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1. Introduction

The Department of Human Resources continues to support the environmental goals of the City and County of San Francisco by its commitment over the past year to a more efficient use of resources and a commitment to decrease waste. The Department continues to reduce the amount of paper used in human resource processes and embraces innovative use of technology toward electronic based processes.

The Department continues to expand the capabilities of Job Aps, the electronic interface that applicants use to apply for jobs with the City & County. Paper application processes have been eliminated even for job classes that previously were considered to be resistant to electronic interface (e.g. Custodians). In addition we continue to increase opportunities to conduct electronic-based examination processes, replacing in part, or in totality, previous paper-based exams. The use of new technology such as Score Profile enables DHR Exam Analysts to apply candidate test scores from past exams to new exams. This means that fewer candidates need to appear for exams (since we can apply their prior scores) and this, in turn, means that there are fewer test booklets, test instructions, answer sheets, etc. used and less need for candidates to travel to our Department. In addition the Department has loaded test-related material on our

website for applicant/candidate access. For example, rather than print and mail test preparation manuals and guides, candidates can access these materials electronically, allowing large groups of candidates access to test stimulus materials over the internet in advance of the test, reducing, and even eliminating the printing and mailing of materials. Nearly all correspondence during examination procedures is accomplished electronically saving time, paper and costs. The Department now often provides electronic documents to candidates for score inspection purposes, reducing or eliminating the need to copy answer sheets for in-person, hardcopy inspections. The administration of tests on the computer eliminates the need for test booklets, test instructions, answer sheets, etc., and has resulted in savings in paper, time and energy usage. Given that 136,530 individuals submitted applications during 2011, the increased utilization of Job Aps provides a significant savings.

The Department continues to expand the use of the DHR website to make virtually all information that was previously available only by a visit to our office, now accessible on-line. DHR provides both access to computers and technical support to visitors to access this information and complete on-line applications.

The Workers' Compensation team implemented iVOS, an electronic case management information system during the previous year and is committed to continuing its effort to achieve a paperless operation. This system directly impacts every workers' compensation transaction, and is dramatically shifting away from paper-based transactions to electronic-based transactions.

The Department continues to partner closely with the eMerge team from the Controller's Office to convert the City to a customized PeopleSoft system that will allow most human resource, payroll and health services operational systems to be more efficient through the development of uniform electronic transactions.

While we prepare for new systems such as eMerge, we have readily taken advantage of scanning and emailing documents for transactions rather than faxing and printing, wherever possible. From electronic systems for tracking pickups and deliveries of our file storage contractor, to history cards, transactions and communications, even scheduling meetings and agendas, we continue to seek opportunities for reducing resources that also enable us to provide better and faster services.

Technology innovations this year include the new electronic web-based program for Tuition Reimbursement and Performance Planning and Appraisal systems. The Tuition Reimbursement Program provides a city-wide electronic program for initiating requests, approvals and tracking payment. The Department has also implemented SuccessFactors for DHR, a web-based interactive performance management system that enables both planning and appraising as well as task management.

Finally, DHR's Blue Print project is an ambitious program that focuses on linking new eMerge system processes with the updated Human Resources Policies and Procedures Manual and other electronic forms and processes through an on-line interactive training program and technical resource, accessible to HR practitioners city-wide.

These efforts to create paperless processes have had a successful impact on the bottom line, purchasing less paper. This year, we are currently purchasing approximately 20% less paper, than this time last year.

2. Departmental Profile

The Mission of the Department of Human Resources is to recruit, engage, and develop the City’s workforce to meet the expectations and service needs of San Franciscans. The Departmental Budget is \$72,892,526 annually. We have 129 full-time employees and an additional 40 as-needed employees who work as exam proctors. Teri Jourgensen, Departmental Personnel Officer, is responsible for the implementation of the Departmental Climate Action Plan. She can be reached at Teri.Jourgensen@sfgov.org or at (415)-557-4821.

3. Departmental Carbon Footprint & Historical Analysis

The Department’s primary location is at One South Van Ness Avenue, 4th Floor, San Francisco, CA. 94103 This is a City-owned LEED certified building. The Department occupies 62,516 square feet. The date the building was built is unknown but it was extensively renovated in 1989. This building is managed by John Updike from the Real Estate Division. He can be contacted at 415-554-9860 or at john.updike@sfgov.org .



The Department leases the TOPP Center, a facility located at 1740 Cesar Chavez Boulevard, San Francisco, CA 94124. The internal Department contact person is Brent Lewis, Budget & Finance Director, DHR. He can be contacted at (415) 557-4944. The external property manager is Erica Ludwig, Tenant Service Coordinator Jones Lang LaSalle Americas, Inc. located at 1200 Park Place I Suite 330I, San Mateo, CA 94403 Tele: 650-525-9107 Efax: 415-520-0399 Mail: erica.ludwig@am.jll.com

The TOPP Center occupies 7,680 square feet, and is a concrete structure built in 1986. The Department has leased this building for the past three years and uses it primarily to conduct City-wide exam development and administration. The space is also used for other City business by other City departments. The Department has no staff stationed permanently at this location. When the facility is being used there may be between two and twelve Department staff on-site. During the last year the TOPP Center was used 143 days. When DHR employees are scheduled to work from the TOPP Center they generally meet at One South Van Ness, and join together in the DHR Certified Natural Gas vehicle to carpool together to the TOPP Center. For some employees it is more convenient to take public transportation directly to the TOPP Center. On rare occasions people use personal vehicles to commute to the TOPP Center.

