operation, as well as the LEED Platinum-rated California Academy of Sciences.

Now the City must move beyond incentives and education to require that all construction within city limits meet high environmental standards. On the residential and commercial fronts, the Program is working to implement the recommendations of the Mayor's Green Building Task Force, which comprise the nation's most aggressive environmental building standards, requiring LEED Gold for commercial buildings, and GreenPoint ratings for residential buildings.

*LEED stands for Leadership in Energy and Environmental Design. It is a national standard adopted by the United States Green Building Council. LEED Ratings range from Certified, to Silver, Gold, and Platinum.

GOAL #1	Enhance environmental performance of buildings in San Francisco to reduce costs while increasing efficiency and livability
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Objective A: Initiate, develop, and implement policies that result in all new construction meeting at a minimum an equivalent of a LEED Silver building standard in municipal buildings, and LEED Gold by 2012 in new commercial and residential projects.

ACTIONS:

- 1. Work with Mayor's Office and Mayor's Green Building Task Force, as well as appropriate departments, to codify Task Force recommendations into the most forward looking green building code in the country. (08)**
- 2. Collaborate with Mayor's Office, Mayor's Green Building Task Force, Planning Department, and Department of Building Inspection to internalize green building principles into citywide planning and development processes. (08-10)**
3. Encourage private sector commercial buildings to meet LEED Gold standards by maintaining and streamlining a Priority Permit Processing system in partnership with the Departments of Building Inspection and Planning. (2008-10)
4. Encourage private sector commercial and residential buildings to meet LEED Gold standards by 2012 by formalizing recommendations of Mayor's Green Building Task Force into legislation, and by working with appropriate public and private partners (LEED, GreenPoints, or other). (2008-09)

5. Ensure municipal buildings meet LEED Silver standards by providing oversight and assistance to City departments as required in Chapter 7 of the Environment Code, inserting green RFQ/RFP and leasehold language, and coordinating the REB Task Force and the Municipal Project Review Committee. (2008-10)
6. Develop and maintain a stable funding mechanism through interdepartmental work orders, fees, bonds, or legislation to support Green Building Program initiatives. (2008-10)

Objective B: Increase implementation of green building practices by providing technical assistance and oversight to project teams.

ACTIONS:

7. Provide City Departments access to Green Building Technical Assistance in the following areas: LEED Consulting, GreenPoint Rated Consulting, Energy Modeling, Building Commissioning, Materials Research and Specifications, Post Occupancy Evaluations, and other green building services on an as-needed basis.
8. Facilitate sustainability goal-setting process, identify green building requirements (LEED, Construction and Demolition Debris Management, etc.), incentives, resources, qualified LEED Accredited Professionals and commissioning providers through pre-development consultations, pre-bid meetings, charrettes, and other multi-disciplinary design team meetings. (2008-10)
9. Utilize the Department GreenPRINT online project management tool to review, track, and report progress of Departments' efforts towards meeting Chapter 7 requirements and to track commercial/residential LEED Gold projects. (2008-10)
10. Provide project design teams with green construction specification language, materials and systems research, and specialist referrals (i.e. architectural and engineering consultants, indoor air quality specialists, etc.). (2008-10)

Objective C: Strengthen understanding and adoption of green building practices by key city agencies and industry stakeholders by providing training, resources, and outreach.

ACTIONS:

11. Coordinate and host general and technical green building educational opportunities for public and private building industry stakeholders including: residents, architects,

engineers, contractors, permit applicants, developers, real estate professionals, and financial institutions. (2008-10)

12. Advise and support green building initiatives within San Francisco Redevelopment Agency, the Department Planning Department, Mayor's Office (Housing, Economic and Workforce Development, Disability), Transbay Joint Powers Authority, Treasure Island Development Authority, Asthma Task Force, and others. (2008-10)
13. Monitor and track local green building activity in municipal, commercial and residential sectors, promote projects, and share lessons learned through website, awards, tours, publications, announcements, and press releases. (2008-10)
14. Support and promote green building education opportunities offered through other organizations, such as US Green Building Council, Bay Area LEED Users Group, Build it Green, Pacific Energy Center, etc. (2008-10)

Urban Forest Program

The urban forest is a vital component of San Francisco’s ecosystem. Trees provide environmental and economic benefits through improving air and water quality, increasing property values, lowering building energy use and providing an experience of nature amidst expanses of concrete. Trees improve public health and well being by reducing UV radiation exposure, providing restorative healing for people with illness, and creating safe public spaces.

Currently, San Francisco is home to approximately 668,000 trees with an overall canopy that covers 12 percent of the city’s surface area. This includes 32,000 City maintained street trees and 60,000 privately maintained street trees. It is estimated that one tree can sequester 100 pounds of CO₂—an impact that is needed throughout the city particularly in neighborhoods like Bayview/Hunters Point, the Mission and Chinatown. Statistics indicate that on a percentage basis, half as many trees per capita have been planted in these environmentally distressed neighborhoods than in more affluent areas.

