



SF Environment



Strategic Plan

2021-2023

Our mission is to 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.



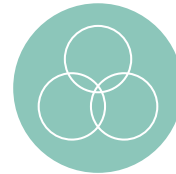
Innovation

We pioneer new, unique solutions that harness the latest technology and best practices to address environmental challenges, while setting examples for other places to follow.



Collaboration

Working with a range of partners is critical to our success. We are an engaged member of the San Francisco community and work passionately 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 racial equity, inclusiveness and accessibility.



Impact

The condition of the environment is critically important to the quality of life of all residents, and our programs clearly demonstrate that a healthier environment contributes to a thriving city.

Our Goals

GOAL 1

Advance Racial Equity

GOAL 2

Promote Healthy Communities & Ecosystems

GOAL 3

Lead on Climate Action

GOAL 4

Strengthen Community Resilience

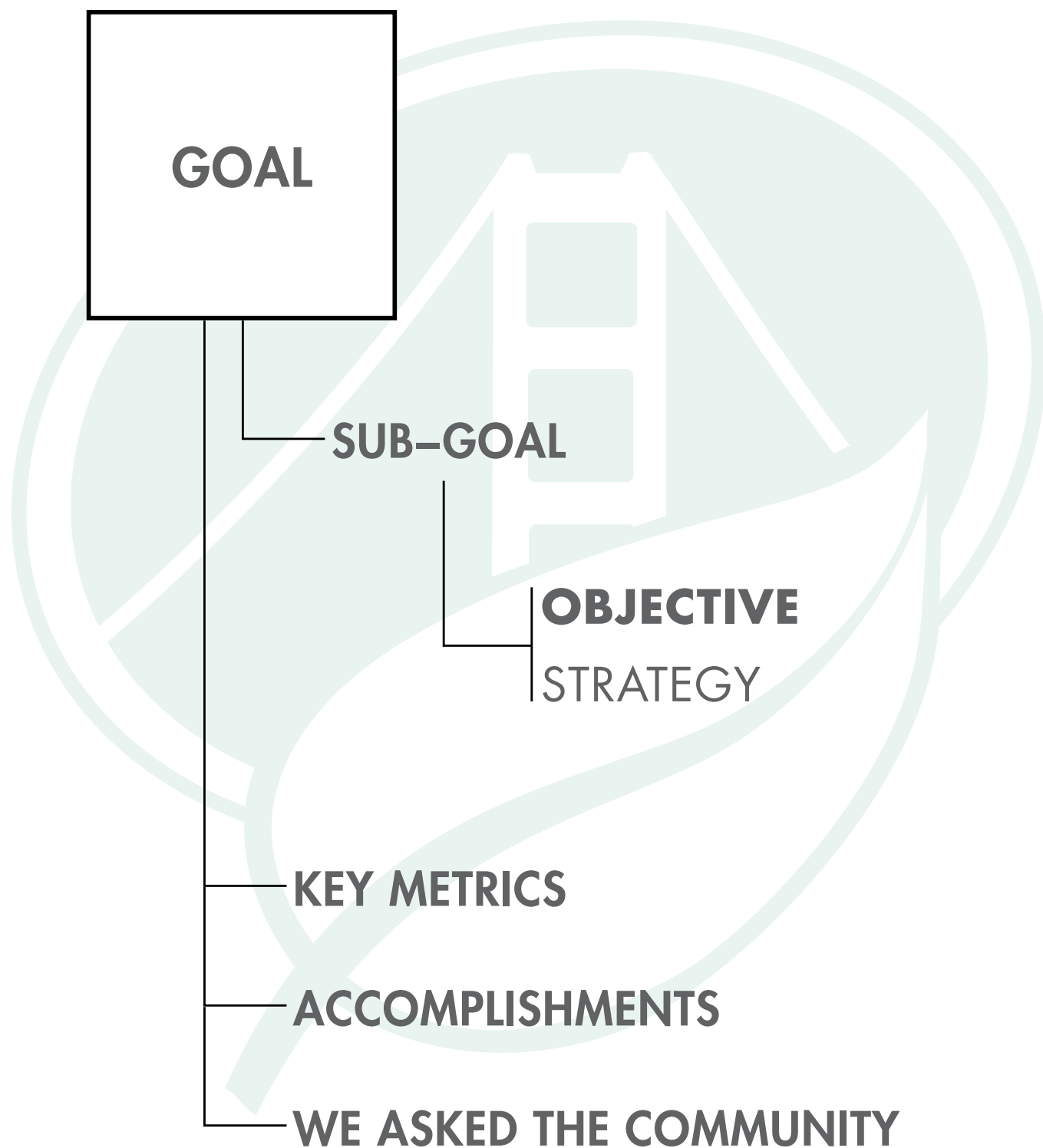
GOAL 5

Achieve Zero Waste and Zero Toxics

GOAL 6

Amplify Community Action

Navigating this document:



