

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

**STRATEGIC PLAN
09-11**

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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 10, and curbing San Francisco’s greenhouse gas emissions to 20 percent below 1990 levels by 2012.

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

Climate Action Program

It is imperative for governments to do everything within their power to limit and reduce the production of greenhouse gas emissions (ghg's) that are causing global warming. Because of the energy and resource intensive nature of our society, particularly our current economy, changes must be made to our primary systems of energy, food, transportation, manufacturing, and waste management. Establishing a new accounting framework for ghg's and ecosystem services will be necessary to measure, track and integrate these changes into the way private and public sector actors make decisions and do business. Simultaneously, we must advocate for, and work to provide education that will mobilize behavioral and life style changes on the individual, household and community levels.

The Climate Action Program coordinates SF Environment's climate-related work, reports on municipal and citywide ghg emissions, and assists other city departments in developing individual climate action plans.

GOAL #1

To reduce San Francisco's contribution to global climate change to 15 percent below 1990 levels by 2012.

OBJECTIVE A: Calculate and certify San Francisco's Green House Gas emissions, track and report findings.

ACTIONS:

- 1. Identify and implement software to speed the tracking and reporting of San Francisco's progress towards meeting the 2012 greenhouse gas reduction target. (IT, Clean Tech)(09)**
2. Identify sub-categories of the emissions sources used in the Climate Action Plan, determine GHG reduction objectives for each, and make the information publicly available. Standardize the metrics. (09)
3. Create an emissions inventory using life cycle framework and identify areas and products with the highest life cycle emissions impacts. **(Zero Waste)** (10-11)

OBJECTIVE B: Develop the infrastructure and coordination for activities.

ACTIONS:

- 4. Assist departments in creation and implementation of departmental climate action plans. (09-10)**
- 5. Develop a Climate Action Campaign for the Residential and Commercial sectors. Activities could include broadcast marketing as well as neighborhood and building specific awareness building.**

- a. **Develop partnerships with non-governmental organizations to develop climate activities. Develop different levels of effort that vary according to strategic importance. Strategic partners include The Neighborhood Empowerment Network and the Business Council on Climate Change. (Outreach) (09-11)**
 - b. **Identify web-based tools to assist the campaign. This could include a calendar for climate activities in San Francisco, a Carbon Counter to allow citizens to directly participate in reducing our GHG emissions, etc. (Outreach)**
 - c. **Assist City departments to outreach to the public, e.g. the Library can educate patrons (Outreach) (09)**
6. Develop a City policy on Cap & Trade, Carbon Tax, or other incentive structure. Consider a local application of the policy via ordinance or City Charter amendment. (09)
 7. Develop and maintain a San Francisco carbon fund with only local investments. **(Clean Air) (09-11)**
 8. Participate in development of the Climate Adaptation Plan managed by SFPUC. (09-10)
 9. Advocate for local issues in regional, state and national forums including CARB, BAAQMD, BCDC, CPUC, etc. (09-11)
 10. Identify areas of integration for recommendations of the Peak Oil Preparedness Task Force into climate action plans. (09)

Energy

The Environment Department has already made strides in attaining its energy efficiency and emissions reductions goals. 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.

OBJECTIVE A: Maximize the energy efficiency of businesses and residences, reducing 370,000 tons of CO2 annually by 11.

ACTIONS:

1. Continue Energy Watch to deliver retrofit services for privately owned commercial and multi-family buildings. Integrate efficiency retrofits with solar and co-generation. Continue partnerships with Green Business Program, Business Council on Climate Change (Zero Waste) (09-11)
2. Propose legislation affecting residential and commercial buildings to achieve at least 370,000 tons annually by 2012. This may include completing the Commercial Lighting Efficiency Ordinance (08), amending the RECO time-of-sale ordinance (09), requiring disclosure of home energy rating (09), requiring energy performance verification of commercial buildings (Green Building) (10).
3. Apply for funding from the Federal Stimulus Package and the Federal Energy Block Grants for residential and commercial education, assessment, and retrofit including funding for incentives and loan guarantees for a revolving loan fund. (EJ) (09)
4. Work with other local governments to encourage the CPUC to allocate PGC funds to the CEC and local governments to assist in developing local codes, provide training on new codes to plan-checkers and inspectors, and to support efforts to have successful local governments transfer knowledge and share experience with other cities. (09-11)
5. Deliver comprehensive energy retrofit services to low-income and affordable multi-family housing units. Services could be bundled with state programs such as the Low-income Solar Program and other City services such as waste reduction, indoor air quality improvements, etc. and include tenant education. If federal funds are not provided, push for consolidation of LIEE and LIHEAP funds into one provider located in San Francisco and bundle with the Low Income Solar program. (EJ)(09-11)
6. Develop a strategy to achieve Zero Net Energy Buildings, both commercial and residential buildings. This will include efficiency, co-generation, and renewables delivered in a planned comprehensive manner adding new measures to get deeper savings. Include zero waste and water conservation services. Target Redevelopment Agency projects. (Zero Waste) (09-10)
7. Assist in development of the work force for performance based energy assessment and retrofit (EJ) (09-10)
8. Assist development of On-tax bill financing or other financing structures to assist building owners to make efficiency improvements. (09-10)

