



**EXHIBIT A**  
**2011 ANNUAL SUSTAINABILITY REPORT**  
**EXECUTIVE SUMMARY**

**Introduction.** The Office operates under the Office of the County Executive, and is headed by a Director who supervises a County Senior Program Analyst, as well as two full-time grant-funded (the American Recovery and Reinvestment Act of 2009) coordinators engaged to support marketing, administration, a research pilot, and workforce development activities for the County's participation in the State Energy Program, Energy Upgrade California. In addition, the Office is partnered with Stanford University for Haas Government in Excellence Programs for interns and fellowships, which assigned a fellow sponsored by a local foundation to the Office for the summer of 2011. The Office reports to the Finance and Government Operations Committee (FGOC) and, in certain matters, brings reports before both FGOC and the Housing, Land Use, Environment and Transportation (HLUET) Committee. The Director of the Office of Sustainability reports directly to Deputy County Executive Sylvia Gallegos.

**PROGRAMS AND OUTPUT.** From its launch in November 2010 and throughout the calendar year 2011, the Office of Sustainability focused its principal efforts on:

A. **Energy Programs and Policy.**

1. **Energy Upgrade California.** This Program was initiated in 2009 and developed by the State to provide marketing, workforce development, incentives and an energy-efficiency financing tool in the form of a PACE (Property Assessed Clean Energy) Program. In July 2010, the PACE Program was contested by the Federal Housing Finance Agency, triggering a series of federal lawsuits that still hinder full implementation of this financing method. Reorganization of the State Energy Program following the suspension of PACE was completed in September 2010, and the County prepared to launch its program as a member of the 8-County coalition under ABAG-Energy Upgrade California (ABAG-EUC).

Multiple layers of regional and state approvals delayed implementation of the County's Energy Audit Rebate Program until September 2011. The Office utilized this period to conduct community outreach, surveys and marketing in order to craft a strategic and meaningful program, as well as to define effective messaging and branding for the Program. Simultaneously, the Office engaged the County's workforce community and launched contractor training in energy efficiency (EE) financing options, EE benefits and co-benefits, EE marketing and messaging, and sustainable building performance standards.



As a result of this preparation, and in light of the shortened timeline of the Program prior to ARRA's expiration on March 31, 2012, the Office elected to structure a rebate program premised on advanced home energy audit incentives. Energy audits can cost up to \$1000, and represented a "high cost of uncertainty" that often had a chilling effect on consumer receptivity. In addition, the retrofit rebate process is a lengthy one incorporating as many as 8 phases with independent and sometimes multiple approvals required at each phase. Under these circumstances, the Office structured a streamlined Audit/Leads campaign and program that would connect homeowners and contractors, facilitate increased "home energy IQ" among consumers, and establish contractor-consumer relationships that would survive expiration of the ARRA Program.

**Research Pilot** -- In addition, the Office developed a research pilot to install whole-home energy retrofits in homes licensed by the State as Family Day Care Home Providers. Under the pilot, pre- and post-retrofit energy audits will be accompanied by professional indoor air quality analyses, to test the proposition that structurally energy-efficient buildings are also healthier buildings that limit the introduction of particulates, ambient ozone, and other combustion-related airborne pollutants into the home. Indoor air quality is particularly critical for children whose respiratory systems are still developing through adolescence.

Program Performance Benchmarks -- Despite its delayed launch, the County's program has performed well beyond projections. While actual figures for the detailed program performance will only be definable after March 31, 2012. Between the Program launch on August 28, 2011 and December 31, 2011, the following benchmarks and indicators have been achieved:

- i. More than 550 whole-home energy audits completed or in-progress
- ii. 218 Advanced Retrofits complete or in-progress
- iii. 60% of all completed Advanced Retrofits attained 20-30% energy efficiency improvement
- iv. An additional 24% of completed Advanced Retrofits attained 30-45% energy efficiency improvement
- v. Currently, the Program has an 32% residential energy improvement performance
- vi. The County's Program ranks among the highest in advanced package home retrofits from among the 8 ABAG counties
- vii. The Program has a 98% favorable customer satisfaction index
- viii. At least two contractors were prepared to shut down their businesses prior to the Program; and several others have added staff due to the consumer demand created by the Program. Many contractors have energy audits and retrofit work scheduled into February 2012
- ix. Since its launch in September 2010, the County's Energy Audit Rebate Program has produced more advanced package home energy retrofits than the total number for the preceding 12 months
- x. Post-audit customer surveys indicate that 87% of customers intend to undertake some form of home energy efficiency retrofit installation



- xi. The Research Pilot was launched in August 2011 and, presently, pre-retrofit energy audits have been completed, pre-retrofit indoor air quality testing will be completed by January 11, and the post-retrofit tests are expected to be complete and prepared for analysis by February 20

2. **Local Government Sustainable Energy Coalition (LGSEC).** The Director of Sustainability sits on the Board of the LGSEC, a statewide organization comprised of energy program directors from county and city governments and non-profit organizations that support energy efficiency (EE) and renewable energy (RE) efforts. The primary focus of LGSEC in 2011 has been to develop working models for post-ARRA local government energy efficiency programs, including a proposal that the California Public Utilities Commission (CPUC) consider extending Energy Upgrade California as an umbrella for the State's future EE and RE programs. Despite initial challenges, Energy Upgrade California has fostered local government EE programs which cover financing options, all building types, workforce development, consumer education, multi-family EE projects, and models for cross-governmental partnerships or regional EE networks.

As a member of the LGSEC Board, the Office has co-authored or contributed to recommendations and filings with the CPUC on a number of issues including:

- i. Bridge funding of EE programs through the 2013-14 cycle
- ii. Restructuring EE programs to include Regional Local Government Energy Network pilots
- iii. Auction and revenue structures for the State's Cap and Trade Protocol under AB 32

In addition, the Office has frequently met as a member of LGSEC's Board with CPUC Commission Analysts, Commissioner Staff, and with the Energy Division to discuss local government EE programs and potential for future programming and funding. In this capacity, the Office also brings back legislation and regulatory developments and information to the municipal members of CAST (see Item B directly below).

3. **Research Future EE Programs for the County of Santa Clara.** The Office is working with County Counsel and the County's Finance Agency on potential EE program opportunities, including a Commercial PACE Program. In addition, the Office works closely with Working Partnerships USA to support the latter's efforts to develop a local "loan loss reserve" program for residential energy upgrades, with an emphasis on social equity.

