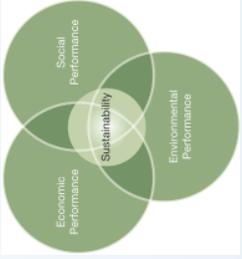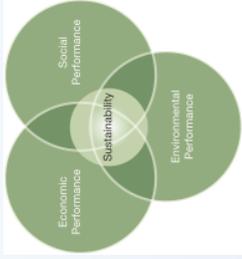# SFPUC
Sustainability Plan & Program

2009 Summary

Today's presentation

SFPUC's Sustainability Plan & Program

A **system** for evaluating our department-wide business performance that takes into account the financial, environmental and social impacts of our business activities

System Elements

- Definitions of sustainability
- Stakeholder engagement
- Framework that integrates our sustainability issues & actions
- Performance Indicators, standards & metrics for benchmarking
- Baseline assessment & strategies for improving performance
- Assessment & reporting protocol
- Value added
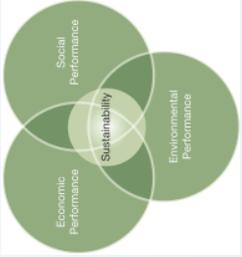- Sustainability in Action
- Today's TakeAways

Common bases for defining sustainability

Common: To maintain indefinitely

Brundtland: To meet the needs of the present without compromising the ability of future generations to meet their needs. **[Brundtland Commission Report: Our Common Future, WCED, 1987]**

Triple Bottom Line (TBL): The systematic management, performance improvement and public disclosure of performance in environmental, social and economic dimensions at local, regional and global scales. **[AwwaRF Triple Bottom Line Reporting of Sustainable Water Utility Performance, 2007]**

Stakeholder Engagement

SFPUC Sustainability Strategy Group

- Ongoing Plan and Program oversight & implementation responsibilities

- Continuing contributions to and review of Plan and Program deliverables

SFPUC Staff

- Ongoing implementation of actions to improve sustainability performance

- Continuing contributions to and review of Plan and Program deliverables
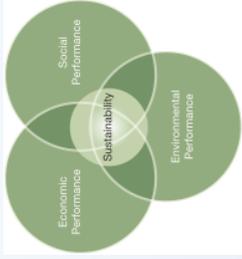
External Stakeholders Group

Outside experts and members of interest groups and agencies reviewed and commented on originating Plan & Program deliverables
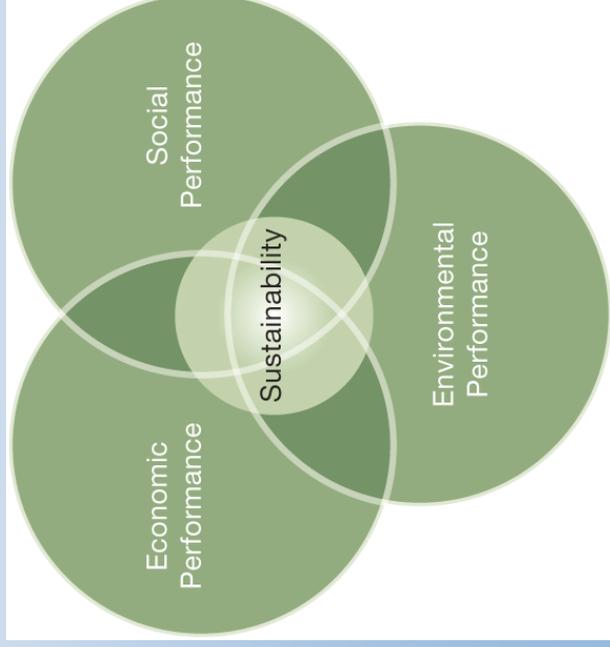
General Public

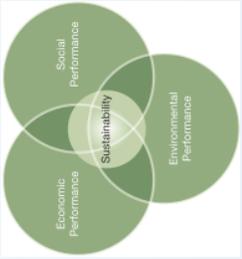Sustainability website and email address serve to:

