

# **2014 CONTROLLER’S OFFICE CLIMATE ACTION PLAN**

## **DATA YEAR: FISCAL YEAR 2012-2013**

### **PREPARED BY: LOUIS VOCCIA**

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## 1. Introduction

The health of our environment is crucial to our continued well-being. It remains increasingly challenging to influence individuals to recognize their role in maintaining environmental and global health, and ensuring their participation in efforts to conserve. We must be more collaborative, innovative and direct in our approach to reducing Greenhouse Gas Emissions and energy consumption. As public employees operating public buildings and providing services, we must also educate the public and set clear examples for those who regularly use our facilities. Our challenge for intrinsic motivation toward environmental care continues. 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.

In 2008 the City of San Francisco began to track its greenhouse gas (GHG) emissions and require creation of "Climate Action Plans" at the city department level per direction by the Board of Supervisors. The plans are intended to educate city employees and guide departments to take specific measures to reduce GHG emissions. This work is captured in Department Climate Action Plans (DepCAPs).

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. In 2002, the Board of Supervisors adopted Resolution 158-02 that called for the City to develop plans to reduce its greenhouse gas emissions to 20 percent below 1990 levels by the year 2012. In 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 greenhouse gas emissions associated with City activities, an accounting of greenhouse gas emissions 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. City Departments, under the leadership of the Department of the Environment and on their own initiative, are engaged in various undertakings to implement the recommendations in "The Climate Action Plan," and are making steady progress in certain areas toward the goals.

For links to the Environment Code, Environmental Ordinances, Regulations and other important material:  
[http://www.amlegal.com/nxt/gateway.dll/California/environment/chapter9greenhousegasemissionstargetsand?fn=default.htm&3\\_0=&vid=amlegal%3Asanfrancisco\\_ca](http://www.amlegal.com/nxt/gateway.dll/California/environment/chapter9greenhousegasemissionstargetsand?fn=default.htm&3_0=&vid=amlegal%3Asanfrancisco_ca).

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. Our climate action goal is to reduce the City's carbon footprint by providing our information and services to all departments and citizens in an energy-efficient manner electronically. This includes producing and publishing numerous reports, and paying employees and vendors. We continue to explore a variety of energy efficient methods of analyzing and distributing necessary information, reports and payments and regularly make progress doing so, meeting the challenge of conserving while not negatively impacting production.

We continue to focus on better understanding the data and information on energy usage, GHG, environmental impact and our role in helping with the reduction of carbon emissions. We also spent more time this year reaching out to our building neighbors in an effort to establish collaborative goals in reducing the resources that we share. Our greatest contributions are further advancement of the goal to have all employees and vendors of the City and County of San Francisco to eliminate paper pay checks and advices, and move to completely electronic pay methods, and implementing Phase Two of our Human Resource Capital Management System, eMerge, implementing the payroll module.

Later this year we will continue with an upgrade of PeopleSoft to further enhance our electronic capabilities and reduce paper use. We are also moving forward with a project to update the City's financial accounting

management system, FAMIS. We are in the early stages of developing the exploratory phase of the process and expect this will be a project that last several years. We will continue to work closely with the Department of Environment (SFE) 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: Brief background of the Controller's Office, 2012-13 Departmental Carbon Footprint with Energy use data, Energy Efficiency and Conservation Efforts, Healthy Air and Clean Transportation Ordinance (HACTO) and Zero Waste efforts. While it has been our objective to remain in compliance with the 2008 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, but continue to strive to help the city meet its targets. You will see later in this report that we believe fluctuations in our resource usage and emissions are due primarily to occupying City-owned, heavily occupied and utilized public buildings. Our relatively small amount of square footage and limited public access does not afford us many opportunities to noticeably decrease energy usage and emissions, because our use is combined with other building users and can fluctuate depending on occupancy, events taking place and visitors to both public buildings that we occupy. Innovation with distribution of our products (financial and performance oversight, reports, information and payments) along with employee education and behavioral influence remain our best approaches.