3a. Facilities & Reduction Measures

The list of facilities that is being used by SF Environment to calculate the FY1011 departmental carbon footprint has been reviewed and found to be accurate.

3a1. Energy

Fiscal Year 2010-2011 Carbon Footprint from Consumption of Electricity, Natural Gas and Steam

Energy	Consumption	CO2e (mt)	Costs
Electricity (6wh)	860.27	12.70	Not Available
Natural Gas (th)	7,792.59	41.45	Not Available
Steam (1,000 lbs)	0.00	0	Not Available

Energy Efficiency & Conservation/Green Building

All Department employees are stationed at One South Van Ness, 4th floor, in a LEED certified building, which has an infrastructure that supports energy conservation. The building has an electronically controlled Heating, Ventilation, Air-Conditioning (HVAC) system which controls the temperature in each zone of the building. The windows do not open and have protective coatings that help maintain an even temperature. The bathrooms have low-flow toilets, and all paper towels are composted. The Department's lighting in common areas is on timers and the lights go off automatically during non-business hours. Employees who come in to work during non-business hours need to call in to activate lighting in specific areas. Offices and meeting rooms have motion detectors, and if there is no motion detected in a room the lights will automatically go off, and will not be turned on again until there is movement. Multi-use devices (copiers/fax/scanners) are set to go into "sleep" mode after one minute of inactivity. All lighting is low consumption fluorescent bulbs, and the controls are divided into zones, so that zones not in use can be turned off. The Department has a very successful waste diversion plan in operation with recycling, composting and landfill waste bins located throughout the facility.

Compliance with the Existing Commercial Building Energy Performance Ordinance

Not required of DHR. The facility is owned and operated by the Real Estate Division.

Compliance with the Lighting Efficiency Ordinance

Not required of DHR. The facility is owned and operated by the Real Estate Division.

3a2. Water

Fiscal Year 2010-2011 Water Consumption

RED Buildings Occupied by DHR	FY10-11 Consumption
Water (gal)	562,725.01
Wastewater Discharge (gal)	468,477.09

Water Efficiency & Conservation

The Department uses very little water with the primary use being toilets. The toilets are low-flow toilets. The toilets and bathroom sinks are well maintained and any leaks are reported and resolved immediately. The only other uses of water are in three (3) kitchen facilities where there are kitchen sinks and filtered water machines. The sinks are kept in



good repair and are used to wash reusable mugs, glasses, plates etc. The filtered water machines were obtained to allow the Department to provide desirable drinking water to staff without using bottled jug water or individual water bottles.

There is one kitchen and two bathrooms at the TOPP Center on Cesar Chavez. Both bathrooms are equipped with low flow toilets. All plumbing fixtures are kept in good working order, and all leaks are reported to the landlord immediately. The kitchen has one water

machine which filters, heats or cools tap drinking water on demand. Employees and guests are solely provided with filtered tap water. The Department does not purchase bottled water in jugs or individual units.

3b. Fleet & Fuel Reduction Measures

The list of Vehicle Fleet in Google Docs has been verified. The Department has one 2000 Honda Civic CGN which is serviced by Central Shops. The table below provides a summary of fuel consumption by fuel type and the associated GHG emissions.

The Honda is used to car-pool employees from the One South Van Ness site to the TOPP Center on Cesar Chavez. Since the TOPP Center is a testing center, in addition to carrying employees, the car is also used to transport exam materials back and forth between Department locations.

3b1. Fuel

Fiscal Year 2010-2011 Carbon Footprint from Mobile Combustion of Fuel

FY10/11 Fleet Fuel Consumption CNG	Consumption
	53.20 CNG (GGE)

3b2. Fleet

Healthy Air and Clean Transportation Plan for Fiscal Year 2011-2012

As required by the Healthy Air and Clean Transportation Ordinance, all vehicles that are 12+ years will need to be replaced by 2015. The Department will initiate a plan to replace our single vehicle within this timeframe.

3c. Historical Analysis

A review of the Carbon Footprint for usage and emissions by source indicates stable use of electricity, natural gas, and water for the Department with only minor fluctuations in natural gas and electricity. No changes in facilities and/or management occurred during this period.

4. Other Sustainable Practices

4a. Zero Waste

2012 Zero Waste Goals Through IT Solutions	1. Implement Electronic Forms and Processes	June 2013
One South Van Ness 4 th floor	2. Implement On-Line Human Resources Training Program	June 2013
	3. Full participation in e-payroll and automatic deposit	June 2013

The Waste Assessment Questionnaire has been completed and is attached as an Appendix to this report. Employees are well educated on distribution of waste products and bins have posted instructions to clarify how to distribute waste properly. Staff has

continued to enthusiastically support zero waste practices. Recycling and composting are habits routinely carried out by staff.

