

# Cal/EPA

## Environmental Management System— Policies

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## Overview

The Boards, Departments, and Offices (BDOs) of the California Environmental Protection Agency (Cal/EPA) have adopted a general environmental policy statement that affirms our commitment to reduce ecological impacts from our business operations, lead by example, and assist our sister state agencies in their efforts. Implementation of this policy and supporting policies through our environmental management system will align the conduct of our business operations with our programmatic mission to restore, protect and enhance the environment, to ensure public health, environmental quality and economic vitality.

Additional supporting policies are being and will continue to be developed to guide our evolution toward a more sustainable and restorative enterprise. Supporting policies, adopted by the EMS Steering Committee as of March 18, 2004 and adopted by the Cal/EPA Agency Secretary and Directors of the Boards, Departments, and Office on June 22, 2004, are as follows:

1. Environmentally Preferred Procurement and Source Reduction Policy
2. Waste Reduction Policy
3. Energy Policy
4. Electronic Equipment Policy: Energy Efficiency, Materials Efficiency, and Toxics Reduction through Procurement, Use, and End-of-Life Management
5. Transportation Policy

Future policies are anticipated and include:

- Sustainable Building: Operation and Maintenance, Remodeling, Construction, and Demolition
- Integrated Pest Management
- Indoor and Outdoor Air Quality
- Hazardous Materials and Universal Waste
- Water Conservation and Quality
- Green Workshops, Conferences, Lodging
- Sustainable Landscape Design and Maintenance

These policies are implemented in a collaborative and supportive manner through identifying and implementing best practices, adoption of guidance and procedures as needed, and annual management review of progress toward our objectives and targets.

## **Cal/EPA Environmental Policy Statement**

It is the policy of the California Environmental Protection Agency to conduct our work in an environmentally sustainable manner. We are committed to continually monitoring and reducing our environmental impacts.

We will focus our initial efforts on the environmental impacts of our operations at the Cal/EPA headquarters building to reduce our ecological footprint. We will be a responsible neighbor in our community.

In carrying out this policy, we will:

1. Operate in a manner that prevents pollution and minimizes adverse impacts on the environment
2. Work together to create a clean, healthy, and safe, work environment
3. Comply with, and strive to surpass, all applicable environmental, health, and safety laws and regulations
4. Seek the commitment of all employees to environmental stewardship through communication, training, and support for employee initiative
5. Serve as a role model and provide leadership for other organizations
6. Promote pollution prevention and environmentally preferred products and sustainable business practices with our building management, contractors, and suppliers
7. Communicate to employees of Cal/EPA and other stakeholders our performance, successes, and obstacles to further progress
8. Implement and continually improve the Environmental Management System for Agency operations
9. Make this policy readily available to our external partners, community members, and the general public

## 1.0 Environmentally Preferable Procurement Policy

We will fulfill our role articulated in Public Contract Code Section 12400-12404—Environmentally Preferable Purchasing (EPP) State law (<http://www.leginfo.ca.gov/cgi-bin/displaycode?section=pcc&group=12001-13000&file=12400-12404>). This law, also known as AB 498 (Chan, Chapter 575, Statutes of 2002 ([http://www.leginfo.ca.gov/pub/01-02/bill/asm/ab\\_0451-0500/ab\\_498\\_bill\\_20020916\\_chaptered.html](http://www.leginfo.ca.gov/pub/01-02/bill/asm/ab_0451-0500/ab_498_bill_20020916_chaptered.html))), addresses environmentally preferable purchasing and became California law in September 2002. It directs the Department of General Services, in consultation with the California Environmental Protection Agency, members of the public, industry, and public health and environmental organizations, to provide state agencies with information and assistance regarding environmentally preferable purchasing.

"Environmentally preferable purchasing" means the procurement or acquisition of goods and services that have a lesser or reduced effect on human health and the environment when compared with competing goods or services that serve the same purpose. This comparison shall take into consideration, to the extent feasible, raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, disposal, energy efficiency, product performance, durability, safety, the needs of the purchaser, and cost.

This policy applies to all acquisition types, from supplies and services to buildings and systems; acknowledges general agreement with the guiding principles set forth by U.S. EPA (<http://www.epa.gov/opptintr/epp/pubs/finaleppguidance.pdf>) and utilizes the framework of the Agency wide Environmental Management System to implement EPP. This policy applies to the Cal/EPA Headquarters Building as well as satellite offices.

