

Sustainability Roadmap 2018-2019: Green Operations

Progress Report and Plan for Meeting
the Governor's Sustainability Goals
for California State Agencies

California Conservation Corps

Edmund G. Brown Jr., Governor

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California Conservation Corps

Sustainability Roadmap: Green Operations

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Table of Contents

	Page
Table of Contents	i
List of Tables	i
Acronyms	iii
EXECUTIVE SUMMARY	1
SUSTAINABILITY GOALS	2
Executive Order B-18-12	2
Executive Order B-16-12	2
Executive Order B-30-15	2
Legislation	3
State Administrative Manual & Management Memos	3
GREEN OPERATIONS	4
Greenhouse Gas (GHG) Emissions	4
Building Design and Construction	5
LEED for Existing Buildings Operations and Maintenance	6
Indoor Environmental Quality	7
Integrated Pest Management	100
Environmentally Preferable Purchasing	100
Location Efficiency	133
SUSTAINABILITY MILESTONES & TIMELINE	155
DEPARTMENT STAKEHOLDERS	16

LIST OF TABLES

	Page
Table 1: GHG Emissions Since 2010	5
Graph 1: GHG Emissions Since 2010	5
Table 2: New Construction Since July 1, 2012	6
Table 3: LEED for Existing Buildings and Operations	7
Table 4: Pest Control Contracts	100
Table 5: State Agency Buy Recycled Campaign 2016 Performance	122
Table 6: Commodities Categories with the Greatest Potential to Green	122

Table 7: Buyers Who Have Completed EPP Training.....	133
Table 8: Smart Location Score for New Leases.....	144
Table 9: Lowest Smart Location Score Leases	144

Acronyms

CALGREEN	California Green Building Code (Title 24, Part 11)
DGS	Department of General Services
EO	Executive Order
EPP	Environmentally Preferable Purchasing
GHGe	Greenhouse Gas Emissions
IEQ	Indoor Environmental Quality
LEED	Leadership in Energy and Environmental Design
MM	Management Memo
SAM	State Administrative Manual
SCM	State Contracting Manual

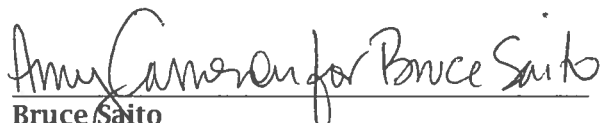
EXECUTIVE SUMMARY

The California Conservation Corps (CCC) is comprised of young adults, ages 18 to 25 (and veterans to age 29), who work on conservation projects on public lands in cities and rural areas. Projects range from restoring fish and wildlife habitat, to installing energy and water-efficient improvements, building trails, and improving forest health. As one of the state's emergency work forces, the CCC responds to fires, floods, pest infestations, earthquakes and oil spills.

The CCC currently owns and leases 26 facilities in urban and rural areas - statewide, including eight residential facilities, 18 non-residential facilities comprising approximately 590,000 square feet of building space. The CCC has about 1,434 full-time corpsmembers, of which approximately 584 are housed in residential centers. A typical residential facility includes dormitories, administration, educational, recreational, warehouse, dining, and kitchen space and house 80 to 100 corpsmembers. Residential facilities operate 24 hours a day, seven days a week. The non-residential facility includes educational and administrative space which serves from 30 to 60 corpsmembers and operates five days a week.

The CCC has made significant first steps in meeting the goals of Executive Order B-18-12 by participating in the Governor's Office, Sustainable Building Work Group, and timely reporting base year and ongoing monitoring of energy, gas water and greenhouse gas (GHG) emissions as required. Our Tahoe and Camarillo residential centers are 'LEED Silver Certified' facilities. In April 2018 the CCC will open its newest 'LEED Silver Certified' Delta residential center in Stockton. Camarillo and Delta are included in the DGS' program for Zero Net Energy (ZNE). Energy audits will be conducted at all CCC facilities with the next two years. In addition, we anticipate receiving DGS reports on ZNE options for remaining residential centers to meet the "green" goals planned at the CCC by next fiscal year.

In this section of the Roadmap: Green Operations, we have not achieved GHGe reduction the Governor's Office has set for departmental goals, due to the increase in the CCC's residential program which resulted in GHGe increase since the establishment of the baseline. Our last two constructed facilities have attained LEED Silver with our third Silver facility due to be completed in early 2018. Another is in the planning stage with a goal of LEED Silver in 2022. The CCC continues to work and attain measurable progress on IAQ, IPM and EPP. Due to the nature of our program, where we locate our facilities, the distant and remote locations we travel to for our project work, our success is limited in certain areas. However, we will continue to strive towards a balance with program mission, reinstatement and conservation efforts.


