December 11, 2017

John Laird, Secretary
California Natural Resources Agency
1416 Ninth Street, Suite 1311
Sacramento, CA 95814

Dear Mr. John Laird,

In accordance with the State Leadership Accountability Act (SLAA), the California Conservation Corps submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2017.

Should you have any questions please contact Dawne Bortolazzo, Admin Chief, at (916) 341-3137, dawne.bortolazzo@ccc.ca.gov.

BACKGROUND

The California Conservation Corps is a state department under the Natural Resources Agency, founded by Governor Brown and established by the Legislature in 1976 to provide opportunities for young Californians to conserve and develop California’s natural resources and enhance and maintain environmentally important lands and waters while instilling basic skills and a healthy work ethic in California youth – building their character, self-esteem, and self-discipline, and establishing within them a strong sense of civic responsibility and understanding of the value of a day’s work.

Pursuant to Public Resources Code sections 14000 et seq, the CCC is an entrepreneurial and service-based program for young adults that combines full-time work on public service conservation field projects with education, career, personal and leadership development opportunities. Young adults between the ages of 18-25 (and veterans to age 29) enroll for a year of service and are based at one of over 25 locations. Seven of these are residential centers and 18 are non-residential. Approximately 1600 young people serve at any one time. Corpsmembers are organized in crews of 10-15 and are supervised by full-time civil service staff. CCC program staff provide training, coordinate projects, ensure safe work practices and organize educational workshops and classes. CCC partners with Charter High Schools that provide a high school program for those young adults in the CCC without a high school diploma.

A significant portion of the CCC’s budget is supported by the reimbursement revenue it receives for performing public service conservation projects. This money is placed in the Collins-Dugan Reimbursement Account (established in Public Resources Code section 14312) and then is used to help support the CCC’s operations.

ONGOING MONITORING

As the head of California Conservation Corps, Bruce Saito, Director, is responsible for the overall establishment and maintenance of the internal control and monitoring systems.

Executive Monitoring Sponsor(s)
The executive monitoring sponsor responsibilities include facilitating and verifying that the
California Conservation Corps internal control monitoring practices are implemented and functioning as intended. The responsibilities as the executive monitoring sponsor(s) have been given to: Dawne Bortolazzo, Admin Chief, and Jeffrey Schwarzschild, Chief Counsel.

**Monitoring Activities**

The CCC employs a number of processes to monitor its operations and to ensure internal control systems are working as intended. These processes include regularly scheduled meetings, a developing Operations Manual with a dynamic, easy-to-use change request system, a readily available IT Help Desk integrated with an auditable issue ticket log, a centralized training unit, and a recognized chain of command that encourages open and honest communications.

**MEETINGS:** Each of the main operational HQ units within the CCC (Accounting, Budgets, Business Services, Program and Operations, Information Systems, and Human Resources) have regular meetings to discuss their ongoing operations including the risks therein. The results of, and topics raised at these meetings are monitored by the CCC field managers, known as District Directors, who also meet monthly the CCC’s Region Deputies. The CCC Region Deputies are members of the CCC’s Executive Team. The CCC’s Director holds regular weekly, bi-weekly, or monthly meetings with each of the following: (1) the CCC’s Equal Employment Opportunity Officer; (2) the CCC’s Legislative Affairs Analyst; and, (3) the Deputy Director, Administration and the Chief Deputy Director. The CCC’s Chief Counsel and Chief Deputy Director meet weekly with the manager of the CCC’s Information Services Branch. The results of the foregoing meetings are funneled into the regular meeting of the CCC’s Executive Team (composed of the CCC’s Director, Chief Deputy Director, Chief of Administrative Services, Chief Counsel, three Region Deputies, Director of Energy Program Development, and Communications Director). The CCC’s Executive Team meets for at least one hour every week except for one week of every month when it holds a half-day (or longer) meeting. During these meetings specific risks are addressed and the means to monitor and correct them are delegated to subunits with an Executive Team sponsor.

**OPERATIONS MANUAL:** The CCC has created an online Operations Manual that is available to all of its employees through the CCC’s Intranet. Users can submit requests to change any aspect of the Operations Manual by filing out a readily available Change Request form to a central mailbox. The CCC has adopted procedures for handling standard, temporary (interim), and expedited change requests. The Operations Manual is overseen by a committee composed of the CCC’s Chief Counsel, Chief of Administrative Services, Chief of Corpsmember Development, HR Branch Manager, and one Region Deputy. That Committee meets monthly. The CCC has documented the rules governing the Operations Manual and updates that documentation as necessary.