- B. **Climate Action and Sustainability Team (CAST).** The Office has convened a forum of sustainability representatives from the Office and each of the municipalities within the county. Through CAST, the Office is now leading two key initiatives:

1. **Strategic Growth Council Grant Proposal, *Silicon Valley 2.0*,** envisioned as a blueprint for sustainability and adaptation planning for the region, covering "shared assets" such



as transportation, waste management, energy and water, planning for the disproportionate impacts of climate change on disadvantaged communities, infrastructure vulnerability assessments and, also, a chapter on corporate and business resiliency; and

2. **Operational/Community GHG Inventories and Development of a model Strategic Energy and Emissions Reduction Plan**, covering the County and up to 8 municipalities, in a 3-phase program to update government GHG inventories, establish a baseline countywide community inventory, and to develop a model County-Cities Strategic Energy and Emissions Reduction Plan. The Office is negotiating with Pacific Gas & Electric to fully fund this initiative under its Green and Sustainable Communities Programs. Joint Venture Silicon Valley is working with the Office as a partner in this project, and has engaged an engineering intern to commence on the municipal operational inventories.

In addition to these active projects, the Office and members of CAST are partnered in the following developing efforts:

3. **Conversion Technologies.** The Office has opened discussion with multiple cities regarding a unified initiative to explore various conversion technologies, including pyrolysis, gasification and plasma arc technology for conversion of municipal solid waste to marketable by-products, including syn-fuels.
  4. **Existing Initiatives and Partnerships.** Through its leadership role in CAST, the Office is also invited to join existing initiatives among the municipalities. Current partnerships include a community expanded polystyrene effort, and a coalition of local governments exploring preemptive measures to reduce block EPS waste, including convening discussions with manufacturers and businesses.
- C. **Board Referrals and Priorities.** In the latter part of 2011, two issues emerged from Board referrals that the Office expects to not only continue into 2012, but to evolve into tangible deliverables aligned with the Board's sustainability policies and goals. In brief, those subjects are as follows:
1. **EPS (Internal and Community) and Block EPS.** The Office is preparing a March 2012 report setting forth detailed fiscal impacts of an internal ban on all use of EPS (principally in food service). In addition, the Office is working with the Office of Integrated Waste Management (IWM), to analyze options and impacts of a community EPS ban, again principally impacting the food service industry. Further, the Office is working with a coalition of cities to explore strategies for influencing manufacturers, producers and shippers to modify processes and operations that incorporate the use of block EPS (preemption as a significant measure), including demonstration of European models that have significantly reduced packaging and block EPS waste streams.



2. **Conversion Technologies for Reducing Municipal Solid Waste.** Conversion technologies are being implemented on a commercial scale in countries, such as, Korea, Denmark and Japan. Although these examples operate under environmental protection regulation distinct from that imposed by the State of California, these technologies may have the potential to convert municipal solid waste into syn-fuels and marketable by-products, create new markets, and to increase State and local ability to meet aggressive GHG emissions and landfill reductions goals. The Office presented a preliminary report back to FGOC and HLUET. Pursuant to direction, the Office has prepared a Request for Information (RFI).
- D. **Sustainability Executive Council (SEC).** This item refers to the work of an internal sustainability council consisting of Department Directors and Executives. Although SEC was convened in June 2011, further meetings were postponed in anticipation of incoming directors in key departments, including the Department of Planning and Development and Parks and Recreation. In the interim, the Office continues to meet directly with County agencies in order to prepare the agenda for a first-quarter 2012 meeting where SEC will discuss key sustainability topics affecting or affected by government, and to reach consensus on key priorities. In addition to SEC cross-departmental activities, the Office directly supports other County departments in critical state and national initiatives. The most prominent efforts in this regard are:
1. **SB 375** – Sustainable Communities Strategy, supporting the Department of Planning and Development, in particular, the One Bay Area Project charrettes and workshops to develop a Bay Area Regional model for sustainable growth, transit-oriented design and climate adaptation.
  2. **Impacts of Climate Change on Disadvantaged Communities**, supporting the Department of Public Health in this national program and its statewide counterpart, the State Department of Public Health. Over the past year, the Office has participated in workshops hosted by the State to provide input on a George Mason University’s Center for Climate Change Communication project to coach public health officials and communicators on climate change.
  3. **Coordination of Internal and External Climate Action Policies, Programs and Projects.** The Office coordinates on a continuous basis with Facilities and Fleet (FAF), which manages the County’s Climate Action Plan for internal operations. In addition, many of the County’s Environmental Stewardship Goals are motivated by internal activities also supervised by FAF. The Office and FAF also coordinate respective energy efficiency and renewable energy programs and projects, as well as cross-reporting on regulatory, legislative and funding opportunities for each.
- E. **County Representation** (in local, regional, state and national forums and organizations that address issues of sustainability, climate action, and adaptation). As noted in the cover Transmittal, the Board has directed the Office to represent the County at the regional, state and national level in organizations, panels, networks, and programs dedicated to the evolving understanding and application of sustainability principles and climate action strategies, as well those that advance the Board’s sustainability goals and policies. The Office is active in a number



of regional and national groups, and serves on certain Boards and Working/Advisory Groups, including:

1. **National Association of Counties (NACo) Green Government Advisory Board.** The Director of the Office serves on this Board, supporting Supervisor Kniss's senior position. The Green Government Advisory Board has identified 2012 priorities as energy funding for governments, stimulation of the green building industry, support of Green Demonstration Projects, establishing a national network of sustainability interns, and a 2012 partnership with the Healthy Communities Initiative. The Office will meet with other members of the Advisory Board in March 2012, which meeting will feature a joint presentation with the Healthy Communities Initiative.
2. **Joint Policy Council (JPC).** The Office is a member of the JPC Climate Adaptation Working Group, which has worked for the past 18 months on developing a model adaptation strategy for the Bay Area region. Presently, research scientists and academic partners in the group are publishing a series of white papers on various sustainability and adaptation topics. The Office represents government perspective, along with the cities of Berkeley and Oakland. This Working Group has been tasked to eventually dovetail its work with a parallel working panel addressing economic sustainability and adaptation strategies. Once it has completed its research and publication phase in March 2012, it is anticipated that the Climate Adaptation Group will proceed toward development of a Bay Region framework for sustainability and adaptation planning (including impacts of sea level rise) over the remainder of the calendar year. The JPC operates under the aegis and direction of 4 coalition partners – the Metropolitan Transportation Commission, the Air Resources Board, the Bay Conservation and Development Commission, and the Association of Bay Area Governments.
3. **Urban Sustainability Directors Network (USDN).** The Office represents the County in this nationwide organization of more than 120 sustainability offices, generally created to network government sustainability leaders for information sharing, project partnering, policy development, and analysis of behavioral impacts on climate response and sustainability. In 2011, the USDN launched a Leadership Academy in association with the Sustainable Communities Institute. The Office was invited to participate in the first Academy and worked with a Task Force to audit the Academy and make recommendations for future development and structure.

