

**BOARD OF SUPERVISORS
EMPLOYEE SUGGESTION PROGRAM
2006 Suggestions**

Suggestion	Department(s) Affected	Finding	Action
Eliminate Adult Probation's division directors.	Adult Probation	Adult Probation advises that there is a significant need for three Division Directors. The department was last audited by the Controller in October 2000, which found that "Lack of oversight and weak management controls expose the public, the City, and the Superior Court to unnecessary risk."	Action - Forwarded suggestion to the Budget Analyst for consideration during the budget review process
Increase the dog licensing fee, and use the revenue to create and maintain additional dog parks.	Animal Care and Control	As currently dictated by the Administrative Code, dog licensing fee revenue is deposited in the Animal Care and Control Welfare Fund, which can only be expended to defray the costs of operating the Animal Care and Control Department, exclusive of personnel costs. Dog licenses currently generate modest revenue (approximately \$200K per year); therefore rates would need to increase significantly to generate meaningful additional revenue. The Recreation and Park Department has not concluded that additional dog parks would be desirable at this time.	No action - Limited savings/revenues
Create a short video addressing Frequently Asked Questions to play while permit applicants wait in line.	Building Inspection, Fire, and Planning	It might be possible to craft a useful video. It might also be possible to present useful information, such as answers to frequently asked questions, through other mediums, such as pamphlets. A single, brief written document that introduces potential project sponsors to the overall interdepartmental permitting process might be useful for customers waiting in line and other customers.	Action - Forwarded suggestion to Planning, Fire, and Building Inspection
Initiate a poster advertising permit process for construction sites and unused buildings to generate revenue for the City and improve its appearance.	Building Inspection and Planning	Planning Code 602.7 and Building Inspection Code 3101F regulate general poster and sign advertisements in the City. Section 611 of the Planning Code (Proposition G), added by Voter Initiative in 2002, prohibits any new general advertising signs. Any posters put onto private property including unused buildings are illegal and a Planning Code violation.	Action - Forwarded suggestion to Building Inspection and Planning.

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Allocate funds to secure the accreditation of the forensic toxicology laboratory of the Office of the Chief Medical Examiner. The accreditation would result in increased efficiency and analytic quality. As the only accredited public laboratory in the Bay Area, it might be possible to generate revenue by providing services under contract to other counties.	Chief Medical Examiner	The Office of the Chief Medical Examiner is currently accredited by the National Association of Medical Examiners. The association also separately provides accreditation of forensic toxicology laboratories, which San Francisco's laboratory could seek. In the past, the state provided accreditation of such laboratories, an activity it has recently discontinued. The department is aware of accreditation standards for the laboratory, and is currently working with funding sources to accomplish necessary physical plant and equipment improvements. The department anticipates that laboratories in other counties might not be successful in securing accreditation, therefore the City might be able to provide services to those counties. The laboratory currently conducts tests for the Medical Examiner (primarily specimens from autopsy), and conducts tests for the Police Department, Fire Department, and Sheriff's Department, such as testing forensic specimens (DUI and random drug testing, recruitment drug use testing, etc.). This model of serving clients beyond the Medical Examiner could be expanded to include other counties.	No action - Department already addressing
Investigate management issues at the Office of the Chief Medical Examiner.	Chief Medical Examiner	No research conducted.	Action - Forwarded suggestion to General Services Agency and the Whistleblower Complaints Program
Update the morgue facility, which would increase the quality of service. Using the updated morgue, provide additional services to other counties, such as toxicological screening, autopsies, training, and expert witnessing.	Chief Medical Examiner	With an expansion of the morgue facility, the City might be able to accommodate an increased caseload, and might be able to accommodate business, such as forensic examinations, from other counties. This model is in place in other jurisdictions (such as Dallas, TX). The City does not currently conduct organ and tissue harvesting, but that is a service that it could begin to undertake. The morgue is also occasionally used for educational purposes.	No action - Department already addressing
Conduct a study to identify City-owned properties that could be sold.	City Administrator	Every year, by April 1st, each City commission, department, and agency must provide to the City Administrator a list of all property that it oversees. The Department of Administrative Services' Real Estate Division then annually compiles a list of vacant and underutilized City-owned property. The Surplus City Property Ordinance (passed in November 2002) states that all department properties that are deemed surplus or underutilized and are found suitable for redevelopment will be turned into housing for the homeless. Those that are deemed not suitable for redevelopment shall be sold, the proceeds from which will be used to build affordable housing.	No action - Department already addressing

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Create a resource, such as a website, for the reuse of surplus items by City departments.	City Administrator	The City already has such a program, the Virtual Warehouse and Surplus Disposal Program, with a web-based resource for re-use of surplus materials: http://www.sfgov.org/site/surplus_index.asp	No action - Department already addressing
Create City-owned office space near City Hall, to save resources currently expended for expensive leases. Collocation of multiple departments in this space might reduce building management and administration costs and allow for easy one-stop service provision to customers.	City Administrator	Although the City does not have a real estate master plan that serves as a guiding document regarding issues such as securing owned versus rental property, desirable locations for City facilities, and collocation of departments/functions, the City Administrator's Office has invested and continues to invest substantial effort in determining on a case-by-case basis the benefits of migrating to ownership, consolidating property near City Hall, and co-locating complementary functions.	No action - Department already addressing
Charge a fee if, due to loss, expiration, or other factors, the City must re-issue a check.	Controller	In FY2005-06, the City cancelled and reissued 675 checks, averaging approximately \$4,200 in value. It is unknown how many of these were due to City error (wrong amount, incorrect name, etc.). The Controller estimates that the largest number of replaced checks is for welfare recipients whose checks have been lost or stolen, and it might not be legal to charge a fee to cancel and reissue these checks. The revenue for charging would likely be modest (a \$20 fee on all 675 checks, if successfully collected at no additional cost, would yield \$13,500).	No action - Limited savings/revenues
Terminate or do not renew the City contract with TALX to view paystubs online.	Controller	TALX was initiated to reduce the staff and materials costs of printing, sorting and delivering paper pay advices. If TALX were eliminated, these costs would return for those employees who have opted out of paper pay advices. As some employees do not have computer access at work or home, it is necessary to continue to provide paper advices in some cases, but otherwise TALX is the preferred delivery mechanism.	No action - Limited savings/revenues
Consolidate Emergency Communication Department positions due to inefficiency.	Emergency Communications	The Emergency Communications Department (ECD) is already in the process of a consolidation. ECD is currently in Phase V of the consolidation with about 25% of the project to be completed. Once the final stages have been completed, several positions will return to the Fire Department as the training and supervision component will be completed.	Action - Forwarded suggestion to Emergency Communications, and the Budget Analyst for consideration during the budget review process