- Engage and educate the public about SFPUC efforts

- Promote sustainability planning and invite review and comment

SFPUC defines sustainability Department-wide

The framework through which SFPUC will responsibly manage the resources under its care, protect public health and balance its social and environmental responsibilities to the citizens and community, while providing cost effective services to its ratepayers. **[Sustainability Plan and Program 2008]**

Integrating the triple bottom line to evaluate performance

To Begin, we developed an **organizational framework** with 6 priorities most material to SFPUC:

Community

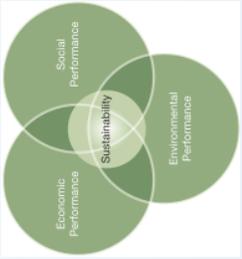Customers

Environment & Natural Resources

Governance & Management
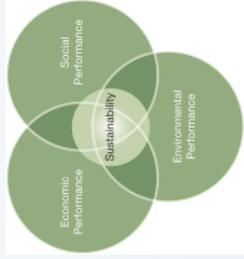
Infrastructure & Assets

Workplace

Rigorous performance indicators

Each of these priorities has associated indicators with leading metrics, standards and/or best practices

We use sources such as the Global Reporting Initiative, AWWA, other water, waste and power standards, federal, state, and local rules and regulations, and many others
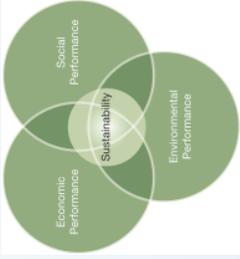
What makes this rigor useful?

Use of leading utility and reporting indicators, metrics and standards allows us to benchmark ourselves periodically with

- our peers on a sector level and
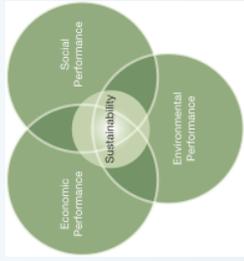- other utilities and organizations worldwide

Baseline evaluation results

See the *Sustainability Baseline Assessment FY 05/06* at sfwater.org/sustainability for the results of SFPUC's first full sustainability assessment.

This baseline will be updated using FY 2008/09 data.

SFPUC Sustainability Plan
(Phase 2 of 4)
Sustainability Baseline Assessment FY05/06
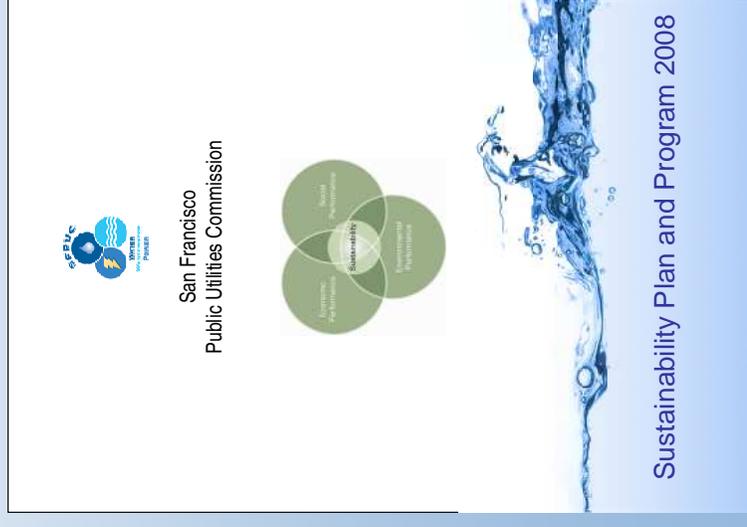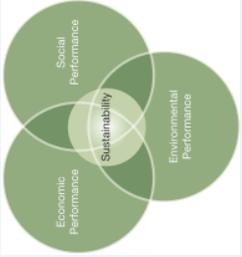June 11, 2007