In addition, the USDN has a number of Work/Advisory Boards, and the Office serves on two: the Climate Change and Adaptation Work Group, as well as the Policy Committee. The duty of both boards is to develop new policy and practice proposals that may be adopted or implemented by USDN member governments.

4. **Climate Action Executive Board, Joint Venture Silicon Valley.** As a member of this Executive Board, the Office represents the County in targeting issues and potential project partnerships among local governments in the Counties of Santa Clara and San Mateo. Under this arm of Joint Venture Silicon Valley, the Office is currently assessing a



GHG inventory and tracking tool developed by the County of San Mateo, for potential license and use in the inventory/planning project that is the subject of negotiations between the Office and PG&E.

In addition to the above, the Office also works on a less formal basis with the Environment and Sustainability Executive Board of the Silicon Valley Leadership Group, Sustainable Silicon Valley, and the Bay Area Climate Collaborative.

- F. Research and Developing Proposals for Grant and Alternative Funding Programs** A slow economic rebound has resulted in even greater application and competition for grant and alternative funding, especially those opportunities that do not require matching funds. The ARRA grant-funded Energy Upgrade California Program has been demanding in terms of administrative volatility, multiple layers of review and approval, schedule delays, and unanticipated procedural changes. Notwithstanding the many demands of ABAG-EUC, the Office has pursued other funding and project opportunities:
1. **CalFIRE Grant.** The Office was not successful in a CalFIRE grant application to fund an initial phase urban forest inventory, but has discussed the application with the regional State forester and is confident that a return application in 2012 will have a much greater chance of success. A tree inventory lays the foundation for valuation of the asset, planning and tracking of capital projects, consolidated asset management, tracking of any pathogen or pest activity, mapping of potential emissions offsets projects, and development of a community forest master plan.
  2. **Strategic Growth Council (SGC)** The Office is leading a multi-city and special district team in an application to the Strategic Growth Council for its *Silicon Valley 2.0* proposal, which must be submitted by February 15, 2012. Awards will be announced by May 1, 2012. If successful, the Office may elect to supplement this grant project with additional funding applications (e.g., the USDN).
  3. **Green Communities Program /PG&E** Regarding the County-Cities project for Operational/Community GHG Inventories and creation of a model Strategic Energy and Emissions Reduction Plan, the Office hopes to conclude its negotiations with PG&E and bring the funding agreement before the Board in February, 2012.
- G. Launch a Sustainability and Climate Action Intern Program** The Office presently works with the Haas Government in Excellence Program at Stanford University, for both intern and fellowship programs. Currently, the Office is active in the summer fellowship program, under which outstanding candidates are sponsored by foundations and corporations. The 2011 fellow worked with the Office of Sustainability to research and prepare white papers, memoranda, and concepts for sustainable prisons programs, emerging smart transportation strategies, upstream-downstream or life-cycle accounting for municipal solid waste techniques, and various metrics used in valuation of sustainability and adaptation strategies.



Assuming success in negotiating full funding from PG&E for the inventories/strategic plan project, the Office will also indirectly engage interns from the Kirsch Center at De Anza College through an agreement between The Kirsch Center and Joint Venture Silicon Valley. In addition, the Office is working with NACo's Green Government Program Manager to identify local intern resources in a national network being created by NACo for students of sustainability, environmental management and engineering, and earth sciences.

The County of Santa Clara 2011 Annual Report - Sustainability Matrix

 (Economic)  (Social)  (Environmental)

Sector	Principal Department and Action	Implementation				Implications   	Partnering Departments and Stakeholders	Measure of Success / Current Status	Sustainability Return-on-Investment / Sustainability Impact or Effect/Outcomes (as available)
		Implemented	0-5 Years	6-10 Years	11-15 Years				
ENERGY - Includes GHG and Climate Action	<b>Facilities and Fleet / Administration &amp; Programs</b> - Facilities Lighting Replacement for EE models		Y-0			 	Dept of Finance, CA Debt Limit Allocation Committee	Now with legal and procurement; completion of 6 facilities over 5 years	<ul style="list-style-type: none"> <li>• \$ 8.8 mil in savings over 20 years</li> <li>• 772 metric tons GHG avoided/year at completion</li> </ul>
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Installation of 3.8 megawatts of solar renewable energy		Y-2			 	DOC; OBA; CEO; Planning & Development; HHS; PG&E; CA Debt Limit Allocation Committee	Complete installation at 4 County sites over 3 years 2nd Year: 3.6 MW under construction	<ul style="list-style-type: none"> <li>• Financed through QECB issues provides savings in debt service charges</li> <li>• 2,691 metric tons GHG avoided/year at completion of 3.6 MGW projects</li> </ul>
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Installation of 2.0 megawatts of solar renewable energy		Y-1			 	1st Regional Renewables Collaborative Procurement Initiative; Joint Venture Silicon Valley; PG&E; County dept's.	4 sites complete by March-2012	<ul style="list-style-type: none"> <li>- Power Purchase Agreement (PPA) projects to save \$2 million over 20 yrs.</li> <li>- PPA Project Performance - full cost recoupment est. @ 7-10 years</li> </ul>
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Installation of est. 1.0 megawatts of solar renewable energy		Y-1			 	2nd Regional Renewables Collaborative Procurement Initiative (Alameda Cty); JVSJ; PG&E; County dept's.	In 1st year of 3-year project; SCC install of RE for 911 Center, Fleet Garage; Fleet Parking Garage	TBD
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Installation of up to 4.8 megawatts of fuel cell systems		Y-0			 	Berger Dr. Service Center; PG&E; HHS, Probation; Sheriff (Bureau of Custody)	Now in negotiation and procurement phase Targeted completion of 4 sites by 2017	Potential GHG reduction through use of biogas
	<b>Facilities and Fleet / Building O&amp;M</b> - 3M Filter Replacements		Y-1			 		Completed year 1 of 2-year program; 4 principal facilities completed to date	Filters provide: <ul style="list-style-type: none"> <li>- 20% energy savings for fan motors</li> <li>- 75% time reduction in changing filters</li> <li>- 66-75% less waste for disposal</li> </ul>
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Detention Facility Benchmarking Project		Y-0			 	PG&E; Sheriff (Bureau of Custody); Probation; other local and state facilities	Project is in negotiation phase under a PGE Pilot Grant Program; goal is completion of 5 facilities by 2013	Benchmarking will lead to efficient planning for buildings operations, and development of best practices
	<b>Planning and Development</b> - Wind Energy Conversion Systems Ordinance Amendments (Non-Commercial, ancillary to primary use)	X				 	None	Status: Adopted No permits applied for as of 11/2011	N/A
	<b>Planning and Development</b> - Expedited Permitting for Solar Photovoltaic (flush rooftop < 15kW)	X				 	Solar America Board for Codes and Standards (Solar ABCs)	Program implemented and ongoing - Reduced processing time by up to two weeks / 67%.	No up-front investment cost and expedited process facilities installation of renewable energy products.
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Solar Thermal Proposal		Y-0			 	Sheriff (Bureau of Custody); Probation; PG&E	Completion of 60-day feasibility and data phase. Two-year project planned for Elmwood, Main Jail and Juvenile Hall	TBD
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Facilities Benchmarking		Y-1			 		Successful application of Energy Star Portfolio software tool to benchmark facilities	Benchmarking allows for measuring building performance, setting efficiency goals and monitoring progress.
	<b>Department of Public Health</b> - Impacts of Climate Change on Public Health Initiative		Y-2			 	Office of Sustainability, Cal Dept of Public Health	Create statement & broad awareness of local public health intersection with climate change	This is a federal project promoted by the State, with messaging focus but also producing public health impact scenarios and metrics