## 2. 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.

### 2a. Departmental Mission

**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.

**2b. Departmental Budget:** FY2014-15 – \$43,501,823

**2c. Number of Employees**

We currently have approximately 210 employees. There are 245.81 budgeted full-time positions. All staff have computer workstations and email accounts.

**2d. 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 29,948 total square feet representing 11.16% of total building space. There are approximately 150 employees working at City Hall, which is open to the public. Citizens transact a variety of business there. The building also regularly hosts many public and private events during the day, evenings and weekends. According to the 2012 Energy Benchmarking Report published in September of 2013 by the Public Utilities Commission, "Among San Francisco's 32 office buildings, City Hall had the seventh lowest Energy Use Intensity in 2012 and earned a preliminary Energy Star rating of 90, indicating that it performed better than 90 percent of similar office buildings nationwide."

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 3.57% of the total building space. The offices also have a public reception area and the buildings house other city departments that are open to the public for business transaction. A busy Bank of America branch is located at this address also. One South Van Ness also appears qualified for the Energy Star label for 2012, subject to validation, according to the Energy Benchmarking Report.

**2e. Vehicles:** The department has no vehicle fleet.

**2f. Departmental Contact Information**

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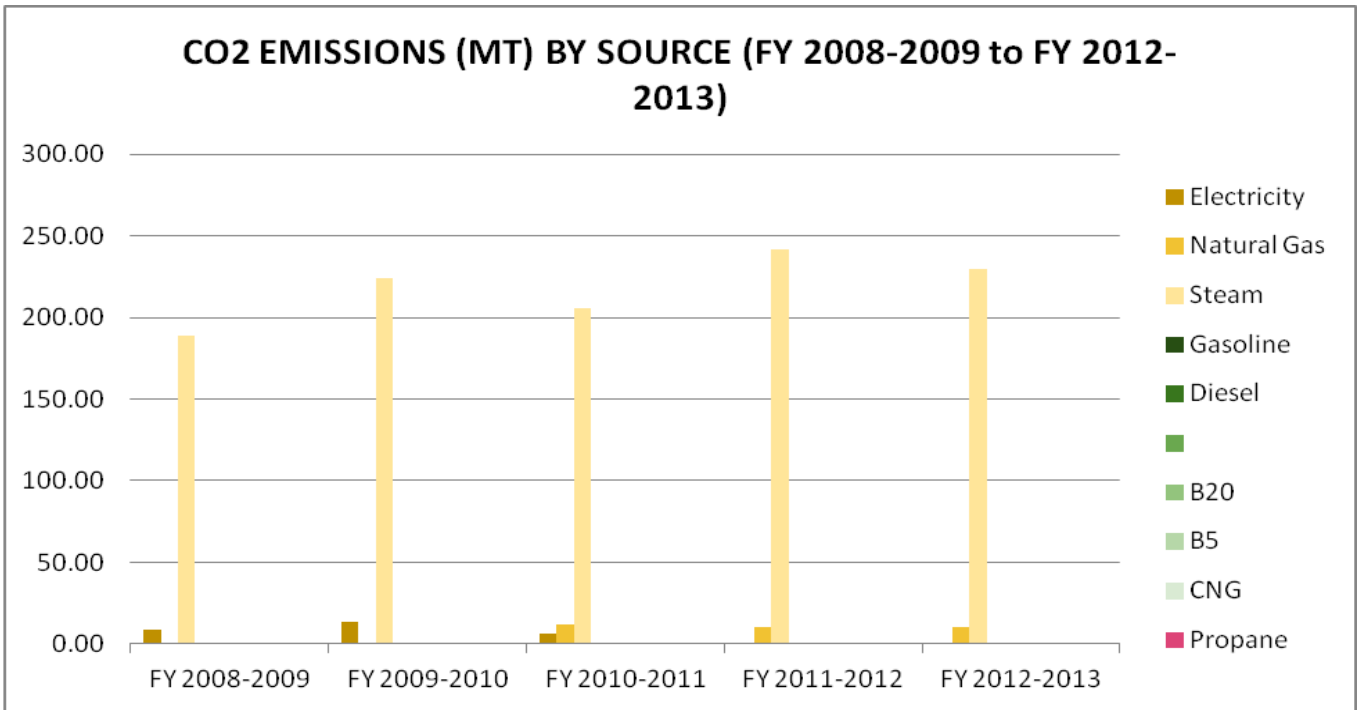
**2g. Other Sustainability or Environmental Plan**

The department does not have any sustainability or environment plan other than this document.

