

# **City and County of San Francisco Office of the Controller**



## **Climate Action Plan Fiscal Year 2012-2013**

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## TABLE OF CONTENTS

I. Introduction .....	3
II. Departmental Profile.....	4
III. Carbon Footprint.....	7
III A. Building Energy .....	10
III A 1 Energy Efficiency .....	11
III A 2 Renewable Energy .....	12
III A 3 Green Building.....	12
III B. Water .....	12
III C. Transportation and Fuel .....	13
III C 1 HACTO .....	13
III C 2 Transportation Survey.....	14
IV. Other Sustainable Practices .....	19
IV A. Zero Waste .....	21
IV B. Green Purchasing .....	24
IV C. Carbon Sequestration/Urban Forest .....	25
V. Community Wide Impact.....	25
VI. Summary and Goals.....	25

### Appendices

- A. HACTO Report for Fiscal Year 11-12
- B. HACTO Plan for Fiscal Year 12-13
- C. Transit First Survey

## I. INTRODUCTION

Although the health of our environment is crucial to our continued existence, it is becoming increasingly challenging to appeal to individuals to recognize their role in maintaining that health, and to ensure their participation in efforts to conserve. We must continue to be more direct in our approach to reducing Greenhouse Gas Emissions and energy consumption, and appeal to what staff can identify with (their families; children and futures) in our approach to gain cooperation from everyone in reducing our carbon footprint. We may also consider educating the public who regularly use our facilities. As you will read later in the survey, incentives in various forms seem to be high motivators for compliance, so it appears we have a way to go toward developing intrinsic motivation toward environmental care.

The City and County of San Francisco is a leader in this endeavor, and has received recognition for its green environmental practices. It has been named Greenest City in North America and received a United Nations award for best green building policies of any city in the world.<sup>1</sup>

Chapter 9 of the San Francisco Environmental Code entitled “Greenhouse Gas Emissions Targets and Departmental Action Plans” lays the groundwork and objectives for Departmental Climate Action Plans. Following are important dates and targets of the chapter:

- 2002, the Board of Supervisors adopted Resolution 158-02 that called for the City to develop plans to reduce its greenhouse gas emissions (GHG) to 20 percent below 1990 levels by the year 2012;
- 2004, the Department of the Environment and the San Francisco Public Utilities Commission issued "The Climate Action Plan For San Francisco," which included an accounting of GHG emissions associated with City activities, an accounting of GHG within the City and County of San Francisco but not associated with City operations, and emission reduction recommendations for transportation, energy efficiency, renewable energy and solid waste management sectors.
- 2005, Governor Schwarzenegger issued Executive Order S-3-05 which established Statewide GHG emissions reduction targets for California as follows: by 2010, reduce GHG emissions to 2000 levels; by 2020, reduce GHG emissions to 1990 levels, and by 2050 reduce GHG to 80 percent below 1990 levels.
- 2006, California enacted AB 32, the California Global Warming Solutions Act of 2006. (CA Health and Safety Code Section 38.500 et seq.) which requires the California Air Resources Board to determine the statewide GHG level in 1990, set that 1990 level as the statewide GHG level to be achieved by 2020, and to adopt and implement statewide plans, protocols, rules and regulations to achieve and exceed the 2020 goals.

The following San Francisco GHG emissions limits were established:

- By 2008, determine 1990 City GHG emissions;
- By 2017, GHG emissions by 25 percent below 1990 levels;
- By 2025, reduce GHG emissions by 40 percent below 1990 levels; and

- By 2050, reduce GHG emissions to 80 percent below 1990 levels. These targets shall remain in effect unless otherwise amended or repealed.

The Controller's Office is a unique city department as the objective of all our goals and work products are to effectuate citywide impact of improving the level of effectiveness and accountability of public services in San Francisco. We focus on opportunities to reduce the City's carbon footprint by providing our information and services to all departments and citizens in an energy-efficient manner by reducing the amount of resources used for our many products, reports we produce and publish, and the numerous payments that we issue to employees and vendors. We continue to explore a variety of energy efficient methods of analyzing and distributing necessary information and payments electronically and regularly make progress doing so, meeting the challenge of conserving while not negatively impacting production.

This past year we again focused on better understanding the data and information on energy usage, GHG, environmental impact and our role in helping with the reduction of carbon emissions. Our greatest contribution was implementing a new Human Resource Capital Management System, eMerge, using PeopleSoft 9.0, which greatly reduced the amount of paper the city uses processing personnel and payroll transactions. Unfortunately, this year, we exceeded our previous energy usage and carbon emissions with little tangible evidence as to why. See more discussion in Section III.

We will continue to work closely with the Department of Environment to obtain and circulate information that will better educate and equip our staff. All Controllers' Office divisions are required to help support and implement the Controller's Office Departmental Climate Action Plan.

The key elements to our Climate Action Plan consist of the following: Discussion of San Francisco Environment Code Chapter 9, Brief background of the Controller's Office, 2011-12 Departmental Carbon Footprint with Energy use data, Energy Efficiency and Conservation Efforts, Transportation, Healthy Air and Clean Transportation Ordinance (HACTO), Zero Waste Practices, and Green purchasing efforts. While it has been our objective to remain in compliance with the 2008 Mirakimi Ordinance and actively help the City and County of San Francisco reach its GHG emissions reduction goals while achieving other core sustainable practices, we have not set specific numerical GHG Reduction targets to date, primarily because we work in City-owned, heavily occupied and utilized public buildings. Our relatively small amount of square footage does not afford us many opportunities to noticeably decrease energy usage and emissions, because our use is combined with other building inhabitants and can fluctuate depending on occupancy, events taking place and visitors to both public spaces. Innovation with distribution of our products (financial and performance oversight, reports, information and payments) along with employee education and involvement remain our best approaches.

## **II. DEPARTMENTAL PROFILE**

The City's 1996 Charter designates the Controller as the chief accounting officer and auditor for the City. The Controller is appointed by the Mayor and confirmed by the Board of Supervisors to serve a ten-year term of office. Ben Rosenfield was appointed to his ten year term in March of

2008. The Controller is responsible for all financial management systems, procedures, internal control processes and reports that disclose the fiscal condition of the City to managers, policy makers and citizens. The Controller is also the auditor for the City and County performing financial and performance audits of departments, agencies, concessions, contracts and functions. In furtherance of these Charter-mandated functions, the Controller's Office provides a variety of support services. These include:

- Processing the City's budget;
- Developing and maintaining a financial accounting information system for use by all departments;
- Developing and maintaining a human capital management system (PeopleSoft) for use by all departments;
- Paying all City employees and vendors;
- Fiscal management oversight, budgetary planning and public policy analysis for City;
- Benchmarking, performance management, and 'best practices' comparison of San Francisco's services relative to other public agencies;
- Performing regular oversight of the City's contracting procedures, including developing model criteria and terms for Requests for Proposals;
- Maintaining a whistleblower complaints hotline and website and conducting investigations regarding waste, fraud, and abuse of City resources; and
- Completing specified annual assessment and reporting activities;
- Identifying and reporting on all legislation introduced at the Board of Supervisors that might have a material economic impact on the City; and,
- Issuing and managing the City's general fund debt obligations.

## **II A. Departmental Mission, Vision and Core Values**

### **Mission -**

The Controller's Office ensures the City's financial integrity and promotes efficient, effective and accountable government.

### **Vision Statement -**

*What we seek to be*

We strive to be a model for good government and to make the City a better place.

### **Core Values -**

- **Teamwork:** We support a cooperative work environment. Our team is strengthened by the diversity and contributions of its members.
- **Trust:** We act with honesty, integrity and fairness.
- **Respect:** We understand and appreciate the inherent value of one another.
- **Equal Opportunity:** We provide opportunities to all staff to contribute and achieve their potential.
- **Communication:** We communicate honestly and openly.
- **Excellence:** We strive for personal and professional excellence. We recognize and reward exemplary performance.

- Service: We focus on our customers' needs. We recognize that to improve service, we must be a learning organization that seeks continuous improvement.

**Departmental Budget:** FY2013-14 – \$40,108,699

**Number of Employees:** Approximately 200. There are 231.45 budgeted full-time positions. All staff are full-time and have computer workstations and email accounts.