ARUP

From evaluation to improving our performance

Once we assess our performance, we identify strategies for improvement
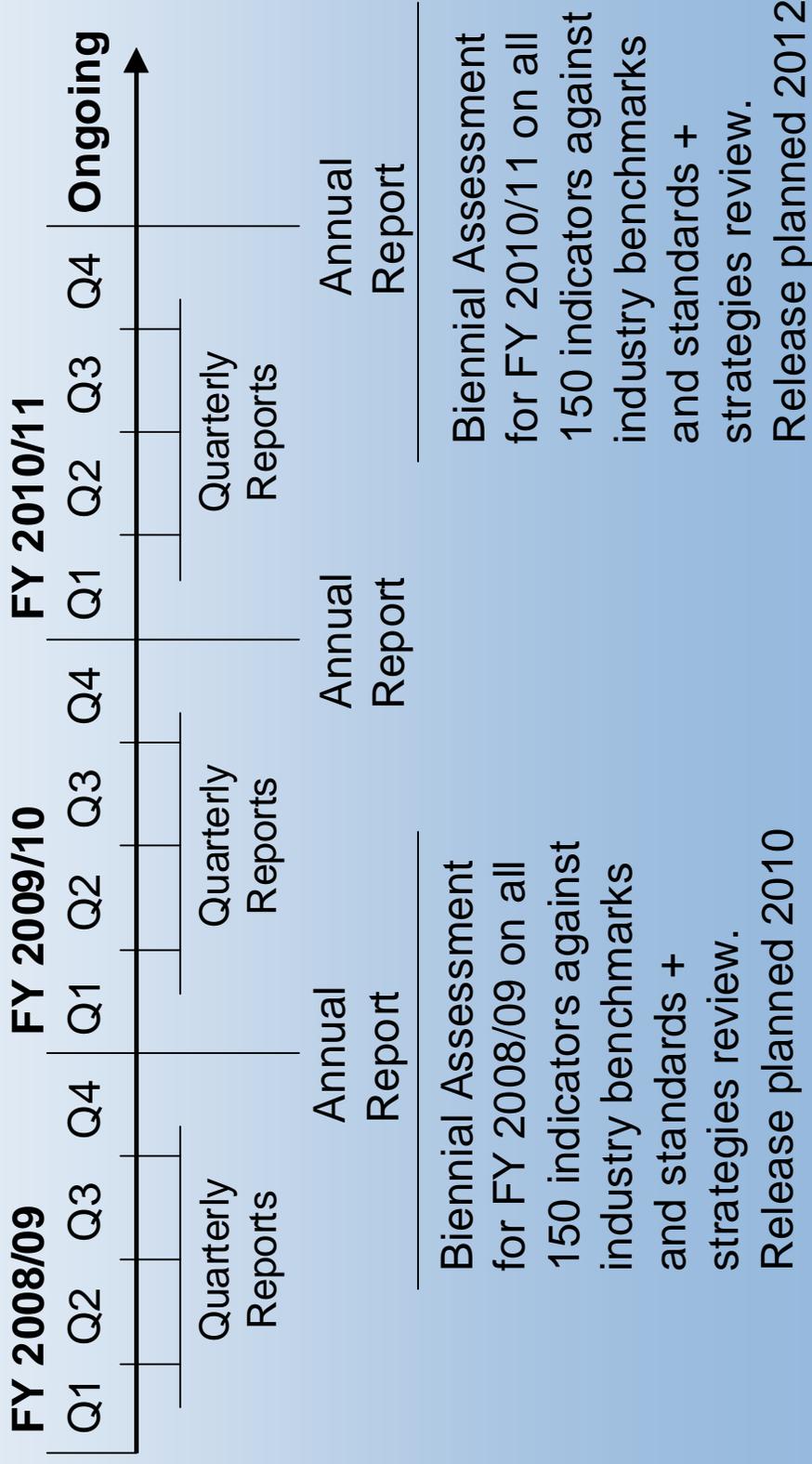
SFPUC's initial 20 strategies are published in