Bruce Saito
Director

SUSTAINABILITY GOALS

The Governor has directed California State Agencies to demonstrate sustainable operations and to lead the way by implementing sustainability policies set by the state. Sustainability includes the following general initiatives:

- Greenhouse Gas Emissions Reductions
- Building Energy Efficiency and Conservation
- Indoor Environmental Quality (IEQ)
- Water Efficiency and Conservation
- Monitoring Based Building Commissioning (MBCx)
- Environmentally Preferable Purchasing (EPP)
- Financing for Sustainability
- Zero Emission Vehicle (ZEV) Fleet Purchases
- Electric Vehicle Charging Infrastructure
- Monitoring and Executive Oversight

The Governor and legislature have directed state agencies to prioritize sustainable operations. The orders and legislation relevant to operations described in this roadmap are:

Executive Order B-18-12

EO B-18-12 and the companion *Green Building Action Plan* require state agencies to reduce the environmental impacts of state operations by reducing greenhouse gas emissions, managing energy and water use, improving indoor air quality, generating onsite renewable energy when feasible, implementing environmentally preferable purchasing, and developing the infrastructure for electric vehicle charging stations at state facilities. The Green Building Action Plan also established two oversight groups, the staff level Sustainability Working Group and the executive level Sustainability Task Force, to ensure these measures are met.

Executive Order B-16-12

EO B-16-12 directs state agencies to integrate zero emission vehicles (ZEVs) into the state vehicle fleet. It also directs state agencies to develop the infrastructure to support increased public and private sector use of ZEVs. Specifically, it directs state agencies replacing fleet vehicles to replace at least ten percent with ZEVs, and by 2020 to purchase at least 25 percent replacement fleet as ZEVs.

Executive Order B-30-15

EO B-30-15 declared climate change to be a threat to the well-being, public health, natural resources, economy, and environment of California. It established a new interim statewide greenhouse gas emission reduction target of 40 percent below 1990 levels by 2030, and reaffirms California's intent to reduce greenhouse gas emissions to 80 percent below 1990

levels by 2050. To support these goals, this order requires numerous state agencies to develop plans and programs to reduce emissions.

Assembly Bill 4

Assembly Bill (AB) 4, was passed in 1989. The State Agency Buy Recycled Campaign (SABRC) statutes are in Public Contract Code Sections 12153-12217. The intent of SABRC is to stimulate markets for materials diverted by California local government and agencies. It requires state agencies to purchase enough recycled content products to meet annual targets, report on purchases of recycled and non-recycled products, and submit plans for meeting the annual goals for purchasing recycled content products.

SGC Resolution on Location Efficiency

Location efficiency refers to the greenhouse gas emissions arising from the transportation choices of employees and visitors to a building as determined by the Smart Location Calculator. Adopted on December 6, 2016 the resolution directs members of the Strategic Growth Council to achieve a 10 percent improvement in the Smart Location Score of new leases compared to the average score of leased facilities in 2016.

State Administrative Manual & Management Memos

The following Management Memos (MM) currently impose requirements for green operations on the department under the Governor's executive authority:

- MM 15-04: Energy Use Reduction for New, Existing, and Leased Buildings
- MM 15-06: Building and Grounds Maintenance and Operation
- MM 14-05: Indoor Environmental Quality: New, Renovated, And Existing Buildings
- MM 14-07: Standard Operating Procedures For Energy Management In State Buildings

GREEN OPERATIONS

Greenhouse Gas (GHG) Emissions

State agencies are directed take actions to reduce entity-wide greenhouse gas emissions by at least 10 percent by 2015 and 20 percent by 2020, as measured against a 2010 baseline.

Table 1 reflects a 12 percent increase in GHGe from the 2010 base year, as compared to 2016. In the area of purchased electricity we show an impressive 22 percent decrease in GHGe at our facilities. The increase is squarely on fleet and is attributable to several factors. First, we used to operate 15-passenger vans to take our corpsmember work crews to jobsites around the state. Beginning approximately in 2012, we began changing our vehicles from a van to Ford F550 crew carrying vehicles (CCVs) with less fuel economy and a larger fleet to carry out our project work. Originally the CCC used large CCVs but over time were replaced with passenger vans. CCVs have four wheel drive, are able to carry tools and equipment and tow a trailer, while passenger vans cannot. We also determined that the travel range and types of work today require more resources to complete our projects.