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Investigate whether garbage collection contractors are collecting on holidays, in neighborhoods where those are not regular collection days, in addition to regular collection days, perhaps in order to earn overtime compensation for employees.	Environment	Sunset Scavenger Company staff stated that collectors only pick up trash during regularly scheduled collection days, which are generally Monday through Friday for most areas of the City. Some sites, such as hospitals, require weekend pick up. With the exception of Christmas and New Year's Day, collectors will make their routine trash pick-ups on their regularly scheduled collection days even if they are holidays. On Christmas and New Year's Day, trash pick will take place on either the day preceding or immediately following the holiday.	Action - Forwarded suggestion to Whistleblower Complaints Program
Renegotiate lease and recycling/disposal rates with our waste hauling and recycling contractor, based on the increasing value of scrap ferrous metals.	Environment	Recycling/disposal rates are negotiated every five years pursuant to a process established by an initiative approved by voters in 1932. The City recently completed rate negotiations (May 2006), which, among other things, included a discussion of the price of scrap metal. These rates will not be renegotiated until 2011.	No action - Department already addressing
Merge uniformed employees with civilian employees in the Bureau of Fire Prevention.	Fire	There are two classes of fire safety inspector, one uniformed and one civilian. They receive the same salary range, which is contractually linked, but have different retirement and other benefits due to representation by different unions. The Fire Department indicates that uniformed staff deserve higher compensation (in the form of greater benefits), in part, because in the event of an emergency their broader training could be applied to a greater range of activities. Therefore benefits expenditures could be reduced by migrating all fire safety inspectors to the civilian classification, but the cost savings must be weighed against decreased flexibility.	Action - Forwarded suggestion to Fire Department
Provide cash in-lieu to employees with double coverage for medical or dental benefits who opt out of City coverage.	Health Service System	Many public employers (including the State of California) allow cash in-lieu of benefits coverage. The City would likely want to require proof of alternative coverage before providing in-lieu payment. The City should ensure that such a program will not result in an increased number of uninsured, and consider the potential impact such a program might have on the pool of those covered by the City's Health Service System.	Action - Forwarded suggestion to Department of Human Resources and Health Service System

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Impose a time limit on catastrophic illness program such as 2 -3 years.	Human Resources	<p>Currently, employees may donate unused sick and vacation time for use by another City employee suffering from a catastrophic illness so long as they maintain at least 64 hours of sick time for their own use. The policy allows a maximum donation of 480 hours per calendar year. Donations are direct hour-for-hour transfers without consideration for pay rates of either donor or recipient. To prevent misuse of the program, all catastrophic illness leave requires departmental approval.</p> <p>Imposing a time limit might save the City money in some circumstances. Unless employees out on catastrophic illness leave must be backfilled, it is typically costlier to maintain employees at full salary and benefits than to use accumulated sick leave hours.</p>	Action - Forwarded suggestion to Department of Human Resources
Require that unemployed people receiving assistance from the City, who are not disabled or otherwise unable to do so, engage in activities to improve the community, such clean streets.	Human Services	Each City program for the unemployed for which an able-bodied person is eligible requires productive activity on the recipient's part. For example, in order to participate in CalWORKs, participants must work with job counselors to develop action plans that include placement in subsidized public employment and job training or more formal education.	No action - Department already addressing
Investigate fraudulent Worker's Compensation and disability claims at the Juvenile Probation Department (JPD).	Juvenile Probation	The Juvenile Probation Department is addressing this issue. Its efforts to reduce Workers' Compensation claims have been recognized by the Department of Human Resources as a model.	Action - Forwarded suggestion to Juvenile Probation and Whistleblower Complaints Program
Overhaul Juvenile Court at 375 Woodside.	Juvenile Probation	Juvenile Probation advises that this is a valid suggestion, albeit expensive in the short run, but beneficial in the long term. According to Juvenile Probation, this overhaul should be part of the City's ongoing investments into capital improvements of the public safety infrastructure, and included in the pre-planning for the new Hall of Justice.	Action - Forwarded suggestion to the Mayor's Office, Superior Court, and the Sheriff

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Merge the Juvenile and Adult Probation Departments.	Juvenile Probation and Adult Probation	The OLA previously concluded that a merger between Juvenile and Adult Probation would generate only minimal cost savings and would require submitting a ballot proposal to San Francisco voters to repeal Proposition L that created Juvenile Probation. For further details, see Legislative Analyst Report 016-03J.	No action - Limited savings/revenues
Allow librarians to temporarily reduce work hours by one day per week to reflect branch renovations and closures.	Library	When branch libraries are closed for renovation, it is necessary to reassign staff to other branch libraries in the immediate vicinity that have increased public service hours. Staff is also assigned to bookmobiles that are designated for temporary service during renovation. The Library has worked with SEIU 790 to establish an agreement on Reduced Work Schedule (RWS). This agreement includes criteria developed jointly by the Library and SEIU to evaluate RWS requests. In approving requests, library management takes into account operational needs of the library. For these reasons, RWS is not always possible. RWS does not apply to "only closed time," as stated by the employee. RWS is considered for both open and closed hours. The department should consider the impact on services of reducing reassigned librarians' hours.	No action - Department already addressing
Promote a "Buy San Francisco" campaign on City-owned vehicles to increase sales in the City.	Mayor's Office of Economic and Workforce Development	The City's Small Business Commission has for three years hosted a Shop Local First campaign during the holiday season to urge San Franciscans to buy locally-made products and services and support locally-owned retail stores. It might be possible for that effort to be expanded to include promotion on City vehicles.	Action - Forwarded suggestion to Small Business Commission and the Mayor's Office of Economic and Workforce Development
Allow City employees to park free of charge at several vacant lots surrounding 850 Bryant.	Multiple	The City's Real Estate Department advises that the vacant lots around 850 Bryant are not owned by the City. They are the property of Caltrans, which currently uses them to store heavy equipment and vehicles for its 4th Street widening project and the new Bay Bridge construction project. Moreover, allowing employees to park free of charge on any City-owned lot would likely be an MOU issue subject to negotiation between employee labor unions and departments.	No action - Limited savings/revenues
Allow for voluntary job-sharing where appropriate.	Multiple	Existing policy allows for job sharing at the discretion of supervisors. Departments would need to analyze potential retention or productivity benefits against costs. Unless job sharing employees work below the threshold hours to receive benefits, cost per-hour-worked under job sharing would be higher as there are some fixed costs per employee (regardless of hours), such as benefits and required training.	No action - Department already addressing