OBJECTIVE B: Develop renewable energy and co-generation resources in San Francisco to displace 30,000 tons of CO2 annually by 11.

ACTIONS:

9. Develop pilot projects for large-scale wave and wind power in or close to San Francisco. (09-11)
10. Develop streamlined permitting for solar water heating and promote easier interconnection requirements for distributed generation. **(Green Building)** (09)
11. Profile and identify opportunities for commercial co-generation and market with energy efficiency and zero waste to owner-occupied buildings. **(Zero Waste)** (09-11)
12. Develop web-based tools for identifying local potential for renewable resources **(Outreach)**.
13. Assist in development of the work force for solar PV and Water Heating **(EJ)** (09-10)
14. 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. **(Green Building)** (10-11)
15. Assist development of On-tax bill financing or other financing structures to assist building owners to make renewable energy improvements.

Clean Air Transportation

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 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 from transportation by 963,000 tons per year by 2012.
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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. (09-11)
2. Assist with the implementation of Walk2School Program. (09-11)
3. Promote telecommuting policy & monitor emissions reduction. (09-11)

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. (09)**
5. Manage the City Hall Bike Room, providing secure bicycle storage, lockers, and showers for bicycle commuters in the Civic Center area. (09-11)
6. Administer and promote City Bicycle Fleet Program to replace single occupancy vehicle trips with bicycles. (09-11)
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. (09-11)
8. Develop online bike mapping application and multilingual bicycle outreach program for all San Francisco residents. (09-11)

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

ACTIONS:

9. **Work with Mayor's Office and appropriate city agencies to designate 500 parking spaces for car-share vehicles. (09)**
10. Maintain a website with information on carpool/vanpool incentives and driving alternatives for all San Francisco commuters. (09-11)
11. 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. (09-11)
12. Develop and promote Vanpool program in collaboration with 511 Regional Rideshare Program and vanpool service vendors. (09-11)

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:

13. Work with Mayor's Office to investigate opportunities to introduce variable pricing for parking, city garages, and transit, as well as develop pertinent legislation. (09)
14. 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. (09)
15. 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. (09-11)
16. Administer and promote the Commuter Benefit Program, providing an incentive for employees to take transit or vanpools. (09-11)

17. Maintain and expand countywide Emergency Ride Home Program to increase the use of driving alternatives. (09-11)
18. Implement subsidized transit program for students at all San Francisco colleges/universities in partnership with transit agencies. (09-11)
19. Manage and expand municipal commuter benefits program focused at outreach and citywide implementation of commuter benefits. (09-11)

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

ACTIONS:

- 20. Work with Mayor's Office to implement rapid deployment of electric vehicle charging infrastructure and make San Francisco and the Bay Area a leading market for electric vehicles and plug-in hybrids. (09 – 10)**
- 21. 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 09)**
- 22. 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 09)**
23. Update the Healthy Air and Smog Prevention Ordinance. (09)
24. 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. (09 – 11)
25. 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. (09 – 10)
26. Obtain funding to continue rapid clean up of the City's diesel truck fleet. (09-10)
27. Help implement City policies for use of low-emission equipment at construction sites. (09 – 10)
28. Assist with the greening of San Francisco's taxi fleet by boosting the number of compressed natural gas, hybrid and electric vehicles in the City's taxi fleet, as called for by Mayor Newsom. (09 – 10).
29. Continue building partnerships with City departments and private sector entities to develop regional fleet-based emissions reduction projects. (09 –10).