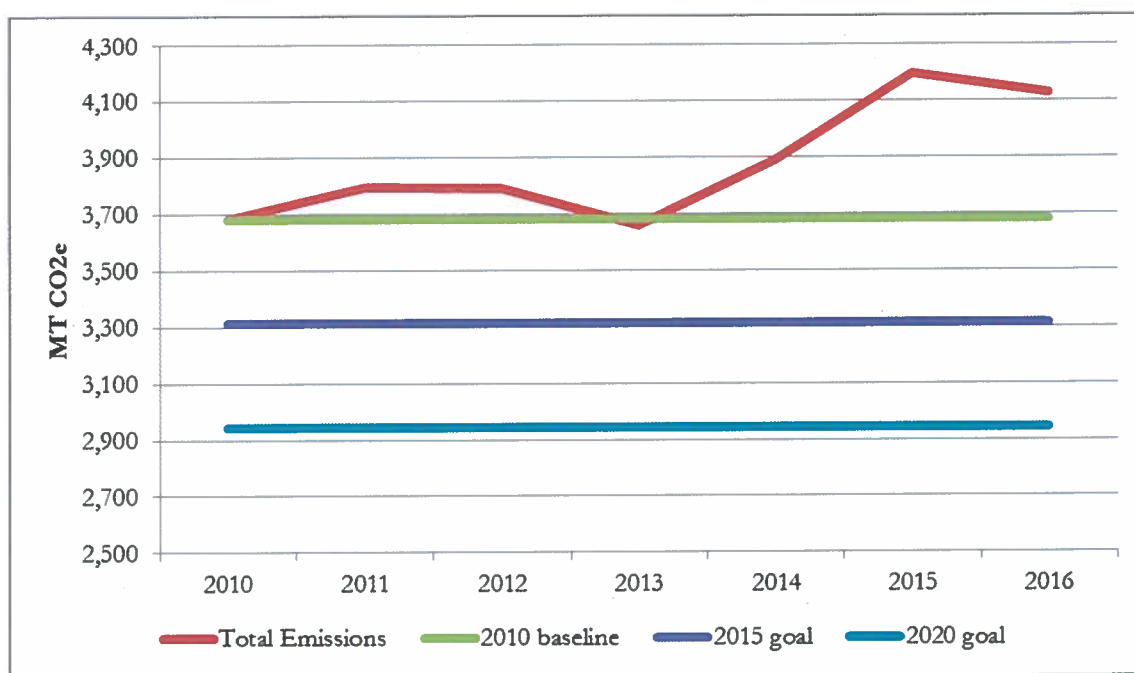
Below describes the steps the CCC has taken toward achieving the 20 percent GHGe reduction goal and the challenges our department faces in the future.

- Energy Efficiency - Within the next two years the CCC plans to have all, non-LEED certified, facilities undergo an energy audit followed by selected retrofits.
- On-Site Renewable Energy - A 312 kW PV array is planned for Placer Center in 2022. This provides for approximately 78 percent of future annual power consumption. Currently both Camarillo and Delta Centers are anticipated to be awarded PPAs for upwards of 80 percent of its power needs.
- Purchased Renewable Energy - For location not well suited for onsite solar arrays, such as Tahoe, Fortuna, Ukiah and others. , the CCC is exploring purchasing green energy.
- Fuel Efficient Vehicles - Most of CCC's fleet consist of recently purchased large crew carrying vehicles capable of hauling 12-15 passengers with tools and equipment.
- Zero Emission Vehicles - We have begun the deployment of ZEV at selected centers around the state. The vehicles are used for short distance travel of an administrative nature - not project work related.
- Biofuels - There is no practical use of biofuels for our program, especially now that we are using ZEVs.