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Allow more departments to adopt alternative work schedules for their employees.	Multiple	Alternative Work Schedules (AWS) allow employees, at the discretion of the appointing officer, to work a compressed work week such as four, ten-hour days or 80-hours in nine days. This reduces employees' commute days (and associated costs and environmental effects) and can improve employee morale, employee retention, and regular attendance by allowing for more flexible schedules. According to a September 2001 survey by the Department on the Status of Women, 59% of departments offered AWS schedules to their employees. While we have not seen more recent figures, the OLA believes that this number has increased due to increasing acceptance of AWS schedules as a viable and employee-friendly policy. The creation of new AWS schedules is at the discretion of the appointing officer. The OLA agrees that more departments should adopt AWS policies, particularly where it does not increase reliance on overtime or negatively affect service areas with established, daily public service hours.	No action - Department already addressing
Check the mileage economy of all natural gas vehicles.	Multiple	Compressed natural gas (CNG) vehicles compare favorably with gasoline vehicles, as CNG costs \$2.00 per gallon and the vehicles get approximately 20 miles per gallon in the city. CNG is also much less polluting than gasoline.	No action - Limited savings/revenues
Consider enacting a policy or otherwise supporting an initiative to increase the number of fund development employees at the City, which could secure resources for the City provided by foundations or other organizations.	Multiple	A number of departments receive funding from private organizations or individuals in the form of gifts and bequests or private grants. These departments include Aging and Adult Services; Children, Youth, and Their Families; Fire; Library; Police; Public Health; Recreation and Park; and others. The Office of the Legislative Analyst spoke with representatives of nine departments. Only one, the Asian Art Museum, indicated that it thought that it might be leaving money on the table, which it could do a better job of capturing with additional development staff. The others thought that they were allocating appropriate levels of staff to fundraising and development activities.	No action - Limited savings/revenues
Consider reducing pay in exchange for increasing employee time off.	Multiple	At their discretion, supervisors may already allow for reduced pay in exchange for increase time off through the existing provisions for Voluntary Reduced Work Week and personal leave without pay. A Voluntary Reduced Work Week is available to employees in any classification upon recommendation of the appointing officer and subject to approval by the Director of Human Resources. Such reduced work week shall not be less than 20 hours per week nor less than three continuous months during the fiscal year. Providing additional time off reduces costs of employees that are not backfilled when absent, although reducing hours will generally not reduce costs by an equal proportion as health benefits are fixed. This proposal would result in a net cost increase if applied to groups that are backfilled on overtime, such as health and safety professionals and facilities managers.	No action - Department already addressing

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Consolidate the location of aging printing equipment, such as offset presses and lithography machines. This would enable better worker health protection and reduce inventory and supply costs.	Multiple	There is a small number of such pieces of printing equipment, and a decreasing number as printing operations migrate to digital technology. It is not clear that, given the eventual retirement of this equipment, there would be appreciable worker health improvements or inventory and material savings to justify the relocation.	No action - Limited savings/revenues
Contract with medical firms to perform wellness screening on site for City employees.	Multiple	Although difficult to estimate, a program of proactive, preventive health services certainly has the potential to provide an overall cost and productivity benefit to the City from reduced absenteeism, workers' compensation claims, and insurance premiums. It could also improve employee morale if employees feel they are being cared for. One way to reduce the cost of such a program would be for the City to encourage employees to use the preventive health services that the City already pays for through health premiums. The Mayor and the Department of Human Resources are in the process of developing an employee health and wellness program that could incorporate onsite screenings.	No action - Department already addressing
Create a webpage with a list/database of acronyms used by programs (i.e. NNP = Non Needy Payee; MGM = Maternal Grandmother; etc.).	Multiple	A list of acronyms in an easy-to-access location, such as a website, might be useful for certain departments or programs that use acronyms regularly. Such a system should be considered and put in place on a program-by-program or department-by-department basis.	No action - Limited savings/revenues
Create City credit gift cards that can be redeemed to pay for City services such as taxes, tickets, bills, etc.	Multiple	Pre-paid gift cards are becoming increasingly popular. Creating a program at the City would require some start up, but could be relatively inexpensive to maintain. Working towards broad acceptance of a pre-paid card throughout the City is consistent with other efforts to make the City more customer friendly and to better integrate City services and information. Note that the City's museums have in the past expressed disinterest in participating in a City-wide payment program, as they want to retain flexibility to craft their own discount and payment plans. Such a program would have the benefit of providing up-front payment, and might increase payment rates for fees, fines, and taxes.	Action - Forwarded suggestion to the Treasurer/Tax Collector and Controller
Eliminate all pagers for City employees.	Multiple	The Department of Telecommunications and Information Services advises that most employees have either a pager or cell phone, not both. Therefore, there is little redundancy regarding pagers.	No action - Limited savings/revenues

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Enable policies or technologies that turn off the lights when buildings are unoccupied, to reduce lighting costs.	Multiple	The Public Utilities Commission (PUC) has a program in place to assess and recommend energy saving opportunities for departments that are large energy consumers. In addition, PUC is available on a limited basis, upon request, to work with smaller departments as well.	Action - Forwarded suggestion to PUC
Encourage departments to reduce printing, mailing, and associated costs by cleaning mailing lists annually.	Multiple	Section 8.17 of the San Francisco Administrative Code states, "Further, it shall be the duty of the secretary or other executive officer of each board, commission or committee thereof, to update the mailing lists at least once annually for the meetings of their respective board, commission or committee in order to remove addresses of individuals or organizations who are no longer interested in receiving the materials or who are no longer residing or operating at the listed address." The Board of Supervisors could amend this section to extend this provision to all departments that maintain mailing lists.	Action - Forwarded suggestion to the Department of the Environment and the Board of Supervisors
Encourage early retirement of employees.	Multiple	The City has encouraged early retirement during times when layoffs have been necessary. While there have been layoffs in the past 3 years, there are very few proposed this year. One problematic impact of the current early retirement program is that it is offered in order of seniority in the class, which can create succession planning and knowledge management problems when the most senior and experienced staff leave.	No action - Department already addressing
Encourage employees to exercise during lunch and breaks.	Multiple	The Mayor and the Department of Human Resources are building an employee health and wellness program that is expected to encourage employees to stretch and exercise during breaks. Even short exercise breaks during the day--10 minutes--have been shown to improve health of workers.	No action - Department already addressing