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

ACTIONS:

30. Urge continued 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.) (09-11) (Program connections: Climate)

31. Support implementation of CA’s Greenhouse Vehicle Emissions law (AB 1493) to regulate and reduce greenhouse gas emissions from vehicles sold in CA. (09-11)
(Program connections: Climate)

Objective G: Integrate Clean Air Transportation with Smart Growth Pursuant to AB 32, SB 375

ACTIONS:

- 32 Collaborate with the Mayor’s office, the planning department, SFMTA and other relevant City Agencies to integrate transportation demand management measures in new development and redevelopment projects in San Francisco
- 33 Integrate EV charging and other clean vehicle measures in planning and housing initiatives.
- 34 Work with businesses to replace conventionally-fueled shuttles with alternative fuel shuttles

Green Building Program

Building green is now a necessity. San Francisco led the way when the Board of Supervisors adopted mandatory green building standards for municipal construction, and strengthened that commitment by requiring all new municipal facilities to achieve LEED* Silver. Signature municipal projects 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 California Academy of Sciences.

The City built upon a history of incentives and education and now requires that all new construction within city limits meet credible green building standards. In 2009, the Board of Supervisors passed into law the most comprehensive requirements for private sector projects of any large city in the country.

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 and practices that will require new municipal, commercial and residential construction projects to achieve LEED Gold or equivalent by 2012.

ACTIONS:

1. Work with appropriate City departments to implement and modify, as needed, Chapter 13C of the San Francisco Building Code: “Green Building Requirements.” (09-11) (ZW)

2. Collaborate with the Departments of Planning and Building Inspection, the Public Utilities Commission, and San Francisco Redevelopment Agency to integrate green building principles and practices into citywide planning and development processes (09-11)
3. Assist Departments of Building Inspection and Planning in the administration of the City's Priority Permit Processing system (09-11)
4. Provide implementation assistance to Chapter 7 of the Environment Code to ensure municipal buildings achieve LEED Silver certification, by working with City Departments, and other stakeholders, and coordinating the Resource Efficient Building (REB) Task Force (09-11) (ZW, TR, CA, UF, and EJ)
5. Establish a Policy Committee of the REB Task Force to develop an amendment to Chapter 7 of the Environment Code to raise the level of certification for municipal projects to LEED Gold by 2012 (09-11)

Objective B: Develop policies to address environmental performance of San Francisco's existing building stock.

ACTIONS:

7. Initiate and manage a Commercial Real Estate Energy Task Force to develop policy recommendations that will ensure existing buildings meet higher energy and resource efficiency benchmarks (09-11) (Energy, ZW)
8. Initiate and develop new energy, water, and waste improvement requirements for residential buildings (09-11) (Energy, ZW)

Objective C: Provide green building technical assistance and oversight to project teams.

ACTIONS:

9. Create and manage Citywide professional services contract to provide City Departments access to as-needed Green Building Technical Assistance (09-11)
10. Advise and support green building initiatives within Planning Department, San Francisco Redevelopment Agency, Mayor's Office (Housing, Economic and Workforce Development, Disability), Transbay Joint Powers Authority, Treasure Island Development Authority, Department of Public Health, and others. (09-11)
11. Incorporate green building strategies and replacement materials choices into the City's 10-year Capital Plan by collaborating with the General Services Administration's Capital Planning Group (09-11) (ZW)
12. Incorporate green building specifications into the automated construction document system utilized by the Department of Public Works (09-11) (ZW)
13. Utilize SFGreenPRINT to review, track, and report progress of Departments' efforts towards meeting Chapter 7 requirements. (09-11)
14. Develop and maintain a stable funding mechanism to support green building program activities through interdepartmental work orders, legislation, fees, grant funding

(CIWMB, CEC, EPA, etc.) and by leveraging other partnership resources (09-11)
(Energy)

Objective D: Support green building educational efforts for key public and private building industry stakeholders.

ACTIONS:

15. Coordinate and host technical green building educational opportunities for public and private building industry stakeholders including: Green Building Professionals Guild (monthly); Certified Green Building Professional/GreenPoint Rater; Small-and-Medium Contractor training; Community-Based Job Training Organizations; LEED Technical workshops, LEED Exam prep workshops, and meetings of the REB Task Force (09-11)
16. 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. (09-11)
17. 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. (09-11)

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.

Historically, any comprehensive planning or coordination of urban forest activities has been fragmented among various city, state and federal agencies, non-profit groups and private property owners. Together with inadequate program funding, the absence of coordinated management and planning has led to inconsistent maintenance and conservation efforts, insufficient enforcement of existing laws related to trees, loss of healthy and significant trees due to vandalism and disease, and limited public awareness of the importance of trees. Consequently, the community has been unable to realize the full extent of environmental, economic and social benefits that trees provide.