GOAL 1

Advance Racial Equity



SFRecycles.org

Transform the Department and its environmental programs to support the collective liberation of Black, Indigenous, and People of Color in San Francisco



Build organizational capacity for racial equity, normalize conversations about race, and develop a shared understanding of institutional and structural racism

Grow and empower the Department's Racial Equity Steering Committee and Racial Equity Leaders to keep the Department engaged and accountable for achieving its Racial Equity Action Plan

Increase staff access to and participation in trainings, conferences, and discussions focused on diversity, equity, and inclusion



Ensure the Department is a safe, equitable, inclusive, and anti-racist workplace

Adopt and adhere to standardized recruitment and retention measures aimed at identifying, attracting, investing in and retaining a diverse workforce

Address barriers for Black, Indigenous, and People of Color employed by the Department

Develop diverse and equitable leadership and an organizational culture that fosters inclusion and belonging



Operationalize policies and practices that support and involve historically underserved communities and supporting institutions

Strengthen outreach to and engagement with Black, Indigenous, People of Color, and underserved populations to ensure access to the Department's services and identify mission-aligned opportunities to repair root causes of racial disparities

Use racial equity tools and best practices to develop programs and policies that reflect the needs and lived experiences of San Francisco communities

Regularly review and assess the Department's Racial Equity Action Plan, updating as appropriate to ensure its tenets are reflected in the Department's strategic planning processes



KEY METRICS*

Department employees who have received racial equity training

94%

Internal policies and practices reviewed and improved with racial equity assessment tools

3

External policies and practices reviewed and improved with racial equity assessment tools

48

ACCOMPLISHMENTS

Racial Equity Action Plan, Phase 1

In December 2020, the Department completed Phase I of its Racial Equity Plan following an assessment of current conditions for all employees, especially Black, Indigenous, and people of color. The Plan identifies necessary staffing and resources and establishes measurable goals and commitments to intentionally address interpersonal and institutional racism within the Department.

Racial Equity Assessment Tool

The Department created a tool to ensure projects center racial equity. Used in early-stage project development, it features probing questions that discern who may benefit or be burdened by a project. The tool notably helped identify the target audience of a campaign focused on the benefits of safer cleaning products—Black, Indigenous, and People of Color communities with higher asthma rates—and promoted deep engagement with local partners and retailers.

WE ASKED OUR COMMUNITY:

How can we achieve a thriving, equitable San Francisco?

Keeping all socioeconomic players involved and heard is key, as sustainability can be seen as a privilege of the rich.



GOAL 2

**Promote
Healthy
Communities
& Ecosystems**





Increase adoption of safer alternatives to harmful products and materials



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

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

Promote the use of safer products, with an emphasis on protecting Black, Indigenous and People of Color communities and other vulnerable populations disproportionately impacted by toxic chemicals

Leverage the City's purchasing power to create and advance markets for green products and services

Expand integrated pest management practices by providing education, outreach and assistance to affordable and public housing developers, managers, and residents

Enable residents, businesses and city departments to use safer, less-toxic products, building materials and practices through customized programs and outreach



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



Lead and leverage interagency efforts to green and increase the biodiversity of San Francisco's built and natural environments

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

Support interagency efforts to advance building and landscape standards and codes that increase urban greening and improve access to nature, particularly for those who live in neighborhoods with limited access to green spaces



Provide equitable outdoor learning experiences to children and youth throughout San Francisco

Partner on interagency initiatives that improve access to nature for San Francisco's children and youth, particularly those who live in neighborhoods with limited access to green spaces

KEY METRICS

Annual outdoor learning experiences provided to K-12 students in San Francisco

150

Acreage of City lands managed for habitat, biodiversity and access to nature

In progress

ACCOMPLISHMENTS

Expanded safe pest prevention solutions

Since 2010, San Francisco has reduced its use of the most hazardous pesticides on public properties by 97%. The City also developed two sets of guidelines for reducing pests and weeds from structures and landscapes through design solutions. These guidelines were implemented in the renovations of 3,495 affordable- and low-income San Francisco housing units, improving the health and quality of life of residents.