It is the policy of the Cal/EPA Boards, Departments, and Offices to:

- Take environmental factors into account, as early as possible, in the acquisition planning and decision-making process
- Share responsibility for environmentally preferable purchasing among program, acquisition, and procurement personnel
- Work with Property Management at headquarters to continue to use environmentally preferable practices and products
- Institute practices that reduce waste by increasing product efficiency and effectiveness
- Purchase products that minimize environmental impacts, toxics, pollution, and hazards to worker and community safety to the greatest extent practicable, consistent with price, performance, availability, and safety considerations
- Purchase products that include recycled content, are durable and long-lasting, conserve energy and water, use agricultural fibers and residues, reduce greenhouse gas emissions, use unbleached or chlorine free manufacturing processes, are lead-free and mercury-free, and use wood from sustainably harvested forests
- Partner with vendors, contractors and grantees that promote environmental stewardship
- Model a successful EPP program that encourages other purchasers to adopt similar goals

The benefits of this policy include:

- Increase in employee awareness and behavioral changes through training, meeting discussions, video presentations, and other information sharing processes
- Minimization of environmental impacts such as pollution and use of water and energy
- Elimination or reduction of toxics that create hazards to workers
- Support for strong recycling markets
- Reduction in volume of materials sent to landfill
- Increased use and availability of environmentally preferable products that protect the environment and reduce environmental impacts in their production and distribution systems

## 1.1 Source Reduction

We will seek to improve our effectiveness and efficiency while reducing environmental impacts through source reduction. Source reduction is defined in statute as any action that causes a net reduction in the generation of solid waste. These actions include, but are not limited to:

- Reducing the use of non-recyclable materials and packaging
- Replacing disposable materials and products with reusable materials and products
- Increasing the efficiency of the use of paper, cardboard, glass, metal, plastic, and other materials
- Printing and copying double-sided
- Reducing fonts and margins in documents to reduce paper consumption while continuing to provide materials in alternative formats, including larger fonts, Braille, and audio media to employees and the public to ensure our programs, activities, and services are accessible to persons with disabilities (SAM MM 03-08, Government Code Section 11135, Americans with Disabilities Act Title II)
- Computer-based sending and receiving of faxes
- Digital content management—including document imaging, automated indexing, filing, records retention and enhanced search capabilities, document lifecycle management, digital archiving, automated workflow, use of Intranet/Internet for posting information and group collaboration, security and authentication
- Using Internet-based phone and staff directories
- Using Internet-based newspapers, periodicals, and reference materials
- Sharing or routing of hard copy newspapers, periodicals, and reference materials
- Establishing recycling and solid waste collection programs that encourage recycling and discourage waste generation and disposal
- Using appropriate plant selection, irrigation, fertilization, and cultural practices in landscaping

Additionally, sound judgment shall be used to determine that the product or service is truly needed and provides a benefit to the organization. "Source reduction" does not include steps taken after the material becomes waste or actions that would impact air or water resources in lieu of land.

Efficiencies will be encouraged and rewarded. Staff will be recognized publicly for creatively finding more efficient means of conducting our business. If the efficiency results in a cost savings, the staff will be encouraged to submit an employee suggestion for Merit Award ([STD. 645](#)).

## **1.2 Reusable Products**

We will discourage the use of disposable products where reusable products are available, economically viable for use, and concur with health and safety regulations.

## **1.3 Reuse**

Employees are strongly encouraged to seek out existing inventories of products or supplies prior to placing an order for new items. This includes obtaining products from internal inventories, the building-wide "Second Chance Outlet" for staff at headquarters, or the Department of General Services Property Reutilization Program. Procurement staff is empowered to suggest to any and all employees that request a product that they should first check existing inventories.

Employees at headquarters who have accumulated surplus or underutilized materials, supplies, or equipment are encouraged to place these products into their local supply area or, with their supervisor's approval, into the "Second Chance Outlet."

## **1.4 Cooperative Purchasing**

The goal of cooperative purchasing is to take advantage of state-of-the-art purchasing procedures to ensure the most competitive prices, as each of the California Environmental Protection Agency, Boards, Departments and Office (BDOs) work together to identify products commonly used by each.

The resulting efforts of each of the BDO procurement professionals aggregating their spending will be competitive pricing, bulk purchasing, and volume agreements yielding economic benefits unobtainable by individual entities.

