

SAN FRANCISCO DEPARTMENT OF THE ENVIRONMENT

Proposed 2016-2020 Strategic Plan v.1

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ABOUT THIS DRAFT

This is a living document. It was designed as a conversation starter; to frame the essential goals of the Department and lay out the most pressing objectives of the next five years. And while 35 key strategies for implementation were identified, it was just a start, and we fully appreciate that the effort to meet our City's climate protection and quality of life goals will require additional input from the community. We welcome the opportunity to grow our course of action with others.

This first iteration of the Department's new strategic plan was developed through extended engagement and collaboration between department leadership, staff, partner agencies and community surveying. The Department is excited to begin regular stakeholder and community engagement on expanding this plan, building out strategies and moving into implementation. While this document will help guide and focus the Department's ongoing efforts, we will continue to update the plan as new needs and opportunities emerge.

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 “0-50-100 Roots”: we must achieve 0 waste, take at least 50% 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,

Debbie Raphael

OUR MISSION:

- THE SAN FRANCISCO DEPARTMENT OF THE ENVIRONMENT PROVIDES SOLUTIONS THAT ADVANCE CLIMATE PROTECTION AND ENHANCE QUALITY OF LIFE FOR ALL SAN FRANCISCANS

VALUE: CREDIBILITY

- WE ARE A TRUSTED SOURCE OF INFORMATION ABOUT ENVIRONMENTAL CHALLENGES, DRAWING ON DEEP EXPERTISE TO CREATE SOLUTIONS THAT MAKE A MEASURABLE DIFFERENCE.

VALUE: INNOVATION

- WE CREATE AND IMPLEMENT INVENTIVE SOLUTIONS THAT ADDRESS ENVIRONMENTAL CHALLENGES, SETTING EXAMPLES FOR OTHER CITIES TO FOLLOW.

VALUE: 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 WORK WITH BUSINESS AND COMMUNITY STAKEHOLDERS TO PASSIONATELY ADVANCE SHARED CIVIC GOALS.

VALUE: 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.

VALUE: IMPACT

- WE KNOW THAT THE CONDITION OF SAN FRANCISCO'S ENVIRONMENT IS CRITICALLY IMPORTANT TO THE WELFARE OF ITS RESIDENTS, AND OUR PROGRAMS CLEARLY DEMONSTRATE THAT A RESILIENT ENVIRONMENT IS POSSIBLE.

1 PROMOTING HEALTHY COMMUNITIES + ECOSYSTEMS

FOSTER HEALTHY AND SUSTAINABLE COMMUNITIES, THROUGH SCIENTIFIC ANALYSIS AND FOCUSING RESOURCES ON OUR MOST VULNERABLE POPULATIONS

CONNECT RESIDENTS, WORKERS AND VISITORS WITH NATURE EVERY DAY

OBJECTIVES

1. Increase adoption of safer alternatives to harmful products and materials
2. Lead and leverage interagency efforts to green San Francisco's built and natural environments
3. Minimize use of toxic and hazardous products, practices and materials by residents, businesses and city staff
4. Partner with stakeholders to apply an equity lens to sustainability initiatives
5. Leverage the purchasing power of municipal operations to advance markets for green products and services
6. Maximize carbon sequestration through natural ecosystems
7. Support sustainable and healthy food options for all San Franciscans, especially the food insecure

KEY STRATEGIES (PROMOTING HEALTHY COMMUNITIES AND ECOSYSTEMS)

1. Collaborate with key stakeholders to research and identify safer products, practices and materials
2. Develop targeted programs and outreach to residents, businesses and city departments encouraging the use of safer, less-toxic products and practices
3. Support intergovernmental efforts to advance building standards and codes that reduce environmental and health impacts
4. Invoke the Precautionary Principle to accelerate best practices in decision making
5. Partner with low-income and public housing developers and managers to expand integrated pest management (IPM) principles and other environmental initiatives
6. Research and facilitate compost application on City-owned and agricultural properties for carbon sequestration impacts
7. Increase the size, health and biodiversity of our urban forest, natural areas, and open space

KEY PERFORMANCE MEASUREMENTS

1. Quantity of LEED Certified private and municipal building stock
2. Square footage of natural areas designated for biodiversity programming
3. Number of public housing units participating in IPM program

2 ACHIEVING A CARBON-FREE FUTURE

REDUCE GREENHOUSE GAS EMISSIONS 40% BY 2025

SET THE CITY ON A PATH TO ACHIEVE 80% REDUCTIONS BY 2050

OBJECTIVES

1. Maximize energy efficiency in existing buildings
2. Decarbonize the energy used for heating and cooling buildings
3. Accelerate shift to 100% renewable grid electricity and maximize local on-site generation of renewable electricity through policy development and investment
4. Decarbonize the transport sector by facilitating deployment of electric and zero-emissions vehicles (ZEV)
5. Reduce dependency on single occupancy vehicles
6. Commit to ambitious carbon reduction targets across City departments
7. Continue to share San Francisco's work and show the world what is possible

KEY STRATEGIES (ACHIEVING A CARBON FREE FUTURE)

1. Benchmark the City's built environment to identify energy efficiency and on site renewable generation potential to advance innovation and implementation of programs
2. Promote policies requiring energy efficiency improvement in existing buildings and new construction such as driving adoption of high-efficiency heat pump technologies
3. Align Department programs to support greater adoption of CleanPowerSF
4. Rapidly expand charging and refueling infrastructure to scale ZEV technologies across the city through partnerships and policy development
5. Transition light and medium duty vehicle classes to ZEVs through partnerships, coalition building, increasing consumer awareness and demand, and bulk procurement
6. Implement Citywide Transportation Demand Management plan in collaboration with partner agencies
7. Leverage innovation funding for activities that move markets up the adoption curve and ensure long-term commitments