GOAL #1	To promote a healthy and sustainable urban forest.
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Objective A: Implement the Urban Forestry Council Ordinance (Environment Code Chapter 12).

ACTIONS:

1. Provide program-staffing support for the Urban Forestry Council and subcommittees. (09-11)
2. Support the landmark tree program by evaluating and reporting on nominated trees, scheduling site reviews and hearings, supporting the nominating party and performing follow-up after final UFC hearing to ensure process completion. (09-11)
3. Obtain and compile budget and program information from city departments and agencies that manage trees. Draft and distribute the Annual Urban Forest Report. (09-11)

Objective B: Maintain and continue to develop education and outreach programs, and provide information on city tree management and related activities.

ACTIONS:

4. Provide information to members of the public, city departments and community groups regarding city services, policies and project related to the urban forest. (Outreach) (09-11)
5. Update the tree structure, urban forestry activities and environmental benefits of trees in the Urban Forest Plan and reports on San Francisco's urban forest, as funding permits. (09-11)
6. Support development of the Urban Forest mapping project, as funding permits. (09-11)
7. Organize an annual workshop for city staff and contractors on best management practices and standards. (09-11)
8. Implement educational programs and host educational events that promote public understanding of City tree programs and laws and approved tree maintenance techniques. (Outreach and Education) (09-11)
9. Promote and create special events that highlight the importance and value of the urban forest, e.g. Citywide Arbor Day, Green Christmas, Landmark Tree Tour, etc. (Outreach) (09-11)

Objective C: Research and analyze potential funding sources for urban forest program.

ACTIONS:

10. Explore potentials for new long-term funding mechanisms. (09-11)

11. Work with Climate Change Coordinator to include urban forest initiatives in climate change goals and programs, including the Local Carbon Fund. (Energy) (09-10)

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

ACTIONS:

12. 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. Support economic development along the Third Street corridor in the Bayview Hunters Point community by sponsoring community services and events at neighborhood public spaces (Zero Waste, EJ) (09-11).

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 70 percent diversion. Materials are diverted from landfill according to the hierarchy of source reduction, reuse, and recycling and composting. Each percentage 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 2009 for diversion goals because there is a lag in measuring diversion and it corresponds to the last report we will submit to the State under AB 939 during this planning period. City government and commercial diversion goals are higher than residential because they include construction and demolition (C&D) debris, sludge and other industrial diversion activities.

A disposal study conducted by the Department shows that food and other compostables, paper and other recyclables, and 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 producer responsibility (how products are made, sold and recovered) will be needed to achieve zero waste.

GOAL #1	Increase overall diversion to 73 percent by CY 2009 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 2009.

ACTIONS:

1. Reduce waste in San Francisco by working with other organizations to decrease the number of phone books distributed (e.g., establish a statewide opt-out), increase bag reuse regionally and initiate a local “buy less junk” campaign (Outreach, 09-11).
2. Install sortline (08/09) and expand reuse at the Public Disposal & Recycling Area, and award and manage grants to nonprofits to divert over 2,000 tons of reusables and recyclables annually while creating green jobs (EJ, 09-11).
- 3. Achieve annual Fantastic 3 recycling and composting rate process tonnage goals by bringing composting to and increasing recycling at 700 multifamily buildings annually, converting or closing chutes in 50 apartment buildings and working to increase participation citywide (Outreach, EJ, 09-11).**
4. Ensure that recycling centers are properly operated and convenient for all San Franciscans, and work with Norcal, the SFPD and District Attorney to enforce anti-poaching laws against organized vehicles (09-11).
5. Implement diversion requirements at 65 new events each year, ensure compliance at continuing events and exceed 50% average diversion (Outreach, 09-11).
6. Work with Norcal to keep Fantastic 3 recycling residuals below 10 percent (Outreach, 09-11).

Objective B: Increase commercial diversion to 80 percent by CY 2009.