**Departmental Facilities:**

The Controller's Office occupies space in two public buildings owned by the Real Estate Division of General Services Agency. Our primary location is in City Hall on the 3<sup>rd</sup> and 4<sup>th</sup> floors, with 30,417 total square feet representing 11.2% of total building space. There are approximately 140 employees working at City Hall. City Hall is open to the public. Citizens can take care of a variety of business there. It also regularly hosts many public and private events during the day, evenings and weekends. Our Payroll & Personnel Services Division (PPSD) and eMerge Division, which comprise the remainder of our employees, are located at One South Van Ness Avenue, 8<sup>th</sup> floor occupying 17,687 total square feet representing 3.54% of the total building space. The offices also have a public reception area and the buildings house other city departments that have public access. A busy Bank of America branch is located at this address also.

We have no vehicle fleet.

**Location 1:**

Divisions: City Services Auditor Division, (Performance and Audits), Accounting Operations, Systems and Reporting Division, Administration, Office of Public Finance, Office of Economic Analysis, Budget & Analysis Division.

City Hall, 3<sup>rd</sup> and 4<sup>th</sup> floors

1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102

**Location 2:**

Division: eMerge and Payroll and Personnel Services Divisions

One South Van Ness Avenue, 8<sup>th</sup> Floor

San Francisco, CA 94103

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**III. CARBON FOOTPRINT**

The total consumption of electricity, natural gas and steam is based on data that San Francisco Environment Department (SFE) obtained from the SFPUC (San Francisco Public Utilities Commission) and uploaded to our Google Doc. The list of facilities used by SFE to calculate the FY 2011/12 Departmental carbon footprint has been verified by the Controller's Office to be accurate and complete. The only addition to our square footage this year came from a change in responsibility to our department for Room 305, a large conference room in City Hall used by the city for various meetings. This added 1964 square feet to our total occupancy.

The Department's Carbon Footprint data is reported in Table 1 and was extracted from the Controller's Google Doc spreadsheet. Because we are located in Real Estate owned facilities and do not have vehicle fleet (liquid fuel) or waste treatment and recycling, our data includes electricity, steam, natural gas, water and waste water use based on our square footage building occupation. Our emissions and usage are estimated by dividing the totals for each city-owned building we occupy by the total square footage we occupy in each building.

The San Francisco Public Utilities Commission (SFPUC) is the electricity provider for City and County of San Francisco municipal facilities and other retail customers. The SFPUC's

generation portfolio includes hydroelectric power from the Hetch Hetchy Power System as well as in-city solar and biogas generation.

In calendar year 2011 (the most recent year reported), electricity supplied to SFPUC municipal and retail customers had a greenhouse gas (GHG) emissions factor of zero. The SFPUC's GHG-free, renewable power supplies for 2011 are detailed on SFPUC's Power Content Label, submitted annually to the California Energy Commission ([http://www.energy.ca.gov/sb1305/labels/2011\\_labels/SFPUC\\_PCL.pdf](http://www.energy.ca.gov/sb1305/labels/2011_labels/SFPUC_PCL.pdf)). The California Renewable Energy Resources Act of 2011 established updated rules related to the State's Renewables Portfolio Standard (RPS). In accordance with those RPS rules (in particular Public Utilities Code Section 399.30), SFPUC now procures renewable resources to meet any electricity demand unsatisfied by its hydroelectric generation in any given year. SFPUC has not yet reported its Power Content Label for calendar year 2012. However, the GHG emissions associated with SFPUC-supplied electricity in 2012 are currently expected to be zero.

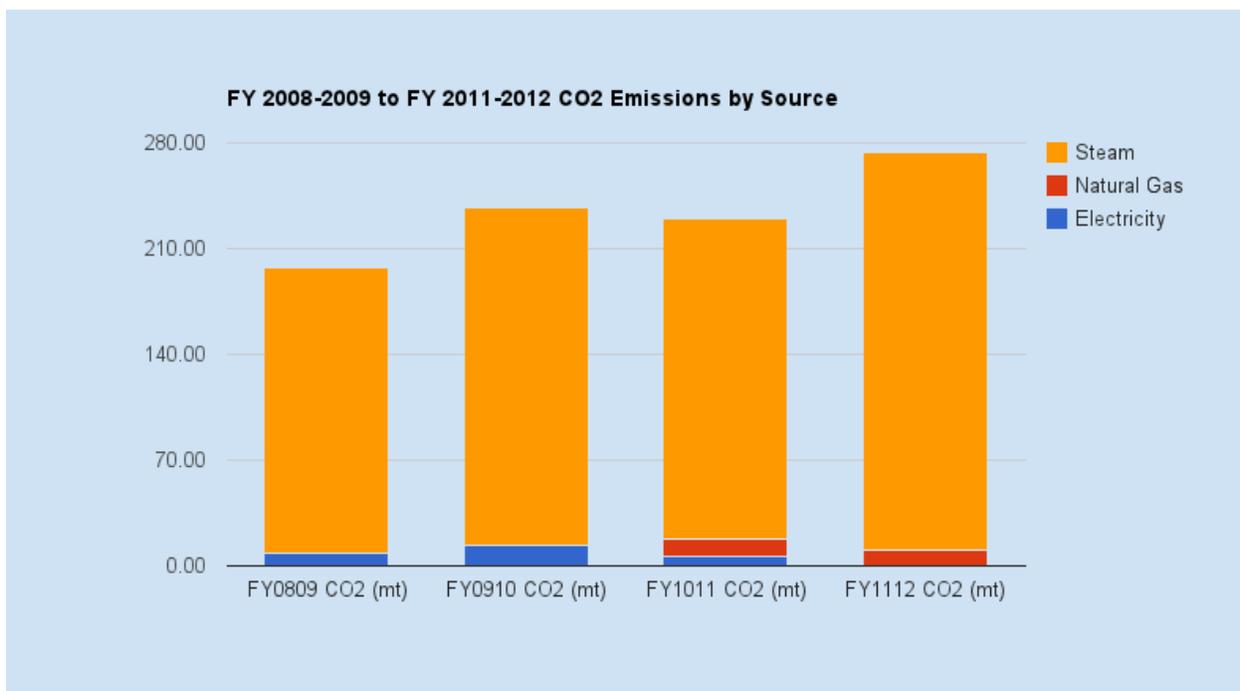
Our total Carbon Dioxide Equivalent (CO<sub>2</sub>e) or Greenhouse Gas (GHG) emission for both of our locations managed by Real Estate is 273.52 tonnes for a cost of \$103,527. This is an increase as compared to 229.57 tonnes last fiscal year costing \$90,352. All of our usage is from building energy. Fifty two percent of that usage came from steam; less than 1% came from natural gas; 18% from water; 13% from wastewater; and, 16% came from electricity. Steam is used at City Hall for heating most of the first floor, some of the ground floor and hot water.

Our GHG emissions have fluctuated since 2008. Some of the increases we realized in 2009/10 we believed were due to an increase in staff with the addition of the eMerge Division, but it balanced out and reduced later in 2010/11 with movement to a new, more environmentally friendly location at One South Van Ness Avenue. The increase from last year is noticeable, but difficult to explain. Occupying a small percentage of square footage in two large city-owned, heavily used buildings makes it challenging to distinguish, track and control the usage and emissions solely attributed to our department.

Our CO<sub>2</sub>e represents an increase of approximately 43.95 metric tons over last year. The emissions came from a significant increase in steam use at City Hall. Our natural gas usage decreased by 1.54 metric tons. There may be many reasons why the steam use at City Hall significantly increased as it is a Landmark, highly utilized public building. While being open regularly during the week for a variety of municipal business, it hosts private and public functions during the weekdays, on evenings and weekends. Considering that our emissions at One South Van Ness slightly decreased in spite of an increase in overtime work and extended work hours for most of the staff much of last fiscal year, the increase at City Hall becomes less clear to pinpoint. As previously stated, steam is used at City Hall for heating most of the first floor, some of the ground floor and hot water. It is possible that weather had some impact on our steam consumption. Emissions are shown in Table 1 and also illustrated in the Chart below Table 1.