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Encourage employees to use transit for travel to and from Sacramento to the greatest extent possible.	Multiple	There may be opportunities to realize cost savings by encouraging the use of public transportation. However, trips would have to be assessed on a case-by-case basis depending on convenience of schedule, travel time, and other factors. In order to realize cost savings to the City, the cost of the trip on public transportation would have to be less than the marginal cost of using the City's existing fleet. As of October 2006, it cost \$40 for a round-trip ticket from San Francisco to Sacramento on Amtrak. While there may be opportunities to negotiate bulk rates or to use other carriers to otherwise reduce this cost, as the City's fleet is not currently 100% utilized, it is unlikely that choosing public transportation over dispatching underutilized fleet vehicles for long distances would save the City money. Although fleet management does not currently charge departments for their employees' use of pool vehicles, they have been allocated funding in the FY06-07 budget to study how to improve the City's fleet management system, which might result in charges to departments for use, a disincentive that might encourage the use of transit.	Action - Forwarded suggestion to the Department of Administrative Services, Fleet Management
Establish a shared asset management database.	Multiple	The Controller's Office currently tracks the City's major fixed assets (e.g., land, buildings, etc.) for financial reporting purposes. However, the items listed by the employee (i.e., fax machines, laptops, PDAs and cameras) are relatively inexpensive (less than \$5,000). As such, they are budgeted and purchased as operating expenses, and managed apart from one another by departments. The Department of Telecommunications and Information Services advises that a shared asset management database is feasible and may facilitate interdepartmental equipment sharing, although the City should first assess the needs of each department to determine the functions required of the database. An appropriate "off-the-shelf" system may already exist. Notably, if this shared database is linked to equipment maintenance, then departments will have an incentive to keep the database current.	Action - Forwarded suggestion to the Controller, Purchaser, and Department of Telecommunications and Information Services
Establish a system that rewards departments for being cost conscious and retaining a fund balance at the close of the fiscal year, and that does not penalize them with inappropriate reductions of future allocations.	Multiple	The Board of Supervisors passed legislation (file number 060768) to create a Budget Savings Incentive Fund, through which departments that realize budget savings would have access to a restricted pool of resources to use for one-time purposes.	No action - Department already addressing

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Expand current wellness programs to encourage judicious use of sick time.	Multiple	The Pilot Wellness Program was negotiated with all open MOUs in 2006. According to the City's Charter, Administrative Code, and Civil Service Rules, sick leave is a privilege and not a right, only to be used when ill or caring for a sick relative. Misuse of sick leave is a management issue.	Action - Forwarded suggestion to the Department of Human Resources
Explore the possibility of reducing procurement costs by purchasing through the federal General Services Administration (GSA) store.	Multiple	The E-Government Act of 2002 authorizes state and local governments to purchase IT equipment (only) from the GSA 's IT Schedule (Schedule 70), commonly referred to as Cooperative Purchasing. The Purchasing Division of the San Francisco Office of Contract Administration (OCA) and the Committee on Information Technology (COIT) monitor all aspects of IT equipment pricing by reviewing IT markets daily. Deborah Vincent-James from COIT states that the City explored the option of using the GSA procurement model, however, due to local mandated ordinances and regulations and the desire for local control, the City created its own IT procurement model – the Computer Store. She asserts that Computer Store IT pricing is competitive with the GSA pricing and below California State Strategic Sourcing IT pricing, and allows for other considerations, such as working with SF-based companies.	No action – Department already addressing
Generate new revenues by increasing progressive taxes and fees: parcel tax on high-value properties; transfer tax on high-value properties; gross receipts tax; hotel and marine tax; and development impact fees.	Multiple	Various groups, such as the Controller's Office, individual Supervisors, and other organizations, have researched opportunities to generate additional City revenues, including through progressive taxes. This is a topic of ongoing interest that will continue to receive attention from a diverse set of groups.	No action - Department already addressing
Implement "360 degree" assessments of employee performance.	Multiple	360 degree assessments can be an excellent source of information for employees about their performance. 360 degree assessments are being conducted for participants in the Department of Human Resources' 24-PLUS training for new managers and supervisors, and are being encouraged as part of other efforts to improve performance management.	No action - Department already addressing

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Improve eligibility standards for bi-lingual pay premium.	Multiple	To be eligible for bilingual premium pay, employees need to be in a position designated as bilingual, which is often done by placing a special condition on the requisition. If a language special condition is placed on a requisition, the person appointed to the position must pass a language proficiency test. The majority of requests for language special conditions come from DPH and HSA. The Department of Human Resources Equal Employment Opportunity Division coordinates testing for bilingual proficiency. Over the years, Department of Human Resources has delegated bilingual testing to Public Health, Human Services, and Police (for sworn personnel), but performs testing for all other departments. Department of Human Resources tests for speaking ability only; some departments additionally administer a written proficiency test. Other jurisdictions throughout the state rely on a broad range of testing mechanisms. Some outsource testing to community college language professors or professional testing/certification companies. The construction of tests conducted in-house by city agencies also varies widely, including an oral exam and possibly a written exam, often focused on v should investigate the successful practices of other jurisdictions, and adopt best practices for itself and other departments that conduct tests.	Action - Forwarded suggestion to the Department of Human Resources, Public Health, Human Services, and Police
Improve manager training.	Multiple	Employee training, especially for managers, was discussed at length as part of Department of Human Resources' Civil Service Reform review process. This comment was submitted by many employees; essentially, the City tends to promote technically competent employees into management positions without training to make the transition to management. We also tend to emphasize technical skills in our selection processes. The Department of Human Resources has created 24-PLUS, a training program for new supervisors and managers to give them these skills.	No action - Department already addressing
Increase funding to the Ethics Commission to enable it to effectively implement Proposition E (2003), particularly regarding Statements of Incompatible Activities.	Multiple	The Mayor and the Board of Supervisors annually consider the sufficiency of the Ethics Commission budget as part of the budget process. The commission received \$150,000 in additional funding for FY2006-07 to bolster its activities.	No action - Department already addressing