the *Sustainability Plan and Program 2008* with detailed blueprints for implementation
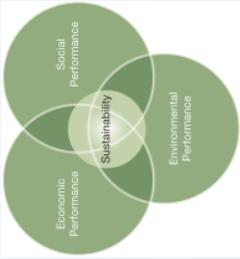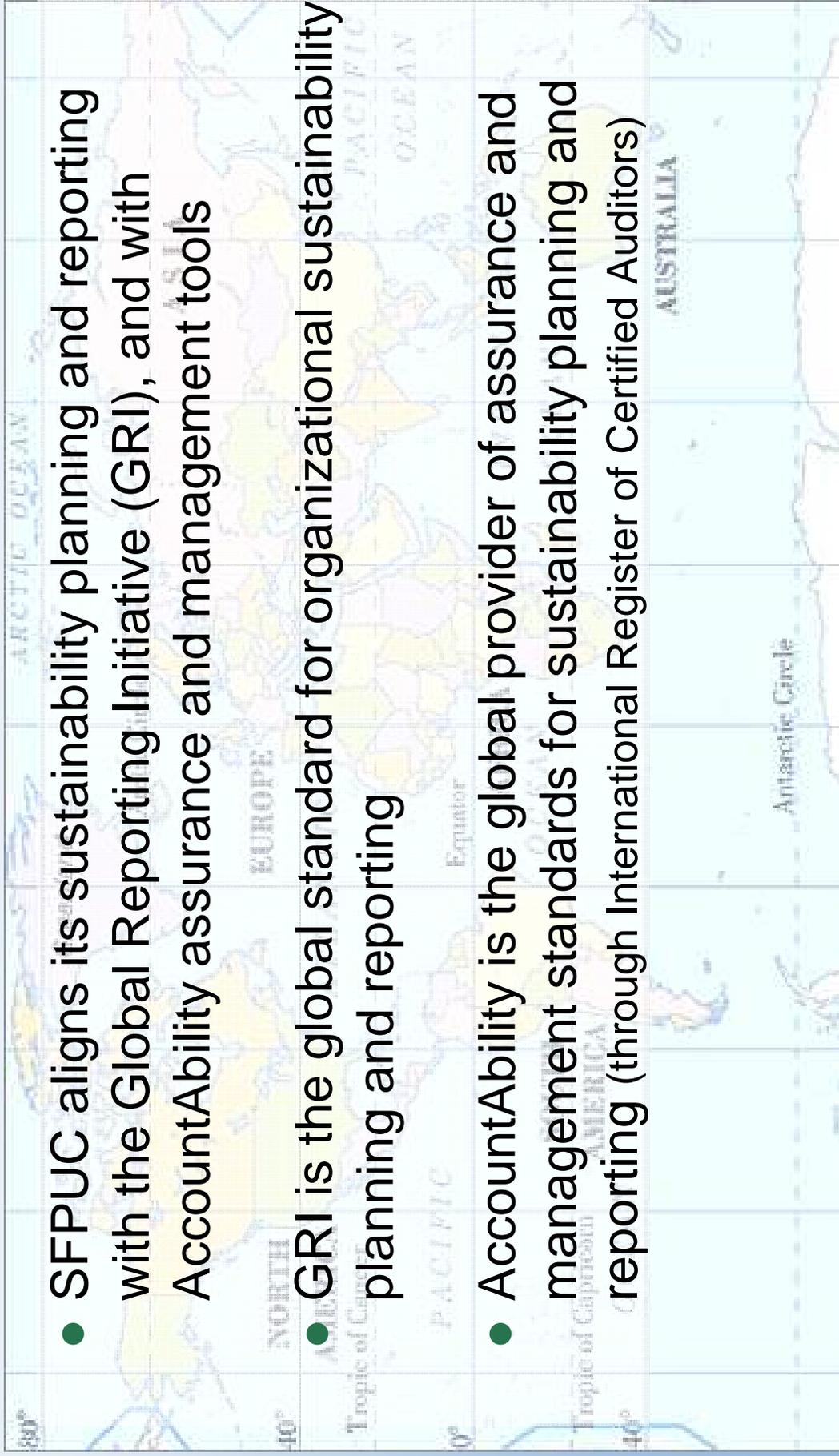
San Francisco
Public Utilities Commission