Table 1: GHG Emissions Since 2010

	2010	2011	2012	2013	2014	2015	2016	Percent Change since Baseline
Natural gas	488	559	521	450	367	414	448	-8%
Vehicles	2,455	2,551	2,530	2,515	2,862	3,057	3,107	27%
Purchased Electricity	737	685	742	695	664	726	576	-22%
Total	3,680	3,795	3,793	3,660	3,893	4,198	4,131	12%

Graph 1: GHG Emissions Since 2010



Building Design and Construction

Executive Order B-18-12 requires that all new buildings, major renovation projects and build-to-suit leases over 10,000 square feet shall obtain LEED Silver certification or higher. All new buildings under 10,000 square feet shall meet applicable CalGreen Tier 1 Measures. New buildings and major renovations greater than 5,000 square feet are also required to be commissioned after construction.

Table 2 below includes the CCC's Camarillo Center completed in 2010, the Tahoe Center completed in 2013, and the Delta Center to be completed in early 2018. The Camarillo Center is a residential facility, consisting of an administration building, dormitories, multi-purpose building, and warehouse/storage buildings, totaling 49,800 s.f. of usable space. The Tahoe Center project included renovation of an existing dormitory building (24,282 s.f.), construction of both an administrative building (15,918 s.f.) and multi-purpose building (6,813 s.f.) including related site work. Under construction is Delta Center, near Stockton, which is a campus of approximately 50,608 s.f. and is due to be completed in early 2018. We are targeting LEED "Silver".

Table 2: New Construction Since July 1, 2012

Project Name	LEED Level Achieved	Commissioning Performed (Y/N)
Tahoe Center	Silver	Y
Camarillo Center	Silver	Y
Delta Center	Silver	(Completion in early 2018)

State agencies shall implement mandatory measures and relevant and feasible voluntary measures of the California Green Building Standards Code (CALGreen), Part 11, related to indoor environmental quality (IEQ) that are in effect at the time of new construction or alteration and shall use adhesives, sealants, caulks, paints, coatings, and aerosol paints and coatings that meet the volatile organic chemical (VOC) content limits specified in *CALGreen*.

The CCC hires DGS to design and manage the construction of all its new facilities, and to meet all DGS management memos and Governor's executive orders as it relates to green practices. The CCC meets with the DGS throughout concept and design phases to discuss and review design development, and review design documents as the project progresses, to ensure that DGS is incorporating the needs of CCC as well as including necessary facility infrastructure and systems to accommodate green building practices. To meet the Governor's Executive Orders it is critical during building design and development to incorporate environmentally suitable building products, finishes, and systems for LEED (new or existing building); consideration for building life cycling; include ZEV infrastructure; design systems to reduce the costs and environmental impacts associated with operating State buildings; systems to address indoor air quality, and to reduce greenhouse gas emissions. To fully meet the Governor's Executive Orders, consideration must also be given to all chemicals used in the operation and maintenance of the facility.

LEED for Existing Buildings Operations and Maintenance

All State buildings over 50,000 square feet were required to complete LEED-EBOM certification by December 31, 2015 and meet an Energy Star rating of 75 to the maximum extent cost effective.

The CCC owns only has one campus, Tahoe Center, which exceeds 50,000 s.f. in total; however, no one specific building on the Tahoe campus exceeds the 50,000 s.f. This facility is not required to complete LEED-EBOM certification. However, when the Tahoe Center underwent a

major capital outlay improvement, it earned a LEED “Silver” designation in new construction for the new Administration and Multi-Purpose buildings.

Table 3: LEED for Existing Buildings and Operations

Number of Buildings over 50,000 s.f. and eligible for LEED EBOM	Number of Building over 50,000 s.f. that have achieved LEED EBOM	Percentage of buildings over 50,000 s.f. required to achieve LEED EBOM that have achieved it
0	0	0

Indoor Environmental Quality

When accomplishing Alterations, Modifications, and Maintenance Repairs and when relevant and feasible, state agencies shall implement the mandatory and voluntary measures of the California Green Building Standards Code (CALGreen), Part 11, related to indoor environmental quality. Indoor Environmental Quality must also be maintained through the use of low emitting furnishings, cleaning products and cleaning procedures.

New Construction and Renovation

The CCC, via DGS, ensures the voluntary measures from CalGreen, related to IEQ, are implemented into all new building projects and components including the items below. During the planning, design, and construction phases of CCC/DGS projects, the CCC Administrative Services Division, Facilities Unit Project Manager, meets with DGS to review construction documents to ensure that CCC, codes and Executive Order requirements are being incorporated into the projects. Communication and inclusion of key maintenance and facility staff, and Business Services staff - during project development and design phase, commissioning phase, and end of project close-out phase - will assist in a smooth transition into occupancy. Inclusion and education of key staff during these phases will also help ensure that new requirements for proper facility operations and maintenance are incorporated into standard operating practices and procedures, and procurement of proper maintenance products. The CCC Facilities Unit will coordinate with facility staff regarding CALGreen IEQ practices and procedures at existing facilities.