**3. Total Energy Consumption and Carbon Footprint**

This information is based on GHG emissions calculated from the department’s consumption of facilities energy, which is described in the sections below. The five year summary of Department’s X’s annual operational CO2 emissions is summarized in the table and chart below. A 5-year historical analysis is provided in detail in the sections below.

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
Total Building Energy CO2 (mt)	197.13	237.45	223.26	252	240.04



**3a. Facilities List Verification Statement**

The list of facilities used by the Department of the Environment to calculate the FY 2013/13 Departmental carbon footprint has been verified by the Controller’s Office to be accurate and complete.

**3b. Fiscal Year 2012-2013 Facilities Energy Consumption and Carbon Emissions**

This year our total carbon emissions (CO2e) decreased 9.5 % by 12 metric tons (mt) over last year (from 252 to 240.04). This represents approximately 1.14 mt per employee. This is a decrease over last year in which the measurement per employee was approximately 1.26 mt, a small, but welcome change. All of our emissions except natural gas decreased over last year, which is a positive sign. The 9.5% increase in natural gas usage was minimal going from 1,895 therms (th) to 1,975 this year. Our natural gas emissions were 10.48 and emissions from steam usage, the primary source of heat for City Hall were 229.56. Carbon emissions from electricity remain at 0. The following table shows our CO2e emissions for last fiscal year.

Our building energy consumption decreased. Electricity at both locations decreased from 586,952 to 566,908 at City Hall and from 252,669 to 240,745 at One South Van Ness Avenue. Steam at City Hall decreased from 2,765,629 to 2,677,740. Steam is not used at One South Van Ness Avenue; however, natural gas increased there from 1,895 to 1,975. Again, this could be due to a slight increase in the number of employees.

CO2	Emissions FY2012/13
Electricity	0
Natural Gas	10.48
Steam	229.56
Total Building Energy CO2 (mt)	240.04

Our departmental consumption by source for FY 2012/13 was:

<b>Emission Source</b>	<b>Details</b>
Electricity (kWh)	807,653
Natural Gas (th)	1,975
Steam (lbs)	2,677,740
Water (gal)	893,522
Wastewater Discharge (gal)	513,899

Our general trend this year was toward a decrease in facilities energy consumption and carbon emissions. We hope that our ongoing efforts to educate staff and seek behavioral changes are working. We also believe this is noteworthy because the number of employees has increased from last year. We have also actively reached out this year to other building tenants and building management, to consider more collaborative efforts in which we can continue to reduce resource use and emissions in our buildings. Because each city department is required to submit its own Climate Action Plan under relatively tight constraints, there remains some level of challenge for city departments who share facilities to collaborate on strategies and reporting. We believe; however, that a collaborative effort in this endeavor would reduce the resources currently expended on individual departmental research, reporting and reduction efforts. We also do not want to expend more effort on reporting than conserving.

City Hall 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. One South Van Ness is also a public building. See Chart below in section 3c.

### **3c. 5-Year Historical Analysis of Facilities Energy Consumption and Carbon Emissions**

#### **CO2 Emissions from Facilities Energy:**

<b>Emission Source Detail (mt):</b>	<b>FY 2008-2009</b>	<b>FY 2009-2010</b>	<b>FY 2010-2011</b>	<b>FY 2011-2012</b>	<b>FY 2012-2013</b>
Electricity	8.59	13.18	6.08	0	0
Natural Gas	0	0	11.59	10.06	10.48
Steam	188.54	224.27	205.59	241.94	229.56
Total Building Energy CO2 (mt)	197.13	237.45	223.26	252	240.04
Total CO2 (mt)	197.13	237.45	223.26	252	240.04

