



2018 Semi-Annual Sustainability and Climate Action Report

June 2018

County of Santa Clara Office of Sustainability

Cover Images

Left: County-Sponsored Energizer Station at the Sobrato Center for Nonprofits for Bike to Work 2018 event.

Center: Grasses Surrounding Alviso Marina County Park.

Right: Electric Vehicle Charging Stations at 70 W. Hedding Street, San Jose.

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INTRODUCTION

The County of Santa Clara is committed to “building and maintaining a healthy and safe community for current and future generations through preserving natural resources and the environment, fostering a healthy economy, and meeting the basic needs of all residents with respect and cultural awareness.”¹ These three elements – a healthy environment, vibrant economy, and social equity – provide the County’s vision for “sustainability.” Sustainability supports the County, its businesses and its residents’ abilities to meet the needs of today without compromising the ability of future generations to meet their needs.

Because the County of Santa Clara Board of Supervisors recognized that the interrelationships among these elements are more important than any one element, the Board mandates the County to develop public policy and programs that pursue a thoughtful, balanced approach when interests compete.² This balanced approach should focus new programs and policies primarily on shared interests, whenever possible.³ Our County is asked to “think sustainably” and utilize, when appropriate, an inclusive collaborative process that aims to produce visionary decisions today that will ensure a viable, thriving community for the future.⁴

The Board further recognized three characteristics to fully integrating the County’s commitment to sustainability:

- (1) A focus on serving the community, enhancing the economy, protecting local environmental resources and establishing a vision of sustainability for all programs and policies that the County will adopt;
- (2) Actions to build a sustainable governmental agency with a sound financial foundation, a diverse, innovative, productive workforce and a light environmental footprint; and,
- (3) Leadership in the community and the region with elected officials and staff working collaboratively with other counties, cities, agencies and organizations to develop solutions that provide wide-reaching benefits, and by setting an example of thoughtful, innovative, balanced approaches to policy and programs.⁵

¹ Santa Clara County Board of Supervisors Policy Manual, Part. 8.1, Sustainability, p. 8-1 (Adopted 4-27-10).

² *Ibid.*

³ *Ibid.*

⁴ *Ibid.*

⁵ *Ibid* at 8-1, 8.2.

The County's public servants are eager to advance a healthier environment, a vibrant economy, and social equity. Within each department, County employees are actively pursuing ways to do so. Furthermore, the County is currently developing a Sustainability Master Plan and management system that will actualize coordinated collaboration, and strategically balance and advance sustainability.

Report Scope and Organization

On April 3, 2018, the County of Santa Clara Board of Supervisors (Board) adopted recommendations from the Finance and Government Operations Committee (FGOC) and the Housing, Land Use, Environment, and Transportation (HLUET) Committee to revise the Office of Sustainability's scope and schedule for reporting sustainability and climate defense progress. This *Sustainability and Climate Action Report (Report)* conforms to the Boards' new direction and describes through to June 1, 2018, the progress toward achieving the County's:

- Environmental Stewardship Goals;
- sustainability and climate action programs, policies, projects, and goals; and
- development of the Sustainability Master Plan.

Part I on this report provides an update on the Sustainability Master Plan's development and describes the efforts underway toward integrating sustainability principles, practices, and measures across the County organization, departments, and offices.

Part II provides a mid-year update on the County's eleven Environmental Stewardship Goals (ESGs), and the programs underway to advance goal progress.

Change in Schedule, Design, and Content of the Semi-Annual Report

Previously, the Office of Sustainability (OOS) delivered semi-annual reports updating FGOC and the Board on sustainability and climate action programs. The OOS also reported monthly to the HLUET Committee on the County's progress toward achieving the eleven ESGs. A comprehensive ESG update was also prepared annually for FGOC and HLUET.

To harmonize and consolidate sustainability and climate action reporting schedules, both the FGOC and HLUET committees agreed to one semi-annual (i.e., mid-year) and annual (end-of-year) report that combined programs and ESG progress updates, thereby streamlining overall reporting.

With this consolidation, the report format has been changed to accommodate the expanded report scope and the categories being contemplated for the SMP's overall organization, to improve goal-achievement. Although many sustainability and climate defense initiatives can be placed under various classifications, the five key categories being considered for organizing the County's sustainability and climate defense efforts are:

- Natural Resources and Environment
- Built Environment
- Climate Change and Defense
- Public Health, Safety, and Equity
- Economy and Innovation

Therefore, each ESG and sustainability program has been assigned a key category and is presented under that applicable category.

ENVIRONMENTAL STEWARDSHIP GOALS (ESGs) MATRIX

The *Environmental Stewardship Goals Matrix* below provides a cross-reference for the ESGs and accompanying programs.