KEY PERFORMANCE MEASUREMENTS

1. Megawatt reduction from energy efficiency programs
2. Metric tons of greenhouse gas emissions reduced from energy programs
3. Quantity of commercial building stock participating in annual energy benchmark summary

3 STRENGTHENING COMMUNITY RESILIENCE

INCREASE SAN FRANCISCO'S RESILIENCE TO CLIMATE CHANGE IMPACTS

SUPPORT ECONOMICALLY RESILIENT COMMUNITIES

OBJECTIVES

1. Keep small businesses and community based organizations in San Francisco by minimizing costs associated with energy and water use, and waste generation
2. Mandate cost effective energy efficiency upgrades in housing to reduce cost of living in San Francisco
3. Connect resources to communities most adversely impacted by environmental injustices
4. Create jobs and economic opportunity by keeping sustainability investments in our communities
5. Help San Francisco infrastructure, landscapes and neighborhoods become resilient to climate change
6. Increase equitable distribution and installation of local renewable energy and energy storage
7. Coordinate with other City agencies and jurisdictions on adaptation planning and community engagement

KEY STRATEGIES (STRENGTHENING COMMUNITY RESILIENCE)

1. Collaborate with city departments to develop a clean energy workforce that can rapidly scale distributed renewable generation and energy upgrades
2. Aggressively grow the number of businesses in the Green Business Program with an emphasis on small, local businesses
3. Partner with utilities and other jurisdictions to decrease energy costs for residents through public goods charge funding and construction ordinances
4. Provide entry-level environmental career pathways through the City's Public Service Training (PST) and youth employment programs
5. Support and promote community gardens and improve access to locally-produced food
6. Promote GoSolarSF and other incentive programs to provide affordable access to renewable energy for low and moderate income residents and local community based organizations
7. Provide interdisciplinary expertise, resources and thought leadership on climate resilience

KEY PERFORMANCE MEASUREMENTS

1. Number of Green Businesses in San Francisco
2. Number of San Francisco residents completing PST program
3. Solar installations in San Francisco (with specifics for low-income neighborhoods and community organizations)

4 ELIMINATING WASTE

**ACHIEVE ZERO WASTE AND WORK TOWARDS CLOSING LANDFILLS
SERVING SAN FRANCISCO**

**PROMOTE RESPONSIBLE CONSUMPTION BY SAN FRANCISCO
RESIDENTS AND BUSINESSES**

OBJECTIVES

1. Prevent food waste
2. Increase participation in recycling and composting programs
3. Expand accessibility and structure of programs for collecting hazardous products
4. Reduce consumption of single-use items
5. Modernize San Francisco's refuse collection and processing infrastructure
6. Increase reuse and recycling of construction & demolition debris
7. Expand use of sustainable packaging materials

KEY STRATEGIES (ELIMINATING WASTE)

1. Drive awareness and provide solutions that radically shift the food waste paradigm
2. Develop tailored outreach and engagement programs to increase compliance rates for recycling, composting and proper disposal of hazardous waste
3. Work with local businesses to increase collection sites for household hazardous waste
4. Accelerate innovation and community involvement by providing grants and other resources
5. Oversee investment in waste facility upgrades, beginning with the highest priority needs
6. Expand number of recyclable and compostable materials accepted throughout the city
7. Develop policies and coordinate with other jurisdictions to implement producer responsibility programs for difficult-to-manage waste streams

KEY PERFORMANCE MEASUREMENTS

1. Tons of refuse sent to landfill annually
2. Number of homes serviced for household hazardous waste collection annually
3. Tons diverted from landfill by Zero Waste grant recipients

5 AMPLIFYING COMMUNITY ACTION

**BUILD A SHARED CULTURE OF ENVIRONMENTAL STEWARDSHIP
ACROSS SAN FRANCISCO**

**PROVIDE RESIDENTS AND INSTITUTIONS WITH RESOURCES AND
OPPORTUNITIES TO HELP PROTECT OUR CITY AND PLANET**

OBJECTIVES

1. Connect Department program offerings and environmental action to stakeholders' values, needs, and everyday lives
2. Challenge businesses and local influencers to commit to meaningful action on climate strategy: 0-50-100-Roots
3. Foster environmental leaders, particularly in communities that have historically been under-represented in the environmental movement
4. Provide grants and resources to a wide range of organizations to increase programmatic reach and enhance collaboration
5. Increase personal actions that reduce our impacts while preparing for climate change
6. Align program services with partners across city departments to maximize impact and reduce confusion
7. Expand Carbon Fund program to increase funding available to community groups

KEY STRATEGIES (AMPLIFYING COMMUNITY ACTION)

1. Adopt a user-centric program design approach that incorporates user input and emphasizes engagement
2. Increase public-private partnerships that accelerate local innovation and engagement
3. Develop long-term relationships with community leaders and organizations by establishing community councils, innovation pilots, and community engagement initiatives
4. Ensure messaging in all content is consistent and relevant to its intended audiences
5. Inspire children and young adults to take action at school and in their communities
6. Collaborate across program areas and with partner agencies on engagement timing and messaging
7. Invest in existing neighborhood actions that amplify community cohesion and climate protection

KEY PERFORMANCE MEASUREMENTS

1. Number of community events hosted and/or attended annually
2. Number of carbon fund projects and dollars granted
3. Number of K-12 schools (and students) reached annually