**IT HELP DESK:** The CCC’s Information Services Branch (ISB) maintains a dedicated email address where any CCC employee can send requests for IT services. The Help Desk uses a ManageEngine ServiceDesk to log all such issues. Every month the ISB manager issues a report detailing the number and types of issues and their resolution status. The report also provides an update on IT Activity at every CCC location, statewide issues and projects assigned to ISB, Network Outages, Data Management, and IT Procurement.

**TRAINING UNIT:** The CCC maintains a training unit that provides training reminders, assists managers with identifying, preparing, and providing trainings, and tracks employee compliance with mandated training requirements. The training unit will notify both an employee and their supervisor if a scheduled or mandatory training is missed. Individual training compliance and training plans are reviewed as a
part of each employee’s annual performance evaluation. Delivery of performance evaluations is tracked by the CCC HR branch.

**COMMUNICATION PRACTICES:** The CCC encourages open and honest communications among its staff and takes pains to ensure that issues are elevated up the chain-of-command.

**Addressing Vulnerabilities**
Identified issues are resolved at the lowest possible level. However, when an issue cannot be resolved at one level, it is elevated up the chain of command. Those issues that are not amenable to an immediate resolution, are assigned to a CCC subunit or standing committee and assigned an Executive Team Sponsor to monitor until a resolution can be achieved or the risk is accepted by the CCC Director.

**Communication**
Monitoring of CCC operations and controls is widely distributed throughout the Department. Various documents define a person’s roles and responsibilities in regard to monitoring. For example, each staff position has a duty statement that describes that position’s job requirements. Supervisors review duties statements with each new hire as part of the CCC’s New Employee Orientation process (which is documented). Additionally, supervisors will review duty statements and provide expectation memoranda on as needed basis. To the extent a duty statement might address some roles and responsibilities in general times, the CCC provides detailed descriptions of position roles and responsibilities in each of its policy and procedure documents. These policy and procedures are contained in the CCC’s Operations Manual and/or located on the CCC’s searchable intranet. The CCC has a documented process in place for requesting, making, and announcing changes to the Operations Manual. This process allows for continual information flow to, and availability for, staff regarding changes to their roles and responsibilities.

As noted above, the CCC’s regularly occurring meetings play an integral role in identifying and addressing organizational and operational vulnerabilities and inefficiencies. Agenda for many of these meetings include standard items to ensure issues are raised, addressed, and monitored. For example, the Monthly Executive Team meetings include reports from all Team Members as well as a report from the CCC’s Operations Manual Oversight Committee.

Various units within the CCC also send out regular emails to all managers, including, but not limited to: (1) HR Branch Monthly Newsletter (which includes reminders from the Health & Safety Unit); (2) ISB Monthly Update; and, (3) EAP Wellness tips. Information that cannot wait for inclusion in a regularly scheduled email is sent out as needed and posted on the CCC’s intranet (which is the launch page for any application accessing the Internet, i.e., Microsoft Explorer, Chrome, etc.).

**Ongoing Monitoring Compliance**
The California Conservation Corps is in the process of implementing and documenting the ongoing monitoring processes as outlined in the monitoring requirements of California Government Code sections 13400-13407. These processes include reviews, evaluations, and improvements to the California Conservation Corps systems of controls and monitoring.

**RISK ASSESSMENT PROCESS**
The following personnel were involved in the California Conservation Corps risk assessment process: Executive Management, Middle Management, and Front Line Management.
Risk Identification

The CCC’s Executive Team held a special meeting to review information related to the 2017-2019 SLAA Reporting Cycle. During that meeting, the Executive Team reviewed the prior SLAA Report and status made on the risks identified therein. The Executive Team determined that several risks required continued monitoring and mitigation efforts. Additionally, the Executive Team determined that each of its members should ask their subordinates to review their internal controls, processes, and operations to determine if they observed any vulnerabilities or inefficiencies. Executive Team members then submitted the results of their survey and those results were combined into a scoring matrix. Each member of the Executive Team was asked to rank the identified risk according to the factors described below. The Executive Team met again to discuss the results of those rankings and identified several additional risks that required monitoring and/or mitigation.