Yerba Buena Island Stewardship Program

In 2020 the Department collaborated with the Treasure Island Development Authority and multiple contractors to launch a long-term habitat restoration program for Yerba Buena Island and Treasure Island, with an initial investment in 2021 of \$300,000 for on-the-ground restoration and management.

WE ASKED OUR COMMUNITY:

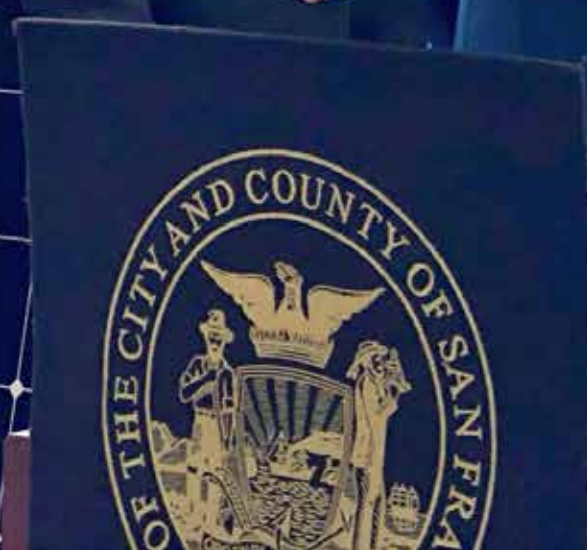
What matters most to you?


// That the city is affordable and livable for a great range of people, as well as access to opportunity and a healthy environment.



GOAL 3

Lead on Climate Action





Achieve net zero emissions by 2040 while advancing racial equity, social justice and economic justice



Accelerate progress toward the City's ambitious carbon reduction targets

Develop and deliver an equity-centered San Francisco Climate Action Plan consisting of world-class policies, plans, and strategies developed through cross-agency collaboration and deep community engagement

Implement the San Francisco Climate Action Plan to eliminate greenhouse gas emissions while supporting racial and social equity, health, resilience, and a just transition

Measure, monitor and communicate progress toward San Francisco's carbon reduction targets through annual sector-based and consumption-based emissions inventories



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

Exchange best practices and climate successes with local and global cities through C40 Cities, Urban Sustainability Director's Network, Carbon Neutral Cities Alliance and other international and regional networks

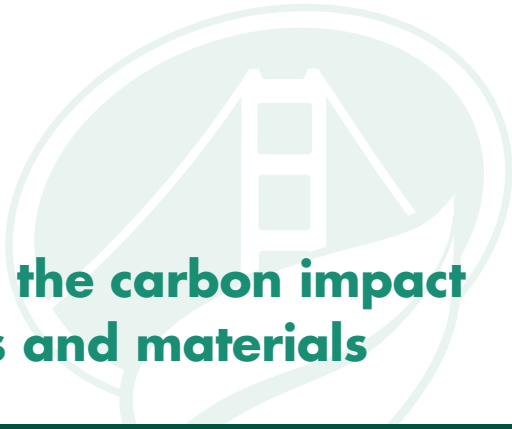


Maximize carbon sequestration through natural ecosystems

Align sequestration practices with the biodiversity and ecosystem management goals of landowning City departments

Conduct carbon farming pilot projects and research, including compost and biosolids application on City-owned and agricultural properties

Reduce the carbon impact of fuels and materials



Double energy efficiency in existing buildings by 2030

Expand access to energy efficiency programs via innovative new financing models and rebates that increase enrollment, especially among small- and medium-sized businesses and residents in underserved communities

Optimize and reduce energy use in existing buildings by developing programs that expand the deployment of automated controls and demand-response equipment



Reduce the carbon impact of new and existing buildings

Eliminate natural gas in existing buildings by tailoring solutions to different building types and ownership

Maximize building material conservation, reuse, and recovery strategies

Reduce the climate impacts of construction projects by establishing carbon intensity maximums

Provide educational resources and support workforce development for the design, construction, maintenance, and operation zero-carbon buildings

Transition large commercial buildings to 100% renewable electricity by implementing the renewable electricity ordinance for large commercial buildings

Continue to partner with CleanPowerSF to design and implement innovative, equitable programs that reduce the utility burden while improving energy management for residents and businesses of San Francisco




Reduce the carbon impact of the transportation sector

Improve access to walking, biking, public transportation and shared rides by implementing the Citywide Transportation Demand Management Plan in conjunction with partner agencies

Implement the Citywide Electric Vehicle Roadmap with a focus on building an accessible, affordable, and ubiquitous electric vehicle charging infrastructure and advocating for equitable access to clean transportation modes