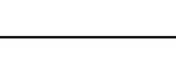
Sector	Principal Department and Action	Implementation				Implications 	Partnering Departments and Stakeholders	Measure of Success / Current Status	Sustainability Return-on-Investment / Sustainability Impact or Effect/Outcomes (as available)
		Implemented	0-5 Years	6-10 Years	11-15 Years				
ENERGY - Includes GHG and Climate Action	<b>Office of Sustainability</b> - Joint Policy Committee Adaptation Initiative		Y-2				Office represents County in Joint Policy Committee Initiative. Includes research institutes, universities, consultants, govts, researchers	Peer-reviewed studies and model set of recommendations for Bay Region adaptation planning	Supports prudent and strategic decision-making and dedication of regional funding and resources.
	<b>Office of Sustainability - Energy Upgrade California</b> - Contractor Training Program		Y-2				NARI, Working Partnerships USA, and other contractor and labor organizations; ICF	Establish energy efficiency (EE) contractor training program, incl. orientation as to financing, marketing, messaging, and EE benefits	Development of higher skilled, motivated and effective energy efficiency workforce
	<b>Office of Sustainability</b> - Silicon Valley 2.0 Project		Y-1				Nine cities, Santa Clara Valley Water District, Joint Venture Silicon Valley, Silicon Valley Leadership Group, other foundations, organizations, universities and non-profits	Raise funding for and complete regional framework for climate response and adaptation planning. Incl. infrastructure planning, shared assets, vulnerability communities, and commercial resilience planning.	The project incl. metrics analyses, and a tool crafted for the unique aspects of the region. The planning and metrics tools will provide critical resources for community leaders in deciding sustainability and adaptation measures and dedicating resources.
	<b>Parks and Recreation Anderson Visitor Ctr</b> Exceed title 24 standards by min 15% -- Sized photovoltaic system; Passive heating/cooling; Reflective roofing; Selective window ratings; Manual on/auto off AC system; Solar hot water system; Parks on/auto off AC system; Solar hot water system		Y-2				PG&E – Savings by Design	Completion of construction; cyclical monitoring of impacts and savings	TBD
	<b>Office of Sustainability</b> - GHG Inventories / Government and Community Climate Action Plans		Y-1				PG&E; Joint Venture Silicon Valley; multiple Municipalities; Santa Clara Valley Water Management District; De Anza College	Status: closing negotiations with PG&E for full funding. Consideration of various inventory tools and Climate Action Plan templates	A 3-Phase Project that will provide updated gov't operations inventories, community inventories, and Municipal and County Climate Action Plans and/or updates. Aligns with Board policies and represents local gov't goals in support of AB 32.
	<b>Roads and Airports</b> - Expand the use of Warm Mix Asphalt (WMA) as state specification standards become available.				Y-1		Private industry; Caltrans	Incorporate new specifications and expand use as part of pavement maintenance projects. Demonstration project currently in place on Montague Expressway.	Reduces fuel consumption during manufacturing by 20% Decreases greenhouse gas emissions, smoke, and dust at the production plants and on the construction sites
	<b>Roads and Airports</b> - Conduct demonstration projects for Cold In-Place Recycling (CIR) -- a road pavement rehabilitation technique in which the existing pavement materials are reused in place, reducing the use and transportation of raw materials.		Y-1					2011 - Used CIR along 1.1 miles of Holsclaw Road near Gilroy.  CIR process proposed for reconstructing two additional roads next year.	Reduction in use of raw materials CO2 Emissions Reduction per lane mile: 66 tons Cost savings over conventional pavement: 33% to 50%
	<b>Roads and Airports</b> - Replace street lights and signal lights with induction fluorescent and/or LED lighting			Y-1				2011: Technical feasibility conducted in preparation for rolling out the program  Conversion of street lights and signals along County-maintained roads.  Multi-year program implemented as funding becomes available.	50% reduction in energy use per light replaced. Return on investment: 5 years.