Risk Ranking

Each member of the CCC’s Executive Team was provided with a list of the risks identified via the above process. The members were then asked to rate, on a scale from one to ten, the following factors for each risk: (1) likelihood of its occurrence [with 10 being that it is already occurring and 1 being almost no chance since nothing like it has ever happened before]; (2) Impact on the CCC’s ability to achieve its goals, mission, and/or objectives [with 10 being end the CCC’s ability to operate and 1 being fiscal impact of less than 1% of operating budget]; and, (3) velocity, i.e., the time in which the risk, if unmitigated, will likely occur [with 10 being that it is already occurring and 1 being more than 3 years away]. The results of each of members’ rankings were totaled and averaged and the risks were ranked accordingly.

Risks and Controls

Risk: Operations - Internal - FI$Cal Implementation, Maintenance, or Functionality

The Financial Information System for California (FI$Cal) is a business transformation project for state government that covers budgeting, accounting, procurement, and cash management. The project will prepare the state systems and workforce to function in an integrated financial management system environment. FI$Cal is an historic partnership of the Department of Finance (DOF), State Controller’s Office (SCO), State Treasurer’s Office (STO) and the Department of General Services (DGS). Basically, it replaces the CalSTARS, Bidsync, and CCC Fiscal System, and becomes the point of record for our agency. FI$Cal is being implemented (rolled out) in multiple “waves.” The CCC’s wave went live in July, 2017, and the CCC is working to adapt to the FI$Cal system and cope with the types of challenges associated with the roll out any new complex software suite.

FI$Cal’s implementation and adoption creates potential risks, such as:

- Potential “bugs” in FI$Cal that impede daily operational needs (i.e., the CCC cannot process a contract or purchase order, or pay invoice)
  - If Accounting cannot pay an invoice timely, late penalties may accumulate.
  - Late/no payment may generate ill will with vendors.

- Potential invalid/inaccurate data in FI$Cal (could be caused, by among other things, user error or data migration).

- Types of procurement and financial reports available in FI$Cal to help monitor procurement documents, cash flow, budgets, etc., may not address CCC’s needs or be amenable to easy modification to do so.
• Staff need to learn a new system, during which they may be more error prone or operate slower.
• Potential staff turnover may prevent smooth transition (i.e., expert/heavy user leaving the department).
• Potential inadequate internal and external IT support to address IT problems.
  ◦ Failure to, or complications with, integrate(ing) with C-Cubed (the CCC’s internal operations software system).

An overall cause of the above-stated risks is that Fi$Cal was not designed to integrate seamlessly with the CCC’s operations or internal software system. As with any new system, there are technical issues and glitches that are identified only with use. Moreover, with the launch of any new system there is a learning curve and surmounting this curve is difficult when the end-users must find the time to learn the new system while still performing the remainder of their job responsibilities. While the CCC has devoted substantial time and energy to training its staff to use the new system, data mapping and data entry errors can still occur. Additionally, staff once trained may also leave the organization thereby depriving the CCC of important knowledge and expertise.

Departmental morale as well as relationships with vendors and sponsors can suffer. Inability to process a contract or purchase order or pay an invoice can make it more difficult for the Executive Team to determine the Department’s budgetary needs/status.

**Control A**
Training – The CCC will continue participating in Fi$Cal provided training and its trained headquarters staff will provide training to field users. This will allow staff to remain comfortable with Fi$Cal and to continue to use it and not resort to unapproved workarounds.

**Control B**
Open Communications – CCC managers who attend Fi$Cal training are insuring there is strong knowledge transfer to their staff and upper management. CCC personnel are continually informed of and advised to use the Fi$Cal hotline for questions and to seek clarification. Staff are encouraged to report issues up the chain of command. By knowing that their concerns are being addressed, staff feel increasingly comfortable with, and confident in using Fi$Cal as well as monitoring it for vulnerabilities and inefficiencies.

**Control C**
Documentation – To aid in knowledge transfer CCC managers and staff will develop and maintain documentation about all aspects of the systems being replaced by Fi$Cal as well as about the transition thereto and the implementation thereof. This documentation will be made available on the CCC’s Intranet. This will reduce the issues caused by staff departures.