#### **Departmental Facilities Energy Consumption**

<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>FY 2012-2013</b>
Electricity (kWh)	815,279	758,335	813,912	839,621	807,653
Natural Gas (th)	0	0	2,184	1,895	1,975
Steam (lbs)	1,979,311	2,354,421	2,224,354	2,765,629	2,677,740
Water (gal)		894,665	821,962	971,232	893,522
Wastewater Discharge (gal)		642,846	612,198	682,451	513,899

Our GHG emissions have fluctuated in all aspects since 2008. We were concerned to see increases in 10/11 and 11/12, but feel some relief that our educational efforts may have contributed to a decrease in consumption and



emissions this year. Some of the increases we realized in 2010/11 were due to an increase in staff with the addition of the eMerge Division. Our hope was for reduction after their movement to a new, more environmentally friendly location at One South Van Ness Avenue. We believe; however, that there continued to be an increase because the new location was in a much larger building with many more occupants and public access. The increase last year was 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. Factors such as weather fluctuations and varying amounts of public traffic continue to affect our consumption and emissions.

#### **4. Efforts in Facilities Energy Reduction**

The Controller's Office solely occupies space managed by the Real Estate Division and does not own any buildings. 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.

##### **4a. Energy Efficiency & Retrofit Projects**

The Controller's Office solely occupies space managed by the Real Estate Division and does not own any buildings.

##### **4b. Energy Benchmarking & Compliance with the Energy Performance Ordinance**

The Controller's Office solely occupies space managed by the Real Estate Division and does not own any buildings.

##### **4c. Compliance with the Commercial Lighting Efficiency Ordinance**

The Controller's Office solely occupies space managed by the Real Estate Division and does not own any buildings.

##### **4d. Information Technology**

The Controller's Office adheres to the City's strong, well-enforced policy to ensure that new personal computers are energy efficient. The Controller's Office is currently finishing up a project in which all employees computers are receiving hardware and software upgrades in order to continue to minimize resource use and gain efficiency. 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 and monitors 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 because of some issues with down time and loss of data while in sleep mode. 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. We have VM servers that are physically located at 200 Paul and the servers currently at City Hall and One South Van Ness are all in project planning to be virtualized within this year.

## 5. Efforts in Water Use Reduction

### 5a. Water Data Verification Statement

The department has reviewed the information used to calculate our water consumption.

		Annual Water Consumption (gal)			
SFPUC Water Address	Service Type	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
1 South Van Ness Av 8th Floor	Water Service		157,705	179,340	158,367
	Fire Service		0	0	0
City Hall	Water Service	714,274	522,515	578,938	412,632
	Irrigation Service	180,156	141,036	212,786	319,851
	Fire Service	235	706	168	2,672

		Annual Wastewater Discharge (gal)			
SFPUC Water Address	Service Type	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
1 South Van Ness Av 8th Floor	Water Service		141,934	161,406	142,530
	Fire Service		0	0	0
City Hall	Water Service	642,846	470,264	521,044	371,369
	Irrigation Service	0	0	0	0
	Fire Service	0	0	0	0

		Total Cost (Service Fee + Consumption + Wastewater)			
SFPUC Water Address	Service Type	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013
1 South Van Ness Av 8th Floor	Water Service		\$2,719	\$3,243	\$3,010
	Fire Service		\$57	\$65	\$74
City Hall	Water Service	\$11,623	\$8,905	\$10,369	\$7,753
	Irrigation Service	\$520	\$474	\$793	\$1,328
	Fire Service	\$140	\$156	\$191	\$223

### 5b. Fiscal Year 2012-2013 Water Consumption and Wastewater Discharge

From the charts listed above, you can see there was a significant decrease in our water consumption and wastewater for both of our locations last year; however, there was an increase in irrigation and fire services at City Hall. Part of this decrease could have been due to the building-wide change in toilets and faucets at City Hall to

more environmentally efficient models. We would like to attribute some of the reduction success to positive behavioral changes in our employee's efforts toward use reduction and conservation efforts. We are unable to explain the increase in irrigation and fire services at this time, but will explore this more fully for next year.