Sector	Principal Department and Action	Implementation				Implications 	Partnering Departments and Stakeholders	Measure of Success / Current Status	Sustainability Return-on-Investment / Sustainability Impact or Effect/Outcomes (as available)
		Implemented	0-5 Years	6-10 Years	11-15 Years				
ENERGY - Includes GHG and Climate Action	<b>Office of Sustainability - Energy Upgrade California</b> - Whole-Home Energy Audit Program - Retrofit Pilots in Under-Served Communities - Community Energy Awareness Outreach & Marketing		Y-1				ABAG; California Energy Commission; Acterra; PG&E; Ecology Action; ICF Int'l; CBOs; labor organizations, contractors	500 Advanced Whole-Home Energy Audits; 20,000,000 Market Impressions; Awareness Campaign Outreach to 1.6 million. Economic impacts re sustain and create jobs; circulation of revenue into local economy	<ul style="list-style-type: none"> <li>• More than 550 audits complete or in-progress</li> <li>• 218 Advanced Retrofits complete or in-progress</li> <li>• 60% of all completed retrofits attained 20-30% EE improvement</li> <li>• An additional 24% completed retrofits attained 30-45% EE improvement</li> <li>• Avg. 32% residential energy efficiency improvement for retrofits completed to date</li> <li>• Spontaneous recoupment; Program fully grant funded</li> </ul>
	<b>Office of Sustainability - Energy Upgrade California</b> - Energy-Indoor Air Quality Nexus Research Pilot		Y-2				4Cs; State of California; California Energy Commission; Sterling Engineering & Diagnostic; County Dept of Public Health	Compare pre- and post-retrofit energy audits and indoor air quality testing to assess any trending linking energy efficiency with indoor air quality and public health	Pilot uses 4 homes licensed by the State as Family Day Care Home Providers. Testing will be complete March-2012. An energy efficiency link to public health will elevate value place on energy efficiency.
	<b>Parks and Recreation -- Martial Cottle</b> Exceed title 24 standards by min 15% Sized photovoltaic system Passive heating/cooling Reflective roofing Selective window ratings Manual on/auto off AC syst Solar hot water system		Y-2					Master Plan complete, under schematic design, TBD	TBD
	<b>Parks and Recreation - Fantasy of Lights Event</b> Convert incandescent Christmas light bulbs to LED		Y-1					2nd year - 35% in progress; complete conversion by 2013	Reduce energy consumption(of event) by 75%
	<b>Facilities and Fleet - Administration and Programs</b> - Education and Outreach Program / Green Team		Y-2					Success will be defined by tracking initiative measurements and employee engagement. Presently, 7 departments participate.	The "Green Team" promotes the County's internal CAP and other policy commitments. including encouraging use of public transit, and paper, energy and resource use reductions.
	<b>Facilities and Fleet - Administration and Programs</b> - Tracking Government Operations Climate Action Plan		Y-3				Engages all County departments and offices	Complete 2010 GHG inventory to track GHG Emissions reductions targets, pursuant to Climate Action Plan for Operations and Facilities.	Advances implementation of Plan recommendations and targets (e.g., 10% reduction in GHG by 2015 from 2005 baseline).
	<b>Dept of Planning and Development</b> - Solar Permitting Initiative (to establish uniform, web-based permitting process)		Y-2				US Dept. of Energy; City of San Jose; City of Sunnyvale; City of Palo Alto;	Resolve wet plans process; Uniform Regional Permitting; Reduced Costs of Solar Permitting	Reduced County solar permitting costs Facilitation of conversion to renewable energy Cost neutral program after 2 years

Sector	Principal Department and Action	Implementation				Implications 	Partnering Departments and Stakeholders	Measure of Success / Current Status	Sustainability Return-on-Investment / Sustainability Impact or Effect/Outcomes (as available)
		Implemented	0-5 Years	6-10 Years	11-15 Years				
WASTE/MATERIALS MANAGEMENT	<b>Integrated Waste Management</b> - Single Use plastic bag ordinance		Y-1					Prevent distribution of an estimated 832,000 single-use carryout bags per year in unincorporated SCC resulting in a proportionate decrease in the number of bags landfilled or ending up as roadside litter	Not presently calculated
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Recycling, Composting & Waste Program		Y-2				County Integrated Waste Management (IWM); County Dept's; Allied Waste	Program will Allied Waste to be fully implemented 2012-13; target of 75% diversion rate by 2014.	Between Oct-2010 - Sept-2011: - 1438 tons diverted through composting - 2366 tons diverted through recycling - 3502 tons landfilled - Avg. diversion rate of 52% for FY2011
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Zero Waste Events Policy	X					All County Departments and Event Planners	Adoption of Policy by Board of Supervisors; est. website	TBD
	<b>Integrated Waste Management</b> - e-Stewards ordinance		Y-1				Department of Environmental Health	Mandates that electronic waste collected from of disposed of in unincorporated SCC be taken to an e-Stewards certified recycler, keeping the waste stream from being sent out of the country to endanger the environment and health of people in developing countries	TBD
	<b>Integrated Waste Management</b> - Expanded polystyrene		Y-1				Office of Sustainability	Ban distribution of expanded polystyrene food and beverage containers in County buildings and facilities and in unincorporated SCC restaurants, markets and convenience stores resulting in a proportionate decrease in the number of containers landfilled or ending up as roadside litter	Project in first year development and research phase; impacts and outcomes will be quantified in next 18 months.
	<b>Integrated Waste Management</b> - Green Business Program				Continuous Program		Department of Environmental Health (Audits), Santa Clara Valley Water District, PG&E, Bay Area Air Quality Management District, California Bay Area Green Business Network, Department of Toxic Substances Control, Santa Clara County cities & garbage haulers	Sustained proliferation of the Program and continuous certification of new businesses; including all County offices and departments	The Green Business Program helps small to medium sized businesses to lower their environmental footprint primarily through water and energy efficiency and conservation, waste reduction and pollution prevention.
	<b>Integrated Waste Management</b> - Home Composting Education Program	X					Bay Friendly Coalition, Santa Clara County Cities, Resource Area For Teachers, various schools, Master Composters	The Home Composting Education Program provides free classes to residents of the County on topics such as back yard composting, worm composting, and other environmentally friendly gardening practices that lead to increased diversion through the composting of household organic material. In 2011, 34 classes were held, with an attendance of 1,036 residents.	466 composting bins sold in FY11 by IWM

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		Implemented	0-5 Years	6-10 Years	11-15 Years				
WASTE/ MATERIALS MANAGEMENT	<b>Parks and Recreation</b> - Establish Park System Wide Single Stream Recycling and Solid Waste Removal		Y-1				FAF	Current status - RFP completed	Contribution to Board of Supervisors' 75% Landfill diversion requirement
	<b>Parks and Recreation</b> - <b>Anderson Visitor Ctr</b> Recycle no less than 75% of construction and demolition debris		Y-1					Successfully complete LEED quantification for certification	TBD
TRANSPORTATION	<b>Parks and Recreation</b> - <b>Martial Cottle</b> - Connection to park to light rail system – provide bridge and path system		Y-2				Valley Transit Authority; City of San Jose	Successful completion of construction	TBD
	<b>Roads and Airports</b> - Construct new sidewalks in unincorporated neighborhoods and along expressways				Y-1		Awarded grant to Mountain View to construct 1,600 linear feet of new sidewalk (0.3 miles) along Central Expressway (to be constructed in 2012)	Construction of Prop 1B and Measure B sidewalk projects. Award of expressway pedestrian program grant. 2011: Design completed for 3,750 linear feet of new sidewalk for unincorporated roads (to be constructed in 2012).	4-Year Grant Program intended to promote reduced auto use resulting in decreased fuel consumption and air pollutant emissions; promotes a healthier community by increasing physical activity and enhancing safety.
	<b>Roads and Airports</b> - Implement Expressway Traffic Responsive Signal Operations		Y-2				State (Prop 1B), MTC, and Air District (Transportation Fund for Clean Air) provided project funding	Provide traffic responsive signal operations along 8 expressways over 3 years.  2011: 5 expressways implemented.	Project Lifetime Benefits (5 years): Travel Time Savings: 1.9 million hours Fuel Consumption Savings: 2.3 million gallons NOx Emission Reduction: 34.19 tons CO Emission Reduction: 175.6 tons VOC Emission Reduction: 40.7 tons  Total Benefit Cost Ratio: 84:1
	<b>Roads and Airports</b> - Implement Bicycle Adaptive and Pedestrian Adaptive Traffic Signal Timing				Y-3			Implement bicycle and pedestrian adaptive signal timing along 8 expressways (multi-year program as funding becomes available). 2011: Bicycle adaptive signal timing implemented at 20 intersections. Pedestrian adaptive signal timing at one intersection.	Promotes reduced auto use resulting in decreased fuel consumption and air pollutant emissions; promotes a healthier community by increasing physical activity and enhancing safety.
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Employee Commuter Survey		Y-2				Survey sent to all employees	Completed annual employee commute surveys	This data supports planning and advocacy for employee use of public transit; and also provides data for internal GHG inventory.