4b. Transportation Options

The Department continues to promote Commuter Benefits and transportation options and provided a presentation on transportation options to all staff by the Department of Environment on February 14, 2012. The Department has an active role in providing outreach on Environmental issues. We provide New Employee Orientation training twice per month to all city new hires. During this session, a representative from the Department of the Environment presents critical information on environmental issues such as transportation options, commuter benefits and zero-waste responsibilities.



The Transportation Survey conducted by the Department of Environment included good news and ideas for addressing challenges. Nearly 40 % of Department staff completed the survey, providing solid evidence of trends. In terms of usage of alternative forms of transportation, over 60% of Department staff either used public transit or carpool/vanpool options. Only 27% drove alone and 10% either walked or used a motorcycle/scooter option. Although 23% of the single drivers stated that nothing would encourage them to use an alternative mode of transportation, 58% said alternative work schedules would be helpful, 15% felt that financial assistance would help and 38% wished public transit was more convenient and comfortable. Finally when asked why survey participants were not enrolled in the Commuter Benefits program, the top challenges for commuters (not including individuals who do not use public transit) were; 10% not familiar with program and 12% found signing up difficult or had a problem with the vendor.

This data provides an opportunity to assist employees in fully understanding the benefits and options as well as enrollment procedures. The Department will continue to actively provide new staff with education and support in signing up for commuter benefits.

4c. Green Purchasing

The Department is in complete compliance with all Buy Green initiatives and embraces the philosophy of Reduce, Reuse and Recycle. Before any new purchases are made we encourage staff to do without new items, by using previously owned items, or repurposing another type of item. There is a very limited list of items that staff can request, and they cannot order items beyond the basics. We make regular use of the Virtual Warehouse.

The Buy Green Scorecard has been completed and submitted. Our team received a rating of Fair .95 points. The Green Scorecard is attached as an appendix.

4d. Information Technology

All purchases of IT equipment are Energy Star compliant.

The Department continues to follow the power management changes instituted in 2010 as a part of the DHR effort to reduce power usage of desktop computers. Although various models of computers are in use and may not allow for the exact same

parameters, as well as the needs of individual users, the objective is to continue power management settings that effectively reduce power use when computers are inactive. The basic plan consists of the following parameters:

- ❖ Screens will turn off after 15 minutes of not being used-pressing any key will bring the screen back immediately.
- ❖ After 30 minutes, computers will go into standby mode-pressing a key or moving the mouse will “wake up” the computer after a few seconds.
- ❖ Between 7:00 PM and 6:00 AM and on weekends, all desktop computers will hibernate after 30 minutes of not being used.

The Department replaced the Ricoh multi-function devices in 2010 with more efficient machines that use less toner and use energy more effectively. They go into standby or sleep mode when not used for 30 minutes but will wake up when incoming FAXes or print jobs are received.

Department employees in our Workers’ Compensation Division have access to sending Faxes directly from the desktop without having to print out documents and manually FAX. This unit is also implementing a paperless system through the use of new technology, IVOS and the use of digital reception of incoming Faxes both critical to reducing paper consumption and retention.

4e. Carbon Sequestration / Urban Forest

The Department does not plant, care for, or otherwise directly support urban forestry efforts. However The City and county of San Francisco’s Real Estate Department working with the Department of Environment, and the Department of Public Works designed and installed a living, vegetated (green) roof at One South Van Ness.

The living rooftop at One South Van Ness percolates storm water, reduces peak runoff, reduces cooling loads and energy use within the building, provides a suitable habitat for butterflies and honey bees, and a beautiful park like view from neighboring buildings. The living roof is 9,500 square feet and captures, stores, and delivers rainwater for irrigation via a 6,500 gallon tank and pump system; which will help reduce the use of potable water during the summer or dry months. The plants on the living roof include a variety of



California native and adopted plants including Buckwheat, Stonecrop, Tufted Hair Grass and San Bruno Mountain Manzanita. In addition to the greenery and environmental benefits, the project team prioritized the reuse of roofing and insulation materials. River rock ballasts were reused around the edges of the living roof, provided by the Park and Recreation Department, and the pathways were made out of existing concrete roof pavers. The living roof was designed with consultant Rana Creek Living Architecture, the designer of the living rooftop at the California Academy of Sciences.

5. Community Wide Impact

As the central Human Resources agency for the City, DHR has the opportunity to provide information and education to new hires city-wide. New employees are scheduled to attend New Employee Orientation where they are provided education on alternative transportation, commuter benefits, as well as the City’s recycling and waste reduction program.



Access to information on employment opportunities is provided through our website as well as access to desktops at the 1 South Van Ness Ave. 4th floor Lobby, to complete on-line applications processes. Digital screens located throughout the Lobby provide key employment information including job opportunities and eligible list information.

Appendices

- A. Waste Assessment Questionnaire
- B. Green Scorecard