### **5c. 4-Year Historical Analysis of Water Consumption and Wastewater Discharge**

As with our energy consumption and carbon footprint, you can see from the tables above that our Water Consumption and Wastewater Discharge have fluctuated over the four-year reporting period. We started out with relatively high numbers in 2009/10 for City Hall, which decreased somewhat significantly in 2010/11. This was also the first year we occupied One South Van Ness Avenue on the 8<sup>th</sup> floor. There are no figures reported for our occupation of office space at 25 Van Ness Avenue in 2009/10. All numbers increased in 2011/12, and then significantly decreased, with the exception of Irrigation and Fire Services charges, in 2012/13. Again, we cite joint-tenancy and high public use as reasons for this fluctuation, along with circumstances that we are unable to control such as weather, irrigation needs and fire service. This is an area in which we believe joint tenant collaboration and education of the public using our facilities might have an impact on reduction efforts; however, we continue to educate our employees on conservation efforts. We believe that some of the positive numbers are a reflection of their consumption behavioral changes as well as continued efforts to introduce energy efficient water saving fixtures.

### **5d. Water Conservation**

Our primary efforts to conserve water remain in educating our staff and promoting conservation efforts through a variety of communications, and working toward joint building tenant solutions. We are fortunate that all of our staff has e-mail so we remind them regularly through weekly Administrative updates. This plan is sent to all staff and posted on our intranet.

After one of the driest winters in recorded California history, the SFPUC is asking all customers to voluntarily reduce water use by 10%. While many City departments have implemented water conservation measures, there is still room to improve. On February 10, 2014, Mayor Lee issued an Executive Directive requiring all City departments to take immediate steps to reduce water use by at least 10%. The Executive Directive also requires departments to identify a water conservation contact, develop a Water Conservation Plan including an assessment of all plumbing fixtures, implement best practices for landscapes, and explore the use of non-potable water. The SFPUC can help City departments identify inefficient plumbing fixtures, determine eligibility for rebates and grants, and provide free plumbing devices such as efficient showerheads and aerators. For more information contact: Julie Ortiz, Water Conservation Manager for the SFPUC, at (415) 554-4739 or [jnortiz@sfwater.org](mailto:jnortiz@sfwater.org).

## **6. Efforts in Vehicle Fuel Reduction**

### **6a. Compliance with the Healthy Air and Clean Transportation Ordinance**

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, walking, 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 your department will implement the various sustainable options to reduce vehicle usage and a Transit First report on implementation. For departments that manage their own fleet of vehicles, fleet size must be reduced by 5% annually.

The Controller's Office is compliant with this year's Healthy Air and Clean Transportation Ordinance requirements, and the "HACTO Submission Forms – FY 1314" is attached as Appendix A to this document.

## 6b. Transit First Campaign

This year, City departments implemented Transit First campaigns to educate employees about their Transit First options. The Controller's Office reviewed the results of the 2012 CCSF Transportation Survey and noted that many of our employees use public transportation and bicycles for work-related trips. We have encouraged this behavior but it requires that employees request reimbursement for such trips. Consequently, we have chosen to run a campaign that will focus on getting prepaid Fast Passes for employees and educating/advertising everyone in this new service. Our Central Accounting Staff is working with SFMTA to obtain Fast passes that will be distributed to both of our locations. For outreach and education we will notify staff in our weekly Administrative update email and make announcements at team/staff meetings.

## 7. Other Sustainable Practices

We are pleased to report resource savings and increased security resulting from the implementation of Phase 2 of the eMerge PeopleSoft system in November 2013. 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 our integrated Human Capital Management (HCM) system. Multiple individual processes and systems were replaced with one, consolidated, City-wide system. One primary benefit is the movement of most human resources functions from antiquated, insecure paper-dependent processing to fully automated, secure on-line processing and storage. Phase II for integration of the City's payroll systems is currently in full implementation.

Currently 40% of employees use the electronic method (ePayroll) of viewing their pay stub. We have proposed that the printing and distribution of the paper pay check/stubs be fully eliminated citywide next year. That will further reduce printing and vehicle usage to distribute pay checks/stubs all over the city every two weeks; thereby reducing carbon emissions and use of gasoline.