<b>Table 1 FY 2008-2009 to FY 2011-2012 Emissions by Energy Source</b>				
<b>ANNUAL DEPARTMENTAL CO2 EMISSIONS (mt)</b>				
<b>Emission Source Detail:</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>
Electricity	8.60	13.18	6.08	0.00
Natural Gas	0.00	0.00	11.59	10.05
Steam	188.56	224.29	211.90	263.46
<b>Total Building Energy CO2 (mt)</b>	<b>197.15</b>	<b>237.47</b>	<b>229.57</b>	<b>273.52</b>
Gasoline				
B20				
B5				
CNG				
Propane				
<b>Total Mobile Fuel CO2 (mt)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total CO2 (mt)</b>	<b>197.15</b>	<b>237.47</b>	<b>229.57</b>	<b>273.52</b>

**Chart Illustrating CO2 emissions**



Our consumption, as reported in Table 2 has also fluctuated since 2008, with steam decreasing in 2009, increasing in 2010 to previous levels, then increasing in 2011/12. Our KWh of electricity rose to 839,621 from 813,912 in 2010/11. Natural Gas, which was not measured in 2008-2010, decreased from 2184 therms in 2010/11 to 1,895 in 2011/12. Water and wastewater decreased from 2009/10 to 2010/11 but significantly increased again in 2011/12. Again, the difficulty in tracking and reporting specific causes of our increased consumption remain challenging.

<b>Table 2 FY 2008-2009 to FY 2011-2012 Consumption</b>				
<b>ANNUAL DEPARTMENTAL CONSUMPTION</b>				
<b>Emission Source Detail (Units):</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>
<b>Electricity (kWh)</b>	<b>815,279</b>	<b>758,335</b>	<b>813,912</b>	<b>839,621</b>
<b>Natural Gas (th)</b>	<b>0</b>	<b>0</b>	<b>2,184</b>	<b>1,895</b>
<b>Steam (lbs)</b>	<b>1,979,311</b>	<b>2,354,421</b>	<b>2,224,354</b>	<b>2,765,629</b>
<b>Water (gal)</b>		<b>894,665</b>	<b>821,962</b>	<b>971,232</b>
<b>Wastewater Discharge (gal)</b>		<b>642,846</b>	<b>612,198</b>	<b>682,451</b>
<b>Gasoline (gal)</b>				
<b>B20 (gal)</b>				
<b>B5 (gal)</b>				
<b>CNG (GGE)</b>				
<b>Propane (gal)</b>				
<b>Notes</b>				
<b>The CO2 emission calculations are in metric tons, and exclude CH4 and N2O.</b>				

### III A. Building Energy

This information (Table 3) was quite informative for us this fiscal year because it confirmed that the majority of our increase in consumption and carbon emissions came from a significant increase in Steam consumption at City Hall. Over half of our consumption (52%) was steam. We continue to review and discuss this data and explore remedies, primarily through employee education and involvement. Receiving and analyzing data for this report certainly helps us develop questions and considerations for solutions.

**Table 3**

<b>Address</b>	<b>Service Type</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>
	<b>Electricity</b>	<b>815,279</b>	<b>758,335</b>	<b>813,912</b>	<b>839,621</b>
	<b>Natural Gas</b>			<b>2,184</b>	<b>1,895</b>
	<b>Steam</b>	<b>1,979,311</b>	<b>2,354,421</b>	<b>2,224,354</b>	<b>2,765,629</b>
*1 Dr Carlton B Goodlett Place	Electricity	600,100	577,321	572,819	586,952
	Steam	1,979,311	2,354,421	2,224,354	2,765,629
*1 S Van Ness Ave	Electricity			241,092	252,669
	Natural Gas			2,184	1,895

### **IIIA 1. Energy Efficiency**

The Controller's Office occupies space managed by the Real Estate Division of the General Services Agency (GSA). We do not participate in building planning, design and construction. The SFPUC is the City's lead agency reducing municipal electricity and natural gas use and has specialized energy efficiency services available to provide energy efficiency planning, design and construction assistance to departments interested in reducing facility electricity, steam and natural gas use. For information regarding available SFPUC services, please contact John Doyle, Manager of Energy Infrastructure, SFPUC at (415) 554-1541 or [jdoyle@sfwater.org](mailto:jdoyle@sfwater.org).

### **INFORMATION TECHNOLOGY**

The Controller's Office adheres to the City's strong, well-enforced policy to ensure that new personal computers are energy efficient. All personal computers meet the Electronic Product Environmental Assessment Tool (EPEAT) Gold standard. <http://epeat.net>. Our employees are instructed to turn off their computers each day when they leave the office for an extended period of time.

The Controller's Office IT Staff continues to analyze the application and impact of this directive with regard to user satisfaction and productivity. We are responsible for major systems that run 24 hours per day, seven days per week.

Since the work we do has a citywide impact, it involves a great deal of analysis and report-writing for departments and the public at a high level, which in turn requires high volume computer usage for our staff. We operate in a high-volume, fast-paced environment. We have not automatically set all computers to go into hibernation/standby mode after 20 minutes of inactivity. We experimented with and continue to experiment with hibernation for our users. Unfortunately, with hibernation, we experience a high volume of complaints and non-productive work time as users find it time-consuming and frustrating "waking up" their computers throughout the day. Also a very high percentage of the time (approximately 90%) the hibernation "warm boots" their computer and they lose unsaved data. We run our windows patches at night to ensure we do not interrupt our users work during regular business days; however, all of our computers will be labeled with "energy conservation reminder to turn off when not in use by the date this report is completed. While we understand the need to reduce emissions and conserve energy, we are tasked with balancing this need with our responsibility to meet the needs of the City and keep production levels high. The challenge continues to be evaluated.

All equipment we buy meets the EPEAT standard, and 7 out of 8 servers that Controller's currently has at City Hall have been assessed and are good candidates to be virtualized. We have VM servers that are physically located at 200 Paul and the servers currently at City Hall are in project planning to be virtualized within this year.

### IIIA 2. Renewable Energy

The SFPUC implements renewable energy projects at municipal facilities. These include solar photovoltaic (PV) projects. By increasing renewable energy capacity, the SFPUC helps the City reduce its greenhouse gas emissions. SFPUC implements projects based on their technical feasibility and available funding. The Controller’s Office occupies space managed by the Real Estate Division of the General Services Agency and does not have facility renewable projects.

### IIIA 3. Green Building

The Controller’s Office occupies space managed by the Real Estate Division of the General Services Agency (GSA), although the One South Van Ness 8<sup>th</sup> floor location is the first City building to embark on LEED (Leadership in Energy and Environmental Design) and O & M (Operations and Maintenance) certification.

### III B. Water

Water usage in Table 4 showed a sizable increase from 821,962 gallons in 2010/11 to 971,232 gallons in 2011/12. Again we saw a fluctuation because in 2009/10 usage was 894,665 gallons. Wastewater discharge fluctuated as it increased from 612,198 gallons in 2010/11 to 682,451 in 2011/12. In 2009/10 it was 642,846 gallons.

The figures were tabulated from monthly billing data provided to the Department of the Environment (SFE) by SFPUC Water for municipal facilities in the City of San Francisco. As previously mentioned, the fact that the spaces the Controller’s Office occupies are small percentages of total square footage in two large buildings with public access, makes it difficult to determine causes of fluctuations. At the time of the completion of this report, City Hall has been proactive in changing toilets and urinals in the building to high efficiency types. City Hall is an historical building so structural changes follow a strict approval process; however, we believe that these types of changes and employee education remain good reduction strategy.

<b>Table 4</b>			<b>Annual Water Consumption (gal)</b>		
<b>SFPUC Water Address</b>	<b>SFPUC Service Type</b>	<b>Notes</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>
			<b>894,665</b>	<b>821,962</b>	<b>971,232</b>
<b>*1 South Van Ness Av</b>				<b>157,705</b>	<b>179,340</b>
	Water Service			157,705	179,340
	Fire Service			0	0
<b>*400 Van Ness Av</b>			<b>894,665</b>	<b>664,257</b>	<b>791,892</b>
	Water Service		714,274	522,515	578,938
	Fire Service		235	706	168
	Irrigation Service		180,156	141,036	212,786

The SFPUC is the City's lead agency for reducing potable water use. The SFPUC's Water Resources Division, including its Water Section, helps City departments reduce water and wastewater utility bills, saving both water and money. The SFPUC provides a variety of programs to City departments, including free indoor and outdoor water evaluations, financial incentives for high-efficiency toilets and urinal, grants for water-efficient landscaping and recycled water projects, incentives for commercial equipment retrofits that reduce water usage, and free devices including faucet aerators and showerheads. Partnering with the SFPUC to reduce potable water use helps meet state water reduction requirements and San Francisco's commitment to reducing water use by 4 million gallons per day by 2018.

For more information please contact: Julie Ortiz, Water Conservation Manager for the SFPUC, at (415) 554-4739 or email [jnortiz@sfwater.org](mailto:jnortiz@sfwater.org).

