



SF Environment

Strategic Plan

2016-2020

**Our mission is to provide solutions that advance
climate protection and enhance quality of life
for all San Franciscans.**



Dear Friends,



We are proud to serve the City of San Francisco—often viewed as one of the greenest cities in North America. At the Department of the Environment, our vision for a more sustainable future is expressed simply as “0-80-100 Roots”: we must achieve 0 waste, take at least 80% of our trips sustainably, and use 100% renewable energy while reducing consumption. And if those goals are about being less harmful to the planet, our “Roots” goal is about healing the planet by planting trees and promoting soil health to absorb carbon and restore natural systems.

At the Department of the Environment, we are working every day to help San Francisco be a sustainable and healthy city for all of its residents; human, plant and animal. We know we will face pressing challenges. Many residents and families struggle to find safe and affordable housing and good jobs to pay their bills. At the same time the threat and impact of climate change has never been more real for San Francisco and the world. With rising sea levels and more unpredictable weather patterns, we must simultaneously prevent more harm to our environment, as we prepare our City to grow and thrive.

In creating this document, we took time to reaffirm our collective values and make them the pillars of our work. We are committed to helping all San Francisco residents and businesses access our programs and services. We are committed to ensuring that all communities have a strong voice in shaping our work, especially those most impacted by environmental harms. We will continue to collaborate with partner agencies and organizations to deliver quality programs and remain a trusted resource for action and impact. And we will remain bold leaders and innovators on urban sustainability and climate change, working to protect our planet while prioritizing the needs of our residents and businesses.

San Franciscans face many collective challenges, but we have the benefit of living in a community of diverse and talented residents and we are endowed with a spirit of action and innovation.

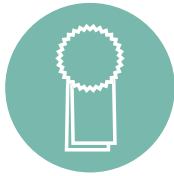
This strategic plan outlines our five-year roadmap for the Department’s work on sustainability and climate change, including key strategies for meeting our goals. But in order for us to truly make the changes we believe are necessary, all San Franciscans must be a part of the solution.

So consider this strategic plan my invitation to participate, a guiding document for what is possible, strengthened with your collaboration, so that all may thrive in San Francisco. If not here, where? If not now, when?

Sincerely,

DEBORAH RAPHAEL
DIRECTOR

Our Values



Credibility

We are a trusted source of information about environmental challenges, drawing on deep expertise to create solutions that make a measurable difference.



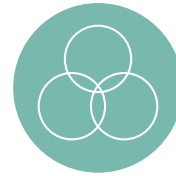
Innovation

We experiment and prototype to identify the best solutions to address environmental challenges, setting examples for other cities to follow.



Collaboration

We understand that working with a range of partners is critical to our success. We are an engaged member of the San Francisco city family and passionately work with business and community stakeholders to advance shared civic goals.



Equity

Our programs benefit all residents and businesses in San Francisco and focus on supporting those communities most in need. All our initiatives are underpinned by a commitment to inclusiveness and accessibility.



Impact

We know that the condition of San Francisco's environment is critically important to the quality of life of all residents, and our programs clearly demonstrate a resilient environment is possible.

Our Goals

GOAL 1

**Promoting Healthy Communities &
Ecosystems**

GOAL 2

Leading on Climate Action

GOAL 3

Strengthening Community Resilience

GOAL 4

Eliminating Waste

GOAL 5

Amplifying Community Action

Navigating this document:

GOAL

SUB-GOAL

OBJECTIVE
STRATEGY

KEY METRICS

ACCOMPLISHMENT

WE ASKED THE COMMUNITY

GOAL 1

**Promoting
Healthy
Communities
& Ecosystems**

Foster healthy and sustainable communities through science, with an emphasis on supporting our most vulnerable populations



Increase adoption of safer alternatives to harmful products and materials

Collaborate with key stakeholders to research and identify safer products, practices and materials



Support residents, businesses, and city staff in limiting use of toxic and hazardous products, practices and materials

Partner with low-income and public housing developers and managers to expand integrated pest management (IPM) principles and other environmental initiatives

Encourage residents, businesses and city departments to use safer, less-toxic products and practices through targeted programs and outreach



Invoke the Precautionary Principle to accelerate best practices in decision making

Partner with key stakeholders to ensure sustainability initiatives are equitable and accessible



Leverage the purchasing power of municipal operations to advance markets for green products and services



**Connect all residents,
workers and visitors with
nature every day**



Lead and leverage inter-agency efforts to green San Francisco's built and natural environments

Increase the size, health and biodiversity of our urban forest, natural areas, open spaces, and community gardens

Support intergovernmental efforts to advance building standards and codes that reduce environmental and health impacts



Maximize carbon sequestration through natural ecosystems

Research and facilitate compost application on City-owned and agricultural properties for carbon sequestration impacts



Support sustainable and healthy food options for all individuals and families in San Francisco, especially the food insecure

Key Metrics

9,374,768

Square feet of private and municipal building stock certified through an environmental rating system such as LEED or GPR

100%

Employees that have received racial equity training



ACCOMPLISHMENT

Launch of racial equity initiative

In recognition of the fact that addressing institutional racism across all levels of government requires leadership and political will, on March 14, 2018 the SF Department of the Environment launched a racial equity initiative. The resolution affirms the Department's commitment to racial equity and sets a path to develop a Racial Equity Action Plan with measurable outcomes.