- Adhesives, sealants, caulks, paints, coatings, and aerosol paints and coatings that meet the volatile organic chemical (VOC) content limits specified in CALGreen.
- Carpet systems, carpet cushions, composite wood products, resilient (e.g., vinyl) flooring systems, and thermal insulation, acoustical ceilings and wall panels that meet the VOC emission limits specified in CALGreen.

The CCC will include into its contracts and service orders, CalGreen IEQ standards. The CCC Business Services Branch is the lead unit on this effort to maintain future compliance.

The CCC hires DGS to design and manage the construction of all its new facilities to include the following:

- Commissioning to ensure proper operation of all building systems, including delivering the required amount of outside air.
- All relevant mandatory and all feasible voluntary measures from CALGreen Division 5.5 and Appendix section A5.5.
- Specialized air treatment for buildings where air quality standards are routinely exceeded, including minimum MERV 11 air filters and ozone removing air cleaning devices.
- Outdoor airflow monitoring systems.
- An IEQ Construction Management Plan that meets CALGreen Sections A5.501.1-A5.504.2.
- Providing a direct line of sight to the outdoors via vision glazing between 2.5 and 7.5 above the finished floor in 90 percent of all regularly occupied areas.
- Using toplighting and sidelighting, light shelves, reflective room surfaces, means to eliminate glare and photosensor controls.

Furnishings

The CCC ensures all furniture and seating purchased by the department complies with either:

- The DGS' Purchasing Standard and Specifications (*Technical Environmental Bid Specification 1-09-71-52*, Section 4.7), or
- ii. The American Society of Heating, Refrigerating and Air-Conditioning Engineers' (ASHRAE) *Standard 189.1-2011* (Section 8.4.2.5), or
- iii. CALPIA manufacturing and associated products are compliant with the DGS' Purchasing Standard and Specifications (*Technical Environmental Bid Specification 1-09-71-52*).

Furniture and seating requirements have been included in public works contracts, service and purchase orders, and is standard operating procedure. Within the CCC, the Business Services Branch is the lead unit on this effort to maintain future compliance.

Cleaning Products

Currently CCC supervisory staff and Special Corpsmembers located at each facility process purchase orders for janitorial supplies. The majority of cleaning products being used are not Green Seal certified. The facilities that are using Green Seal certified products have no negative comments on their effectiveness. As new cleaning products are procured, the CCC will ensure that all cleaning products used meet Green Seal (GS) Standard GS-37: Cleaning Products for Industrial and Institutional Use by providing department purchasing agents a copy of the GS-37 scope of standards. Within the CCC, the Business Services Branch will be the lead on this effort. The goal of reaching 100 percent Green Seal certified cleaning products should be reached by June 2018.

Cleaning Procedures

The CCC is currently in the process of incorporating the following items into its custodial service contracts for existing expiring contracts and new facilities, as well as adding it to our field facilities cleaning program. These items will increase the cost of future facility custodial service contracts, as well as require additional funds for upgrade of existing cleaning equipment. Cost estimates will be developed in anticipation of the next budget change proposal process.

- All vacuum cleaners used in department facilities achieve the Carpet and Rug Institute Seal of Approval.
- Entryways are maintained as specified in CalGreen Section A5.504.5.1.
- Cleaning procedures meet the Green Seal GS-42 standard.
- Cleaning procedures follow the Carpet and Rug Institute's *Carpet Maintenance Guidelines for Commercial Applications*.
- Cleaning procedures meet [Title 8 Section 3362](#).

HVAC Operation

The CCC has incorporated the following items into the most recent HVAC service contracts for existing expiring contracts and new facilities; as well as adding it to our field facilities repair and maintenance program thus becoming standard procedure. These items will increase the cost of future HVAC maintenance and operation contracts, as well as require additional funds for upgrade of existing equipment. Cost estimates will be developed in anticipation of the next budget change proposal process.