ACTIONS:

7. Promote source reduction (including double-sided printing/copying), reuse and purchasing recyclable/compostable with recycled content products such as through the Green Business Program (Toxics, 09-11).
- 8. Achieve overall annual rate process commercial diversion tonnage goals, including business participation in Fantastic 3, by getting 75% of commercial accounts recycling and/or composting through assisting them to start or expand programs, presenting to 25 associations or property management companies annually, and enhancing participation through coordination with service providers and janitorial companies and effective recognition programs (Outreach, 09-11).**
9. Continue implementing the Food Service Waste Reduction Ordinance and increase compliance to 90% through on-site monitoring, assisting 1,200 food establishments per year and coordinating with the City Administrator on compliance efforts (08/09-09/10).
- 10. Divert 15,000 additional tons per year through continuing to implement the C&D Debris Recovery Ordinance by re-registering 6 facilities and 113 transporters (08/09), conducting outreach with special emphasis on architects, working with DBI, in-field monitoring, promoting material reuse and identifying additional recycling markets, finalizing City’s C&D debris recovery plan and training City employees, and participating in disaster debris recovery planning (Green Building, 09-11).**
11. Work with the Port and others to support local processing that benefits the community, including providing green jobs, and designates Piers 92-96 as an eco-industrial park (Clean Tech, EJ, 09-11).

Objective C: Increase City government diversion to 85 percent by CY 2009 and further facilitate City departments leading by example.

ACTIONS:

12. Advance source reduction by increasing compliance with Mayor's Executive Directive 08-02 (enhancement of recycling and resource conservation) to reduce paper use by 20% (08/09), working with departmental IT managers and DTIS to network and fully use multi-function device capabilities including double-sided printing and copying at 20 department locations, institutionalizing electronic distribution of forms at 10 departments, installing 71 electric hand driers (08/09), promoting coreless toilet paper and paperless paystubs, and monitoring compliance with Mayor's Executive Directive 07-07 (bottled water phase-out) (09-11).
13. Decrease purchase of new items and increase reuse and recycling of office furniture, equipment, supplies and 3,000 tons per year of scrap metal managing and promoting the scrap metal contract with the Virtual Warehouse by making presentations to 1,200 employees who are moving, renovating or unfamiliar with the services, increasing transactions by 15%, increasing the proportion of items redistributed to departments by 20%, increasing the number of transactions that provide 30 days notice by 20% and further developing relationships with RPD, Public Library, DTIS and GSA (09-11).
14. **Expand diversion 10,000 tons by facilitating compliance with C&D material ordinances and Bid Document 00816, Resource Conservation Ordinance (RCO), City Composting Resolution, 75% Waste Diversion Goal for City Departments Resolution and AB 2176 (large event and venue recycling), implementing food scraps composting at Laguna Honda and SF General hospitals, initiating or improving recycling at 7 of the top 15 waste generators (such as MTA and the Hall of Justice), increasing RCO reporting compliance to 96% and improving diversion through RPD, Port and TI event permit processes (09-11).**
15. **Increase office recycling to 55 percent by conducting waste audits and making recommendations at 50 additional department locations annually, training 75 recycling coordinators a year to implement diversion programs and conduct outreach, providing feedback to 15 key department Directors each year, assisting 20 departments in reducing costs by a total of \$400,000, incorporating recycling requirements into Port lease language, and presenting recycling principles and procedures to 1,000 City employees (09-11).**
16. Facilitate compliance with the Precautionary Purchasing Ordinance and Extended Producer Responsibility (EPR) Resolution, and promote the purchase of reusable, recyclable and compostable products 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, collecting sales data and evaluating progress, and working with departments to reduce the purchase of styrofoam and increase takeback (Toxics, 09-11).
17. **Divert 5,000 tons per year of street sweepings by completing the evaluation and implementing program, assist SFPUC in developing sewage sludge diversion contingencies and oversee annual litter audit to assess diversion opportunities (09-11).**

18. Showcase key agency efforts as models of resource conservation to encourage other agencies and the private sector (09-11).

ACTIONS (for all 3 sectors):

19. Work with DBI to implement the administrative bulletin and Green Building ordinance requiring adequate and convenient space for recycling and composting in buildings, and conduct pilots with chute diverter systems in new and retrofitted buildings (Green Building, 09-11).
20. Work to improve and expand web-based and other information on zero waste, and keep the ecofinder updated (Outreach, 09-11).
21. **Engage in facilities planning to expand and enhance material processing (such as increasing recovery percentages), evaluate new technologies (such as digestion and bio-separation), and develop material markets to ensure sustainable systems and increase the product types that are accepted for recycling and composting (09-11).**

GOAL #2

Advance towards zero waste by holding producers and consumers responsible for their waste.