The benefits of BDO procurement professionals working in cooperation to plan and implement volume agreements are numerous:

- Greater efficiency and economy in acquiring goods and services
- Provide competitive price solicitation and bulk purchasing
- Provide quick and efficient delivery of goods and services by contracting with "high performance" vendors
- Equalize purchasing power for smaller entities that are not able to command the best contracts for themselves

- Maintain credibility and confidence in business procedures by maintaining open competition for purchases and by complying with all purchasing laws and ethical business practices.
- Provide greater usage of Small Business, Minority Business and Disabled Veteran Business Enterprises
- Provide a heightened control over what is purchased and where it is purchased
- Control the delivery schedules throughout the year to meet needs

Some of the products that could be pooled and negotiated with vendors are:

- General office supplies—paper, writing instruments, desk accessories
- Technology peripherals—Business machines, computer accessories
- Printing supplies—laser printers, inkjet printers, toner and ink cartridges
- Audio-visual equipment—projectors; digital cameras, etc.
- Furniture—desks, tables, chairs, cubicles, file cabinets
- Vehicles with reduced environmental impacts

### **1.5 Recycled Content and Remanufactured Products**

Purchase recycled content products rather than non-recycled content products when comparable. Emphasis should be placed on maximizing post-consumer and total recycled content.

Use of recycled wood products, or wood cellulose and plastic composites will be explored in all applicable instances such as new construction and remodeling construction projects, selection of furniture, and modular systems furniture products.

Consideration shall be given to other environmental impacts, including indoor air quality, when selecting among alternatives. Environmental impacts of virgin components of products should be considered, as appropriate. For example, a third-party forestry certification program may certify the virgin portion of paper products or wood construction materials or furniture.

Where applicable, products must comply with California State Agency Buy Recycled Campaign (SABRC) content requirements (<http://www.ciwmb.ca.gov/BuyRecycled/StateAgency/>). Products that are refurbished, remanufactured, or reused comply with SABRC. Product categories include:

- |                               |                         |
|-------------------------------|-------------------------|
| • Printing and Writing Papers | • Paint                 |
| • Paper Products              | • Solvents              |
| • Plastic Products            | • Tires                 |
| • Compost/Co-compost          | • Tire-Derived Products |
| • Glass Products              | • Steel Products        |
| • Lubricating Oils            | • Antifreeze            |

We commit to continually improve our performance in the procurement of recycled content products, including, but not limited to, all current and future SABRC product categories.

### **1.6 Paper**

The BDOs will continue to apply computer technology to reduce the generation of waste paper through electronic imaging, electronic bulletin boards, electronic forms, and other computer technology, as available resources permit such development.

We will label external publications and letterhead with paper specification information to help educate others about environmentally preferable papers. At a minimum, publications will indicate the post-consumer recycled content. As feasible, other environmental information will be included.

We will purchase paper, paper products, and janitorial paper products that contain the highest post-consumer and total recycled content practicable, above SABRC certification minimums.

We will purchase paper, paper products, and janitorial paper products that are unbleached or that are processed without chlorine or chlorine derivatives, whenever possible. Processed chlorine free (PCF) paper is preferred. Elemental chlorine free (ECF) processes should include enhanced processes such as an extended and oxygen delignification whenever possible. Vendors and successful bidders shall supply certification of the papers' chlorine free processing status from either a recognized certifying organization or the pulp and paper manufacturer.

### **1.7 Forestry Practices**

To the greatest extent practicable, we shall procure wood products, such as lumber and paper, which originate from forests harvested in an environmentally sustainable manner. When possible, we shall give preference to wood products certified by a comprehensive, performance-based certification system to be sustainably harvested. The certification system shall include independent third-party verification.

## **2.0 Waste Reduction Policy**

Cal/EPA Boards, Departments and Offices (BDOs) will fulfill their roles articulated in Chapter 764, Statutes of 1999 (Strom-Martin, AB 75). This law, commonly referred to as AB 75, addresses waste diversion and reporting responsibilities and requires state agencies and large state facilities to divert from landfills or transformation facilities at least 25 percent of their solid waste by January 1, 2002, and to divert 50 percent by January 1, 2004, through source reduction, recycling, and composting activities.

In addition to our statutory requirements, Cal/EPA BDOs embrace the principle of Zero Waste. Zero Waste minimizes waste, maximizes recycling, reduces consumption and ensures that products and materials are reused, repaired, or recycled back into nature or used as a raw material. "Waste Reduction" is a term used to encompass various activities that reduce waste; the primary activities are source reduction, reuse, and recycling.