Since its inception, the Urban Forestry Council has developed tools to improve trees in the city. The Urban Forest Plan is a long-term guide for improving tree management. In collaboration with the United States Forest Service, we have two scientific studies that yield a clear description of trees in San Francisco. Furthermore, the Council has contributed to legislative and educational initiatives. The Council will continue to provide unified leadership, advocacy and education in regard to the challenges of tree management and its broader environmental implications. The Council provides a forum for all stakeholders to express their opinions, work together and care for trees.

GOAL #1	To promote a healthy and sustainable urban forest.
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Objective A: Provide information on tree management and related activities.

ACTIONS:

- 1. Support the Mayor’s Office, as well as other city agencies and non-profits, in realizing the goal of planting 250,000 new trees in the next five years. (08-10)**
2. Research long-term funding sources such as a landscape assessment district, public ballot measure, etc. (06-07)
3. Provide information to city departments and community groups developing urban forest funding mechanisms. (07-08)

4. Respond to public inquiries about tree issues. (06-07, 07-08, 08-09)
5. Organize an annual workshop for city staff and contractors on best management practices and standards. (06-07, 07-08, 08-09)

Objective B: Implement the Urban Forestry Council Ordinance (Environment Code Chapter 12).

ACTIONS:

6. Assist the Urban Forestry Council, which includes submitting an Annual State of the Urban Forest Report and working with city departments and agencies. (06-07, 07-08, 08-09)
7. Assist the Planning Department with incorporating elements of the Urban Forest Plan into long-term planning initiatives. (06-07, 07-08, 08-09)

Objective C: Ensure that urban forestry activities are included in climate change initiatives.

ACTIONS:

8. Assist the Department Environment Climate Change Coordinator with urban forestry recommendations for ICLEI in regard to the California Climate Action Plan (06-07)
9. Work with Climate Change Coordinator and city departments on tracking quantifiable impacts of tree planting and continued growth. (07-08, 08-09)

Zero Waste

San Francisco has adopted nation-leading goals of 75 percent landfill diversion by 2010 and zero waste by 2020. We are now achieving 69 percent diversion. Materials are diverted from landfill according to the hierarchy of source reduction, reuse, and recycling and composting. Each 1 percent of diversion is more difficult to achieve than the previous point.

The plan below outlines our strategy to stay on track for 75 percent diversion by 2010. We use calendar year 2008 for diversion goals because, given the lag in measuring diversion, it corresponds to the last report we are required to submit to the State (under AB 939) that will be available within this planning period. The commercial and City government diversion goals appear high because they include construction and demolition debris, sludge and other industrial activities. Without these, their diversion would be more in line with that of residential.

A disposal study conducted by the Department shows that food and other compostables, paper and other recyclables, and construction and demolition (C&D) debris remain the largest material categories to capture. Policies encouraging consumer responsibility (such as mandatory recycling and composting) are necessary to accomplish 75 percent diversion and those requiring producer responsibility (how products are made and sold) will be needed to achieve zero waste.

GOAL #1	Increase overall landfill diversion to 72 percent by CY 2008 to further protect ecosystems, conserve resources and energy, and reduce pollution and climate change.
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Objective A: Increase residential diversion to 50 percent by CY 2008.

ACTIONS:

1. Reduce waste by working with Outreach and other organizations on national (phone books), regional (bring your own bag) and local (buy less junk) campaigns (07/08-09/10).
2. Expand reuse and other diversion efforts at the Public Disposal & Recycling Area by working with Norcal (07/08), and by awarding and managing grants to non-profits to divert 2,000 new tons and maintain 2,000 tons of critical diversion annually (07/08-09/10).
3. Increase Fantastic 3 composting 8,000 tons per year (TPY) and recycling 13,000 TPY by working with Outreach and awarding contracts to increase participation, bringing composting to 500 3-5 unit buildings and 100 apartment buildings, expanding recycling at 100 apartment buildings and converting or closing chutes in 10 large apartment buildings (07/08-09/10).

4. Continue implementing event diversion requirements including using compostable foodware, increasing composting and improving reporting by event producers and service providers to achieve 100 events exceeding 50% diversion (07/08-09/10).
5. Work with Norcal and Outreach to keep residential recycling residuals below 10 percent (07/08-09/10).

Objective B: Increase commercial diversion to 80 percent by CY 2008.