- HVAC systems provide no less than the required [minimum outdoor air requirements](#).
- HVAC systems are inspected at least annually and that all HVAC inspections and all maintenance performed are documented in writing. These inspections must include:
 - Verification of minimum outdoor airflows using hand-held airflow measuring instruments.
 - Confirmation that air filters are clean and replaced based on manufacturer's specified interval.
 - Air filters used have a MERV rating of no less than 11.
 - Verification that all outdoor dampers, actuators and linkages operate properly.
 - Checking condition of all accessible heat exchanger surfaces for fouling and microbial growth, with action taken when fouling is found.

- Checking the first 20 feet of ductwork downstream of cooling coils for microbial growth, take action if growth is found.
- Ensuring that cooling towers are properly maintained and that records of chemical treatment are kept. Retrofit to prevent cooling tower plumes closer than 25 feet to any building air intake.
- A computer-based preventative maintenance program is in place for all HVAC equipment.
- Buildings are purged with outdoor air sufficient for three complete air changes or the minimum ventilation rate allowed in Section 120.1(c) 2 of Title 24 for one hour before occupancy.

Integrated Pest Management

Department staff and contracted pest management companies will follow an integrated pest management (IPM) strategy that focuses on long-term prevention of pest problems through monitoring for pest presence, improving sanitation, and using physical barriers and other nonchemical practices. If nonchemical practices are ineffective, Tier 3 pesticides may be used, progressing to Tier 2 and then Tier 1 if necessary.

The CCC Administrative Division, Facilities Unit, is in the process of reviewing field location's pest management service in orders to determine compliance. If IPM is not part of the scope of work on current contracts, protocol to include IPM strategy will be added to the service contract via a change order.

Table 4: Pest Control Contracts

Pest Control Contractor	IPM Specified (Y/N)	
Contractor 1	TBD	TBD
Contractor 2	TBD	TBD
Contractor 3	TBD	TBD

Environmentally Preferable Purchasing

State agencies are required to purchase and use environmentally preferable products (EPP) that have a reduced effect on human health and the environment when compared with competing goods that serve the same purpose.

Reducing Impacts

The environmental impact of the goods we buy is often larger than the impact of our own department operations. Our department is committed to reducing the environmental impact of our goods and services we purchase.

“Conservation” is CCC’s middle name. Hence we are acutely aware of EPP’s benefits, which lessen the impacts to public health, natural resources, economy, and environment. To help keep this issue front and center, the CCC will continue to strive in reducing the environmental impacts such as energy, water and natural resources when making purchases. This will be

accomplished in part by educating its staff on the benefits EEP. HQ will also direct and monitor its field location's EPP purchases on FISCAL and by providing feedback and other training resources as needed. HQ and field buyers will be directed to the Department of General Services "Buying Green" website for additional tools and resources. HQ's Business Services Branch will provide ongoing and annual review of the department's progress to meeting the department's goals and make recommendations in areas of improvement.

The CCC has provided information, direction, and continues to monitor EPP spending for its HQ and field locations, specifically in the following categories:

- Paint (i.e. master painter's institute certified paint and recycled paint).
- IT goods (EnergyStar rated: computers, monitors and televisions DGS-52161505 Purchasing Standard or meet current specifications of statewide contracts).
- Janitorial supplies and cleaners (EcoLogo, Greenseal certified cleaners, DGS_471318A Purchasing Standard compliant).
- Janitorial supplies, paper products (i.e. SABRC compliant and DGS_141117A Purchasing Standard Compliant).
- Desk Lamps (DGS-391115-A Purchasing Standard compliant).
- Office equipment (i.e. EPEAT compliant and EnergyStar rated printers, copiers and DGS_432121A Purchasing Standard compliant for high-end multifunctional devices).
- Paper products (i.e. Sustainable Forestry Initiative certified, SABRC compliant copy paper, DGS-441200-A Purchasing Standard compliant).
- Remanufactured toner cartridges (available from PIA and statewide contract ID/Number: 1-15-75-61).

Measure and Report Progress

The CCC foresees continued and increased compliance with EPP since FISCAL requires implementation in the way purchase requests are entered and approved in the system. Continuing education of departmental buyers will still be needed to stress the benefits of buying EPP products, how to apply EPP best practices and to accurately record EPP purchases within SCPRS.

Our department's efforts to measure, monitor, report, and oversee progress to increase EPP will be led by our Business Services Branch, who will track and measure progress and areas of improvement in EPP spending.

The CCC has made significant SABRC progress in many product categories such as mulch, paper products, glass products, etc. We still have improvement in other product category areas, as noted in Table 5.