This policy applies to the Cal/EPA Headquarters building and satellite offices, except where noted. Each BDO shall implement measures to facilitate and promote agency wide participation in waste reduction activities. All employees, vendors, and visitors shall be encouraged to actively participate in source reduction, reuse, and recycling. Each BDO will:

1. Submit AB 75 report, annually, on or before April 1
2. Include recycling and waste reduction information in new employee orientation materials
3. Provide routine updates and reminders to staff regarding waste reduction activities including source reduction, reuse, and recycling

### **2.1 Source Reduction**

See section 1.1 Source Reduction.

### **2.2 Reuse**

Employees are strongly encouraged to seek out existing inventories of products or supplies prior to placing an order for new items. This includes obtaining products from internal inventories, the building-wide "Second Chance Outlet" for staff at headquarters, or the Department of General Services Property Reutilization Program. Procurement staff is empowered to suggest to any and all employees that request a product that they should first check existing inventories.

Employees at headquarters who have accumulated surplus or underutilized materials, supplies, or equipment are encouraged to place these products into their local supply area or, with their supervisor's approval, into the "Second Chance Outlet."

## **2.3 Recycling**

Employees are urged to take full advantage of the recycling opportunities available to them. In the Cal/EPA Headquarters Building, current recycling programs include corrugated cardboard, mixed paper, white paper, beverage containers, foam peanuts, food scraps, pallets, Tyvek envelopes, transparency film, computer components and other electronic wastes, compact disks, 3.5 inch computer diskettes, toner cartridges, inkjet cartridges, and batteries. Other opportunities to keep materials from the waste stream will occur on a seasonal basis including products such as greeting cards, calendars, and personal cellular phones. As needed, additional materials will be added to the program when economically feasible. In all cases, materials will be recycled to their highest and best use.

All employees in the Cal/EPA Headquarters building are expected to take responsibility for the waste they generate. All trash generated in an employee's workspace must be transported to a centrally located trash container.

Vendors and guests to our facilities are expected to participate in our recycling programs and should be notified of this expectation. Agreements and contracts for products or services should clearly state the expectation that recycling is a requirement of doing business with our facilities.

### 3.0 Energy Policy

Cal/EPA Boards, Departments and Offices (BDOs) will minimize energy consumption while supporting a healthy, productive, and comfortable work environment.

The benefits of this policy include:

- Increase in employee awareness and behavioral changes through training, meeting discussions, video presentations, and other information sharing processes
- Minimization of energy use which in turn, reduces associated environmental impacts
- Conversion to 100% renewable energy sources
- Minimization of greenhouse gas emissions
- Increase in National Energy Security
- Increase in California-based renewable energy markets and distributed generation

Cal/EPA BDOs will participate in the Climate Action Registry at headquarters and, where possible, for additional facilities in which a significant number of Cal/EPA employees work. We will significantly reduce our greenhouse gas emissions associated with operations at our headquarters building.

Additionally, Cal/EPA BDOs will purchase energy certified to be generated from renewable resources. Renewable energy sources include biomass, geothermal, hydrogen, small hydroelectric, solar, and wind. We demonstrate our support of the goals set forth in the Statewide Renewable Portfolio Standard (RPS) by purchasing 100% renewable energy at the Cal/EPA headquarters building. We will encourage the Department of General Services (DGS) to purchase 100% renewable energy at all State-owned buildings, with special emphasis on those where a significant number of Cal/EPA employees work. We will also work with DGS to encourage building managers at non-State owned facilities where a significant number of Cal/EPA employees work to utilize cool roofs, solar energy, sun shades, and/or purchase 100% renewable energy where practical.

Areas of focus for the Cal/EPA Headquarters building include:

- Communication and management review
- Building systems

Areas of focus for the Cal/EPA Headquarters building and satellite offices include:

- Space utilization and occupancy issues
- Supplemental lighting provided by BDOs
- Electronic equipment owned by BDOs
- Employee-owned equipment
- Employee participation
- Implementation of all relevant Department of General Services Management Memos

### **3.1 Communications and Management Review**

We will establish and maintain:

- A current energy conservation protocol which lists specific actions and responsible persons
- An energy emergency communications and response plan.

We will work with property management and on-site vendors to conserve energy.