### **III C. Transportation and Fuel**

The Controller's Office as the Controller's Office does not operate a vehicle fleet.

#### **III C. 1. HACTO**

The Healthy Air and Clean Transportation Ordinance (HACTO) is a mandate that all City employees and departments should use sustainable transportation such as public transit, ridesharing or biking to minimize single-occupancy vehicle transportation as much as possible and when it is not, to use green vehicles. To implement this ordinance each department is required to develop a Transit-First plan outlining how the department will implement the various sustainable options to reduce vehicle usage and a Transit First Report in implementation. As part of Section 403 of HACTO, each city department is required annually to report on: (1) Policies for using transit first strategist for transportation used in the department's official duties; (2) Reduction in the size of the department's vehicle fleet; and, (3) The department's record in implementing these requirements. This directive seems to have received its greatest emphasis this year and the Controller's Office is working hard to be successful in this area.

**Transit First – At Work.** In performing our duties, we support the City's Transit First Policy by promoting use of public transit, including taxis, vanpools, and car-sharing; facilitating travel by bicycle or on foot; and, minimizing the use of single-occupancy motor vehicles for travel required in the performance of public duties. In previous years we have invited the Department of the Environment to attend staff meetings to discuss Transit First as well as other environmental issues. Although we were remiss this year, we intend to resume visits from SFE in the coming year. The primary location for staff needing to use transportation in the execution of public duties is in City Hall which has a bicycle storage facility and is closely convenient to all public transportation. The staff at One South Van Ness Avenue sporadically needs to travel for work-related duties, primarily involving stages of PeopleSoft implementation. They are able to accomplish the majority of this travel on public transit using a Clipper card.

While no one is required to travel as a primary job duty, when staff is required to travel, we encourage public transportation, bicycling and walking. The Controller's Office discourages use of single-occupancy vehicles in the performance of public duties.

We spent time this year better understanding HACTO and the requirements of the Transit First Program. To get a clearer perspective and objective for the coming fiscal year, we administered a Transit First questionnaire to our staff as an addendum to the Department of Environment's Transportation Survey. This helped us better educate our staff and gather useful information about their daily traveling needs. Some of our questions were duplicative of the SFE Transportation Survey, and our response rate was low, but we will use this information to fully implement a plan with measurable outcomes. The results of this survey are in Section III C. 2 below.

**Transit First – Commuting.** The Controller's Office has been proactive in keeping our employees informed about different commuting options and encouraging the use of Commuter Benefits. We keep our staff informed about the value of commuting and Commuter Benefits in our weekly Admin Update – a weekly source of sharing information throughout the department, since all of our staff has a computer and work email address. We did not have the Department of the Environment in to discuss commuter benefits this year, but did so several times in past years. This item is also on our “to do” list in the coming year.

**Vehicle Reduction** – The Controller's Office does not maintain a vehicle fleet.

### **III C. 2 Transportation Survey**

Controller's Survey Results:

The Department of the Environment's CommuteSmart team conducted its annual survey of City employee commuting and work-related travel behavior in November of 2012. In addition to that survey, the Controller's Office conducted a more detailed survey of Controller's Office employees and their work-related travel behavior called the Transit First Survey. Both were done online, through links and via email, which is a preferred method in the Controller's Office. The first part of this section will thoroughly review the Controller's Office employees to and from work commute behavior and some work-related travel based on the Transportation survey, and the second part will review their work-related travel behavior based on the Controller's Office Transit First Survey, and will serve as the basis for future tracking of metrics of city business-related trips.

#### **Part I – To and From Work Travel Behavior**

The Department of the Environment's CommuteSmart survey was sent to 200 employees of the Controller's Office. One hundred and twenty-six employees responded, a rate of 63% for a total number of 1244 trips to and from work. With the exception of number of trips, there was little change from last year with 116 responding (58%) and a total of 1146 trips.

Enrollment in the Pre-tax commuter benefits Program has remained stable in the last two years with 55% of respondents being enrolled last year and 58% this year. This indicates that our outreach efforts, while relatively successful, could be improved.

The biggest drop was in knowledge and familiarity is with the Emergency Ride Home Program. Last year, 12% of the respondents did not know about it and this year 24% responded negatively. This is a little used program in the Controller’s Office and we believe that the knowledge of it is commensurate with the need, but will ensure wider advertisement in the coming year.

The average amount of minutes spent on a one-way commute is shown in Table 5. The highest employee response was 24% spending 21-30 minutes on a one-way commute followed by 18% who travel 41 to 50 minutes, the same pattern as last year. The commute was close between those traveling 0 to 40 minutes at 67 (53%) employees compared to 59 (46%) employees who commute from 41 to 61+ minutes, but not as close as last year’s results. The lowest commute time fell into the 0-10 minute range with one response and the longest commute is done by 16 employees for 61+ minutes. To better understand this data and to know where to emphasize planning for public transportation a further study by Controller’s Office of its employees might be to ask employees to indicate which form of transportation they use. For example, if the majority of employees travel 21-30 minutes, it might be helpful to find out if they drive alone, walk, bike or take public transit. If most of them drive alone the survey might then ask for further explanation. The responses would give a greater understanding of where to focus attention and offer suggestions. This could be reported to the Department of the Environment CommuteSmart team to support their research and outreach.

<b>Table 5</b>		
<b>AVERAGE AMOUNT OF MINUTES SPENT ON ONE-WAY COMMUTE</b>		
	<b>Number of Responses</b>	<b>Percentage of Responses</b>
<b>0-10 minutes</b>	1	0.79%
<b>11-20 minutes</b>	17	13.49%
<b>21-30 minutes</b>	31	24.60%
<b>31-40 minutes</b>	18	14.29%
<b>41-50 minutes</b>	23	18.25%
<b>51-60 minutes</b>	20	15.87%
<b>61+ minutes</b>	16	12.70%

The next section shown in Table 6, *The Main Form of Transportation and Usage Rates (based on a total number of trips made by employees in a week)*, questions employees on travelling to and from work at 2 trips per day. The Controller’s Office employees who responded take a total of 1244 trips a week. Employees make 1009 (81%) of the trips by using public transit such as bus, light rail/train, ferry, carpool or vanpool, bike, or walking. The other 235 (19%) of trips were made by those who drive alone. The highest number of trips was made on public transit by bus, light rail/train or ferry at 57%. The lowest was one employee taking a private shuttle/taxi or limousine totaling 0.08%. The Controller’s Office response shows that 81 of every 100 employees utilize some form of transportation other than driving alone. There seems to be a correlation worth exploring with more trips this year, fewer Motorcycle/Scooters, and more people driving alone. The Controller’s Office might do further research to find out why those who drive alone do so. Is there a correlation between the length of their commute and their

mode of transportation? We can see if their situations can be remedied to help them get out of their cars. We might also find out why one employee uses a shuttle, taxi or limousine to travel to work to see if they can move him/her into some other form of public transit.

<b>Table 6</b>		
<b>MAIN FORM OF TRANSPORTATION USAGE RATES (Based on total number of trips made by employees in a week)</b>		
<b>Main Form of Transportation</b>	<b>Number of Trips*</b>	<b>Percentage of Total Trips</b>
<b>Walk</b>	81	6.51%
<b>Bike</b>	76	6.11%
<b>Public Transit (bus, light rail/train, ferry)</b>	708	56.91%
<b>Carpool/Vanpool</b>	143	11.50%
<b>Private Shuttle/Taxis/Limousine</b>	1	0.08%
<b>Motorcycle/Scooter</b>	0	0.00%
<b>Drive Alone</b>	235	18.89%
<b>Total Number of Physical Trips</b>	1244	
<i>*"Number of Trips" refers to the total number of trips made both to and from work during a typical work week. "Don't Work" responses have been eliminated</i>		

In the section *Reasons for Driving Alone* (Table 7), the highest number of responses for driving alone were due to it being more convenient, flexible and less stressful (22%) and the need to make stops to and/or from work (e.g. errands, pick up/drop off) (21%). That was followed by public transit not matching their route/schedule (12%), not feeling safe walking or biking (11%), and not being able to find a carpool or vanpool (10%). Some employees use their vehicle for work (6%). Only one employee felt driving alone cost less than public transportation. This seems to have not changed significantly from last year's responses. Again, the Controller's Office can do further research to find out why employees feel that public transit is inconvenient, inflexible and stressful and see if they can assist employees in changing their views and behavior. Perhaps we can explore more flexible work arrangements such as work schedule changes that more closely match public transit schedules, or telecommuting. It becomes more difficult to address the need for employees to make stops to and from work, or having to run errands that require their personal vehicle.