Sustainability Plan and Program 2008

SFPUC's reporting protocol

Sustainability Reporting and Assessments

FY 2008/09

Q1 Q2 Q3 Q4

Quarterly
Reports

Annual
Report

Biennial Assessment
for FY 2008/09 on all
150 indicators against
industry benchmarks
and standards +
strategies review.
Release planned 2010

FY 2009/10

Q1 Q2 Q3 Q4

Quarterly
Reports

Annual
Report

FY 2010/11

Q1 Q2 Q3 Q4 **Ongoing**

Quarterly
Reports

Annual
Report

Biennial Assessment
for FY 2010/11 on all
150 indicators against
industry benchmarks
and standards +
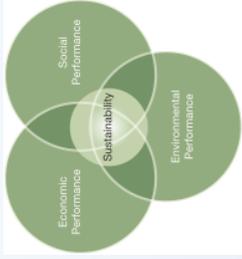strategies review.
Release planned 2012

SFPUC sustainability links to international best practice

- SFPUC aligns its sustainability planning and reporting with the Global Reporting Initiative (GRI), and with AccountAbility assurance and management tools

- GRI is the global standard for organizational sustainability planning and reporting

- AccountAbility is the global provider of assurance and management standards for sustainability planning and reporting (through International Register of Certified Auditors)
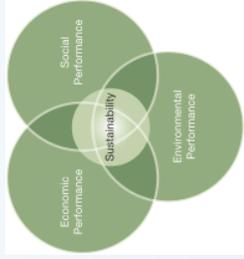
Examples of Value Added

- Identifies and tracks Department-wide risks

- **Long-term:** Highlights trends in performance over time

- **Short-term:** Provides regular assessments, reports and benchmarking

- Integrates strategic planning and decision making into business practices

- Provides a systemic framework that can incorporate emerging issues

- Institutionalizes sustainability values in practice and supports a performance-based culture

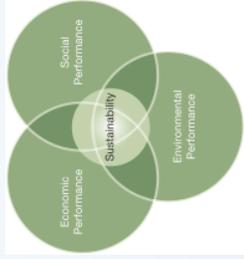- Provides a Department-wide point of view for all SFPUC stakeholders

Sustainability in Action

Example: Systemic Tool for Better Management and Business Practices

- SFPUC received a low FY05/06 Baseline score on the employee satisfaction indicator because it had no benchmark for or measure of employee satisfaction.

- In recognition, stakeholders recommended and SFPUC included in its *Sustainability Plan and Program 2008*, the need for a continuing employee survey.

- SFPUC conducted its first employee survey in March 2009. The results will provide baseline data and enable the Department to track its performance into the future.
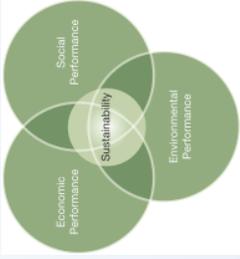
Sustainability in Action

Example: Systemic Tool to Support Community

- Because some of SFPUC's operations have disproportionate impacts on certain communities, it received a low FY05/06 Baseline score on its environmental justice indicator.

- The SFPUC Citizens' Advisory Committee recommended concurrently that the SFPUC adopt a formal environmental justice policy.

- This recommendation was incorporated into Strategy 9 in the *Sustainability Plan and Program 2008*, scheduled to be implemented in FY2009-10.
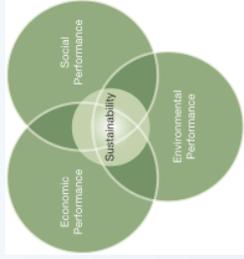
Sustainability in Action

Example: Systemic Tool to Support and Prioritize Best Practices

- Environmental Management Systems (EMS's) aid compliance with environmental regulations and improve overall management and operational efficiencies.

- EMS's were prioritized as an area for improvement through the FY05/06 Baseline Assessment.

- In support of its partially completed Biosolids EMS, the Wastewater Enterprise and sustainability staff identified this project as a pilot EMS for SFPUC.

- This pilot project is included as an initiative in the *Sustainability Plan and Program 2008*, and will be used to test whether EMS's might be useful in other areas of the SFPUC.
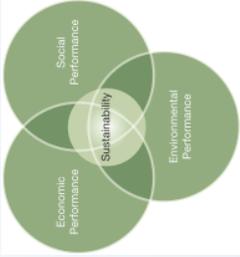
Sustainability in Action

**Example: Systemic Tool
to Highlight Needed Action**

- SFPUC's in-house environmental impacts (e.g. recycling and sustainable supply chain) received low scores in the FY05/06 Baseline Assessment.