BDO Senior Management will review program effectiveness and direct performance improvements through the procedures adopted in support of the Environmental Management System.

### **3.2 Building Systems**

We will work with property management to:

- Ensure indoor air quality through adequate outdoor air ventilation and filtration for occupant comfort and health
- Maximize the use of on-site renewable energy sources such as fuel cells and solar panels
- Ensure headquarters has a cool roof
- Reduce decorative day and night lighting
- Establish and review lighting override request protocols
- Maximize energy-efficiency and longevity and minimize toxic substances, including mercury, of fluorescent tubes in overhead lighting
- Pre-cool with ventilation of night air
- Optimize air temperature control settings
- Optimize water temperature control settings
- Explore new technologies to reduce energy use of building systems, including overhead lighting and heating and cooling systems

### **3.3 Space Utilization and Occupancy Issues**

We will:

- Use space efficiently considering employee comfort and job needs and reasonably anticipated staff size
- Use storage space for office supplies efficiently
- Maximize digital imaging for reduction of paper archives, as feasible

### **3.4 Supplemental Lighting Provided by BDOs**

We will:

- Review supplemental lighting to ensure energy efficiency and remove inefficient supplemental lighting
- Provide efficient task lighting and/or compact fluorescent bulbs
- Provide motion sensor power strips and review appropriate use

### **3.5 Electronic Equipment Owned by BDOs**

We shall minimize environmental impacts through increased energy efficiency, materials efficiency, and toxics reduction in our purchase, use, and end-of-life management of electronic equipment. Electronic equipment includes computers, monitors, servers, printers, copiers, fax machines, televisions, and related office equipment. (See EMS sub-policy 4.0, Electronic Equipment: Energy Efficiency, Materials Efficiency, and Toxics Reduction through Procurement, Use, and End-of-Life Management)

### **3.6 Employee Participation**

Employees are directed to:

- Control heat gain and loss by adjusting window blinds to allow space heating or retain cooling
- Reduce overhead lighting by using only the overhead lighting needed. Learn about the lighting preferences of co-workers and how the switching system works
- Turn off lights when leaving a room
- Learn about and use the motion sensor feature on power strips in office space
- Turn off computer and monitor when away for more than two hours
- Disable screen savers to enable power down mode on computer monitors
- Request networking to centralized printers or multifunction machines and removal of unnecessary printers by information technology support staff

### **3.7 Employee-Owned Equipment**

Employees are directed to:

- Remove space heaters due to fire hazard and high energy consumption
- Remove inefficient supplemental lighting and request efficient task lighting from their respective business services unit
- Reduce office decorations that use electricity such as fish tanks and water fountains

- When purchasing or replacing break room appliances, including refrigerators, ensure products are ENERGY STAR which meet strict energy efficiency guidelines set by the U.S. EPA and U.S. Department of Energy
- Reduce redundant equipment including, but not limited to, toasters, toaster ovens, microwaves, refrigerated water coolers

## 4.0 Electronic Equipment

### Energy Efficiency, Materials Efficiency, and Toxics Reduction through Procurement, Use, and End-of-Life Management

We shall minimize environmental impacts through increased energy efficiency, materials efficiency, and toxics reduction in our purchase, use, and end-of-life management of electronic equipment. Electronic equipment includes computers, monitors, servers, printers, copiers, fax machines, multifunction machines, televisions, and related office equipment.

This policy applies to the Cal/EPA headquarters building and satellite offices. The BDOs of Cal/EPA commit to:

- Purchase Energy Star compliant or more efficient alternative equipment and maintain activation of energy conservation features.
- Implement the *Guidelines for Procurement, Use, and End-of-Life Management of Electronic Equipment* developed by the California Integrated Waste Management Board and Department of General Services (<http://www.ciwmb.ca.gov/Electronics/>) through coordination with purchasing, information technology, property controllers, and business services staff and managers.
- Establish and annually update Agency-wide Information Technology Standards to improve human productivity and reduce negative environmental impacts.
- Review and revise BDO-specific procedures and model language for developing procurement and service contracts for electronic office equipment.