**Risk: Operations - Internal-Corpsmember Recruitment and Retention**
In creating the modern day CCC, the California “Legislature … reaffirmed its intent that the corps’ mission includes increasing awareness of and improving our natural resources, but more importantly, includes instilling basic skills and a healthy work ethic in California youth, building their character, self-esteem, and self-discipline, and establishing within them a strong sense of civic responsibility and understanding of the value of a day’s work for a day’s wages.” (Public Resources Code [PRC], § 14000(d)). Thus, at the heart of the CCC are the corpsmembers (“CMs”) – women and men, 18 to 25 year old (up to 29 for some Veterans) – from a wide variety of backgrounds, who are “selected for participation in the corps program on the basis of motivation for hard work, personal development, and public service, and without regard to their prior
employment or educational background.” (Id., at § 14302.) At the same time, the CCC is an entrepreneurial and incentive-based program which derives nearly half of its operating budget from reimbursement work projects -- project work performed by corpsmembers. If the CCC’s corpsmember population declines, its operational budget may be reduced -- thereby limiting the opportunities it can offer to its corpsmembers. Additionally, if the CCC’s population of corpsmembers without a High School degree declines, the CCC may not be able to offer a robust high school experience at all of its locations.

Joining the CCC is voluntary and once an individual joins they may leave at any time. Thus, recruitment and retention rates can be influenced by a number of factors, such as: the strength of the economy (typically low unemployment correlates with a drop in applicants and a decrease in retention times); increases in minimum wage (which are now at $10.50/hour but are scheduled to continually increase up to $15.00/hour by 2022; increased High School graduation rates (which means less corpsmembers and students available to participate in CCC High School programs); the quality of the CCC’s program; and, the CCC’s image (i.e., the public’s awareness of the CCC, how potential recruits perceive the CCC, etc.) While the state’s population and young adult’s views, needs, and desires have changed, the CCC, until recently, has not updated its marketing or recruitment strategies to adopt to the aforesaid changes.

Any vacant corpsmember position means that the CCC is not providing its unique opportunities to an eligible young California. This results in a drop in the CCC’s ability to accomplish its core mission. Lack of corpsmembers also reduces the CCC’s ability to earn reimbursement funding and respond to the many demands of our historical sponsors as well as increased emergency response requests. Additionally, the CCC’s Charter High School is dependent upon ADA funding. Thus, decreases in the population of corpsmembers attending the CCC’s Charter High School reduces the resources available to support this important component of the CCC program.

**CONTROL A**
Update the CCC’s marketing campaign. In 2017, the CCC brought on a Communications Director who has aggressively pursued changes to the CCC’s image and exposure by, among other things, rolling out a new website, expanding the CCC’s media footprint, adopting new social media platforms, and emphasizing efforts in those areas with the most recruits. These efforts are reducing the subject risk by allowing the CCC to better engage and communicate with potential and current corpsmembers.

**CONTROL B**
Restructuring the CCC’s Recruitment Unit. The CCC’s recruiters have always been deployed in the field (i.e., based at a CCC center as opposed to CCC headquarters). However, until recently, the CCC’s recruiters were supervised by HQ personnel. Now, CCC recruiters are supervised by the District Directors at their assigned locations while receiving support from a team at HQ. This allows the field units – who are most familiar with their local communities and potential partners – to coordinate their existing outreach activities with and in support of the CCC’s recruitment efforts and needs.

**CONTROL C**
The CCC is preparing to revise the system by which it pays corpsmembers. Currently, the CCC pays the majority of its corpsmembers based on an hourly rate tied to the state’s minimum wage. Corpsmembers enrolled in certain special programs (for example, Backcountry, Watershed Stewards, and Save our Sierras) are paid a monthly stipend. The CCC will be moving to a stipend-based pay system that better aligns with the programmatic nature of the CCC, will allow for improved messaging, and which will reduce fluctuations in corpsmembers’ monthly income. All of these benefits are expected to help the CCC’s recruitment efforts while increasing corpsmember retention.
RISK: OPERATIONS - INTERNAL STAFF — KEY PERSON DEPENDENCE, WORKFORCE PLANNING

The CCC’s main services – corpsmember development and public service work projects – ultimately are delivered by the CCC’s residential and non-residential centers (and through special field operations, such as tent camps and the Backcountry Trails Program). District Directors oversee either individual centers or combinations of centers and operations. At this time, the CCC has 13 (thirteen) District Director positions of 12 (twelve) are active District Directors (and one vacant District Director position), three of which are anticipated to retire within two years and another two or three of which are likely to retire within 1-2 years and another 3-4 are projected to retire within 3-5 years. Each such retirement creates a vacancy in a key operations and program delivery position. Filling these positions with internal hires, creates vacancies further down the operations and program delivery chain. At the same time, the CCC has observed that some middle level managers lack the essential written communication skills to take on the most complex management positions that become open because of retirements or other senior staff departures.