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SMART GROWTH (Includes Green Buildings)	<b>Facilities and Fleet / Capital Projects Division</b> - James Ranch Dormitory		Y-2				Department of Probation	Final construction that qualifies for LEED Silver rating. Construction start 2013.	TBD upon completion (est. 2014)
	<b>Facilities and Fleet / Capital Projects Division</b> - Elmwood Cooling System Replacement (Food Systems)		Y-2				Sheriff's Office Bureau of Custody	Efficiencies/savings in replacement of end-of-life w/ energy efficient system	Implementation will save 100,000 kWh / year
	<b>Facilities and Fleet / Capital Projects Division</b> - Juvenile Hall Kitchen Upgrade		Y-2				Department of Probation	Replace end-of-life HVAC, food service & appliances w/ energy efficient models	TBD upon completion (est. 2014)
	<b>Parks and Recreation</b> - Parks Administration Bldg LEED EBOM Certification		Y-2				FAF	Project Plan created Energy Audit Completed Water Audit Completed	TBD
	<b>Parks and Recreation</b> - Parks Public Use Restroom Upgrades				Y-10			Installing: Waterless Urinals, Low Flow Toilets, & LEED certified Hand Dryers 10th year: 33 Restrooms complete	Reduce costs of paper towels by 75% (overall) Reduce water use by 50% (in restrooms) Reduce power consumption by 75% (in restrooms)
	<b>Planning and Development</b> - Health Element Update		Y-1				Depts of Public Health, Roads & Airports, Environmental Health, Agriculture, and the Health Advisory Commission.	Status: Consultant Selected. Success: Adoption  Schedule: within 5 years	TBD
	<b>Planning and Development</b> - Housing Element Update		Y-2				Office of Affordable Housing, Stanford, State Department of Housing and Community Development.	Status: Regional Agencies in process of determining Housing Need Schedule; within 5 years	TBD
	<b>Planning and Development</b> - Residential Green Building Ordinance	X					Silicon Valley Leadership Group, Build it Green	Status: Adopted	Not Determined
	<b>Planning and Development</b> - Non-Residential Green Building Ordinance	X					Stanford, Department of Planning and Development Applicants' Roundtable.	Status; Adopted No permits reviewed using the LEED mechanism so far.	N/A
	<b>Planning and Development</b> - Stanford Alternate Means Green Building Ordinance	X					Stanford, Department of Planning and Development Applicants' Roundtable.	Status: Adopted (as part of the Non-Residential Green Building Ordinance).	N/A
	<b>Planning and Development</b> - Commercial Solar Ordinance	X					Solar industry stakeholders	Status: Adopted No permits applied for as of 11/2011	N/A
	<b>Planning and Development</b> - Update of "Development in Flood Plains" Ordinance		Y-2				FEMA, California Department of Water Resources (and probably SCVWD)	Status: Issue identification phase Success: Ordinance Adoption.	Return: Improved definitions for better protection of structures; lower impact of new development
	<b>Facilities and Fleet - Capital Projects Division</b> - Downtown Health Center		Y-4				HHS	Target is to qualify for LEED Silver rating. Status: Design Phase	Building performance is core among the Board's sustainability goals. Assessments will occur post-construction

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SOCIAL AND NATURAL CAPITAL	<b>Department of Public Health</b> - General Plan development: Health Element		Y-1				Dept. of Planning and Development, Raimi & Assoc., Office of Sustainability	Inclusive health element developed and adopted by 2014	Enhanced human capital, socialization, reduced health care costs,
	<b>Department of Public Health</b> - Social and Health Inequity Report	X					The Health Trust	Awareness of upstream social determinants of public health	Ability to plan preemptively for improved public health
	<b>Planning and Development</b> - Mapping BAAQMD Public Health Data around Roads		Y-4				BAAQMD	GIS Maps being finalized.	County's investment in staff time to create maps resulted in savings of staff time for multiple jurisdictions.
	<b>Department of Public Health</b> - Vietnamese Health Assessment	X					REACH Coalition, Office of Supervisor Cortese, VHA Advisory Board	Publicize Vietnamese health needs in SCC	Health Assessment provides framework for building programs and measures to address specific communities and distinct health care concern profiles
	<b>Department of Public Health</b> - Strategic Planning Initiative		Y-2				Public Hospitals, Health Advisory Commission, VHP, SCCHHS	Continuous alignment of planning with programs and improved public health	Approach permits the Public Health Department to identify and prioritize public health demands and develop responsive programs
	<b>Department of Public Health</b> - Communities Putting Prevention to Work		Y-2				Cities of SCC, multiple NGOs	Reduce community rates of obesity and tobacco use.	Grant funding allows immediate return and benefit to the community. Reflects Board priorities in reducing public health costs and co-benefits of healthy community.
	<b>Department of Public Health</b> - Let's Move Initiative		Y-1				White House / First Lady Initiative; all SCC cities	Increase childhood activity & improve nutrition	Grant funded program centers on preemptive avoidance of monetary and social costs of poor health, especially among children.
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Women In Fleet Pilot		Y-1				Recruiting automotive schooling programs; Office of Women's Policy, ESA, OCC	Seeking to establish an unpaid intern program to train women in auto mechanics. Outcome to be measured by # of applicants.	This pilot will include tours of County Fleet facility; and seeks to diversity employment opportunities for women. Currently, soliciting applicants.
	<b>Social Services Agency</b> - Teen Pregnancy Prevention Collaborative		Y-4				Alum Rock Counseling	A wide-scale, community-driven teen pregnancy prevention program. Objectives are to reduce teenage and unintended pregnancy and absentee fatherhood.	Program is Grant-funded under the Community Challenge Grant Program ; and promotes economic, social, and emotional development of parents and children.
	<b>Agricultural and Environmental Management</b> - SCC Food System Alliance		Y-1				Farm Bureau of SCC; Bay Area Chrysanthemum Growers Association; SCC Cattlemen's Association	Early development; with a creation of benchmarks and milestones in progress.	A foodshed planning initiative to promote security , access and equality of healthy foods.
NATURAL RESOURCES AND AGRICULTURE	<b>Parks and Recreation</b> - Martial Cottle Urban Agriculture Project Implement master plan – urban agricultural park – 80% of acreage (287) in active ag use, including community gardens, food growing and prep demonstration pavilion, interpretive display(s), visitor center		Y-2				City of San Jose; partnering agricultural organizations TBD	Completion of design; construction and development of leases w/partner orgs.  Established viability of urban agriculture	Urban agriculture has multiple co-benefits including healthy food, food justice and equity, minor transportation from plot to table, enhanced public health, and cost effectiveness
	<b>Planning and Development</b> - Habitat Conservation Plan		Y-4				County of Santa Clara, Cities of San Jose, Gilroy & Morgan Hill, Parks Department, SCVWD, VTA, California Dept. of Fish and Game, U.S. Fish and Wildlife Service, US Army Corp of Engineers.	Status: Draft plan released, final plan under preparation.	Potential for multiple environmental, resource, public health metrics.
	<b>Facilities and Fleet</b>		Y-1				Our City Forest	Tree planting project in Burbank and Alum Rock areas Goal: 500 trees	