For those using their cars for work, the Controller's Office might make employees aware that they can use public transit that is reimbursable by submitting a field expense report; or that City fleet vehicles which are more environmentally sound CNG or electric powered cars can be reserved and used for work-related travel. See more about Transit First in a following section entitled "Work Related Travel."

<b>REASONS FOR DRIVING ALONE – Table 7</b>		
<b>Reason:</b>	<b>Number of Responses</b>	<b>Percentage of Total Responses</b>
Adverse weather conditions (e.g. rain, extreme heat/cold)	8	8.16%
I don't feel safe using public transit.	7	7.14%
I don't feel safe walking/biking	11	11.22%
I need to make stops to and/or from work (e.g. errands, pick up/drop off).	21	21.43%
I use my vehicle for work.	6	6.12%
It's difficult to find people to carpool/vanpool with.	10	10.20%
Driving alone is more convenient, flexible, and/or less stressful.	22	22.45%
Public transit does not match my route/schedule.	12	12.24%
I believe driving alone saves money.	1	1.02%

In the section, *Incentives to Discourage Driving Alone* (Table 8), the highest response indicated that employees prefer transit options that are more comfortable, convenient, or reliable. Other employees indicated that they would like having an alternate work schedule or be able to work from home. Ten employees want financial assistance for purchasing transit tickets and parking at transit facilities and nine indicated that nothing would discourage them from driving alone. Comfort, convenience, reliable transit, and more flexible work arrangements seem to remain the highest responses to discourage driving alone in the last two years. The Controller’s Office might do further research to learn if the ten employees know that WageWorks is available and whether or not they have used it. The Controller’s Office also might do outreach to those who indicated that they would never stop driving to find out why and better understand their position. Findings might show that there are personal reasons that exclude them from taking public transit. Employees can also be asked whether more flexible working arrangements will help with more environmentally safe commuting. Much can be learned by taking this survey a step further.

<b>Table 8</b>		
<b>INCENTIVES TO DISCOURAGE DRIVING ALONE</b>		
<b>Incentive:</b>	<b>Number of Responses</b>	<b>Percentage of Total Responses</b>
Financial assistance for purchasing transit tickets.	10	16.13%
More comfortable, convenient, or reliable transit options.	19	30.65%
More accessible bicycle facilities.	2	3.23%
Being required to pay for parking or increases in parking fare.	6	9.68%
Having an alternate work schedule, or being able to work from home.	16	25.81%
Nothing would discourage me from driving alone.	9	14.52%

An addition to this year’s transportation survey included questions about work-related travel. They were asked about the forms of transportation, use of city cycle and distance of work-related trips. This survey got a much better response than the department’s own Transit First survey, possibly due to the similarity of questions.

The Environment Department’s Survey revealed that the 126 respondents make approximately 250 work-related trips per week. A very high number of respondents said they travel “0” miles for work-related trips. We interpret that as meaning they do not travel during the work day, which is consistent with our business. The vast majority takes public transit or walk. The survey provided valuable information and coupled with our Transit First Survey provides a solid framework with which we can develop measurable objectives and take positive action.

### **Work-Related Travel**

The Controller’s Office issued a survey called the Transit First Questionnaire (see Appendix) that ran from February 15, 2013, through March 8, 2013 online. The purpose was to educate staff on Transit First and more fully explore their work-related travel habits. Out of the 200 Controller’s Office employees that we invited to take the survey, 72 employees (36%) responded, 38 of them stating that their position requires them to travel outside of the office for work-related duties.

In our Transit First survey, we asked two similar types of questions: “On average, I spend the following amount of money on public transportation for work-related duties each week?” and “On average, I spend the following amount of money on private transportation for work-related duties each week?” Around 92% (33 employees) and 94% (34 employees) of those who took the survey answered that they spend \$5 or less per week on public and private transportation, respectively; while around 8% (3 employees) said that they spend \$5.01 - \$9.99 per week on

public transportation, compared to the 3% (1 employee) who spend the same amount for private transportation. Considering that a majority of the survey takers had answered earlier that they typically travel 10 miles or under per week for work-related travel, and that a majority of them travel less than 5 times per week, it seems as though the Controller's staff will tend to choose the more cost-effective solution when traveling for business, despite whether that be public or private transportation.

When asked how many would use public transportation if the department would make fast passes, Clipper cards, or tokens available for work-related travel, close to 92% of our staff answered that they would actually use them. The perceived price of what they will have to pay for their work-related trip may determine whether an employee takes public or private transportation, but having the department provide the fast passes, Clipper cards, or tokens for use may also persuade them toward not using their car. This is a key finding and we will look into providing these passes for our staff.

The last piece of interesting data we found dealt with reimbursements. On our survey, we asked the Yes/No question, "I request reimbursement for work related travel." Of the 38 employees who answered this statement, about 79% (30 employees) stated that they do not request reimbursement for work-related travel. While the sample size of the survey is fairly small compared to the size of our total staff, it can still be assumed that a significant amount of our staff do not know that they can have their travel expenses reimbursed. This seems surprising, considering the data showing that Controller's staff leans toward the frugal side; however, other factors could be at play here. For instance, it could be that sufficiently aware that travel reimbursements exist, or it could be that they perceive the process of having their money reimbursed to be a hassle. Whatever the reason, in the future we may have to ask follow up questions as to why our staff is not taking advantage of this program

Our three top findings suggest that we should (1) do more in-depth research on the travel habits of our staff; (2) provide more one-on-one education about programs and flexibility involving travel and reimbursement options; and, (3) we should provide fast passes, Clipper Cards and/or tokens for work-related travel.

#### **IV. OTHER SUSTAINABLE PRACTICES**

We continue with our ongoing effort to reduce paper usage. When we print documents the department uses only 100% recycled content paper. Our paper reduction usage procedures also mandate double-sided copying and printing of all written material when current equipment (printers) are capable. Our multi-functional devices allow for scanning of documents so they can be stored and accessed electronically. We have successfully transitioned most of our filing procedures from paper to electronic storage.

All employees are able to view their biweekly pay information on line using ePayroll, which has been available to employees that receive pay using direct deposit since 2004, and whose capabilities were expanded in August 2011. It was established to give employees more options to access paystub (pay advice) information electronically, or by telephone, one day earlier than payday, and to encourage the elimination of paper and minimizing trips to the bank. The

ePayroll system provides an electronic version of the paystub that can be used more easily than the former paper version. Our biggest challenge in this area remains the same as in other conservation efforts – to educate and to change the behavior of employees.

The Payroll and Personnel Services Division (PPSD) of the Controller’s Office makes payments to approximately 30,650 employees biweekly. Of the 30,650, over 28,173 (91%) of the city’s workforce is paid via direct deposit. This represents a 2% increase over the previous year. This figure increases annually as we continue to educate employees and make policy and procedural changes.

In processing payroll for the City and County of San Francisco, our Payroll & Personnel Services Division (PPSD) receives and processes large volumes of paper and automated input. The number of paper documents processed decreased by 22,308 annually due to the launch of the new eMerge PeopleSoft Payroll system in August 2012. This is a significant achievement. As a result of the implementation, an inefficient paper-driven Personnel Action Request (PAR) process, used primarily for payroll adjustments, was replaced with a more reliable online process. See chart below. The payroll department continues to process approximately 31,200 paper problem description forms annually.

<b>CYE</b>	<b>Total PARS Processed</b>	<b>Cost Per 5500 PARS</b>	<b>Total Cost for PARS</b>
2011	22,455	\$2,148.67	\$ 8,772.43
2012	15,291	\$2,148.67	\$ 5,973.69

Another benefit of the new eMerge Payroll system is that employees with multiple jobs are now paid once each pay period, rather than once for each job each pay period. 100% of the 1,334 employees with multiple jobs are now paid via direct deposit. The new eMerge PeopleSoft system also allows direct deposit to up to four accounts for each employee, making direct deposit more attractive.

These transactions result in the issuance of about 86,450 warrants (checks) and 564,100 advices for a total of 650,550 items annually. This is a decrease from 823,500 in the previous year, but over 1.3 million pieces of paper and envelopes are still used annually to print and deliver checks and advices. Approximately 21,700 system generated advices are printed bi-weekly and stuffed in envelopes. We continue to assist departments in lowering the amount of printed pay-checks through education about using the online pay advice, ePayroll. Again, employee resistance to change and reluctance to embrace or lack of access to new technology remains the biggest drawback to more progress.