Objective A: Require building managers, residents, employees (including janitors) and others not sufficiently motivated by education and financial incentives to participate in diversion programs.

ACTIONS:

22. **Work with the Mayor's Office and Board of Supervisors to introduce local legislation and support State legislation mandating participation in recycling and composting programs for all sectors, and regionally to ban materials such as yard trimmings from landfills (Outreach, 09-11).**

Objective B: Eliminate use or encourage re-engineering of problem disposable products, increase reuse, recyclability, compostability or recycled content of selected product categories, and secure producer participation and/or funding to recover their products.

ACTIONS:

23. **Work with the Mayor's office, Board of Supervisors and other organizations to introduce and support local and State policies targeting problem disposable products and improving labeling of compostable and recyclable products (Outreach, Toxics, 09-11).**

GOAL #3

Assist with disposal alternatives planning and refuse rate process.

Objective A: Help secure any disposal capacity needed beyond the current Altamont agreement while incentivizing achieving zero waste by 2020.

ACTIONS:

24. Evaluate landfill capacity statements of qualifications, notice candidates, issue RFP and/or negotiate terms and obtain Board of Supervisors approvals as necessary to finalize agreement prior to rate process (09-11).

Objective B: Help set refuse rates and fund programs on track with achieving zero waste by 2020.

ACTIONS:

25. Assist in preparing for and completing next rate process (Toxics, 09-11).

Toxics Reduction Program

In 2003 San Francisco became the first City in the country to adopt the 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 and services to building design and landscape management.

The Toxics Reduction Program is anchored in the process of alternatives assessment 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 reducing consumption, 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.

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 and to inform education efforts around toxic products and their less toxic alternatives.

ACTIONS:

Develop science-based criteria and (as appropriate) product lists to identify safer products for the following product categories:

1. Household and institutional cleaning products. (09-11)
2. Household and institutional pesticide products. (09-11)
3. Information technology. (Admin/IT, 09-10)
4. Garment cleaning services. (09-10)

5. Personal care products. (09-11)
6. Lighting. (09-10)
7. Children's products. (09-11)

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

ACTIONS:

Cleaning Products:

8. Disseminate information on and improve access to safer household and industrial cleaners to San Francisco residents and businesses through partnerships with public agencies, community-based organizations and retail stores. (EJ, Outreach, 09-11)
9. Update the citywide contract for environmentally preferable cleaners and organize training and product feedback from city agencies. Maintain current lists of SF Approved Janitorial Cleaning products for use by city agencies. (Outreach, 08-11)

Pesticides:

10. Work with other public agencies and community-based organizations to disseminate pest prevention and pesticide use reduction information through community outreach and retail outlets. Focus attention on multi-unit public and privately owned buildings. (EJ, Outreach, 08-11)
11. Develop and implement a citywide food policy to be adopted by the Board of Supervisors to support local and organic food purchases by city agencies and service providers. (EJ, 08-11)
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 glyphosate (RoundUp ®) use, and 60% in overall pesticide active ingredient use compared to baseline levels. (08-11)
13. Provide oversight and assistance to City departments through trainings (4 per year), product evaluation (SF Approved lists), and interdepartmental working groups such as the IPM Technical Advisory Committee. (08-11)
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. (GB, 09-11)

Information Technology (IT)

15. Work with city agencies and IT vendors to increase City government purchases of IT equipment that meets standards established in the SF Approved lists. (Admin/IT, 09-10)

Garment Cleaning:

16. Conduct outreach to local businesses and residents to reduce the use of hazardous dry cleaning solvents (such as perchloroethylene) and promote safer garment cleaning technologies (such as wet cleaning). (09-10)

Personal Care Products:

17. Support the efforts of local and national organizations to educate consumers about problematic ingredients and safer alternatives. (09-11)

Lighting:

19. Complete the establishment of new standards and citywide contracts for long lasting, energy efficient, and low-mercury lighting products. (Energy, 09-10)
20. Work with City staff and the Public Utilities Commission to increase purchases of SF Approved Lighting products by City Departments. (09-11)

Children's Products:

21. Conduct research on the state of evidence of human health impacts due to use of bisphenol-A (BPA) and other toxic contaminants in children's products, and continue to forge collaborative relationships with retailers, manufacturers, healthcare facilities, and local retailers in order to explore policy options for reducing infants' exposures to these chemicals. (Outreach, 09-11)
22. Continue to test toys sold in San Francisco for the presence of specific toxic chemicals and create an online clearinghouse of information that includes the results of these tests as well as information on other toxic ingredients found in children's products. Track the progress of related national and international legislation. (Outreach, 08-11)