ACTIONS:

6. Promote source reduction (double-sided printing and copying promotion through BOMA), reuse (reusable transport packaging regional campaign with Stopwaste.org) and purchasing recyclable/compostable products with recycled content (07/08-09/10).
7. Increase recycling and composting 24,000 TPY by assisting 250 businesses per year to start or expand programs, presenting to 25 associations or property management companies annually and enhancing participation through coordination with Outreach, service providers, janitorial companies and effective recognition programs (07/08-09/10).
8. Implement the Food Service Waste Reduction Ordinance through on-site monitoring and assisting 1,500 food establishments per year and coordinating with the City Administrator, DPH and others (07/08-09/10).
9. Implement the Plastic Bag Reduction Ordinance through outreach, monitoring and assisting targeted stores. (07/08).
10. Divert 20,000 additional TPY through continuing to implement the C&D Debris Recovery Ordinance by increasing the number of certified facilities by 1/3 and certified transporters to 175, conducting outreach and in-field monitoring, working with DBI, promoting material reuse, developing new City recovery plans and markets with DPW and participating in disaster debris recovery planning (07/08-09/10).
11. Work with the Port and others to support local processing that benefits the community, including potentially designating and greening Piers 92-96 into an Eco-Industrial Park (07/08-09/10).
12. Support the development biofuel projects in converting grease to biodiesel and food scraps into electricity through digestion. (08-10)

Objective C: Increase City government diversion to 85 percent by CY 2008 and facilitate City departments leading by example.

ACTIONS:

13. Increase waste prevention by working with departmental IT managers and DTIS to network and fully use multi-function device capabilities including double-sided printing and copying at 10 department locations, institutionalizing electronic distribution of forms at 5 departments and decreasing paper consumption by 20 percent at 20 locations (08-09/10).
14. Expand reuse and recycling of office furniture, equipment and supplies, and decrease purchase of new items through promotion and management of the Virtual Warehouse by making presentations to 900 employees who are moving, renovating or are unfamiliar with the Virtual Warehouse, and increasing transactions by 15 percent, the proportion of items redistributed to departments by 15 percent and the number of transactions that provide 30 days notice by 10% (08-09/10).
15. Increase diversion 8,000 TPY by facilitating compliance with the Resource Conservation Ordinance, City Composting Resolution and 75% Waste Diversion Goal for City Departments Resolution, implementing food scraps composting at Laguna Honda Hospital and San Francisco General Hospital, initiating new recycling programs at 5 of the top 15 refuse generating locations, improving Resource Conservation Ordinance reporting to 96 percent and incorporating diversion requirements in 3 City event permit processes (08-09/10).
16. Increase office recycling to 55 percent by conducting waste audits and making recommendations at 20 additional department locations annually, training 75 recycling coordinators a year to conduct outreach and implement diversion programs, providing feedback and progress reports to 15 department directors each year, assisting 20 departments in reducing costs by a total of \$100,000, and presenting recycling principles and procedures to 1,000 City employees (08-09/10).
17. Facilitate compliance with the Precautionary Purchasing Ordinance and the Extended Producer Responsibility (EPR) Resolution, and promote the purchase of reusable, recyclable and compostable products, and ones with recycled content by working with OCA to incorporate environmental specifications including EPR language into 3 commodity RFPs, training 200 end users on the environmental benefits of preferable products and evaluating progress, and working with departments to reduce the purchase of styrofoam and directing them to reusable, compostable or recyclable alternatives (08-09/10).
18. Evaluate the potential to divert DPW street sweepings (08-08/09).
19. Showcase key agency efforts as models of resource conservation to encourage other agencies and the private sector (08-09/10).

ACTIONS (for all 3 sectors):

20. Work with Outreach to improve and expand website-based information and other media on zero waste and keep the ecofinder updated (08-09/10).
21. Expand and enhance processing (such as increasing recovery percentages), evaluate new technologies (such as digestion and bio-separation) and develop material markets to ensure sustainable systems and potentially increase the product types that are accepted for recycling and composting (08-09/10).

GOAL #2	Advance towards zero waste by holding producers and consumers responsible for their waste.
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Objective A: Require residents, employees, building managers and janitors not motivated sufficiently by education and financial incentives to participate in diversion programs.

ACTIONS:

22. **Work with the Mayor's office to introduce local legislation and support State legislation mandating participation in diversion programs for all sectors and potentially banning materials such as yard trimmings from disposal. (Feb 09)**
23. **Work with Mayor and DBI to introduce local legislation requiring adequate and convenient space for recycling and composting in buildings, and addressing the participation obstacles caused by trash chutes (April 08).**

Objective B: Eliminate use or encourage reengineering of problem disposable products, increase reuse, recyclability, compostability and recycled content of selected product categories, and secure producer participation and/or funding to divert their products from landfill.

ACTIONS:

24. Work with the Mayor's office, Board of Supervisors and other organizations to introduce local and state policies targeting problem disposable products (08-09/10).

GOAL #3	Assist with disposal alternatives planning.
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Objective A: Research options to secure any disposal capacity needed beyond the current Altamont agreement while incentivizing achieving zero waste by 2020.