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WATER CONSERVATION	<b>Facilities and Fleet / Administration &amp; Programs</b> - Water Conservation & Efficiency Project		Y-1				Sheriff (Bureau of Custody), Probation; Santa Clara Valley Water Management District	Completed install of low-flow kitchen nozzles; reviewing other water efficiency options	12 pre-raise nozzles provided by SCVWD save 657,000 gal/year and over \$5,000 Other benefits TBD
	<b>Facilities and Fleet / Administration &amp; Programs</b> - Recycled Water	X					City of San Jose	Completed recycled water connection to cooling towers at Berger 2.	Savings applies to recycled water only and is dependent upon actual usage, but can be as high as 38%
	<b>CEO - Integrated Pest Management</b> - Low Water Grounds Model & Maintenance		Y-2				FAF; Commercial Tree Care outlets	Replacement of conventional ground cover with mulch	Mulched ground cover provides irrigation savings of at least 50%; and staff time and maintenance are reduced
	<b>Facilities and Fleet / Operations and Maintenance</b> - Sustainable Landscaping Initiative		Y-2				Integrated Pest Management	Certification of all gardeners in Bay Friendly Landscaping	Training promotes Bay friendly, drought-tolerant and low maintenance landscape design and maintenance
	<b>Parks and Recreation</b> - Turf Without a Purpose Program		Y-2				CEO (IPM Manager) Bay-Friendly Landscaping & Gardening Coalition	Elimination of irrigation in areas that serve only aesthetics purposes. Currently, 2 acres have been converted at Vasona with an additional .5 under consideration. Evaluations underway at Ed Levin and Hellyer County parks	This program serves the Board's objectives under the Water Conservation in Landscaping ordinance
	<b>Parks and Recreation</b> - <b>Anderson Visitor Center</b> Uninstallation of low gallon fixtures for sinks, toilets and showers. Roof run-off collected in underground cistern for re-use for landscape irrigation Use of drip irrigation. Minimal landscaping		Y-1					Timely completion of construction. Water conservation benchmarks.	TBD
	<b>Parks and Recreation</b> - <b>Martial Cottle</b> Ensure responsible and efficient use of ag water from on site wells Visitor Center and park amenities to use low gallon fixtures for sinks, toilets and showers. Use of low water use plants and irrig systems, new tech moisture monitoring equipment		Y-1				TBD	Timely completion of construction. Water conservation benchmarks.	TBD
	<b>Planning and Development</b> - Update of Drainage Requirements in Grading Ordinance						None	Status: Updated Ordinance adopted, active, and being enforced.	Success: Number of drainage-related complaints reduced.
	<b>Planning and Development</b> - National Pollution Discharge Elimination System (NPDES) Permit for South County (Program)				cyclical		State Water Resources Control Board, Cities of Gilroy and Morgan Hill, County Departments of Parks & Recreation, Environmental Health, Facilities & Fleet, Roads & Airports.	Status: In Force. Permit. Project metrics are tracked (disturbed area, impervious surface area, type of treatment installed). Renewed in 5-year cycles.	Measure of Success: Increased water quality, 27 projects regulated since 2002 under North County
<b>Planning and Development</b> - Low Impact Development		Y-3				State Water Resources Control Board, Cities of Gilroy and Morgan Hill, Department of Parks & Recreation, Environmental Health, Facilities & Fleet, Roads & Airports	A new aspect of the NPDES program. Implemented Dec. 1, 2011.	Techniques include stormwater harvesting/reuse, infiltration and evapotranspiration; and forms strategies for water conservation and reuse	

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ECONOMIC DEVELOPMENT	<b>Planning and Development</b> - Agri-Tourism and Wineries Ordinance		Y-2				Dept. of Agriculture, Farm Bureau, Gilroy Visitors Bur, Wineries Working Group, Dept. of Environmental Health, Fire Marshal's Office	Status: Policy Recommendations . Draft Ordinance 2011-12 Success: Ordinance Adoption	Not Determined
	<b>Facilities and Fleet - Administration and Programs</b> - Utility Data Management System (UDMS) and AssetWorks	X	Y-0					AssetWorks is in implementation at Fleet; UDMS is in development	The tools will manage utility bills and track usage, and provide historical and institutional usage data for planning efficiencies and conversation projects.
	<b>Office of Economic Development - CEO</b> - "Emerging Building Technologies for Local Government"		Y-0				County-sponsored event with JVSV, CleanTechn Open and Silicon Valley Economic Development Alliance	Event to feature and promote regional businesses developing new technologies for use by governments	This showcase promotes regional economic diversity and stimulation , and supports innovation developed locally.
	<b>Agriculture and Environmental Management</b> - Emergency Agricultural Pest Eradication Program - European Grapevine Moth		Y-1				US Dept of Agriculture; State Dept. of Food and Agriculture; multiple municipalities	Program is a detection, containment, and emergency response program to limit agriculture and economic impacts of infestation.	The Program serves the historical, social, environmental, and economic needs and drivers of the County, with emphasis on the wine and produce industries.
	<b>Office of Sustainability</b> - Silicon Valley 2.0 Proposal (Sustainability and Adaptation)		Y-0				County Office of Economic Development; JVSV; SVLG; multiple cities; universities; and others	The Silicon Valley 2.0 Proposal has been crafted to include a Chapter on Commercial and Business Resilience.	The proposal includes scenario planning for regional economic impacts from extreme weather events occurring globally (impacts on production or supply chain operations abroad).