Precautionary Purchasing:

23. Work with community partners to identify San Francisco businesses that provide environmentally preferable products and services and promote their availability to businesses and residents. (EJ, Outreach, 08-10)
24. Make SF Approved lists more user-friendly online, and explore other incentives for increasing purchases of SF Approved products. (Outreach, 08-11)

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

ACTIONS:

25. Continue implementation of the Green Business Program including: recruitment of local businesses, application tracking, onsite trainings and assessments, quantifying environmental savings made and reporting. (ZW, Clean Air, Energy, Outreach, 09-11).
26. Recognize 30 new green businesses each year, and recertify existing participants on a 3-year cycle. (ZW, Clean Air, Energy, Outreach, 09-11)
27. Update and improve recognition standards for business sectors currently eligible for the program and develop new recognition standards for business sectors with high use of toxic materials. (ZW, Clean Air, Energy, Outreach, 09-11)
28. Quantify and track the environmental savings (energy and water saved, mercury recycled, hazardous waste properly disposed, and green house gas emissions reductions) achieved by green businesses. (ZW, Clean Air, Energy, Outreach, 09-11)

29. Develop a fee structure for the Green Business Program based on size, sector and complexity. (ZW, Clean Air, Energy, Outreach, 09-11)
30. Enhance marketing support to promote Green Businesses through development of a new brand for the program, revamping of the program website and drafting a marketing plan with key marketing strategies and tactics. (ZW, Clean Air, Energy, Outreach, 09-11)

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

ACTIONS:

31. Oversee regulatory compliance of the City's household hazardous waste collection services, including the Permanent Household Hazardous Waste Collection Facility, Door-to-Door Collection Service, and 100+ retail sites partnering as collection points for batteries, fluorescent lights and latex paint. (09-11)
32. Work with the Mayor's Office and other relevant City's agencies and stakeholders to develop a system for the safe collection of unwanted and expired medicines. (09-10)
33. Ensure implementation of the goals and commitments under the Garbage Rate Agreement with Norcal Waste Systems, including staffing, outreach, waste collection rates, and program development. (09-11)
34. 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. (09-11)
35. 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. (Outreach, 09-10)

Used Motor Oil and Filters

36. Through public outreach and state collaboration, encourage a lengthening of the time between oil changes to reduce waste and conserve resources. (Outreach, 10-11)

Objective E: Increase the availability and use of safer alternatives through the support of regulatory changes and the promotion of product stewardship among manufacturers and retailers.

ACTIONS:

37. Support local, state and national efforts to expand product stewardship on the part of manufacturers and retailers of consumer products containing toxic chemicals by creating funded systems to collect and recycle unwanted consumer products at their end of life. (ZW, Outreach, 09-11)
38. Support local, state and national efforts to reduce the toxicity of chemicals in commerce by active participation in efforts to revise current regulatory systems including: the submission of technical comments, participation in key committees, and sharing model ordinances and policies. (ZW, Outreach, 09-11)

39. 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. (09-11)

Environmental Justice Program

Residents in the City’s most vulnerable neighborhoods are facing barriers to transportation access, food security, affordable housing, health care and employment opportunities, and these barriers will become more difficult to overcome as the impacts of global warming unfold. Climate Change is expected to impact our daily lives, by not only causing extreme weather conditions and natural disasters, but also by making basic human necessities such as food, affordable housing and energy more expensive and difficult to obtain. Climate Change will disproportionately burden those who are most vulnerable and have the least amount of financial resources. We need to understand the potential impacts of Climate Change on our low-income neighborhoods and provide support to help residents and businesses adapt and mitigate the burdens that are related to Climate Change.

SF Environment works to promote environmental sustainability and economic opportunities in the City’s low-income neighborhoods in a variety of ways. We are supporting the integration of Green Building principles and practices in the development of affordable housing for low-income residents. We also provide support to non-profit groups and the City’s workforce development agencies to help prepare workers for employment in the City’s green economy. The EJ Program administers a special grant program and has granted more than \$10 million to community-based organizations and non-profit groups that are dedicated to promoting renewable energy, energy conservation and efficiency, food security, air quality and environmental justice in the Bayview Hunters Point and Potrero neighborhoods of San Francisco.