Table 5: State Agency Buy Recycled Campaign 2016 Performance

Product Category	SABRC Reportable Dollars (\$)	SABRC Compliant Dollars (\$)	% SABRC Compliant
Antifreeze	433.00	325.00	75.06%
Compost and Mulch	8,292.00	8,292.00	100%
Glass Products	1,522.00	1,522.00	100%
Lubricating Oils	12,860.00	3,708.00	28.83%
Paint	2,524.00	1,400.00	55.47%
Paper Products	32,978.00	32,978.00	100%
Plastic Products	50,510.00	50,510.00	100%
Printing and Writing Paper	28,370.00	28,370.00	100%
Metal Products	53,465.00	17,488.00	32.71%
Tire Derived Products	295.00	295.00	100%
Tires	44,389.00	0.00	0%

There are a few categories that are challenging for the CCC to become compliant. First, for lubricating oils, some remote auto repair locations do not offer re-refined oil. The other is tires - due to our program requirements and locations we are not able to use re-tread tires on all our project vehicles. We have received an exemption - similar to operation needs of CalFIRE and Caltrans.

The CCC's top five commodities are compost and mulch, glass products, paper products, plastic products, and printing and writing paper products. We have a total of six commodity categories that are 100 percent SABRC compliant. The CCC's goals are to continue to maintain our six categories at 100 percent compliance and add two more, such as antifreeze and paint - which are at 75 and 55 percent respectively, as noted in Table 6.

Table 6: Commodities Categories with the Greatest Potential to Green

Commodity	2016 Total Spend (\$)	2016 Percent EPP Spend (%)	EPP Target (%)
Antifreeze	433.00	325.00	100
Paint	2,524.00	1,400.00	100

Sustainability Development and Education

According to our Training Manager, CalPCA is not currently offering EPP training as a new training program is under development and may be ready sometime in 2018. Once the class has been established, the CCC will identify classification and numbers of buyers to enroll in the EPP training. Meanwhile the CCC will continue to use other available resources.

Table 7: Buyers Who Have Completed EPP Training

CalHR Classification	Total Number of Buyers	Percent Completing EPP Training	Commitment to have buyers complete EPP training (%)
Staff Service Manager I	1	100%	100%
Administrative Officer	9	0%	100%
AGPA	4	0%	100%

Location Efficiency

Location Efficiency refers to the effect of a facility's location on travel behavior and the environmental, health and community impacts of that travel behavior including emissions from vehicles. Department facilities, in location efficient areas, reduce air emissions from state employees and users of the facilities, contributes to the revitalization of California's downtowns and town centers, help the department compete for a future workforce that prefers walkable, bikeable and transit-accessible worksites and align department operations with California's planning priorities.

The CCC performs project work for departments of the state, such as Caltrans, CalFIRE, and State Parks, including the federal government, county and city government. Collectively known as sponsors, the CCC relies of sponsor's project work for significant support of its program. The primary consideration for locating in a particular geographical location within the state is driven by sponsor's project work locations. The CCC's project work includes building and maintaining trails, forest management, fighting fires and providing fire support, flood fighting and other services to protect and enhance the state's natural resources.

For residential centers, corpsmembers live onsite 24/7. Corpsmember crews are dispatched to project sites for a day's work, or in some case, week long (or more) work projects away from the center called "spikes". Satellite locations operate like residential except corpsmembers do not live onsite.

The CCC Administrative Services Division, Facilities Unit, works with the DGS Real Estate Services Division in locating property for CCC leased and state-owned facilities. Greater emphasis will be placed on locating properties to provide a higher LE score, as our department's goal is to increase the average location efficiency score by 10 percent, compared to our average identified on January 1, 2017. Our program goals are to get California's youth out into the state's natural resources where they live and work, and those locations are not highly rated on the Smart Location Calculator. Greater effort and focus will be given in blending both our department and program goals to locate properties with higher LE scores, if possible.

Table 8 shows our Smart Location scores for new leases in 2017. Table 9 shows our three lowest Smart Location scores in our portfolio.