Thirty-two point five percent (32.5%) of the employees that are enrolled in direct deposit do not receive paper advices and use ePayroll to access their pay information via the internet. The numbers of employees who do not receive paper advices increased from 4% to 32.5% following a re-launch of the e-Payroll program by eMerge in 2011. As you can see from the initiative taken by the Controller’s Office and the Department of Human Resources, this has become a top priority. We review these statistics regularly with an eye toward making significant improvement

in the next year. Again, the challenge is in getting employees to change the way they think about conserving resources and changing their habits.

Since December 2008, 99.9 % of the Controller’s Office employees do not receive paper pay advices. We lead the City by example, but continue to be challenged by employees and labor organizations when we attempt to make electronic payroll and total paper elimination mandatory for all employees. One of their quite reasonable concerns is that not all city employees have access to computers, and in some cases still require paper copies of payroll information. A gradual shift in this paradigm is occurring, and a naturally occurring migration toward the elimination of paper will continue to emerge as technology becomes more accessible and common place.

**IV A. ZERO WASTE**

The Waste Assessment Questionnaires completed by our Zero Waste Coordinators for the two (2) Controller’s Office locations can be found in the appendices. To promote waste reduction, the Department will implement the following action items below.

<b>Item #</b>	<b>Facility Location:</b>	<b>Frequency/ Outlet</b>	<b>Action Item</b>
1.	<b>City Hall – 3<sup>rd</sup> and 4<sup>th</sup> Floors and One South Van Ness, 8<sup>th</sup> Floor</b>	Weekly Updates/ Quarterly Newsletter	Reminders in our weekly all staff email and quarterly newsletters about composting, recycling, reusing supplies and a general educational section.
2.	<b>City Hall – 3<sup>rd</sup> and 4<sup>th</sup> Floors and One South Van Ness, 8<sup>th</sup> Floor</b>	Periodically	Zero Waste Coordinators will inspect rooms and workspaces taking inventory on trash used in recycling bin and recyclables in trash.

Following is our specific zero waste recommendation and how we plan to eliminate the item from the trash bins.

<b>Finance and Administration Division`</b>	<b>City Hall, Room 488, 1 Dr. Carlton B. Goodlett Place</b>	<b>Paper Towels</b>	<b>We will post new signage instructing staff where to place items, to increase staff attention. We will also send out reminder emails about appropriate disposal methods.</b>
<b>eMerge</b>	<b>1 S. Van Ness, 8th Floor</b>	<b>Paper towels</b>	<b>Education and refreshed signage at our bins in the kitchen.</b>

## Departmental Recycling Practices

City Hall provides for on-site recycling and composting. We follow the procedures for recycling and composting as required by City Hall building management. Julie Bryant from the Department of Environment has met with Controller's staff at our Division Meetings and provided a brown-bag presentation on Recycling and Composting for last year's report. A copy of the presentation slides remain posted on our e-Library (intranet) in our "Environment" folder. We will continue to invite Julie Bryant to future brown bag/division meetings and will target & train new employees to ensure everyone is aware of the correct Recycling & Composting practices.

Our One South Van Ness Avenue office also has on-site recycling and composting like City Hall. We have two Zero Waste coordinators who work with Ms. Torre at that location, Jan Crosbie-Taylor represents eMerge, and Seretha Gallaread represents Payroll/Personnel Services Division.

Whenever necessary, we utilize the Virtual Warehouse to dispense with or obtain furniture and supplies. We purchase green supplies in every available circumstance. We follow the Department of the Environment's direction for disposing of outdated or broken IT equipment by utilizing Techno Trash and the Virtual Warehouse. We work with vendors to recycle or dispose of used printer and multi-functional device toner. City Departments and nonprofits periodically contact us to pick up items we post on the Virtual Warehouse. We hold periodic departmental "White Elephant Days" where our staff can drop-off and/or procure (recycle) any used, unused or excess office supplies.

Finally, we share information about energy and recycling with our staff through various means of communication, including but not limited to a weekly Admin Update electronic mail message and hosting various divisional and brown bag meetings.

## The Green Corner

Each week, we send out a weekly update electronically to all employees in the department containing a variety of departmental news and updates. Rosanne Torre, our lead Zero Waste Coordinator has added a new feature called "The Green Corner," filled with useful information and helpful hints on achieving a better environment in the City family. Following is the update for March 1, 2013:

**The Green Corner:** A recent inventory of our 393 break room trio bins for recycling/composting/trash suggested that we need a reminder of where things go. Here is a little table to help sort out the stuff that needs sorting:

Recycle	Compost	Trash
Plasticware fork/spoon/knife	Food	<b>Plastic bags</b>
Microwave food boxes	<b>Paper Towels</b>	<b>Plastic bags</b>
Plastic anything	<b>Paper Towels</b>	<b>Plastic bags</b>
CDs	<b>Paper Towels</b>	Plastic wrap packaging

Aluminum Foil	Kleenex/tissues	for microwave foods
Cardboard	Napkins	
Plastic lid on coffee cup	Plants	
Band around coffee cup	Coffee cup-takeout	
Aluminum soda cans	Compostable forks/knives/spoons	
Glass jars	Dirty paper plates	

## City-wide efforts

As mentioned above in Section IV, Other Sustainable Practices, we are pleased to report resource savings resulting from the implementation of Phase I of the eMerge PeopleSoft system in August 2012. eMerge provides improved Human Resources, Benefits Administration and Payroll services to the active, retired, and future workforce of the City and County of San Francisco (CCSF) through the implementation of a new integrated Human Capital Management (HCM) system. Existing, centralized processes and tools are replaced with one, consolidated, City-wide system. One primary benefit will be the movement of most human resources functions from antiquated paper-dependent processing to fully automate on-line processing and storage. Phase II for integration of the City's payroll systems is currently underway with an anticipated completion in late 2013.

eMerge is an investment in CCSF's most valuable asset; its people, and helps by:

- Bringing the data to the people that own and use it
- Providing critical information to the Department of Emergency Management during an emergency
- Improving our working experiences

eMerge improved our Performance by:

- Replacing outmoded applications
- Improving manual and redundant business processes and systems
- Reducing costs
- Improving efficiency

## Internal Outreach

The Controller's Office will continue to internally promote the Climate Survey, HACTO, Transit First and the Commuter Benefits Programs to our employees. This will be done by:

- Including updates to all employees via email on our "weekly updates;"
- Including information in the departmental newsletter CON-NECTED;
- Including material from the Commuter Benefits Program into new employee folders (on 1<sup>st</sup> day) and review during Controller's Office New Employee Orientations;
- Posting updates of related items in our "environment" folder in e-Library, (Intranet for Controller's Office employees);

- Following-up on employee concerns listed on the Transportation and Transit First Surveys regarding the Commuter Benefits Program and explore and address when feasible.

#### **IV B. GREEN PURCHASING**

San Francisco Environment Code Chapter 2 requires all City departments to buy green products listed at SF Approved, at <http://www.sfapproved.org> . The Office of the Controller strives to purchase green items when possible and available. In past years, we have had staff from the Department of Environment come to our office to discuss green purchasing to some of our accountants and other employees who submit supply orders. We encourage employees who order supplies to select items that are made of recycled or reusable content. We strive to order green products listed at the Department of Environment’s website.

Following is our purchasing record:

Percent of Green Products*
<b>Batteries: No data from vendors</b>
<b>Cleaners: No data from vendors</b>
<b>Computers/servers: 100%</b>
<b>Light bulbs: No data from vendors</b>

\*products listed in SFApproved.org

Vicente Centeno, our one of our Climate Action Plan Liaisons attended the Buy Green Leader meeting on January 10, 2013. We worked more closely this year to ensure that our Central Accountant is aware of the SFApproved.org website and she will remind all staff making purchases through her to use this resource. We will continue to remind staff about City purchasing requirements by including the following message in notifications and weekly Admin updates and all approved venues: “City staff must purchase only approved green, less-toxic products to comply with City ordinances (Environmental Code, Chapter 2). Visit [SFApproved.org/citystaff](http://SFApproved.org/citystaff) for products tested by City staff in City term contracts.”

We ordered Buy Green Pledges and will post them in staff work places and in strategic locations to remind staff of green purchasing requirements. We also rated green products on SFApproved.org as was appropriate to our department and the Climate Liaison’s responsibility in the area of purchasing.