WE ASKED OUR COMMUNITY:

What matters most to you?

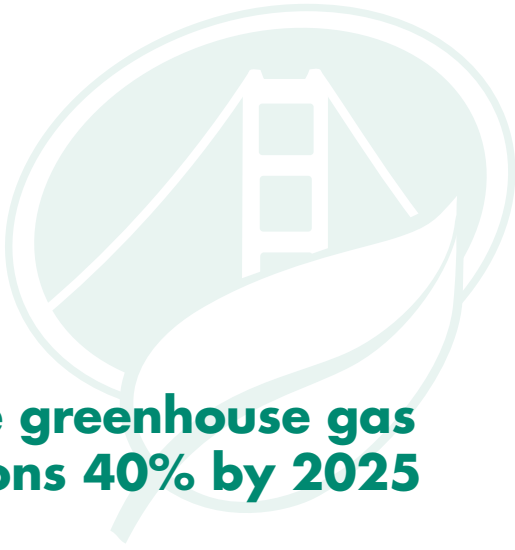
“The priority is educating people, be they kids or adults. Workshops, education on what the environment is and how we can help from our own homes.”



GOAL 2

**Leading on
Climate Action**





Reduce greenhouse gas emissions 40% by 2025



Maximize energy efficiency in existing buildings

Benchmark the city's built environment to identify energy efficiency and on-site renewable generation potential to advance innovation and implementation of programs



Reduce dependency on single-occupancy vehicles by improving access to sustainable and affordable modes of transportation

Foster walking, biking, and the use of public transportation and shared rides by implementing the Citywide Transportation Demand Management plan in partnership with partner agencies




Commit to ambitious carbon reduction targets across city agencies



Continue to share San Francisco's practices and lessons to show the world what is possible

Leverage innovation funding for activities that result in market transformation for Distributed Energy Resources



Decarbonize the fuel used for buildings and transportation



Decarbonize the energy used for heating and cooling buildings

Promote policies requiring energy efficiency improvement in existing buildings and new construction, such as driving adoption of high-efficient heat pump technologies



Accelerate shift to 100% renewable grid electricity by 2030 and maximize local on-site generation of renewable electricity through policy development and investment

Align Department programs to support greater adoption of CleanPower SF



Decarbonize the transport sector by facilitating deployment of electric and zero-emissions vehicles

Rapidly expand charging and refueling infrastructure to scale Zero Emission Vehicle (ZEV) technologies across the city through partnerships and policy development

Transition light and medium duty vehicle classes to ZEVs through partnerships, coalition building, increasing consumer awareness and demand, and bulk procurement

Key Metrics

142,618,148

Square feet of commercial building stock participating in annual energy benchmark

36%

of greenhouse gas emissions below 1990 levels

4.2%

Percent of vehicles registered in San Francisco that are Zero Emission Vehicles

WE ASKED OUR COMMUNITY

What do you care about the most?

“I care about living within a vibrant city while connecting to nature and having easy, convenient, sustainable transportation.”



GOAL 3

Strengthening Community Resilience

A person with short dark hair, wearing a blue long-sleeved shirt, is seen from the back, looking out over a city. The city features a mix of residential buildings and a prominent skyline with several skyscrapers, including a tall, thin one. The foreground shows a green lawn with palm trees and other vegetation. The sky is clear and blue.



Support economically resilient communities



Keep small businesses and community-based organizations in San Francisco by minimizing costs associated with energy use, water use, and waste generation

Evaluate the status of the Green Business Program to more effectively enable small, local businesses to participate

Decrease energy costs for residents by partnering with utilities and other jurisdictions through public goods charge funding and construction ordinances



Reduce cost of living in San Francisco by ensuring cost effective energy efficiency upgrades in all housing, with a special focus on affordable housing



Create jobs and economic opportunity by keeping sustainability investments in our communities

Collaborate with city departments to develop a clean energy workforce that can rapidly scale distributed renewable generation and energy efficiency upgrades

Provide entry-level environmental career pathways through Public Service Trainee (PST) program



Increase equitable distribution and installation of local renewable energy and battery storage

Decrease energy costs for residents through construction ordinances and by partnering with utilities and other stakeholders to offer incentive and rebate programs





Increase San Francisco's resilience to climate change impacts



Connect communities most adversely impacted by environmental injustices with resources that enable them to become more resilient to the impacts of climate change



Make San Francisco infrastructure, landscapes and neighborhoods resilient to climate change

Provide interdisciplinary expertise, resources, and thought leadership on climate resilience to both public and private entities



Coordinate with other City agencies and jurisdictions on adaptation planning and community engagement to ensure everyone has a seat at the table

Key Metrics

\$3,653,007

Incentive dollars provided to multi-family housing and commercial housing sector for energy efficiency upgrades

314

Green Businesses in San Francisco

55%

of all Department of the Environment grant funds allocated to low-income communities or public housing

We asked our community

How can we achieve a thriving, equitable San Francisco?