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Manage documents electronically on a citywide basis.	Multiple	The Department of Telecommunications and Information Services advises that many economies-of-scale could be achieved by managing documents electronically. According to the Department of Telecommunications and Information Services, the City should first analyze the magnitude of the project and identify a common management system for departments. Notably, related issues will be examined by the City's planned Customer Relationship Management (CRM) project. The goal of this project is to manage all 311 public inquires within a single database. The employee's suggestion may therefore be implemented more appropriately after CRM is completed. Finally, the Department of Telecommunications and Information Services advises that business reengineering projects such as electronic document management are costly but can yield a significant return on investment.	Action - Forwarded suggestion to the Department of Telecommunications and Information Services, and to the Budget Analyst and Controller relative to their pending audits of the Department of Telecommunications and Information Services
Provide departments with MUNI Fast Passes to encourage employees to take public transportation to meetings, inspections, classes, etc. rather than using vehicles in the pool.	Multiple	Departments (or fleet management) could purchase Fast Passes to encourage the use of public transportation instead of vehicles in the City pool. Some mandate or encouragement would likely be needed to spur employees to use public transit, as driving is in many cases more convenient, although not necessarily less expensive. The potential cost savings are difficult to determine without information on the viability of public transit for common trips, employee willingness to take public transit, costs of maintaining the vehicle pool, etc. Although fleet management does not currently charge departments for their employees' use of pool vehicles, they have been allocated funding in the FY06-07 budget to study how to improve the City's fleet management system, which might result in charges to departments for use, a disincentive that might encourage the use of transit.	Action - Forwarded suggestion to the Board of Supervisors, MUNI, Department of Administrative Services, and the Controller
Reduce taxes paid by the City for public employees by increasing the number of employees that contribute to pre-tax dependent and medical care accounts.	Multiple	Increasing pre-tax employee contributions reduces taxes on employee income, but the reduction accrues to the employee, not the City. Therefore, there is no opportunity to reduce the City's tax burden or payroll expenditures by increasing employee pre-tax contributions.	No action - Limited savings/revenues
Require employees using a city vehicle to have headlights on at all times to increase visibility.	Multiple	Studies conclude that having headlights on in the daytime increases visibility and reduces accidents. All newer vehicles have automatic daytime headlights.	Action - Forwarded suggestion to the Department of Administrative Services, Fleet Management

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Set printers to "Economode" to extend the life of toner cartridges and reduce print costs per page.	Multiple	Chapter 5 of the San Francisco Environment Code is the City's Resource Conservation Ordinance. Among other provisions, it contains the rules and regulations regarding waste reduction by departments. Currently, there are no specific references to printer settings or usage. The Department of Telecommunications and Information Services advises that setting printers to EconoMode citywide could produce significant savings for the City in avoided toner cartridge costs. However, according to the Department of Telecommunications and Information Services, these cost savings would depend upon each department's level of implementation. Notably, some toner cartridge manufacturers do not recommend full-time use of EconoMode because the toner supply may outlast the mechanical parts in the toner cartridge.	Action - Forwarded suggestion to the Department of Telecommunications and Information Services and Environment
The City should purchase more alternative-fuel vehicles in order to save money on gas.	Multiple	According to the City Administrator's Office, City departments are already purchasing more alternative fuel vehicles. In August 2005, the Mayor issued a directive to all City departments requiring them to more ambitiously pursue clean air vehicles, hybrids, and alternative fuel vehicles, in an attempt to reduce energy use.	No action - Department already addressing
Train managers and supervisors on issues relating to Americans with Disabilities Act (ADA) accommodations.	Multiple	The Department of Human Resources supports more training in this area. The Equal Employment Opportunity group has teamed with the City Attorney to provide training on placement of employees who become disabled, primarily to department human resources personnel. Training for all supervisors and managers could be provided with additional resources, similar to the effort for state mandated AB1825 sexual harassment prevention training. The exact cost/benefit of training vs. reduced litigation is unknown and difficult to estimate.	No action - department already addressing
Ease the traffic flow during rush hours by making it mandatory for buses to pull completely into the bus stop.	MUNI	MUNI drivers are required by standard operating procedures to pull out of traffic and up to the curb to pick up and drop off passengers. The only occasion on which it is allowable for a driver to disregard this practice is when an illegally parked vehicle or some other obstruction occupies the bus stop area. Despite the requirement, drivers might not pull into stops because they might find it difficult to pull back into traffic lanes. Teams of MUNI inspectors monitor driver activities. Drivers that are cited by inspectors for not pulling fully into stops, or violating other procedures, could receive a reprimand. Members of the public can also report drivers they witness engaging in unsafe or harmful activities by calling the MUNI complaint line (415-673-MUNI) with the bus' four-digit bus number and bus line.	Action - Forwarded suggestion to MUNI and Controller

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Suggestion	Department(s) Affected	Finding	Action
<p>Install or upgrade to Radio Frequency Identification (RF-ID or RFID) devices on all MUNI buses which will allow central operations to track all buses for route timeliness without having someone on the corner writing down bus numbers.</p>	<p>MUNI</p>	<p>MUNI has a pilot program in place with NextBus to track bus movement and provide real-time arrival information to passengers. The program requires tracking bus movement and has involved the 22 Fillmore bus line, the J, K, L, M, and N light rail lines, and the F historic streetcar line. MUNI recently received a \$14.7M grant from the Metropolitan Transportation Commission to expand the pilot. The expansion, which is expected to be completed by August 2007, will include putting GPS locating devices on 495 buses (out of a total fleet of over 1,000 vehicles).</p> <p>MUNI is also currently collaborating with the Controller's Office on the Transit Effectiveness Project, which will include a thorough review and analysis of MUNI operations. The project will likely result in findings and recommendations regarding the adoption of new technology, such as RFID, to improve operations.</p>	<p>Action - Forwarded suggestion to MUNI and Controller</p>
<p>Install virtual station attendants at all MUNI and BART stations. In the long term this system will save on unproductive paid time spent on agents sitting in booths around the city.</p>	<p>MUNI</p>	<p>MUNI is also currently collaborating with the Controller's Office on the Transit Effectiveness Project, which will include a thorough review and analysis of MUNI operations. The project will likely consider issues such as personnel allocation and opportunities to improve certain functions, such as station monitoring.</p>	<p>Action - Forwarded suggestion to MUNI and Controller</p>

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Suggestion	Department(s) Affected	Finding	Action
Update MUNI driver systems and communication methods for use during an emergency.	MUNI	<p>All MUNI vehicles are currently linked through a radio communication system. In addition, all vehicles (except cable cars) have emergency alarms that they can activate to alert the Operations Control Center through the radio system. The subway is additionally outfitted with emergency telephone call boxes ("blue light boxes") that operators or patrons can use in an emergency. All subway stations have public address systems that stations agents or the Operations Control Center can use to make announcements.</p> <p>As the radio communication system is over 20 years old, MUNI had begun to plan for upgrades to the system. It is unclear what the timeline for full implementation is, however. The telephone call boxes were recently upgraded, and therefore do not need additional attention at this time. Also, the protocols that operators follow in emergency situations are reviewed and updated approximately every three years, and therefore do not need additional attention at this time.</p> <p>Beyond the upgrade to the radio system, it seems that at least additional opportunities exist to heighten emergency capabilities. One is creating public address systems in each vehicle that could be directly accessed by the Operations Control Center. The other is creating additional direct linkages from the patrons to the Operations Control Center, beyond just the current blue light box system.</p>	Action - Forwarded suggestions to MUNI and Controller