It is important to note; however, that our users have identified concerns with the SFApproved.org website that make using it at times difficult and time-consuming. For example, some of the links do not work, or link to something that is not related to description of link. Examples would be the Guide for SF Departments. Some links only work sometimes and some links do not work at all.

Changes that would make this site more operationally functional for our needs and allow us to use it consistently when procuring items would be:

- Provide a link to a list of compliant vendors that only includes vendors that are also Human Rights Commission (HRC) compliant. It would also be helpful if this list included all the approved products this vendor carries.
- Provide vendors on the approved products links. Listing a manufacturer is not as helpful unless we are obtaining the item directly from the manufacturer.
- A long-term goal would be to incorporate the approved vendors into FAMIS/ADPICS in the same way that HRC does.

#### **IV C. Carbon Sequestration/Urban Forest**

This section does not apply to the Controller's Office.

#### **V. COMMUNITY WIDE IMPACT**

Community wide impact focuses on minimizing paper in terms of the many reports, citywide citizen surveys and pay checks we distribute, by taking an electronic approach. The more we educate our employees and citizens, and help change their environmental habits, the more the impact of the change reaches to their communities outside of work. We will also establish communication with other building tenants and management to explore the feasibility of educating the public that uses our buildings in an effort to reduce consumption and reduce our carbon footprint.

#### **VI. SUMMARY AND GOALS**

Each year we learn more from the process of reviewing and reporting on our Climate Action Plan results, and engaging with our staff on the various usage and conservation topics. We must be cautious; however, about information and query overload desensitizing staff to the myriad issues for which we need their attention. We realize that due to occupying city-owned, heavily used public buildings, the challenge of reducing our usage and more successful conservation efforts must focus primarily with a concerted effort to educate staff and the public, and effect behavioral change. We were somewhat disappointed that our results were not an improvement from last year, but we will continue to persevere. As overseers of the conservation effort, Climate Liaisons and the Environment Department must continue to develop user-friendly, green methods for employees to do their work and not sacrifice quality or production time, as we pointed out in a couple of instances. During the next year, we will form a work group in the Controller's Office from various divisions to:

- Strengthen our educational efforts for less usage and greater conservation. Considering the public use of the buildings we occupy, thought may have to be given to public education and conservation during public and private functions. This might be accomplished by a joint effort of tenants in the buildings.
- Follow up on our Transit First program and measure our success by reporting on the metrics, e.g. number of trips taken in the course of work-related travel and various modes of transportation; tracking and use of Clipper Cards, tokens or Fast Passes, bicycles and city vehicle fleet, etc.

- Provide incentives such as Clipper Cards, tokens, and fast passes to staff for work-related travel;
- Complete Phase II of eMerge to integrate payroll citywide and further reduce the dependence on paper; and,
- Be more proactive with Green Purchasing by reminding all staff who place orders to first use the SFApproved.org website. We will try to develop a system through our Central Accountant to remind and encourage the use of green purchasing in all possible instances, and continue to report our experiences and suggestions to make the cite more useful.

## APPENDICES

**Appendix A (see attached file)**

**Appendix B (see attached file)**

**Appendix C (see attached file)**

### Sources

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<sup>i</sup> Environment Department web page: <http://sfgov.org/site/frame.asp?u=http://www.sfenvironment.org>.

## Voccia, Louis

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**From:** Rosenfield, Ben  
**Sent:** Wednesday, October 31, 2012 2:25 PM  
**To:** Zeller, William  
**Cc:** Voccia, Louis  
**Subject:** RE: HACTO Annual Implementation Report FY:'11-'12

Approved.

**From:** Voccia, Louis  
**Sent:** Wednesday, October 31, 2012 2:17 PM  
**To:** Rosenfield, Ben  
**Subject:** FW: HACTO Annual Implementation Report FY:'11-'12

Hi Ben,

Step 2 is for you to approve this and send your approval to Bill Zeller at [william.zeller@sfgov.org](mailto:william.zeller@sfgov.org) with "APPROVED" in the body of the email.

**From:** Confirmation Message [<mailto:no-reply@wufoo.com>]  
**Sent:** Wednesday, October 31, 2012 2:14 PM  
**To:** Voccia, Louis  
**Subject:** HACTO Annual Implementation Report FY:'11-'12

Thank you for submitting your HACTO Report.

The next step in the compliance process is to receive approval from your Department director. To do this, please forward this email to him/her. Your director must then send an email to Bill Zeller at [william.zeller@sfgov.org](mailto:william.zeller@sfgov.org) with "APPROVED" in the body of the email.

Thank you

## HACTO Annual Implementation Report FY:'11-'12

Department \*    Controller's Office

Name of Person    Louis Voccia

Preparing

Report \*

Title of Person    Human Resources Manager

Preparing

Report \*

Email of Person [louis.voccia@sfgov.org](mailto:louis.voccia@sfgov.org)

Preparing

Report

\*

Name of Ben Rosenfield

Department

Head \*

Email of [ben.rosenfield@sfgov.org](mailto:ben.rosenfield@sfgov.org)

Department

Head \*

Referring back to the HACTO or DepCAP plan submitted for FY 2011–12, please include your Transit–First Plan and policies below: \*

The Controller’s Office does not maintain a fleet of vehicles. In performing our duties, we support the City’s Transit First Policy by promoting use of public transit, including taxis, vanpools, and car–sharing; facilitating travel by bicycle or on foot; and, minimizing the use of single–occupancy motor vehicles for travel required in the performance of public duties. Annually we invite the Department of the Environment to attend staff meetings to discuss Transit First as well as other environmental issues. We also have multiple communication mechanisms to all departmental staff to remind them of the importance of Transit First and other environmental endeavors. The primary location for staff needing to use transportation in the execution of public duties is in City Hall which has a bicycle storage facility and is closely convenient to all public transportation.

While no one is required to travel as a primary job duty, when staff is required to travel, we encourage public transportation, bicycling and walking. The Controller’s Office discourages use of single–occupancy vehicles in the performance of public duties.

**Below, please report on the success of the abovementioned policies in reducing single–occupancy motor vehicle use for work–** Our efforts have been successful based on anecdotal information. We do not keep statistics on this measure. This year we are recommending that City Hall expand it’s bicycle storage area and make it more accessible to staff so we can combine efforts such as health and wellness with environmental conservation. Each year our efforts to raise awareness of environmental preservation increases and we will continue to develop ways to further support Transit First.

related trips: \*

Does your department manage any of its own vehicles? \* No



## Voccia, Louis

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**From:** Rosenfield, Ben  
**Sent:** Friday, January 11, 2013 2:02 PM  
**To:** Voccia, Louis  
**Cc:** Centeno, Vicente; Zeller, William  
**Subject:** RE: HACTO Annual Plan

Approved.

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**From:** Voccia, Louis  
**Sent:** Friday, January 11, 2013 1:56 PM  
**To:** Rosenfield, Ben  
**Cc:** Centeno, Vicente; Zeller, William  
**Subject:** FW: HACTO Annual Plan

Hi Ben,

Please reply with your approval for the report that we reviewed. Attached is the final copy. Thank you and let me know if you have any questions.

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**From:** Confirmation Message [mailto:no-reply@wufoo.com]  
**Sent:** Friday, January 11, 2013 1:50 PM  
**To:** Voccia, Louis  
**Subject:** HACTO Annual Plan

Thank you for submitting your HACTO Plan.

The next step in the compliance process is to receive approval from your Department director. To do this, please forward this email to him/her. Your director must then send an email to Bill Zeller at [william.zeller@sfgov.org](mailto:william.zeller@sfgov.org) with "APPROVED" in the body of the email.