ACTIONS:

24. Assist the City Administrator in submitting a disposal options plan to the Board of Supervisors (08).

Toxics Reduction Program

Instead of asking, “How much harm will be allowed?” we will ask, “How little harm is possible?”

In 2003 San Francisco became the first City in the country to adopt Precautionary Principle as a guideline for environmental and public health policy. San Francisco’s Precautionary Principle ordinance requires city government—and urges businesses and community members—to seek out the safest alternatives when making choices ranging from purchasing products to building design and urban planning.

The Toxics Reduction Program is anchored in the process of alternatives assessment. The program seeks to evaluate options to identify the safest, most environmentally sensitive choices in order to improve the quality of human health and the environment in San Francisco. However, even in the best of circumstances, there will be leftover or unwanted products which, if disposed of improperly, would contaminate municipal landfills, storm and sewer systems, as well as our land, water, and air. The Toxics Reduction Program supplies information on safer alternatives and also coordinates a wide-range of hazardous waste recycling services for spent or leftover household products including batteries, paint, pesticides, motor oil and electronics.

Some program highlights include:

- In 2006, the Toxics Reduction Program collected more than 1 million pounds of hazardous waste from San Francisco residents and small businesses, of which approximately 88 percent was recycled, recovered, or reused.
- San Francisco has eliminated the use of the most toxic pesticides in city parks and buildings and has decreased its overall pesticide use by over 50 percent.
- City purchasers now make decisions based on environmental and human health criteria determined by a public stakeholder process.
- City janitors and mechanics also protect their health and the environment by choosing less toxic products to clean offices, clean and repair engine parts, and maintain buildings.
- As of 2007, 90 local businesses have been designated as “San Francisco Green Businesses.”

GOAL #1	Safeguard human and environmental health from exposure to toxic chemicals in household and institutional products.
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Objective A: Through an alternatives analysis process, develop and apply science-based criteria to create lists of eco-products

PRODUCT CATEGORIES:

1. Household and institutional cleaning products. (2008-2009, 2009-2010).
2. Household and institutional pesticide products. (2008-2009, 2009-2010).
3. Computers (2008-2009)
4. Garment cleaning services. (2008-2009).
5. Healthcare industry products. (2008-2009).
6. Body care products. (2008).
7. Creation of a “Green Catalogue” of preferable products for the Precautionary Purchasing ordinance. (2008-2009).

Objective B: Facilitate use of safer alternatives through training, outreach and legislative mandates.

ACTIONS:

Cleaning Products:

8. Disseminate information on household cleaners to San Francisco residents, domestic workers, senior centers, hotels, and restaurants through partnerships with public agencies and community organizations. (2008-2009, 2009-2010).
9. Finalize the first citywide contract for environmentally preferable cleaners, organize product trainings for city staff, establish a mechanism for obtaining ongoing feedback on product performance, and establish a mechanism for maintaining an approved list of products for this category (2006-2007, 2007-2008)

Pesticides:

10. Work with other City agencies and community partners to disseminate pesticide use reduction information through residential community outreach and retail outlets. Develop information on pest management options for residents on the City’s web site. (2008-2009, 2009-2010)
11. Develop an implement citywide food policy to be adopted by the Board of Supervisors to support local and organic food purchases by city agencies and service providers. (2008-2009)

12. Track the use of pesticides on City property through the development and implementation of a web-based pesticide use reporting system. Ensure City agencies continue to maintain pesticide reduction levels of 90% for RoundUp use, and 50% in overall pesticide use under baseline levels. (2008-2009)
13. Provide oversight and assistance to City departments through training (4 per year), product evaluation (Approved List), and interdepartmental working groups such as the IPM Technical Advisory Committee. (2008-2009)
14. Work with other City agencies to develop guidelines for the design of buildings and landscapes that prevent pest infestations and so decrease the need for chemical pesticides (2008).

Computers:

15. Work with city agencies to incorporate the environmental standards developed by the Environmental Protection Agency into the purchase of computers for city operations. (2008-2009)
16. Engage local retailers to offer these environmentally preferable computers to residential and commercial sectors. (2008-2009, 2009-2010)

Garment Cleaning:

17. Compare the health and environmental impacts of various dry cleaning solvents. Conduct outreach to local businesses and residents to reduce the use of dry cleaning solvents (such as perchloroethylene) and promote safer garment cleaning technologies (such as wet cleaning) (2008-2009, 2009-2010)

Body Care:

18. Engage San Francisco teens to provide peer-to-peer education about problematic ingredients and safer alternatives. (2007-2008)

Batteries:

19. Maintain information on alternatives to single-use batteries for residents and city staff on the City's web site. Work with other City agencies and community partners to disseminate this information through retail outlets and city purchasers. (2008-2009)

Precautionary Purchasing:

20. Convene meetings and trainings of City staff that use environmentally preferable products, and solicit feedback on product performance and needs. (2008-2009, 2009-2010)
21. Work with community partners to identify San Francisco businesses that provide environmentally preferable products and services and promote their availability to businesses and residents. (2008-2009)

Objective C: Increase the number and environmental impact of local Green Businesses.