GOAL #1	Protect the environment and public health in Environmental Justice (EJ) neighborhoods of San Francisco and support the capacity and education of local residents to address EJ concerns
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Objective A: Improve air quality and reduce the cumulative, disproportionate impacts of air pollution sources in EJ neighborhoods

ACTIONS:

1. Analyze diesel air pollution in the Bayview Hunters Point (BVHP) community and identify strategies and measures that can be implemented to prevent and reduce diesel pollution from stationary and mobile sources (09).
2. Work with SF Environment’s Clean Air Program and Climate Coordinator to reduce transportation-related greenhouse gases and air pollution in the Southeast area, focusing on promoting public transit and clean fuels and clean vehicles (09-11)

3. Work with the SF Asthma Task Force and local groups to reduce environmental risk factors for asthma, focusing on reducing indoor air pollution and mold and mildew in low-income housing (09-11).
4. 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. Seek long-term funding to support and promote the purchase and use of environmentally-preferred cleaning products and less toxic consumer goods by low-income residents (09).
5. 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 (09-10).

Objective B: Promote Food Security and Locally Grown Fresh Produce

ACTIONS:

6. Work with Mayor's Office and appropriate city agencies to develop a healthy "slow food" policy, promoting nutrition and equal access to healthy food, including working with community groups and City agencies to promote a local farmers market in the BVHP neighborhood (09-10)
7. Promote and develop 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 (09-11)
8. Coordinate services with community groups and City agencies to promote local access to fresh produce through the Southeast Food Access (SEFA) Task Force and other local initiatives (09-11)
9. Provide financial and technical support to non-profit organizations and community groups to promote access to locally-grown fresh produce (09-11).

Objective C: Promote Energy Efficiency and Renewable Energy Systems

ACTIONS:

10. Provide financial and technical support to non-profit organizations and community groups serving low-income residents in the Southeast area, to promote energy efficiency measures and renewable energy systems (09-11).
11. Provide support to SF Environment's Green Building program and City agencies, working to integrate energy efficiency, renewable energy systems and green building practices in the development of major development projects such as the Hunters Point Shipyard and construction of new public housing in the Southeast (Zero Waste, Green Building) (09-11).

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

ACTIONS:

12. 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. Support economic development along the Third Street corridor in the Bayview Hunters Point community by sponsoring community services and events at neighborhood public spaces (Zero Waste, Urban Forest) (09-11).

Objective F: Promote Green Collar Jobs

ACTIONS:

13. Support City agencies and non-profit workforce development organizations in providing green collar job training, to help low-income residents prepare for and obtain employment in green jobs in San Francisco. Promote the planning and development of an Eco-Industrial park and a Southeast Tech Park (Zero Waste, Green Building) (09-10).
14. Work with City agencies and SF Environment's Zero Waste, Energy, Toxics Reduction and Green Building programs to identify job training resources, employment opportunities and economic trends in an effort to provide reliable and accurate information about San Francisco's local green economy (09)

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.

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 over 100 schools to implement school recycling and composting programs. (09-11).
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. (09-11).
3. Staff delivers 135 in-class presentations by fiscal 09-10 to train 4,050 students to be compost monitors in the cafeteria. (09-11).
4. Staff provides composting and recycling resources such as classroom recycling bins, compost posters, and compost monitor aprons (09-11).
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. (09-11).
6. Staff recognizes 12 schools that have excelled at composting and recycling by honoring them at annual School Award Ceremony. (09-11).

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. (09-11).
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. (09-11).

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. (09-11).
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. (09-11).

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. (09-11).
13. Distribute water pollution and conservation curriculum to 180 teachers reaching 5,400 students. (09-11).

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. (09-11).

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 each year. (09-11).
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. (09-11).
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. (09-11).
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. (09-11).
21. Assist other program areas in their teen-related outreach such as the Safe Cosmetics Program.

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:

22. Hire and train 4 Environmental Associates and continue training and developing skills of Associates. (09-11).

23. Hire Environmental Interns (9920) by fiscal 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.
24. 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. Concept, write, and oversee production of Department and Program communications materials
10. 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
11. Update presentations for use throughout year in speaking before constituent groups.
12. Establish and reinforce media connections to gain coverage of Department and City programs
13. Provide well-trained spokespeople and press materials
14. Train employees to deliver Department and Program messages
15. 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
16. Work with Mayor's Office and Board of Supervisors to provide support for legislation that supports program goals, as well as legislation approved by the Commission or Department.

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.