Advocate for the policy and resource decisions required for San Francisco to meet its ambitious climate goals



Develop long-term funding sources that enable equitable climate action

In consultation with financial experts, community, labor organizations and other stakeholders, develop a funding plan that identifies and prioritizes prospective funding sources

Work with elected officials and community partners to pursue the near-term (2021-2024) funding sources prioritized through the funding plan



Monitor, participate in, and influence state, federal and other policymaking that will enable and accelerate the Department's work

Influence state policy and regulatory decisions through direct engagement, including tracking legislation and regulatory developments, serving in advisory capacities, and sharing information on community needs and policy opportunities

Influence state and federal policies through collective actions with fellow City departments, other cities, NGOs, and other aligned organizations

Engage with state and federal government to ensure the definition of "disadvantaged communities" accurately reflects on-the-ground conditions and results in an equitable allocation of resources

KEY METRICS

Reduction in greenhouse gas emissions from 1990 baseline of sector-based inventory

41%

Light-duty vehicles registered in San Francisco that are electric

7%

ACCOMPLISHMENTS

Update of Citywide Climate Goals

In 2021 the San Francisco Board of Supervisors approved an update to Chapter 9 of the City's Environment Code, codifying new targets for sector-based greenhouse gas emissions, or emissions generated within the city. Commitments include reducing sector-based emissions 61% below 1990 levels by 2030 and reaching net-zero sector-based emissions by 2040, sequestering any residual emissions via nature-based solutions.

All-electric mandate for new buildings

In 2020 San Francisco adopted the All-Electric New Construction Ordinance, which will ensure new building operations are zero-emission and truly free of fossil fuels.

WE ASKED OUR COMMUNITY:

What do you care about the most?

// That we find ways to deal with and reduce impacts of climate change.



GOAL 4

Strengthen Community Resilience

An aerial photograph of a cityscape. In the foreground, a large building with a flat roof is covered with a grid of solar panels. The building has a classical architectural style with columns and a pediment. In the background, a dense urban skyline is visible under a clear blue sky. The text 'GOAL 4' is at the top, and 'Strengthen Community Resilience' is overlaid in large white letters.

Increase affordability, quality of life, and economic vitality in San Francisco



Support San Francisco's small businesses and community-based organizations by reducing costs associated with energy use, water use, and refuse generation

Continuously improve incentives for the San Francisco Green Business Program to increase the participation of small businesses in historically underserved communities, and those owned by Black, Indigenous and People of Color

Design, administer and implement energy equity programs that reduce the energy burden for underserved populations and the facilities that serve them

Improve quality of life and affordability for low-income households

Design and implement Fix Lead SF with a focus on generating health and safety, energy efficiency, and clean transportation benefits for low-income and underserved residents

Help build a vibrant clean energy workforce with long-term economic and career opportunities

Partner with the Office of Economic and Workforce Development to define the Department of the Environment's role in supporting workforce development

Leverage the Department's programs to create job training and career-building opportunities, with an emphasis on generating opportunities for residents in underserved communities



Increase San Francisco's resilience to climate change impacts



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

Connect communities most adversely impacted by environmental injustices with resources that enable them to become more resilient to the impacts of 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 support broad representation of San Franciscans in strategic planning processes



Increase equitable distribution and installation of battery storage

Facilitate the installation of battery storage and microgrids at critical facilities, city buildings and other essential community hubs to increase resilience and lower electricity costs

KEY METRICS

Green Businesses in San Francisco

304

Department Zero Waste and Carbon Fund grant funds allocated to low-income communities

50%

Incentive dollars infused into the local economy from energy efficiency programs for energy efficiency upgrades

\$9,486,000

ACCOMPLISHMENTS

Diversifying Certified Green Businesses

As of June 2021, the SF Green Business Program has welcomed 42 new businesses that are BIPOC-owned and/or in historically underserved communities thanks to impactful new strategies that include the 2018 transition to a tiered certification model; partnerships with small business-serving neighborhood organizations; and extending rebates and pre-bates to businesses undergoing Green Business recognition.

Launch of BayREN Commercial Program

The Department led the 2021 launch of the BayREN Commercial Program, which serves San Francisco's micro-, small- and medium-sized businesses. The program offers an innovative, first-of-its-kind energy efficiency rebate that covers 100% of the initial project cost.

WE ASKED OUR COMMUNITY:

What matters most to you?

// That the city is a beacon of hopeful solutions for all to follow.