- As a result, SFPUC committed in Strategy 5 of its *Sustainability Plan and Program 2008*, to hire or dedicate a full-time staff person to manage its in-house impacts.

- As a first step in 2009, SFPUC formed a Green Team to assess and take action on all of the Department's in-house environmental impacts.
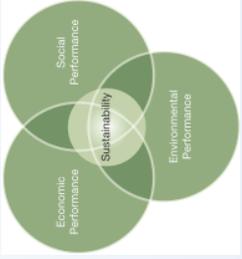
Sustainability in Action

Example: Systemic Tool to Incorporate Emergent Issues

- SFPUC's recent applications for federal stimulus funding contained a "green collar jobs" component. This required that SFPUC define the term, framework and accounting for green collar jobs to be created through SFPUC projects.

- SFPUC's Labor Relations and Sustainability staff collaborated to define green collar jobs for SFPUC and to add specific performance indicators to the sustainability framework in order to account for and measure progress

- SFPUC's Sustainability Plan and Program provides the Departmental framework to define, track, and report on the green collar jobs.
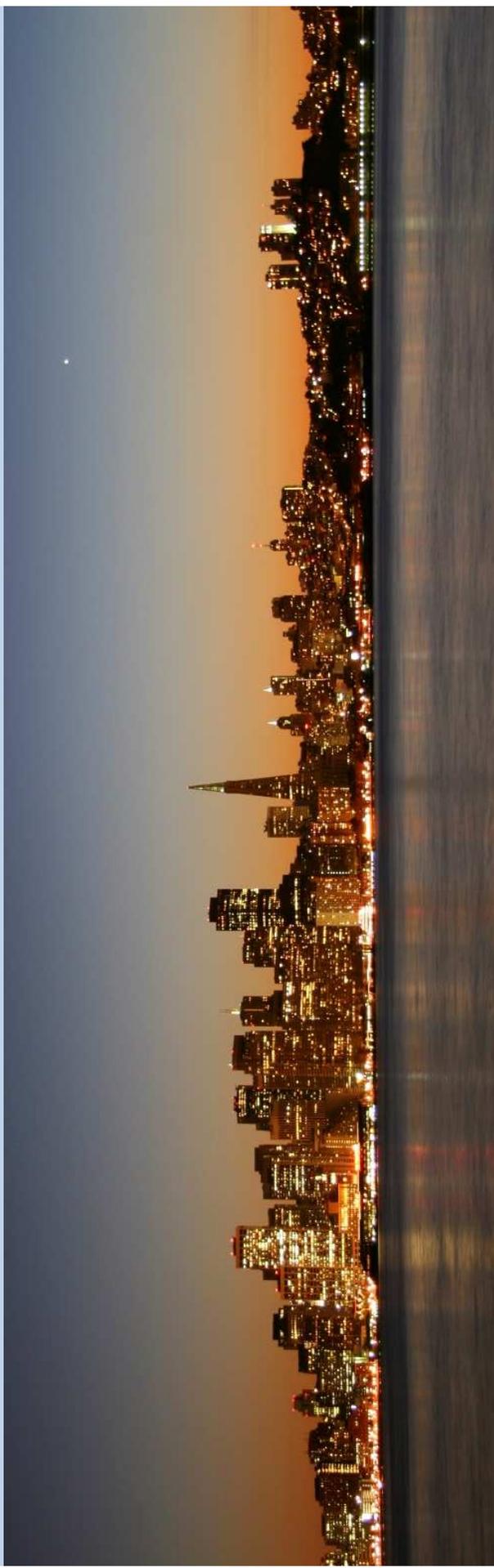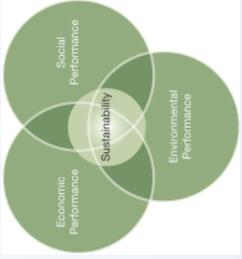
Today's TakeAways

SFPUC's Sustainability Plan and Program is a system for evaluating its Department-wide business performance that it takes into account the financial, environmental and social impacts of our business activities.

Our Goal

Continuous improvement of our organizational sustainability performance into the future

Questions?

For more information, and to view all of the Sustainability deliverables, go to http://sfwater.org/sustainability