ACTIONS:

22. Coordinate the Green Business Program including: recruitment of local businesses, application tracking, onsite trainings and assessments, and reporting. Add 25 additional green business each year and re-designate existing participants on a 2-year cycle. (2008-2009)
23. Update and improve recognition standards for business sectors currently participating in the program (ex. hotels, restaurants and offices) and develop new recognition standards for business sectors with high use of toxic materials (ex. dental practices, painters, printers and landscape companies). (2008-2009)
24. Work with Outreach, the Small Business Commission, and other business organizations to develop and implement a marketing strategy that promotes Green Businesses to potential customers and expands participation among local businesses. (2008-2009)
25. Quantify and track the environmental savings (KWH of energy saved, gallons of water saved, milligrams of mercury recycled, pounds of hazardous waste properly disposed of and pounds of green house gas emissions not emitted into the environment) achieved by businesses implementing Green Business practices. (2008-2009, 2009-2010)
26. Implement strategies to increase participation of local restaurants in the Green Business Program. (2008-2009)

Objective D: Maintain and enhance opportunities to recycle and dispose of unwanted toxic products.

ACTIONS:

27. Oversee regulatory compliance at household hazardous waste collection sites including the Permanent Household Hazardous Waste Collection Facility and the

- 80+ local businesses serving as collection points for batteries, florescent bulbs, used oil, and paint. (2008-2009, 2009-2010))
28. Improve convenience of access to neighborhood drop-off sites by supporting existing collection opportunities and increasing the number of satellite locations for residents to recycle household batteries (increase by 10 sites), fluorescent lights (increase by 10 sites), latex paint (increase by 4 sites) and mercury thermometers (increase by 2 sites). (2008-2009, 2009-2010)
 29. Develop a system for the safe collection of unwanted and expired medicines and initiate a convenient drop-off program for San Francisco residents at local pharmacies. (2008-2009)
 30. In partnership with Norcal Waste Systems (the City's refuse companies), develop outreach campaigns to increase the proper recycling of household batteries, fluorescent lights, electronic waste, and other hazardous products to meet the 50% diversion goal for electronic waste by 2011. (2008-2009, 2009-2010)
 31. Partner with the Department of Public Health and private collection entities to provide training, outreach, and collection options for the recycling and disposal of hazardous wastes (fluorescent tubes, batteries, and computers) from City facilities. (2008-2009)
 32. Increase and document the collection of hazardous wastes from small businesses through the Conditionally Exempt Small Quantity Generator (CESQG) collection program with special emphasis on outreach to low participation industries and collection of electronic devices. (2008)

Used Motor Oil and Filters

33. Increase diversion of used motor oil and filters collected from San Francisco "do it yourselfers" from 48% to 60% through public outreach and by supporting existing collection opportunities and recruiting 3 additional certified and non-certified collection centers. Coordinate with other City agencies and community organizations to provide additional opportunities for used oil collection at public events. (2008-2009)
34. Use state grant funds to encourage participation in underserved neighborhoods by partnering with local organizations that will collaboratively reach out directly to and engage "do-it-yourselfers" to properly recycle their used oil. (2008-2009, 2009-2010)
35. Provide outreach materials and improve infrastructure at the City's harbors to increase used oil and filter collection and decrease the amount of abandoned hazardous waste from the boating community at the Port of San Francisco and at public marinas. (2008-2009)

Objective E: Increase the availability and use of safer alternatives through promote product stewardship among manufacturers and retailers.

ACTIONS:

36. Support local, state and national efforts to expand product stewardship on the part of manufacturers and retailers of consumer products containing toxic chemicals by revising current regulatory systems governing chemicals in commerce and by creating industry funded systems to collect and recycle unwanted consumer products at their end of life. (2008-2009, 2009-2010)
37. Participate in statewide, regional and national efforts to coordinate development of product purchasing specifications and standards that lead to reformulation and/or product take-back provisions. (2008-2009, 2009-2010)
38. Participate in statewide, regional and national efforts to develop pest prevention guidelines for building construction, and to integrate these guidelines into green building standards. (2008-2009)

Environmental Justice Program

San Francisco’s Department of the Environment (SF Environment) believes that every human being has the right to a healthy and safe environment. But in order to achieve this goal locally, our government, citizens, and businesses must work together to ensure that our air, water, soil, and food are of the highest possible standard in every community.

Environmental Justice (EJ) is the fair treatment and meaningful involvement of all people – regardless of race, ethnicity, income, or education level – in environmental decision-making. San Francisco’s EJ Program promotes the protection of human health and the environment, empowerment via public participation, and the dissemination of relevant information to inform and educate affected communities so that all San Franciscans have an equal opportunity to lead healthy, fulfilling, and dignified lives.