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Suggestion	Department(s) Affected	Finding	Action
Implement Virtual Private Network on MTA remote sites.	Municipal Transportation Agency	<p>MUNI and DPT remote sites are currently networked using point-to-point T1 or frame relay technology. These sites, which include operations such as garages, depots, and the sign and paint shops, do not generally have large data communication needs. Although, according to the suggester, T1 connections are relatively easy to administer, they require significant monthly payments to the service provider. The suggester estimated that each of the approximately 20 connections to remote sites creates a monthly service charge of approximately \$200-300. The suggester estimated that the remote sites could experience the same level of performance from an alternative arrangement, a virtual private network connection, which would require just a business-grade DSL connection, which would cost approximately \$50 per month. If all 20 sites shifted from T1 to DSL, it would result in annual savings estimated at \$36,000 (20*\$150*12) to \$60,000 (20*\$250*12).</p> <p>According to the MUNI, since 2003 the agency has been engaged in a process to upgrade its information technology systems. This has included new hardware and software for a variety of applications throughout the organization. Investments are prioritized and limited by resource constraints. MUNI must have determined when implementing the T1 approach that it offered the best combination of features, capacity for expansion, and cost.</p>	Action - Forwarded suggestion to MUNI and Controller
Develop technology infrastructure, such as portable computers, to enable Department of Parking and Traffic surveyors to enter data in the field.	Parking and Traffic	Surveyors in DPT's Sign Shop currently complete 30 work orders per day (as a group); they record data on paper in the field and then enter the data into computers in the shop. Surveyor productivity could be increased to close to 60 work orders per day if the employees used mobile devices to enter data in the field for easy upload back at the office. The manager of DPT's Sign Shop has already recommended purchasing mobile devices similar to those in use by mounted police officers.	No action - Department already addressing
Economize the use of paint by delineating parking spaces with raised markers rather than painted lines.	Parking and Traffic	Although raised markers are in some cases used for lane lines, they have not been considered for widespread use to delineate parking spaces. They would present a hazard to bicycle riders in those locations. Also, they would be impacted by mechanical streetsweepers, damaging the brooms and causing them to create significant noise. Painted parking stalls and parking tees currently last about five years under normal traffic conditions.	No action - Limited savings/revenues

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Suggestion	Department(s) Affected	Finding	Action
Delegate the Planning Commission's Discretionary Review (DR) powers to the Zoning Administrator for code-complying projects for which neighbors or neighborhood organizations have filed a DR request.	Planning	In 2004, the Planning Commission was presented with a range of policy options designed to improve the handling of the roughly 300 discretionary reviews (DR) filed each year. That range included the delegation of some or all of the DR caseload to a Staff Hearing Officer, a subordinate committee - as was done in the mid 1990's - or a different entity altogether. The Planning Commission expressed a desire to continue reviewing all DR cases, although it did implement a differentiated system of 'simple' and 'complex' DR's to streamline the review and decision process. The concept of administrative review was proposed at that time, but not adopted.	Action - Forwarded suggestion to Planning Department
Employ a Historic Preservation Technical Specialist full-time at the Planning Information Center (PIC).	Planning	As of mid-June 2006, the Historic Preservation unit will have a full complement of technical specialists and will staff four shifts each week at the PIC, allowing for on-call preservation advice to the public nearly every day. The utility of a full-time preservation planner on the PIC is acknowledged and - in concept - supported by the Department, but is not the highest priority given budget limitations.	No action - Department already addressing
Provide the Planning Department's Enforcement Division with the ability to issue small citations for minor Planning Code violations.	Planning	The Planning Department could employ enforcement models similar to those already employed by MUNI fare inspectors, DPW street inspectors, or DPT parking control officers. In considering which, if any, to pursue, the department should weigh the costs and revenues of implementation, as well as the impact on compliance.	Action - Forwarded suggestion to Planning Department
Separate the functions of Zoning Administrator and Assistant Planning Director.	Planning	In interpreting the Planning Code, the Zoning Administrator consults with the Director of Planning, staff planners, the City Attorney's Office, members of the public, the Mayor, and the Board of Supervisors who write and amend the Planning Code. These interactions give the Zoning Administrator a broad overview of the various functions of the Planning Department and therefore offer a unique position to be involved not only in the management of the Department but the policy-making process as well. The Department, in its professional judgement, therefore believes it to be appropriate that the same person serve as the Zoning Administrator and Assistant Planning Director.	No action - Limited savings/revenues

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Suggestion	Department(s) Affected	Finding	Action
Allow paid public use of the fingerprinting machine at 44 Gough.	Police	This has been discussed as part of the Local 21 Union City Partnership. The fingerprint machine at 44 Gough is leased and maintained by the Police Department; the Department of Human Resources is awaiting information from the Police Department regarding possible restrictions on the use of the machine for non City employees. The Department of Human Resources estimates that the machine is not in use during approximately 30% of normal business hours. The department currently has a half time fingerprint technician, 75% of whose time is spent taking prints and 25% handling DOJ reports. Charges for public use would have to include staff time to take prints and process reports, and cover fees paid to DOJ (\$32 per report) and Police Department (\$2 per person fingerprinted). The concept would be feasible if the Department of Human Resources could set a price for services that would cover all costs and still be competitive enough with private sector vendors to attract customers.	No action - Department already addressing
Stop ticketing homeless people for "Quality of Life" crimes.	Police	<p>By enacting laws directing the Police Department to cite individuals for certain activities that might be considered "quality of life" crimes, the City has created policy in this area. Without a change in the law, the Police Department is required to continue enforcing these laws. One challenge of issuing citations for quality of life crimes is that the penalties are not effective at deterring future violations by some perpetrators that lack the resources or functionalities to successfully observe the laws.</p> <p>To address repeat offenders with resource and functionality issues, the Police Department raised the idea of creating a Quality of Life crimes court to process individuals charged with certain infractions and misdemeanors while simultaneously linking them with social services. Implementing such a court falls within the larger debate of whether social services should be kept separate from the criminal justice system in order to avoid the criminalization of the root causes of recidivism, such as drug addiction and mental health illness.</p>	Action - Forwarded suggestion to Police Department and Superior Court
Establish a mitigation "co-op" on the Port's acreage on Alameda island. Developers could buy undifferentiated shares to offset other Bay shoreline developments.	Port	Establishing a mitigation co-op on Alameda Island may increase the ability of a Port development project to win approvals from City policy makers. The Port does not currently have any development projects that would be appropriate for such an exchange, but may have one in the future. The Port has indicated that it will consider implementing such an exchange as it begins planning for the Southern Waterfront.	No action - Department already addressing