Three major categories of environmental attributes will be considered in managing the purchase, use, reuse, recycling, and disposal of electronic equipment:

1. Energy Efficiency—product design, equipment set-up
2. Materials Efficiency—reduced packaging, extended product lifetime, materials use reduction (paper, ink, etc.), increased recycled content of components or materials, designed for ease of recycling and reuse at end of life
3. Toxics Reduction—manufacturer’s practices, end of life management, direct product emissions

## 5.0 Transportation Policy

Cal/EPA Boards, Departments and Offices (BDOs) shall implement measures to maintain or increase public participation while decreasing impacts attributable to stakeholder travel. We shall encourage reduction in the environmental impacts attributable to employees' job-related travel, including commuting to and from work. This policy applies to the Cal/EPA headquarters building and satellite offices.

The benefits of this policy include:

- Increase in employee awareness and behavioral changes through training, meeting discussions, video presentations, and other information sharing processes
- Increase in market demand for, and in turn, market supply of, more environmentally-preferred vehicles and related infrastructure
- Reduction in greenhouse gas emissions and toxic air contaminants
- Minimization of energy use which in turn, reduces associated environmental impacts
- Conversion to 100% renewable energy sources
- Increase in National Energy Security
- Increase in California-based renewable energy markets and distributed generation

### 5.1 Stakeholder and Employee Travel

To allow stakeholders and employees to remotely access meetings, hearings, and other events, staff is encouraged to consider utilizing audio and video communication. Current technology in the Cal/EPA Headquarters Building includes web casting (audio and/or video), videoconferencing, and teleconferencing.

### 5.2 Vehicle Purchase, Lease, and Maintenance

The BDOs of Cal/EPA commit to reduce greenhouse gas emissions, the use of non-renewable resources and improve local and regional air quality by improving the environmental performance of their fleets, including pool vehicles as well as vehicles reserved for use by one person (<http://www.driveclean.ca.gov/> and <http://www.greencars.com/>). Cal/EPA BDOs agree to purchase and/or lease:

- Gasoline vehicles with a Partial Zero Emission Vehicle (PZEV) or better emission rating
- Vehicles that use compressed natural gas, methanol, ethanol or propane as fuel—a cleaner alternative to gasoline
- Hybrid electric vehicles, which combine an internal combustion engine with a battery and electric motor to maximize fuel economy and produce fewer emissions. (Note: many gasoline vehicles are available with extremely low emissions—sometimes lower than hybrid or alternate fuel vehicles)
- Electric vehicles

- Vehicles with best-in-class fuel efficiency

Annual operational reviews shall determine which vehicles are candidates for replacement and the appropriate replacement technology, using criteria including reduction of greenhouse gas emissions, nonrenewable energy use, air pollution, and encouraging market development. At a minimum, BDO fleets shall comply with the National Energy Policy Act and Management Memos pertaining to vehicles implemented through Department of General Services Fleet Management.

When and where applicable and practicable, the following shall be practiced or procured:

- Use of vehicle service and repair facilities that have been recognized as meeting the requirements of the State of California's Pollution Prevention Model Shop Program, created by the Department of Toxic Substances Control.  
(<http://www.dtsc.ca.gov/PollutionPrevention/VSR/index.html>).
- Eliminate mercury switches
- Use re-refined oil and recycle used oil
- Use longer lasting oil
- Use high efficiency oil filters
- Use retreaded and/or longer life tires
- Use decreased rolling resistance tires for improved fuel economy
- Use proper tire inflation for improved fuel economy
- Minimize refrigerant leaks

### **5.3 Environmental Vehicle Rental for Business Travel**

Cal/EPA employees are expected to rent an environmentally-preferred vehicle (<http://www.driveclean.ca.gov/>) from the State Garage or from a contracted vendor when travel needs and vehicle availability permit, such as:

- Gasoline vehicles with a Partial Zero Emission Vehicle (PZEV) or better emission rating
- Vehicles that use compressed natural gas, methanol, ethanol or propane as fuel—a cleaner alternative to gasoline
- Hybrid electric vehicles, which combine an internal combustion engine with a battery and electric motor to maximize fuel economy and produce fewer emissions. (Note: many gasoline vehicles are available with extremely low emissions—sometimes lower than hybrid or alternate fuel vehicles)
- An electric vehicle
- Vehicles with best-in-class fuel efficiency

## **5.4 Employee Commute Reduction Options**

We shall educate our employees about the options available to them, which may include:

- Carpooling or vanpooling
- Public transportation incentives including mass transit subsidies, Guaranteed Ride Home Program, incidental parking reimbursement
- Flextime scheduling to avoid travel during peak traffic
- Alternate work week scheduling
- Teleworking
- Teleconferencing
- Bicycling
- Other appropriate strategies