Today, there remain significant differences between the low level of environmental quality experienced by our poorest and most politically marginalized communities when compared to other residents. To address the environmental pollution and energy concerns of the Southeast area of the City, the EJ Program administers a special grant program. To date, the EJ program has granted more than \$9 million to community-based organizations and non-profit groups dedicated to providing energy and environmental services in the Bayview Hunters Point and Potrero neighborhoods. Additionally, the EJ Program works with other City programs and community groups to promote environmental justice in San Francisco, focusing primarily on food security, energy and air quality concerns.

SF Environment is concerned with the potential impacts of a changing climate on San Francisco, especially our most vulnerable neighborhoods. Low-income residents already face multiple barriers to transportation access, food security, affordable housing, health care and employment opportunities. Climate Change is expected to impact our daily lives– by not only causing natural disasters such as flooding, but also by making basic human necessities–such as food, shelter, energy and health care–more expensive and difficult to obtain. Climate Change will disproportionately burden those who have the least amount of financial resources. We need to understand and reduce the potential impacts of Climate Change on the City’s low-income neighborhoods and help residents and businesses in these areas adapt to and address the health and economic burdens created by the uncertainties and stress of Climate Change.

GOAL #1	Protect the environment and public health in Environmental Justice (EJ) neighborhoods of San Francisco and support the capacity, leadership and education of local residents to address EJ concerns
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Objective A: Promote Food Security and Locally Grown Fresh Produce

▶ Actions:

- 1. Work with Mayor’s Office and appropriate city agencies to develop a healthy “slow food” policy, stressing nutrition and equal access to healthy food, including working with community groups and City agencies to promote and operate a local farmers market in the Bayview Hunters Point community (April 08)**
2. Develop long-term plans to promote urban farms, community gardens and school yard gardens to teach local residents and school children about the nutritional and public health benefits of growing and eating fresh produce (2008-10)
3. Coordinate services with community groups and City agencies to promote local access to fresh produce through the Southeast Food Access Task Force and other local initiatives (2008-10)
4. Provide grants to non-profit organizations and economic incentives to residents to promote access to locally grown fresh produce

Objective B: Improve air quality and reduce the cumulative, disproportionate impacts of pollution sources in EJ neighborhoods

5. Identify diesel emission sources in Bayview Hunters Point community and analyze the types and amount of toxic air pollutants generated by diesel sources; develop a long-term plan to reduce diesel air pollutants from mobile and stationary sources in the Bayview Hunters Point community (2008-09)
6. Work with the SF Asthma Task Force and local groups to reduce environmental risk factors for asthma in existing and new construction housing, with an emphasis on low-income residents (2008-10).
7. Promote “Asthma Safe Healthy Home” guidelines and work with the Asthma Task Force to develop criteria of “least healthy housing”, creating a City enforcement prioritization process (2008-10).

8. Work with community groups and nonprofit organizations to support public awareness and change consumer behavior of the City's low-income residents, helping to identify measures within the residents' control that can protect against and reduce indoor air pollution. Promote the purchase of Environmentally Preferred Products and the use of less toxic consumer goods (2008-10).
9. Continue to administer the EJ grant program and provide financial assistance to non-profit groups to support projects that will reduce and prevent air pollution in the Southeast area (2008-10).

Objective C: Promote Energy Efficiency and Renewable Energy Systems

10. Work with and provide financial assistance to community groups in the Southeast area to promote energy efficiency and renewable energy systems. (2008-10).
11. Work with the SFE Climate Change Coordinator and other SFE programs to identify potential impacts of Climate Change on the City's low-income neighborhoods and identify measures that can be taken to adapt or protect against the impacts of a changing climate (2008-10).

Objective D: Provide educational training and related services for non-profit groups in the Southeast area, to increase organizational capacity. (2006-10)

12. Collaborate with City agencies to provide technical assistance to non-profit groups, to help them improve their organizational capacity and fiscal management systems (2008-10).
13. Work closely with SF Environment's Public Outreach team and participate in community outreach events to provide educational and referral services to local residents and businesses in the EJ neighborhoods of San Francisco (2008-10).

Objective E: Promote Urban Forestry, Public Spaces and Neighborhood Beautification Initiatives in the Southeast area

14. Work with Mayor's Office and applicable city agencies on promoting Green Collar job development in the city's southeast, including job training, development of an Eco-Industrial park, and a Southeast Tech Park. (November 08-2009)
15. Work with Mayor's Office and appropriate City agencies to promote urban agriculture. (January 09)

16. Work with community groups, City agencies and property owners in the Southeast area of the City to promote tree planting and maintenance, neighborhood beautification projects, and native plant educational services Help promote revitalization of the Third Street corridor and develop safe, vibrant public spaces in the Bayview community. (2008-10).