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Suggestion	Department(s) Affected	Finding	Action
Require Port engineers with public contact to dress in coat and shirt.	Port	This suggestion was made and discussed at an offsite retreat of the Port's Engineering Division. From time-to-time, senior Port engineers attend Port Commission or Community Advisory group meetings. Each time, such Engineers wear a dress shirt, coat and frequently a tie. Engineers, including building permit inspectors, working in the field should not wear loose clothing (such as coats and ties) that could be caught in any equipment, etc. At this time, the Port believes that Engineering staff, and all other staff, dress appropriately for non-field, public appearances.	No action - Department already addressing
Sell the Port's dry-dock #2.	Port	The Port has discussed, in general terms, the possibility of BAE Systems-San Francisco, the current ship repair tenant, purchasing the dry-dock from the Port. The major impediment to this possibility is the fact that BAE has stated that they would never purchase such an expensive asset (valued at approximately \$10M) without the right to relocate it out of San Francisco. (The dry-dock is a floating asset and can readily be transported to other ports.) In 2005, work at BAE Systems accounted for 350,000 labor hours, which represents a significant benefit to the City. Therefore, the Port has decided that it is in the interest of the City to maintain ownership of the dry-dock to ensure that it will not be relocated.	Action - Forwarded suggestion to the Port
Transform the Pier 90 former Continental grain elevator into a county jail.	Port	This building would require significant modifications in order to serve as a jail. Also, the grain silo and the land it occupies is subject to the Public Trust Doctrine, which would likely exclude use as a jail. The Sheriff's Department recently opened the new county jail at San Bruno.	No action - Limited savings/revenues
Utilize provisional or professional assistance with the implementation of the Sidewalk and Airspace Encroachment Program on the south side of Jefferson Street.	Port	The Sidewalk and Airspace Encroachment Program has not yet been launched and no date has been set by which the encroachments will need to be permitted. Currently, the Port has 4 staff plus support attorneys assigned full time to the Northern Waterfront. If structured efficiently, Port management indicates that they can incorporate these permits into their existing workload. However, the program will require greater enforcement, which will likely require more attention from the Property Managers. The Port is considering weekend hours for Property Managers to address such issues.	No action - Department already addressing
Expand Creative Arts therapy at SFGH.	Public Health	According to DPH, Creative Arts therapists have a relatively narrow scope of practice, and while having a unit of such therapists to provide Creative Arts to a greater number of patients would be desirable, it would not be fiscally or logistically feasible as services outside the scope of Creative Arts also have to be provided to patients. Notably, Laguna Honda Hospital currently provides opportunities for residents hospital-wide to participate in creative arts, including an art therapy group and the Art With Elders program.	No action - Department already addressing

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Suggestion	Department(s) Affected	Finding	Action
Repair leaking faucets at SFGH Building 80.	Public Health	According to SFGH Facilities Maintenance, there have been no work orders requesting repairs to leaking faucets in Building 80 during the past year. However, in response to the employee's suggestion, it intends to assess the building's fixtures and repair them, if necessary.	No action - Department already addressing
Replace DPH's dot matrix printer with new technology.	Public Health	DPH advises that UMDAP (Uniform Methods of Determining Ability to Pay) billing requires the use of spindle-fed, multi-part carbon-copy forms (Federal Form 1500) whereby the printer must strike through all copies. For this reason, the dot matrix printer is used as it has the capability to physically impact the claim form and strike through all copies. The San Francisco Regional Office of HHS's Centers for Medicare and Medicaid Services (CMS) states that its Form 1500 claim processing is contracted out to private businesses, and that any alternative technologies to the dot matrix printer would have to be negotiated with CMS's billing contractors. One such contractor (National Heritage Insurance Company) that processes the City's Medical claims (Part B) advises that it makes alternative technologies such as electronic billing available to some of its other clients. DPH should contact National Heritage and CMS's other billing contractors directly to discuss UMDAP billing options.	Action - Forwarded suggestion to DPH
Eliminate the fluoridation of our drinking water.	Public Utilities Commission	Fluoridation is a safe, effective, and economical way to improve dental health. California's fluoridated drinking water act, Assembly Bill 733, became law in 1995, requiring water systems with 10,000 or more service connections to fluoridate once funding is available, and the San Francisco Public Utilities Commission (SFPUC) has been fluoridating the water supply for the City since the 1950's. It is estimated that every \$1 spent on fluoridation saves \$120 in dental treatment costs, and has no known detrimental side effects.	No action - Limited savings/revenues
Maximize the installation of solar panels on city facilities, including covered drinking water reservoirs.	Public Utilities Commission	The Public Utilities Commission (PUC) has plans in place to install solar panels on a number of City facilities. Future installations at water pollution control plants operated by PUC have been discussed as a possibility, although not drinking water reservoirs specifically.	Action - Forwarded suggestion to PUC
Reduce power costs by turning off Market Street trilluminair street lights.	Public Utilities Commission	According to the Public Utilities Commission Bureau of Lights, Heat, and Power, the three globes on the Market Street trilluminair light posts are controlled separately. The trilluminair street lights are already set up such that three globes operate during business hours and partially during the evening hours to accommodate business and pedestrian traffic during the day. Two of the globes are turned off sometime between midnight and 2am, leaving only one globe operating to accommodate the night time environment. Additionally, all three globes will run all throughout the night upon special requests from the Police Department.	No action - Department already addressing.

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Suggestion	Department(s) Affected	Finding	Action
Buy a permanent tule-cutting boat and use it frequently on Lake Merced.	Recreation and Parks	The department already owns a boat with a tule/bulrush cutter mounted below the water surface. The Integrated Pest Management division has custody and responsibility for this equipment and schedules tule/bulrush cutting on Lake Merced every year, deliberately to avoid waterfowl nesting season and other habitat factors. Cutting more often than annually might have an adverse impact on lake habitat.	No action - Department already addressing
Improve park and restroom service by either building and leasing restaurants/cafes in San Francisco's parks or employing restroom attendants.	Recreation and Parks	The Recreation and Park Department has established contracts with concessionaires to provide restaurants and cafes in select locations throughout the City's parks. Examples include Beach Chalet/Park Chalet in Golden Gate Park and Café Rulli in Union Square. Not all parks are appropriate or have the capacity to accommodate such concessions. Restroom maintenance and service is currently receiving the Department's attention.	No action - Department already addressing
In completing the planning process for new or rehabilitated facilities, the landscape architects should "ground truth" their plans with a member of the staff who will be responsible for maintaining it.	Recreation and Parks	The Recreation and Park Department's Operations Division has made it a priority to work more closely with the Capital Division in guaranteeing that ongoing maintenance requirements are adequately addressed as a key factor in the planning process for all future capital renovations.	No action - Department already addressing
Increase funds for park maintenance.	Recreation and Parks	In fiscal year 2005-06, the Recreation and Park Department hired 25 new 3417 gardeners. This represents a substantial new investment in park maintenance staffing. Regarding improved staff support, the Department just completed a successful recruitment of 5 new 0922 Neighborhood Service Area Managers as part of the Department's reorganization of park maintenance and recreation delivery into eight Neighborhood Service Areas. This reorganization will result in increased oversight and support for line staff in both park and recreation functions.	No action - Department already addressing
Purchase a vacuum truck for Lake Merced.	Recreation and Parks	The Department of Recreation and Parks has prioritized the purchase of other vehicles and equipment during fiscal year 2006-07; a vacuum truck is therefore not on the vehicle purchase list.	No action - Limited savings/revenues
Reclassify two positions within the Department of Recreation and Parks to reflect their current duties.	Recreation and Parks	The treetoppers were renamed several years ago and are now known as 3434 Arborist Technician and 3436 Arborist Technician Supervisor I.	No action - Department already addressing