The Controller's Office is also in early implementation of another large system replacement project to update the City's Financial Accounting Management Information System (FAMIS). We have recently completed filling some key positions and have undertaken contract exploration in order to bring this project into full swing in the coming fiscal year. We expect to report our progress in greater detail next year.

This year we also implemented **Government Barometer**. The Performance Measurement Program team developed a bimonthly Government Barometer that lists key performance measures, performance data, and trends for use by City departments and the public. Besides the obvious utility of this software, it should reduce public records requests by providing needed, transparent information to members of the general public. Please explore this tool at: <http://sfcontroller.org/index.aspx?page=405>.

## CCSF Departmental Climate Data Dashboard

The Controller's Office, City Performance Unit is working with the Department of Environment (SFE) to create an updated version of its citywide Climate Action Reporting Tool that includes streamlined, interactive data visualizations and produces greater data sharing efficiencies. Using Tableau – data visualization software which provides the ability to interactively analyze charts, graphs, and maps – the City and County of San Francisco (CCSF) Departmental Climate Data Dashboard will help SFE tell the story of the City's carbon footprint through a visually appealing and analytically rigorous medium. This reporting template simultaneously facilitates interdepartmental data reporting and mining, and can even be shared publicly if desired.

Once created, the Tableau visualizations can automatically generate charts for departmental or public use. With the new Tableau data visualization tool, SFE staff can realize greater efficiency in data sharing while providing

more data visualization options for the departments, and be able to focus even greater attention on Climate Action Plan implementation.

This year, the Controller's Office also shared funding with City Bike Share at our One South Van Ness location in order to provide sustainable means of transportation to employees in that location, since our other location at City Hall already has bicycles available.

### **7a. Zero Waste**

The Waste Assessment Questionnaire completed by our Zero Waste Coordinators can be found in the appendices. To promote waste reduction, the Department will continue to collaborate with our coordinators to provide them access to staff and time to attend important functions and participate in programs. They will continue to send reminders in our weekly all staff email and quarterly newsletters about composting, recycling, reusing supplies and a general educational section. Rosanne Torre, our lead Zero Waste Coordinator continues a new feature called "The Green Corner," filled with useful information and helpful hints on achieving a better environment in the City family. Zero Waste Coordinators will inspect rooms and workspaces taking inventory on trash used in recycling bin and recyclables in trash.

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.

### **7c. Community Wide Impact**

Community wide impact focuses on minimizing paper in terms of the many reports, citywide citizen surveys and checks we distribute, by taking an electronic approach. The more we educate our employees, vendors and citizens, and help change their environmental habits, the more the impact of the change reaches to their communities outside of work. We also established 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.

### **7d. Resiliency and Adaptation**

#### **Controller's Role in an Emergency**

The Controller's Office is responsible for leading the Finance and Administration Section "Finance Section" of the Emergency Operations Center (EOC) when the City activates the Emergency Response Plan in response to an emergency. Our primary goal is to develop financial policies and assist city departments in recovering money lost in disasters. The Finance and Administration Section Chief and Deputy work in the EOC, but the work of the units is located off-site at existing Controller's Office work sites. The planning objectives are:

- To ensure the continuous performance of the Controller's Office essential functions during an emergency
- To ensure the safety of employees
- To protect essential equipment, records and other assets
- To reduce disruptions to operations

- To minimize damage and losses
- To achieve an orderly recovery from emergency operations
- To identify alternate work sites and ensure operational and managerial requirements are met before an emergency occurs

The Controller’s Office activates a Department Operations Center (DOC) in the event of an emergency. The DOC provides support for Controller Office functions, such as human resources and also provides coordination and support to the units under the Finance and Administration Section.

This past fiscal year, we were heavily involved in the Rim Fire that burned tens of thousands of acres in portions of Yosemite National Park and surrounding areas, including assets held by the Public Utilities Commission in the Hetch Hetchy area.

## **8. Report Summary and Departmental Climate Action 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 remain 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 collaborate better with joint building tenants, educate staff and the public, and effect behavioral change. We were pleased that our results improved from last year, and we will continue to persevere by strengthening our Climate Action Team. 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 while preserving quality and production time.