By understanding individual communities—values, ideas, history, culture—and making initiatives responsive and inclusive of all people.”



GOAL 4

Eliminating Waste





Achieve zero waste and work towards closing landfills serving San Francisco



Increase participation in recycling and composting programs

Develop tailored outreach and engagement programs so that more San Franciscans properly dispose of recyclables, compostables, and hazardous waste

Expand number of recyclable and compostable materials accepted throughout the city



Expand accessibility and structure of programs for collecting hazardous products

Increase collection opportunities for household hazardous waste by expanding number of local business drop-off sites

Accelerate innovation and enable robust community involvement through Zero Waste grant program

Develop policies and coordinate with other jurisdictions to implement producer responsibility programs for waste streams that are difficult to manage



Modernize San Francisco's refuse collection and process infrastructure

Oversee investment in processing facility upgrades, beginning with the highest priority needs



Increase reuse and recycling of construction & demolition





Promote responsible consumption by San Francisco residents and businesses



Prevent food waste

Drive awareness and provide solutions that radically shift the food waste paradigm



Reduce consumption of single-use items

Provide interdisciplinary expertise, resources, and thought leadership on climate resilience to both public and private entities



Expand use of sustainable packaging materials

Key Metrics

1,599

Tons of material sent to primary landfill on an average workday

4,209

Homes serviced for household hazardous waste collection annually (equivalent loads)



ACCOMPLISHMENT

Update to recycling program

In October 2017, the SF Department of Environment and Recology announced the most significant changes to the City's recycling program since it was launched in 2000. The City's "Fantastic Three" bin system for recyclables, compostables and landfill-bound material has been updated to allow San Franciscans to recycle more than ever.

WE ASKED OUR COMMUNITY

What do you want to learn about?

“How to use ecological products and services. Knowing more about these programs would help maintain the quality of our environment.”



GOAL 5

Amplifying Community Action





Build a shared culture of environmental stewardship across San Francisco



Reflect stakeholders' values, needs, and everyday lives in Department program offerings and environmental action

Tie all SFE series to San Franciscans' priorities and everyday lives by adopting user-centric program design

Increase public-private partnerships that accelerate local innovation and engagement



Challenge businesses and local influencers to commit to meaningful action on climate strategy: 0-80-100-Roots



Align program services with partners across city departments to maximize impact and reduce confusion

Ensure messaging in all SFE content is consistent, relevant, and accessible to its intended audiences

Collaborate across program areas and with partner agencies on engagement timing and messaging



Provide residents and institutions with resources and opportunities to help protect our city and planet



Support and grow local environmental leaders, particularly in communities that have historically been underrepresented in the environmental movement

Develop long-term relationships with community leaders and organizations by establishing community councils, innovation sprints, community dialogues, and hosting community events



Provide grants and resources to a wide range of organizations in order to increase reach and collaboration



Increase personal actions that reduce our impacts while preparing for climate change

Inspire children and young adults to take action and serve as environmental leaders in their families, schools, and communities



Increase funding pool available to community groups for neighborhood environmental work by expanding carbon fund grant program

Invest in existing neighborhood actions that amplify community cohesion and increase climate protection



Key Metrics

26,241

K-12 students reached annually through the school education environmental sustainability program

70

Number of interns and public safety trainees recruited annually



ACCOMPLISHMENT

Carbon Fund Grant Awards

In 2018, SF Environment's Carbon Fund awarded \$150,000 in grants. The San Francisco Carbon Fund is the first fund of its kind to invest solely in local projects that reduce greenhouse gas emissions close to where they were created – rather than large scale offset projects across the globe. The San Francisco Carbon Fund's impact can be seen and felt by the community daily.

WE ASKED OUR COMMUNITY

What matters most to you when thinking about the future of San Francisco?

“That our legacy as a forward-thinking, compassionate, responsive, inclusive city continues. That we recognize our moral leadership to address the climate crisis.”





Learn more about our work at SFEnvironment.org

ACKNOWLEDGMENTS

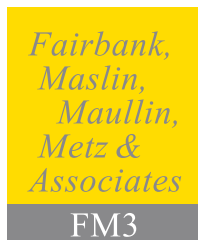


SF Environment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco

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& Strategy



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Strategic Plan 2016-2020

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A Department of the City and County of San Francisco