Environmental Education Program

The Environmental Education Program of the Department of the Environment is an award-winning program that serves over 225 public and private schools in San Francisco, annually reaching 20,000 students and 1,000 teachers that serve as catalysts for change in the community. The Environmental Education Program works to promote positive behavior change that increases composting and recycling at schools, protects our water from pollution, inspires sound environmental stewardship and helps stop litter. The Environmental Education Program achieves this by offering dynamic school wide assemblies, interactive classroom presentations, a variety of field trips, teacher training workshops, interesting environmental education materials, technical assistance and other relevant special projects that are needed in San Francisco schools. Recognizing the powerful role teachers play in promoting environmental awareness and positive behavior at school and in the classroom, the Environmental Education Program strives to invite new schools and new teachers to participate in its free programs. This helps maximize outreach to new teachers who then reach new students, who then often take the information and new behavior home to their families. In 2005, the School Education Program won the esteemed Governor's Environmental and Economic Leadership Award.

GOAL #1	Increase waste diversion at City schools in order to conserve natural resources, lessen the amount of materials sent to the landfill, and give students the opportunity to act as stewards for the environment.
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Objective A: Implement and improve *Food to Flowers!* lunchroom composting and recycling program.

ACTIONS:

1. SFE staff provides on-going technical assistance at 45 schools to implement school recycling and composting programs. (08-09/10).
2. Staff conducts school-wide composting and recycling assembly presentations at 60 schools by fiscal 09-10 reaching a total of approximately 27,000 students and 1,200 teachers. (08-09/10).
3. Staff delivers 135 in-class presentations by fiscal 09-10 to train 4,050 students to be compost monitors in the cafeteria. (08-09/10).
4. Staff provides composting and recycling resources such as classroom recycling bins, compost posters, and compost monitor aprons (08-09/10).

5. Staff delivers waste assessments at 60 City schools, inputs data using SFE's waste calculator to calculate diversion rates, and rewards school custodians who have made 50 percent diversion possible, by giving them a one-time monetary stipend as funding allows. (08-09/10).
6. Staff recognizes 12 schools that have excelled at composting and recycling by honoring them at annual School Award Ceremony. (08-09/10).

Objective B: Provide students with opportunities to learn more about waste diversion.

ACTIONS:

7. Coordinate 120 field trips to the Transfer Station and Pier 96 Recycle Central, so students can see where our garbage and recycling go, and also provide 120 in class pre-trip presentations reaching 3,600 students that prepare students for their trip and teach how the 4Rs can protect nature. (08-09/10).
8. Coordinate 45 field trips to SCRAP (The Scroungers Center for Reusable Art Parts), so students can see the re-use warehouse and participate in a re-use art project, and also provide 45 in class pre-trip presentations reaching 1,350 students that prepare students for their trip and teach how the 4Rs can protect nature. (08-09/10).

Objective C: Cultivate and build upon relationships with teachers in order to create allies that catalyze change with students and within the school system.

ACTIONS:

9. Maintain and improve communications with teachers through regular newsletters, email list-serve, and website. (08-09/10).
10. Create and distribute 1,200 curriculum packets at school assemblies by fiscal 09-10 so that 1,200 teachers can teach standards-based environmental lessons in the classroom.
11. Provide 6 workshops for 240 teachers. (08-09/10).

GOAL #2	Promote Water Pollution Prevention awareness in City schools in order to educate and empower students with information and action they can take to help prevent water pollution in the San Francisco Bay Area.
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Objective A: Provide standards-based water pollution prevention classroom presentations and curricula

ACTIONS:

- 12. Present 180 presentations reaching 5,400 students. (08-08/09).
- 13. Distribute water pollution and conservation curriculum to 180 teachers reaching 5,400 students. (08-08/09).

GOAL #3	Support greening and gardening movement in San Francisco schools in order to realize City goal of “a garden in every school.”
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Objective A: Promote school garden by participating in the SF Green Schoolyard Alliance.

ACTIONS:

- 14. Participate in 18 scheduled steering committee meetings
- 15. Provide programmatic and technical support as needed. (08-08/09).

Objective B: Provide students with opportunities to experience nature and stewardship directly.

ACTIONS:

- 16. Coordinate 38 field trips to the Garden for the Environment, 26 field trips to the Conservatory of Flowers, and 30 field trips to McLaren Park, along with corresponding pre-trip presentations, so students can learn about the range of SF natural processes. Reaches approximately 2,900 students. (08-08/09).
- 17. Arrange for schools to get free compost from Norcal to use in their school gardens.

GOAL #4	Diversify the environmental topic areas covered by the Environmental Education Program in order to diversify the types of behavior change promoted.
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Objective A: Continue incorporating other program areas to include energy conservation, toxics reduction, and environmental justice in the resources offered by our program as funding and staff allows.