At a surface level, the risk is caused by the retirement of senior staff as well as transfer of senior staff to fill new position created by program expansion. However, the underlying cause is a lack of a fully developed District Director understudy and leadership mentor program that would allow for the consistent sharing of institutional knowledge, training in critical communication and reasoning skills, and the development of backup or replacement District Directors.

The CCC loses important institutional knowledge and remaining staff are forced to cover multiple locations while replacements are found. This taxes the CCC resources and can interfere with the CCC’s ability to provide the most effective program to its corpsmembers and/or training to and oversight of its staff.

CONTROL A

Open and Continual Communication Between District Directors and the Executive Team – The District Directors meet regularly with members of the Executive Team (in addition to a monthly District Directors meeting, there are quarterly and yearly District reviews as well as near day-to-day interactions between one or more District Directors and a member of the Executive Team). This open and frequent communication provides the Executive Team with advanced notice of potential vacancies and allows the Executive Team to plan for the hiring of replacements in a timely fashion.

CONTROL B

Beginner Leadership Training—Conservationist I is the entry level civil service position in the CCC’s field operations. Conservationist I’s oversee crews of corpsmembers and work under the leadership of Conservationist II and the supervision of Conservation Supervisors. All of these positions fall under the direction of a District Director. Pursuant to the MOU with BU 7 (which covers the CCC’s Conservationist classification) the CCC provides every Conservationist with a minimum of 80 hours of Initial Entry Training which covers: (1) Orientation to State service, and the job of the Conservationist; (2) Basic Safety and Vehicle Information; (3) Hand Tool Orientation and Usage; (4) Corpsmember Discipline and Grievance Procedures; and, (5) Basic Supervision of corpsmembers. In the second year after their initial hire, Conservationists attend the Conservationist Leadership Academy which helps the CCC groom them as the next generation of organizational leaders. Over the last year, the CCC has been working with the union and others to improve and enhance these trainings.

Additionally, in 2017, the CCC has provided Fierce(TM) communication training to all senior and mid-level management staff.
Control C

Advanced Leadership Training – In 2017, the CCC launched its Leadership Learning Program. Under that Program, twelve future leaders (future District Directors) engaged in a year long exploration of leadership. They met monthly, every other month in person to discuss leadership concepts (based upon readings provided in advance) and in the interceding months they met via Webinar to learn about fundamental aspects of CCC operations (hiring, communications/brand management, budgets, performance evaluations and IDPs, and communicating with corpsmembers). Everyone involved has found the Program to be successful and one of its members has already been promoted to District Director. The CCC will launch Year 2 in January, 2018.

At the same time, the CCC continues to send staff to PIA’s “The Leadership Challenge” course.

Risk: Operations - Internal - Physical Resources — Maintenance, Upgrades, Replacements, Security

The CCC operates 26 residential and non-residential centers statewide. CCC inspections of these facilities show that many are in need of significant deferred maintenance and repairs, improvements to ensure compliance with the Governor’s Executive Order B-18-12 on energy and water efficiency at state facilities, and more attention from the CCC’s inadequate number of facilities maintenance staff. Deferred maintenance can create safety risks and can inhibit the CCC’s ability to successfully carry out its operations (including its emergency response obligations). It also can create a cascading risk of deteriorating facilities that threaten equipment and personnel and which may require expensive emergency repairs. Lack of sustainability measures can cause the CCC to use more energy and water than is theoretically necessary and increases the CCC’s carbon footprint. Inadequate facilities maintenance staff levels presents safety risks and causes minor repairs (that could and should be facility maintenance mechanics) to either be deferred or carried out by third party contractors.

There are several causes for this risk, including, (1) old and/or outdated facilities; (2) leased facilities where it is difficult to get third parties to effect requested efficiency measures and/or repairs; (3) lack of position authority and budget to hire additional maintenance mechanics; (4) relatively remote locations that make traveling maintenance mechanic positions untenable; and, (5) internal resources diverted to perform efficiency services for other public entities.