We will:

- Strengthen our educational efforts for less usage and greater conservation
- Continue to join efforts of tenants in the buildings
- Implement use of Clipper Cards for city business
- Continue support of bicycle use for city business
- Complete Phase II of eMerge to integrate payroll citywide and further reduce the dependence on paper
- Implement FAMIS replacement
- Continue proactivity with Green Purchasing by reminding all staff who place orders to first use the SFApproved.org website.

**Appendices – See Attached**

## Voccia, Louis (CON)

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**Subject:** RE: HACTO Submission Forms 2013

**From:** Rosenfield, Ben  
**Sent:** Wednesday, January 22, 2014 5:59 PM  
**To:** HACTO@sfgov.org  
**Cc:** Voccia, Louis  
**Subject:** RE: HACTO Submission Forms 2013

Approved.

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**From:** Voccia, Louis  
**Sent:** Wednesday, January 22, 2014 3:47 PM  
**To:** Rosenfield, Ben  
**Subject:** FW: HACTO Submission Forms 2013

Hi Ben,

I submitted the HACTO Plan. Below are instructions for you. Please approve this plan in the body of the email and send the response to [HACTO@sfgov.org](mailto:HACTO@sfgov.org) and copy me. It's due by cob tomorrow. Thank you.

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**From:** Confirmation Message [<mailto:no-reply@wufoo.com>]  
**Sent:** Wednesday, January 22, 2014 3:42 PM  
**To:** Voccia, Louis  
**Subject:** HACTO Submission Forms 2013

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 [HACTO@sfgov.org](mailto:HACTO@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 Submission Forms 2013

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 Director *	Ben Rosenfield, Controller
Acknowledgement *	As the email noted, my department does not have any vehicles subject to HACTO.
Does your department promote or plan to promote employees to use public transit for work-related travel? *	Yes
What resources will your department offer? *	Tokens Other
Other: *	walking, biking and public transit
From looking at last year's HACTO Plan, please describe the successes and challenges of promoting transit for work-related travel: *	We were successful getting thw word out to staff and at gathering some information about their work-related travel habits from a survey we did. We were also successful getting buy-in and suggestions about how we could better promote sustainable transportation. One challenge was geting more participation in our survey. Another is addressing some of the bigger issues like plentiful, safe and convenient bike parking and storage at all city buildings.
Does your department offer employees access to bicycles for work-related travels? *	Yes
Are they part of the CityCycle program? *	Yes
How many bicycles are available? *	1
How many locations have CityCycle bikes? *	1
From looking at last year's HACTO Plan, please describe the successes and challenges of promoting bicycles for work-related travel:	Road safety and bike storage are concerns bicyclists have expressed. Bike riding seems to be a selectively preferred mode of transportation. We have a few avid bicyclists in the department who have their own bikes, and at City Hall we have storage and showers. We were able to inform more employees about this resource and have learned more about it. Another challenge is getting non-bicyclists to consider it. Some folks are



concerned about biking during work while in business attire, especially during inclement weather.

Does your department belong or have a plan to belong to a City vehicle pool or car-sharing program for work-related travels? \*

Yes

From looking at last year's HACTO Plan, please describe the successes and challenges of promoting car-sharing for work-related travel: \*

We have been successful in utilizing the City Vehicle Pool when driving is necessary. Employees working on projects together do share vehicles. Feedback from our survey listed a couple of challenges with City Vehicle Pool as (1) sometimes after the trip is over, it's realized that getting the car, driving and parking was no more efficient than using other transportation; and, (2) there seems to be a wait-list to sign up for training classes in order to use city vehicles, which sometimes discourages staff needing immediate arrangements.

Is your department able or have plans to host a tele-conference call? \*

Yes

Is your department able or have plans be able to host a video-conference call? \*

Yes

Please use this space to describe in greater detail all of your department's Transit-First programs related to at work travel: \*

Nothing more to add at this time.