**2011 ANNUAL SUSTAINABILITY REPORT  
EXHIBIT C  
PROPOSED 2012 WORK PLAN**



Sustainability Sector	Proposed Activity	Time Frame	Policy Alignment	2012 Purpose/Application	Resources
<b>Energy Efficiency/Renewables</b>	Complete ABAG-EUC Program	Final reporting April-2012	Environmental / Economic	If results from the Research Pilot indicate a trend, there may be institutional funding to expand the pilot to more facilities serving children	No expectation of additional resources needed
	Develop County-Cities Commercial PACE Program	Ideal launch by mid-year	Environmental / Economic	Commercial PACE is a more streamlined program than residential with higher potential for uptake. Demand will sustain energy efficiency contractor jobs, and result in building improvements that increase performance and reduce costs	No General Fund Impact; models include reimbursement for administrative costs
	Partnership with Working Partnerships USA to develop residential energy efficiency Loan Loss Reserve Program	In tandem with Commercial PACE program	Environmental / Economic / Social	In addition to energy efficiency and GHG emissions reductions, the intention is create a funding mechanism that will serve working communities and avoid a bias toward upper economic demographics	No expectation of additional resources needed
	Explore Multi-Family EE Program	Research complete by March 1	Environmental / Economic / Social	The CPUC has declared that Energy Efficiency will remain a policy and programming priority for 5-10 years. Multi-family also addresses social equity in these programs	No General Fund Impact ; program would require CPUC or utility funding
	Launch County-Cities-Water District project to update government GHG inventories, create community-wide inventory, and develop model framework for regional Strategic Energy and Emissions Reduction Plan	Execute PG&E Funding Agreement February 2012; full project schedule 18 months	Environmental / Economic / Social	This project will provide a model Strategic Plan for adoption and additional customization by the County, cities and the Water District. Operational inventory updates are required under AB 32, and collective effort provides for uniformity, consistency and comparative analysis.	Negotiation with PG&E is for full funding under the Green Communities Program
	Develop County Community Electric Vehicle Pilot	Full calendar year	Environmental / Economic / Social	The Governor's Office of Planning & Research indicate this as a key State goal for local governments	CARB's Funding Wizard tool indicates potential funding
<b>Waste and Materials Management</b>	With IWM, complete analyses of community EPS ban (outreach, negative declaration, County-Cities coordination, impact memorandum)	Full calendar year	Environmental / Economic	Continuation of Board Referral directives	IWM has provided Board with estimate of legal expenses and other expenses
	Foundational research, with potential preliminary studies regarding Conversion Technologies; these efforts in coordination with CAST (municipalities)	Full calendar year	Environmental / Economic	Continuation of FGOC Referral Assignment. Formal research includes literature review, RFI data, cost and funding scenarios. Continuation will require formal studies which may include Site Analyses, Feasibility Study, and EIR.	Research requires no additional resources. Studies require separate funding.
	Manufacturers and Producers Waste Reduction Initiative – County/Cities Partnership	Full calendar year	Environmental / Economic	Represents a preemptive strategy to reduce waste stream at the source of packaging design and operations. Includes public-private outreach.	No expectation of additional resources needed



<b>Transportation</b>	Work with Department of Planning and Development in One Bay Area Plan - Sustainable Communities Strategy (SB 375) Planning	Full calendar year; first 2012 workshop scheduled for 18-Jan-2012	Environmental / Economic / Social	Transportation efforts are more efficiently folded into representation within the One Bay Area Plan schedule and work plan	No expectation of additional resources needed
<b>Smart Growth – Sustainability and Adaptation Planning</b>	Submit SGC Grant Proposal Silicon Valley 2.0 and, if funded complete project.	Grant Deadline 15-Feb-2012; Awards 1-May-2012 Schedule 18 months	Environmental / Economic / Social	Project meets multiple Board sustainability policies and Board directives on role and objectives of the Office. Project deliverable is model Sustainability & Adaptation Plan, with supporting metrics.	No expectation of additional resources – but all subject to grant award
<b>Smart Growth – Urban Forestry Programmatic Development— Sustainability Executive Council</b>	Originate discussion with Sustainability Executive Council regarding urban forestry policies, planning and projects, as well as potential future applications	No set schedule; subject to FGOC approval for 2012 work plan	Environmental / Economic / Social	Urban canopy can be strategically designed, installed, and maintained to deliver significant ecosystem services. Future applications include mitigation of air, water and other urban heat island impacts, emissions mitigation projects, and potential SIP credit, etc	Currently, no expectation of additional resources needed; tree inventory is required but Office will seek out grant funding
<b>Water Conservation and Resources Planning – Sustainability Executive Council</b>	Bring to Sustainability Executive Council recommendation to prioritize development of Green Infrastructure policies and projects	No set schedule; subject to FGOC approval for 2012 work plan	Environmental / Economic / Social	The Office of Sustainability notes that green infrastructure considerations have not yet entered the One Bay Area Plan discussion, or consideration of ecosystem services in future urban planning	No expectation of additional resources needed
<b>Economic Development – Sustainability Executive Council</b>	Propose to partner with County’s Economic Development Office on Sustainability Partnerships with the private sector, e.g., public-private partnership for Silicon Valley business resiliency analysis, workshops	No set schedule; subject to FGOC approval for 2012 work plan	Economic / Social	Alliances between government sustainability representatives and the private sector on community adaptation planning and commercial resiliency is not well established, but local non-profits provide a perfect forum for building this activity	No expectation of additional resources needed
<b>OTHER REPRESENTATIVE AND PROJECT ACTIVITIES</b>	Continuing work on Boards (NACo, JVSU, and LGSEC); and on Advisory and Task Force Groups (Urban Sustainability Directors Network) for project and policy development	Throughout calendar year	Environmental / Economic / Social	These alliances serve the Board’s directive for County representation and participation at the regional, state and national level. They also provide abundant resources in the form of shared pilots, studies, data and best management practices. These groups also provide information regarding, or a direct venue for, alternative funding.	No expectation of additional resources needed

Note: This proposed Work Plan does not make direct reference to County Environmental Stewardship, Bay Area Climate Compact Collaborative, or CAP goals. The Climate Action Plan for Operations and Facilities relates to internal operations and is housed under Facilities and Fleet. Also, many prior goals have been met. Similarly, with the exception of certain objectives (e.g., a community GHG inventory, or urban tree/canopy proposals), many of the Environmental Stewardship Goals are established or relate to internal operations. The Office is confident that return to the Sustainability Executive Council in February, with newly-appointed directors in Planning and Parks, will provide a robust forum for development of updated community goals and objectives relating to the County’s sustainability, climate action, and adaptation policies and goals.