

# DRAFT: SFE Strategic Plan 2016-2020 2.0

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**Mission:** The San Francisco Department of the Environment provides solutions that advance climate protection and enhance quality of life for all San Franciscans.

## 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.

## 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
    - **Encourage** residents, businesses and city departments to use safer, less-toxic products and practices **through targeted programs and outreach**
    - Partner with low-income and public housing developers and managers to expand integrated pest management (IPM) principles and other environmental initiatives

- 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 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

## Goal 2: Leading on climate action

- **Reduce GHG emissions 40% by 2040**
  - 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 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

### Goal 3: Strengthening community resilience

- 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
    - **Enable more small, local businesses to participate in the Green Business Program by evaluating the standards.**
    - **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 performance measurements:

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

#### 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
  - Expand use of sustainable packaging materials
- **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

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

## 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 under-represented 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 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