For resources on developing and implementing your Transit First plan, please be in touch with the CommuteSmart team at [commutesmart@sfgov.org](mailto:commutesmart@sfgov.org) or go to the designated City employee page: [www.sfenvironment.org/ccsfcommute](http://www.sfenvironment.org/ccsfcommute)

Thank you

## HACTO Annual Plan

Department *	Controller's Office
Name of Person Preparing Report *	Louis Voccia
Title of Person Preparing Report *	Human Resources Manager

Email of Person Preparing Report *	<a href="mailto:louis.voccia@sfgov.org">louis.voccia@sfgov.org</a>
Name of Department Head *	Ben Rosenfield
Does your department promote or plan to promote employees to use public transit for work-related travel? *	Yes
What resources will your department offer? *	Other
Other: *	We will administer a survey department-wide to help us determine the most effective resource that staff will use.
What forms of communications will you use to promote employees to use TRANSIT for work-related travel? *	Department Newsletter E-mail Blast New Employee Orientation Brown bag lunch / Presentation
Does your department offer or plan to offer employees access to a bicycle for work-related travels? *	Yes
Is it / will it be a CityCycle bike? *	Yes
How many bicycles will be available? *	1
Would your department like to make a request for more bikes? *	No
What forms of communications will you use to promote employees to use BICYCLES for work-related trips? *	Department Newsletter E-mail Blast New Employee Orientation Brown bag lunch / Presentation
Does your department belong or have a plan to belong to a City vehicle pool or car-sharing program for work-related travels? *	Yes
Is your department able or have plans to host a tele-conference call? *	Yes
Is your department able or have plans be able	Yes

to host a video-conference call? \*

In the 2012-13 HACTO Report, you will have to provide metrics for these programs. How will you track the implementation of these programs? \*

A. Does your department promote or have plans to promote the use of public transit for commuting to/from work? \*

Yes

How will you promote public transit? \*

Encourage participation in the Pre-Tax Commuter Benefits program

What forms of communications will you use to promote employees to use TRANSIT when commuting to/from work? \*

Department Newsletter  
E-mail Blast  
New Employee Orientation  
Brown bag lunch / Presentation

B. Does your department promote or plan to promote the use of bicycles for commuting to/from work? \*

Yes

How will you promote bike-commuting? \*

Provide indoor/safe bike storage  
Offer on-site showers and/or lockers

What forms of communications will you use to promote employees to BICYCLE when commuting to/from work? \*

Department Newsletter  
E-mail Blast  
New Employee Orientation  
Brown bag lunch / Presentation

C. Does your department promote or plan to promote the use of carpooling for commuting to/from work? \*

Yes

How will you promote Carpool and/or Vanpool? \*

Encourage registration in the 511-matching program

What forms of communications will you use to promote employees to CARPOOL or VANPOOL when commuting to/from work? \*

Department Newsletter  
E-mail Blast  
New Employee Orientation  
Brown bag lunch / Presentation

D. Does your department offer or plan to offer tele-commuting? \*

No

If applicable, please use this space to describe in greater detail all of your department's Transit-First programs related to commuting to/from work:

We are exploring the feasibility of telecommuting for some of our job classifications during this next fiscal year, so the response may change.

Bonus: How will you promote the Great Race for Clean Air?

Department Newsletter  
E-mail blast

Does your department manage any of its own vehicles? \*

No

The CommuteSmart Team and Clean Vehicle staff have a wide assortment of resources available to you. Please check all of the resources that you would like and we will do our best to accommodate: \*

CommuteSmart brochures specific to CCSF employees  
Pre-Tax Commuter Benefits flyers & guides  
CityCycle flyers & signs  
Phone consultation with a CommuteSmart team member  
Presentation (tabling, brown bag lunch...) at your office

## Climate Action Plan 2013

1. I am aware that the department has a Transit First plan that promotes the use of public transit, including taxis, vanpools, and car-sharing; facilitating travel by bicycle or on foot; and, eliminating the use of single-occupancy motor vehicles for travel required in the performance of public duties.					
Answer Options	Well Aware	Somewhat Aware	May have heard of this	Never heard of this	Response Count
Departmental Transit First Plan	31	19	15	7	72
%	43%	26%	21%	10%	100%
<i>answered question</i>					<b>72</b>
<i>skipped question</i>					<b>0</b>

2. I am not required to travel outside of my office for work-related duties.					
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Work-Related Travel	14	19	26	13	72
%	19%	26%	36%	18%	100%
<i>answered question</i>					<b>72</b>
<i>skipped question</i>					<b>0</b>

3. My primary transportation for work-related travel is:		
Answer Options	Response Percent	Response Count
Walking.	55.3%	21
Public Transportation.	21.1%	8
Personal bicycle.	7.9%	3
Personal Motor	7.9%	3
City Vehicle.	7.9%	3
Other (please specify)	0.0%	0
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

4. I request reimbursement for work-related travel.		
Answer Options	Response Percent	Response Count
Yes.	21.1%	8
No.	78.9%	30
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

5. I am aware of CityCycle, a program offered through SF Environment where City departments receive bicycles, accessories and maintenance for free.					
Answer Options	Well aware.	Somewhat aware.	May have heard of this.	Never heard of this.	Response Count
CityCycle program	5	17	7	9	38
%	13%	45%	18%	24%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

6. If the Controller's Office participated in CityCycle I would use a city-provided bicycle for work-related travel.					
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Controller's Office & CityCycle	9	9	12	7	37
%	24%	24%	32%	19%	100%
<i>answered question</i>					<b>37</b>
<i>skipped question</i>					<b>35</b>

7. I know about the City's Vehicle Pool.					
Answer Options	Well aware.	Somewhat aware.	May have heard of this.	Never heard of this.	Response Count
City Vehicle Pool	26	5	6	1	38
%	68%	13%	16%	3%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

8. I use the City's Vehicle Pool for work-related travel.					
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
City Vehicle Pool	15	8	10	5	38
%	39%	21%	26%	13%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

9. I know about City Car Share.					
Answer Options	Well aware.	Aware.	May have heard of it.	Never heard of it.	Response Count
City Car Share	13	11	11	3	38
%	34%	29%	29%	8%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

10. If the Controller's Office participated in City Car Share I would use a car for work-related travel.					
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Controller's Office & City Car Share	7	15	14	2	38
%	18%	39%	37%	5%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

11. Availability of departmental fast passes, clipper cards or tokens would encourage me to use public transportation for my work-related travel.					
Answer Options	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Public Transportation	21	14	1	2	38
%	55%	37%	3%	5%	100%
<i>answered question</i>					<b>38</b>
<i>skipped question</i>					<b>34</b>

12. On average, I take the following number of trips for work-related reasons each week:		
Answer Options	Response Percent	Response Count
5 or less.	92.1%	35
6 - 10.	5.3%	2
11 - 15.	0.0%	0
More than 15.	0.0%	0
Other (please specify)	2.6%	1
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

13. I travel the following distance for work-related reasons each week:		
Answer Options	Response Percent	Response Count
Less than one mile.	55.3%	21
1 - 3 miles.	28.9%	11
4 - 10 miles.	13.2%	5
More than 10 miles.	0.0%	0
Other (please specify)	2.6%	1
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

14. On average, I spend the following amount of money on public transportation for work-related duties each week:

Answer Options	Response Percent	Response Count
\$5 or less	91.7%	33
\$5.01 - \$9.99	8.3%	3
\$10 - \$20	0.0%	0
Over \$20	0.0%	0
<i>answered question</i>		<b>36</b>
<i>skipped question</i>		<b>36</b>

15. On average, I spend the following amount of money on private transportation for work-related duties each week:

Answer Options	Response Percent	Response Count
\$5 or less	94.4%	34
\$5.01 - \$9.99	2.8%	1
\$10 - \$20	0.0%	0
Over \$20	2.8%	1
<i>answered question</i>		<b>36</b>
<i>skipped question</i>		<b>36</b>

16. For public transportation I use:

Answer Options	Response Percent	Response Count
MUNI	36.8%	14
BART	15.8%	6
Both	42.1%	16
Other (please specify)	5.3%	2
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

17. I would like more information on (check all that apply):

Answer Options	Response Percent	Response Count
Transit First	42.1%	16
Public Transportation	23.7%	9
CityCycle	31.6%	12
City's Vehicle Pool	13.2%	5
City Car Share	42.1%	16
Other (please specify)	15.8%	6
<i>answered question</i>		<b>38</b>
<i>skipped question</i>		<b>34</b>

18. Please provide your work division:

Answer Options	Response Percent	Response Count
Administration	17.4%	12
Accounting Operations,	31.9%	22
Budget and Analysis	5.8%	4
City Service Auditor	21.7%	15
City Service Auditor	10.1%	7
Office of Economic	0.0%	0
eMerge	11.6%	8
Payroll/Personnel	1.4%	1
Office of Public	0.0%	0
<i>answered question</i>		<b>69</b>
<i>skipped question</i>		<b>3</b>

19. Comments: Please use this space to provide any other information you think would be helpful. Thank you.

Answer Options	Response Count
	11
<i>answered question</i>	<b>11</b>
<i>skipped question</i>	<b>61</b>