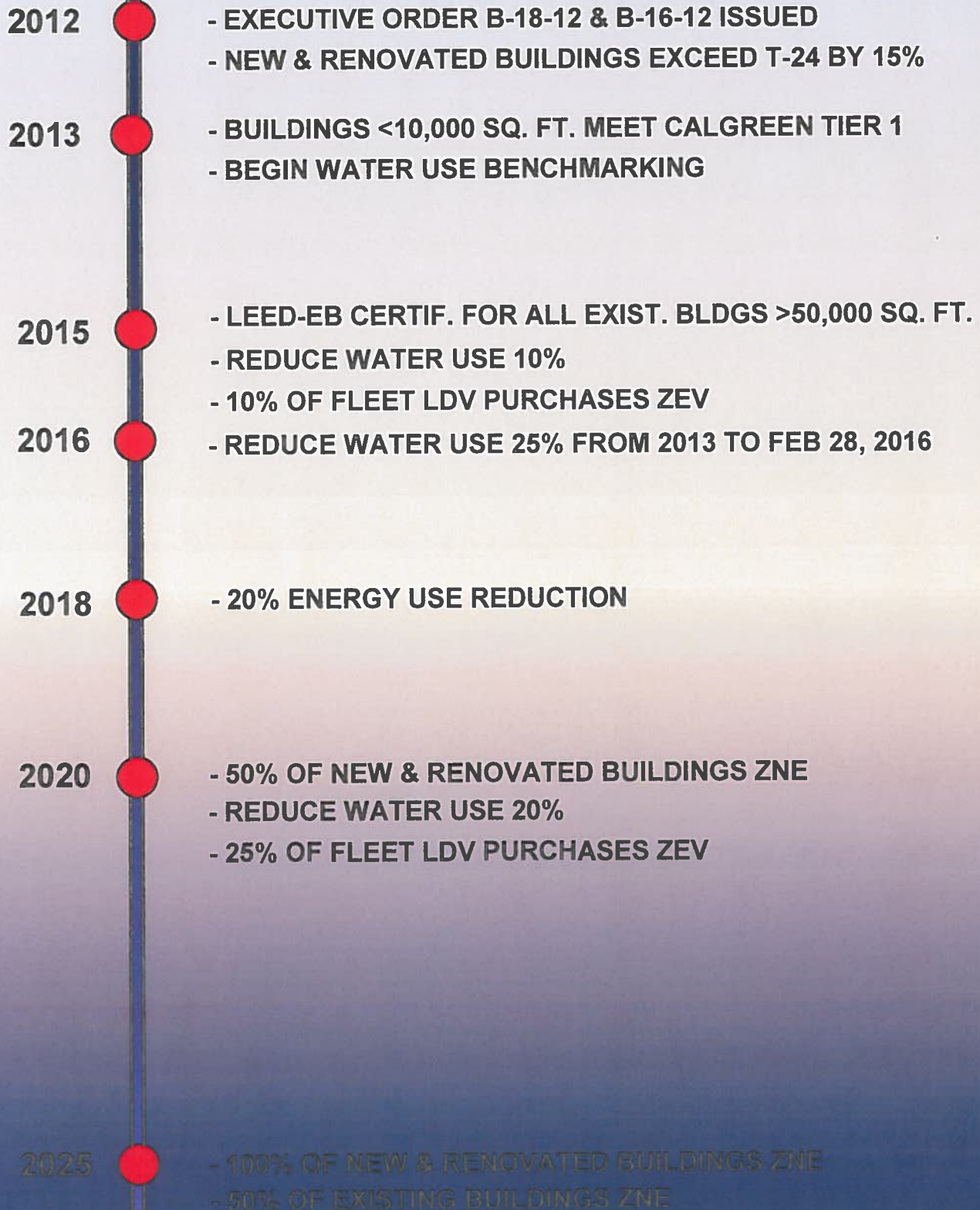
Table 8: Smart Location Score for New Leases After January 1, 2017

Facility name	Smart Location Calculator Score
Los Pinos (spl. use permit)	38
Chico	39
Average	38
Baseline	63
% change from Baseline	-52%

Table 9: Lowest Smart Location Score Leases

Facility name	Smart Location Calculator Score
Los Padres Center - San Luis Obispo	28
Leggett Satellite (CalFire leased property)	31
Chico Satellite - Chico	39
Los Pinos Center - Lake Elsinore (spl. use permit)	39

SUSTAINABILITY MILESTONES & TIMELINE



DEPARTMENT STAKEHOLDERS

Greenhouse Gas Emissions	
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LEED for Existing Buildings Operations and Maintenance	
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Indoor Environmental Quality	
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Integrated Pest Management	
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Environmentally Preferable Purchasing	
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Location Efficiency	
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