GOAL 5

**Achieve Zero
Waste and
Zero Toxics**





Reduce solid waste generation and disposal



Increase source reduction, reuse, recycling, composting, and hazardous waste collection

Develop tailored outreach and engagement so that more San Franciscans prevent waste and properly handle recyclables, compostables, and hazardous waste

Institute a mobile collection system for beverage containers that enables San Franciscans to redeem them for California Refund Value

Accelerate innovation and enable robust community involvement by providing Zero Waste grants to local organizations, with preferential consideration of projects that promote social equity



Expand accessibility and structure of programs for collecting hazardous products and materials

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

Develop policies and coordinate with other jurisdictions to implement producer responsibility programs for problem products



Keep San Francisco's refuse collection and processing infrastructure at the leading edge

Oversee investment in recovery facility upgrades as markets and technologies evolve



Maximize reuse and recovery of construction & demolition materials

Evolve recovery policies and promote material deconstruction and surplus reuse





Promote responsible consumption by San Francisco residents and businesses



Prevent food waste

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

Maximize the recovery and redistribution of edible food from food-generating businesses to food-insecure San Francisco communities



Reduce the proliferation of non-reusable materials and hazardous products

Develop policies and tailored outreach aimed at reducing the market for non-reusable items and hazardous products

KEY METRICS

Tons of material sent to primary landfill on an average workday

1,500

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

3,925

ACCOMPLISHMENTS

Food redistribution to those in need

Through its partnerships with the SF Market and other stakeholders, the Department has supported the redistribution of over 776 tons of edible food to food pantries and kitchens serving low-income San Franciscans.

WE ASKED OUR COMMUNITY:

What matters most to you?

// Finding ways to eliminate waste entirely.



GOAL 6

Amplify Community Action

A group of people are working in a community garden. In the foreground, there are several raised garden beds with young green plants. A person in a bright green shirt is bent over, working in one of the beds. In the background, several other people are standing and talking. The garden is surrounded by trees and a fence. The overall scene is bright and sunny.



Build a shared culture of environmental stewardship across San Francisco



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

Listen to, collaborate and partner with community members and community-based organizations in the design and dissemination of Department-led programs

Maintain leadership in developing communications and trainings that are consistent, relevant, fact-based and accessible to targeted audiences



Align programs and services with those of other City agencies to maximize impact and reduce confusion

Collaborate internally and with partner agencies to align timing and content of joint initiatives



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



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

Provide grants and resources to a wide range of organizations to increase impact and community leadership

Promote and celebrate the impact of community leaders, organizations, and businesses engaged in this work



Create environmental job and career-building opportunities

Provide entry-level environmental career pathways through the City's Public Service Trainee program

Ensure Yerba Buena Island and other ecological stewardship initiatives create workforce development opportunities for local residents



Promote individual and institutional actions that reduce climate change impacts

Challenge businesses and residents to commit to meaningful action on San Francisco's climate strategy: **0-80-100-Roots**

Increase and strengthen public-private partnerships that accelerate business sector innovation and engagement

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



KEY METRICS

Interns, Fellows, and Public Service Trainees recruited annually

30

K-12 students, teachers, and parents reached annually through the environmental education program

10,000

Grant funds awarded to CBOs to amplify and implement environmental programs

\$28.5 million

ACCOMPLISHMENTS

Essential Worker Ride Home Program

With funding from the SF County Transportation Authority and the Bay Area Air District, the Department launched Essential Worker Ride Home at the outset of the Covid-19 pandemic. The program provides a reliable taxi ride home for the city's essential employees, helping to fill the gap left by reductions in transit service while supporting the City's emissions reduction goals. To date, the program has funded more than 3,500 rides.

SFRecycles.org Update

First-in-kind, web-based government application SFRecycles.org helps San Francisco residents find out how and where to recycle, compost and properly dispose of things. Launched in 2017, the award-winning, multilingual app was updated in 2021 with a search tool to help residents identify how and where to donate, recycle, or discard items requiring special disposal, such as through a take-back, drop-off or home pick-up program.

WE ASKED OUR COMMUNITY:

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



Working hard to involve community members in creating, developing, and implementing initiatives— making people feel invested in what is happening.



Strategic Plan 2021-2023

San Francisco Department of the Environment
1155 Market Street, Third Floor
San Francisco, CA 94103

Tyrone Jue
Acting Director

London Breed
Mayor



SF Environment

Our home. Our city. Our planet.

A Department of the City and County of San Francisco

SFEnvironment.org