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Suggestion	Department(s) Affected	Finding	Action
Replace natural turf fields with synthetic fields, to reduce long-term maintenance costs.	Recreation and Parks	The Recreation and Park Department is currently assessing the benefits of replacing natural turf fields with artificial turf on a case-by-case basis. The San Francisco Fields Foundation recently provided funding to the City to help convert two fields to artificial turf, and is interested in expanding the program.	No action - Department already addressing
Train park section supervisors in custodial techniques to improve their supervision of custodians.	Recreation and Parks	The Department of Human Resources generally supports increased training opportunities for employees and has taken steps to heighten employee access to, and reimbursement for, training activities. Custodial supervision and cross-training are a part of this and could be included in the Department of Human Resources' 24 PLUS training program for new supervisors and managers within these specific Recreation and Park Department (RPD) classifications. The OLA, pending Department of Human Resources determination of the cost in terms of training time and materials, recommends that RPD work with the Department of Human Resources to get employees in these classifications training to oversee the custodial elements of their employees' jobs.	Action - Forwarded suggestion to the Department of Human Resources and the Recreation and Parks Department
Utilize the former rifle range (now closed) as a golf driving range. Include clean up of the currently contaminated site as part of operator's contract. The golf course operations contract is up for renewal and the existing driving range could be used for something else.	Recreation and Parks	The contract for Harding Park (the golf course at Lake Merced) is not currently up for renewal. The Public Utilities Commission is currently working with the Rod and Gun Club (the tenant responsible for contaminating the range) to secure their contribution to the site's clean up. That process would need to be complete before Recreation and Park could move ahead with potential reutilization of the property.	No action - Limited savings/revenues
Hold drug-related preliminary court hearings at night.	Superior Court	Police officers involved in drug arrests, who often regularly work evening and night shifts, are usually paid overtime to attend daytime court dates. Therefore, there might be an opportunity to reduce overtime expenditures by those officers by holding drug hearings at night. Such savings would need to be considered in light of other expenditures that expanding night courts might require. Note that Superior Court currently operates traffic and small claims courts at night.	Action - Forwarded suggestion to Police Department and Superior Court
Place copy machines, hole punches, pens, etc. in every courtroom.	Superior Court	The Court asserts that copy machines in every courtroom would disrupt court proceedings. There are currently hole punches in most courtrooms, and all have pens.	No action - Limited savings/revenues

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Suggestion	Department(s) Affected	Finding	Action
Centralize all City IT services into the Department of Telecommunications and Information Services.	Telecommunications and Information Services	The Department of Telecommunications and Information Services recognizes that there is a need for more cost-effective, centralized IT functions across the City. However, it also recognizes that certain functions are best delivered by individual departments. This will be considered as part of a department planning process underway to reorganize the delivery of technology services.	No action - Department already addressing
Establish the position of director of the Department of Telecommunications and Information Services as a fixed-term appointment by the Mayor subject to confirmation by the Board of Supervisors, similar to the Controller. Added independence and longevity will enable the director to craft a meaningful strategic IT vision, unencumbered by conflicting technology agendas of individual departments.	Telecommunications and Information Services	The employment arrangement of the director of Department of Telecommunications and Information Services is a policy decision of the Mayor, or the voters if they pursue a charter amendment. There are benefits and challenges of fixed-term appointments.	Action - Forwarded suggestion to the Mayor's Office, and to the Budget Analyst and Controller relative to their pending audits of the Department of Telecommunications and Information Services
Implement an ongoing training program for Department of Telecommunications and Information Services employees.	Telecommunications and Information Services	According to the Department of Telecommunications and Information Services, it already has an ongoing training program for employees. Training is scheduled and organized to meet the skills required to support ongoing and future projects. Investment in training must be balanced against other demands on employee time and resources available to support training.	No action - Department already addressing
Improve the management and oversight of IT purchases and personal contracts through centralization.	Telecommunications and Information Services	The Committee On Information Technology (COIT) currently oversees the City's IT equipment purchases and IT services contracts. According to the Department of Telecommunications and Information Services, while COIT generally provides good oversight, there is room for improvement in project accountability. COIT is working with the Department of Telecommunications and Information Services to reorganize the delivery of technology services. This reorganization will address project accountability and other issues raised in the employee's suggestion.	No action - Department already addressing

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Suggestion	Department(s) Affected	Finding	Action
Replace Lotus Notes with newer technology.	Telecommunications and Information Services	The Department of Telecommunications and Information Services advises that Lotus Notes is a modern email system based upon Windows technology. The system was recommended by an outside consultant and endorsed by a Citywide Committee. It was installed citywide in November 2001. According to the Department of Telecommunications and Information Services, it has not received many complaints about Lotus Notes from either departments or their IT staffs. Furthermore, replacement of Lotus Notes would be costly. It would require a revised or new architectural design, new infrastructure and new desktop software to the over 18,000 users. It would also require training users. The Department of Telecommunications and Information Services states that while technology changes and typically gets better, migration to a new technology must be balanced with the cost of resources required for such a migration.	Action - Forwarded suggestion to the Department of Telecommunications and Information Services, and to the Budget Analyst and Controller relative to their pending audits of the Department of Telecommunications and Information Services
Have the Treasurer/Tax Collector implement taxpayer classes and workshops to educate citizens.	Treasurer/Tax Collector	The Treasurer/Tax Collector already conducts free classes and workshops to educate taxpayers. It considers providing free classes to be the most effective means of disseminating information, and has not recently considered charging fees for classes.	No action - Department already addressing
Review for appropriateness the high ratio of supervisors to line staff in the Bureau of Delinquent Revenue.	Treasurer/Tax Collector	No research conducted.	Action - Forwarded suggestion to the Treasurer/Tax Collector, and the Budget Analyst for consideration during the budget review process