ACTIONS:

18. Implement a Stop Litter Program (including assemblies, curriculum and district wide poster contests) in 60 City schools reaching 27,000 students and 1,200 teachers by fiscal 08-09 in order to create positive behavior change and reduce litter that ends up on City streets, schools, parks and benches. (08-08/09).
19. Develop 6 interpretive panels, standards-based Wind Power curriculum for grades 1, 5 and 6, and develop self-guiding field trip for elementary school students in conjunction with restoration of Murphy Windmill in GG Park. (08-08/09).
20. Support and provide feedback on Energy Activity Program in 180 City schools by fiscal 08-09 so that students can learn about the science of energy and energy efficiency. (08-08/09).
21. Assist other program areas in their teen-related outreach such as the Safe Cosmetics Program.
22. Develop materials and manage International Pen Pal Program that reaches 900 SF students and 900 international students by fiscal 08-09, teaching them about how their local actions can have global impact on the environment.

GOAL #5	Train future environmental professionals in order to promote sound and effective environmental education that teaches students to protect nature.
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Objective A: Recruit, hire and train apprentice level employees to be skilled in administering various aspects of the Environmental Education Program.

ACTIONS:

23. Hire and train 4 Environmental Associates and continue training and developing skills of Associates. (08-08/09).
24. Hire 6 Environmental Interns (9920) by fiscal 08-09 and train them to give presentations, act as program mascot, help monitor compost program in school lunchrooms and be skilled in administering various aspects of the Environmental Education Program.
25. Investigate feasibility of other training opportunities including partnership with SF Conservation Corps (SFCC).

Outreach

The Department Environment's Public Outreach Program supports the goals of the Environment Department and its programs by providing clear, concise, and objective information about San Francisco's environment to the public and policy-makers. The Department Environment's Outreach team collaborates with and provides environmental educational resources to a wide variety of San Francisco constituencies, and strives to motivate every San Franciscan (including those who visit or work here) to act as good stewards of their homes, their City, and ultimately, their planet.

As San Francisco strives to be an environmental leader, both within and beyond the borders of the City, the Outreach team is dedicated to creating top-notch materials and communications strategies that establish the Department and the City as models for environmental action. We collaborate with other city departments to highlight San Francisco's best practices, as well as ensure that the public is made aware and can participate in solutions to our common concerns including environmental justice, the precautionary principle, and the challenge of global warming.

GOAL #1	Design and deliver outreach activities that will achieve the behavioral change goals of Department programs
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Objective A: Work collaboratively with programs to create communications strategies for Department and its Programs that are achievable and measurable

ACTIONS:

1. Define priority audiences for Department Program areas in collaboration with program staff
2. Develop key messages for Department program areas
3. Identify preferred media and outreach methods for each targeted constituent group
4. Identify points at which objectives are complementary across program areas, and integrate outreach as appropriate
5. Determine expectations and means of measuring success so programs and partnerships can be revisited at key milestones
6. Conduct focus groups or other research, including surveys, to test market acceptance of proposed outreach approaches to assure maximum success

Objective B: Build services and infrastructure to ensure that Program activities meet established Department goals.

ACTIONS:

7. Develop and maintain internal infrastructure including databases, email, website, Department meetings and trainings to efficiently support successful Programs and strengthen staff knowledge and investment
8. Meet with Department programs as well as other City, community, and business partners to understand commonality of missions, near-term agendas, human resources, constituents and assets with a focus on greater effectiveness and increased efficiency

Objective C: Promote Department programs and policies in a manner that will advance the Department's goals

ACTIONS:

9. Work with Mayor's Office and appropriate agencies to coordinate a Sustainable Ocean Beach development, maintenance and restoration plan. (08)
10. Concept, write, and oversee production of Department and Program communications materials
11. Maintain Department look and feel and messaging with distinctive and consistent identity system (letterhead, business cards, logo), print and electronic media (brochures, postcards, posters, website), and advertising (print, outdoor, online, broadcast) that represent the Department and appeal to targeted constituent groups
12. Update presentations for use throughout year in speaking before constituent groups.
13. Establish and reinforce media connections to gain coverage of Department and City programs
14. Provide well-trained spokespeople and press materials
15. Train employees to deliver Department and Program messages
16. Initiate, maintain and review forums to share information and build consensus among City agencies, non-profits, businesses, and other critical players on issues facing both The City's environment and Program constituents

Objective E: Assure compliance with reporting requirements and oversee other communications with oversight bodies.

ACTIONS:

17. Prepare and publish Department Annual Report, as required by city code.
18. Develop, track, and report performance measures to Controllers office and to SF STAT.

19. Review and approve program staff communications with oversight bodies and officials, including regular reports required under the Environmental Code, and others
20. Provide support for legislation approved by the Commission or Department.