



**SF Environment**

**Our home. Our city. Our planet.**

A Department of the City and County of San Francisco

London Breed  
Mayor

Deborah O. Raphael  
Director

April 7, 2022

Dear Mayor Breed,

I have served as Director of the Department of Environment for the past 8 years and now I am 62 years old. There are many wonderful family milestones and long-awaited projects ahead of me and so I write to inform you of my intention to retire from the City & County of San Francisco, effective April 9, 2022, and therefore I am resigning from my position with the Department of the Environment.

Clearly, the enormity of the challenge of Climate Change is much larger than any one person. There are many ways to show up for the things we believe in, and I have spent the last 30 years within public service utilizing my expertise and passion for environmental protection. I am proud not only of *what* I have accomplished but of *how* it has been accomplished. I am deeply committed to personal excellence and integrity and my sole purpose has been to improve life in our wonderful city and to protect our cherished planet.

Madame Mayor, as I end almost 20 years of service for the City & County of San Francisco and my tenure as Director, I wanted to take this opportunity to reflect on the phenomenal achievements we have made together and thank you for your support. Together we have led the world by:

1. Reducing our emissions of greenhouse gasses over 40% below 1990 levels – 6 years ahead of schedule.
2. Developing an equity-centered Climate Action Plan in partnership with businesses, community organizations, and city agencies. This plan sets out a bold path for the next 20 years of climate action.
3. Creating a world class system of composting and recycling and then passing laws that eliminate materials with no end-of-life purpose. Zero Waste is truly the #SFThingToDo.
4. Providing benefits to small and large businesses alike through energy efficiency, safer janitorial and building maintenance products, waste reduction, and more.
5. Protecting the health of vulnerable populations through programs such as Green Business Certification, Healthy Nail Salons, and Environmental Justice.
6. Educating generations of school-aged children to form environmental habits and inspiring the future leaders that our planet depends on for its very survival.

I could go on and on with this list. But the bottom line is that I am so very proud to have been a part of the City & County family, to work with you and the other elected leaders of our city, to serve with my fellow department heads, to be inspired and energized by the incredible staff of SF Environment.

I leave my post with a full heart and a deep appreciation for the privilege of a career in public service. I am proud of my contributions and that the Department's programs are stronger and more respected, influential, and vibrant than when I arrived.

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Finally, I am excited to see what the future holds for San Francisco's bold climate action. I know the Department will be in good hands, that the staff will lean in with all their hearts, and that you will continue to urge us on to be a beacon of hope across the nation and around the world.

Most sincerely,

A handwritten signature in blue ink that reads "Deborah O. Raphael". The signature is written in a cursive style with a large initial 'D'.

Deborah O. Raphael

Cc: SF Environment, Commission on the Environment