Full compliance with the Governor’s Executive Order B-18-12 continues to lag and with that the CCC’s energy and water usage and carbon footprint is more than theoretically necessary. Minor maintenance issues remain unresolved in order for resources to be devoted to critical needs. Retention of third party contractors diverts funds from delivery of the CCC’s mission.

Control A

Site Surveys and Sustainability Retrofits – A portion of the CCC’s operations is dedicated to surveying public buildings to determine their energy and water use baselines and to identify and install energy and water efficiency upgrades. The CCC has conducted such surveys and installed some efficiency upgrades at some of its facilities. The CCC can expand these efforts in conjunction with the training of its energy and water efficiency crews. However, the CCC will not be able to bring all of its buildings into compliance with the Governor’s Executive Order because (1) some of its facilities are leased from private parties and the CCC’s authority to make upgrades thereto is limited; and/or, (2) necessary upgrades are beyond the capacity of the CCC’s crews and require DGS involvement and/or budget augmentation.
RISK: OPERATIONS - INTERNAL - TECHNOLOGY—SUPPORT, TOOLS, DESIGN, OR MAINTENANCE

The CCC operates a statewide program across more than 25 facilities (sometimes including remote relatively temporary tent camp facilities). Each of these facilities must handle, transmit, and receive confidential information (as defined in the California Information Practices Act and in other statutes and management memoranda) to, from, and between a variety of sources. Thus, the CCC must comply with a host of state and federal laws as well as various control agency rules and regulations (e.g., the State Administrative Manual, the State Information Management Manual (SIMM), California Government Code Sections 11019.9 and 11015.5, and the Information Practices Act). In January, 2017, the CCC replaced its legacy IT operations system (a 30 year-old Clipper Advantage system) with its new state-of-art secure, cloud-based software solution known as C-Cubed. As with the deployment of any new system there have been challenges migrating data, integrating with other IT systems and physical workflows, and training staff. The CCC is a relatively small department and its ISB staff is severely strained in its efforts to operate, support, improve, and maintain this new system while simultaneously supporting all of the department’s other IT needs (i.e., maintaining data security, educational resources, and connectivity between its facilities as well as other software systems – connectivity which requires increasingly greater Internet bandwidth which is oftentimes costly to procure and maintain). A breakdown in any area could result in a range of issues, including, but not limited to, confidential information being compromised, invoices not being processed, and/or necessary reports not being accurately produced.

This risk is the result of the complexity of the budget and management systems underlying the CCC’s diverse operations (i.e., youth development, education, reimbursement work, emergency response, etc.) across the entire state.

This risk results in the CCC’s ISB staff as well as the CCC’s IT infrastructure being strained to meet the divergent demands placed on them by field users, HQ management, control agencies, and statutory and regulatory requirements. Failure to meet any one of these demands could result in the CCC being unable to timely or adequately perform its core mission and/or be found noncompliant with a legal obligation and face the costs associated with remedying such non-compliance.

CONTROL A

Continued Monitoring - The CCC’s ISB Manager meets regularly with the CCC’s Deputy Director of Administration to review issues related to the CCC’s IT network and infrastructure. Every other week, the CCC’s ISB Manager meets with the CCC’s Chief Deputy Director and with the CCC’s Chief Counsel (who also serves as the Department’s Information Privacy Officer) to discuss issues related to the C-Cubed system. Additionally, the CCC uses software systems to monitor the integrity of the CCC’s IT infrastructure and network. The CCC also maintains a robust help desk system that allows IT users to easily report issues to ISB.

In 2017, the CCC stopped relying on an internal Information Security Officer (who was tasked with multiple other responsibilities) and has been working more closely with the California Natural Resource Agency’s Information Security Office to identify and address IT risks as required by the SIMM.

CONTROL B

Upgrading IT Hardware – The CCC has embarked on a three year plan to refresh all of its computer resources. Additionally, the CCC is looking to relocate several of its servers to the California Natural Resource Agency’s secure server room.
CONCLUSION

The California Conservation Corps strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising controls to prevent those risks from happening. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

Bruce Saito, Director

CC: California Legislature [Senate (2), Assembly (1)]
  California State Auditor
  California State Library
  California State Controller
  Director of California Department of Finance
  Secretary of California Government Operations Agency