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  
Other

Other: \*

Encourage Car/Van Pool

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

Yes

How will you promote bicycle commuting? \*

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

These bicycle-friendly resources are available at: \*

Some locations

Does your department plan to promote the use of ridesharing for commuting to/from work? \*

Yes

How will you promote ridesharing? \*

Encourage registration in the 511-matching program

Other

Other: \*

Allow more flexible scheduling to meet ride-share commitments

From looking at last year's HACTO Plan, please describe the successes and challenges of promoting ridesharing for commuting to/from work: \*

We have a moderate amount of employees utilizing ride-share for commuting to and from work. Biggest challenge is getting employees to relinquish convenience of driving on their own to use other means of transportation for commuting. Some of their reasons include alternative work schedules, child care needs and other personal obligations.

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

Yes

From looking at last year's HACTO Plan, please describe the successes and challenges of promoting tele-commuting: \*

We offer this on a very limited basis and in emergencies such as transit strikes. While telecommuting is a nice option to save the environment, it presents issues with work production and the perception of fairness to other employees in the department. Not all jobs or employee are a good fit for telecommuting and it needs to be managed closely.

Please use this space to describe in greater detail all of your department's Transit-First programs related to commuting to/from work: \*

Nothing more to add at this time.

Campaign Options \*

Other

Other

Tokens

Your department does not have any vehicles subject to HACTO.

You have completed this section. Thank You.

## Voccia, Louis (CON)

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**From:** Lacy, Damien  
**Sent:** Monday, March 03, 2014 3:17 PM  
**To:** Torre, Rosanne; Voccia, Louis  
**Cc:** Centeno, Vicente  
**Subject:** FW: Departmental Zero Waste Assessment Survey

All: The survey has been submitted. We had to put a date and time for them to meet with us (I place a TBD note) since the form wouldn't let us submit the survey without adding a date. Soko told us that placing "TBD" would be fine.

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Damien Lacy  
Jr. Management Assistant  
Office of the Controller  
City Hall, Room 488  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102  
Phone: 415-554-7587  
[damien.lacy@sfgov.org](mailto:damien.lacy@sfgov.org)

**From:** Soko Made City Government Zero Waste Assistant [<mailto:no-reply@wufoo.com>]  
**Sent:** Monday, March 03, 2014 3:14 PM  
**To:** Lacy, Damien  
**Subject:** Departmental Zero Waste Assessment Survey

Thank you for completing this year's Departmental Zero Waste Assessment Survey. Here is a copy of your form for your records.

## Departmental Zero Waste Assessment Survey

Name *	Damien Lacy
Department Name *	Controller's Office
Department Division/Branch/Station *	Finance and Administration
Address *	<input type="checkbox"/> City Hall, Room 488 1 Dr. Carlton B. Goodlett Place San Francisco, CA 94102 United States
Phone Number *	(415) 554-7587

Email \* [damien.lacy@sfgov.org](mailto:damien.lacy@sfgov.org)

Have you attended an annual workshop before? Yes  
(these are either held at the end of January or beginning of February) \*

If YES, how many times have you attended? One, maybe 2, since I have started here.

Have you promoted signing up for paperless paystubs at your office or facility? \* Yes

Does your office/facility use the Virtual Warehouse Program to see what items are available before purchasing new ones AND does your office/facility use the Virtual Warehouse Program to turn in City owned surplus items? \* Yes

How did you follow through on the commitment to eliminate it from the landfill and what were the challenges? \* In areas with trash, compost, and recycle bins, we made and placed new signs instructing our staff the proper ways of disposing their paper towels (as well as other waste items). Also, in our weekly email/news letter to our staff, we gave instructions on sorting various products, giving emphasis on the paper towels. Lastly, those of us who are zero-waste coordinators would personally instruct staff of where to dispose of their paper towels if we noticed someone doing it incorrectly.

Date \* Thursday, November 20, 2014

Time: \* TBD: Please contact Rosanne Torre or myself

Date \* Thursday, November 20, 2014

Time: \* TBD: Please contact Rosanne Torre or myself

Date \* Thursday, November 20, 2014

Time: \* TBD: Please contact Rosanne Torre or myself

Does your department distribute memorandums, handouts, flyers, brochures, etc \* Yes

I confirm that I will work to complete the above I agree  
actions \*