ESG #	Goal	Category	Part II Reference
1	Ensure that 100% of light fixtures owned and operated by the County, in buildings, on streets, and in parks are at the highest energy efficiency standard.	Built Environment	B.1.1.
2	Reduce per capita energy use by 50%.	Climate Change and Defense	C.2.1.
3	Receive 100% of our electrical power from clean renewable sources.	Climate Change and Defense	C.3.1.
4	Ensure that 100% of County buildings are LEED certified and require LEED standards for construction in county land use jurisdictions.	Built Environment	B.2.1.
5	Divert 100% of county waste from landfills and convert waste to energy.	Natural Resources and Environment	A.1.1.
6	Reduce our consumption of water by 20% and recycle or beneficially reuse 100% of our waste water.	Natural Resources and Environment	A.2.1.
7	Adopt a County General Plan with measurable standards for sustainable development.	Built Environment	B.3.1.
8	Ensure that 100% of public fleet vehicles are electric, hybrid electric or run on alternative fuels.	Climate Change and Defense	C.4.1.
9	Work with local governments and regional authorities to ensure that all existing County trails are interconnected with local and regional trails.	Natural Resources and Environment	A.3.1.
10	Plant 1,000 trees in unincorporated urban county pockets and work with local governments and agencies to build a comprehensive urban forest.	Natural Resources and Environment	A.4.1.
11	Increase the available blue and white collar “clean and green workforce” course/trainings available regionally and in Santa Clara County and help place 20,000 trainees and graduates in the regional labor force by the end of 2013.	Economy and Innovation	E.1.

SIZE AND SCOPE OF COUNTY OPERATIONS

County Size and Scope	FY 2017-2018
Total Number of Employee Positions ⁶	18,354
Total Acres of Land Managed (FAF ⁷ only)	27
Total Number of Buildings Owned (FAF only)	239
Total Number of Buildings Leased (FAF only)	62
Total Building Gross Square Feet (Owned, FAF Only)	5,185,000
Total Building Gross Square Feet (Leased, FAF Only)	1,430,000
Total Number of Fleet Vehicles Owned ⁸	1645
Total Number of Fleet Vehicles Leased	0

⁶ County of Santa Clara, FY18 Adopted Budget.

⁷ Facilities and Fleet Department (FAF) managed land / facilities only.

⁸ FAF and Parks and Recreation Departments' fleet vehicles only; does not include Roads and Airports Department.

Part I - Sustainability Master Plan Progress

On April 3, 2018 the Board adopted the Sustainability Master Plan Framework (Framework), which outlines the development of a Sustainability Master Plan (SMP) and management system to further the County's sustainability vision and goals. One of the primary objectives of the SMP is to develop effective mechanisms for both intra-County and regional collaboration to advance sustainability. The SMP Framework is designed to result in the structures and means to increase collaboration for improved sustainability. Through increased collaboration, the County can better: prioritize and streamline efforts; leverage expertise and relationships; increase staff and community awareness; promote sustainable thinking; reduce redundancies; and, support balanced sustainable decision-making.

Progress toward developing the SMP is as follows:

- Sustainability Master Plan Kick-off meeting with Raimi + Associates

OOS held two phone conferences with Raimi + Associates (Raimi), the consultant team selected in mid-2017 through an Informal Competitive Recruitment, and met with Raimi on May 8th. OOS and Raimi discussed revisions to the original work scope, overall coordination, outcomes desired, and the SMP schedule. Work scope revisions are needed because the approved Framework's new emphasis on developing a sustainability management system is a significant element that was absent from the original work scope.

- OOS Staff Training

On May 17, 2018, OOS staff received comprehensive, day-long training on the SMP and the sustainability management system's development.

- Sustainability Coordinators and the Sustainable County Working Group

OOS, in consultation with Raimi, assembled a list of departments and offices whose programs, activities, goods, or services are anticipated to most significantly impact County sustainability goals. The directors of these departments and offices were emailed and requested to assign a Sustainability Coordinator to participate in the Sustainable County Working Group (SCWG) and be a liaison to OOS.

Departments and offices were also requested to complete an initial "sustainability survey" to identify the key five to ten programs, activities, goods, or services within their areas that positively or negatively impact County sustainability.

The survey information will be used to inform the first SCWG meeting scheduled for June 7, 2018. This meeting will be an information and training session to orient the Sustainability Coordinators to the future work and to arrange for subsequent one-on-one meetings with key departmental personnel.

The following departments were invited to this initial SCWG meeting, and have assigned coordinators and completed surveys as follows:

Department / Agency	Assigned Coordinator	Completed Survey
Child Support Services	Y	Y
Consumer and Environmental Protection Agency	Y	Y
CEO - Procurement Office	Y	Y
CEO - Risk Management Office	Y	n/a*
CEO - Office of Budget & Analysis	Y	n/a*
CEO - Office of Cultural Competency	Y	Y
Department of Planning and Development	Y	Y
Employee Services Agency	Y	Y
Facilities and Fleet Department	Y	Y
Finance Agency	Y	Y
Information Services Department	Y	Y
Office of Emergency Services	Y	Y
Parks and Recreation Department	Y	Y
Roads and Airports Department	Y	Y
Public Health Department	Y	Y
Health and Human Services	Y	Y
Social Services Agency	Y	Y
Supportive Housing	Y	Y
Local Agency Formation Commission (LAFCO)	Y	Y
*n/a: indicates department was not asked to return the survey at this time.		

Other departments that are important to County sustainability, and which have not yet been contacted (e.g., public safety and justice departments), will be invited to participate in a subsequent meeting to focus, in part, on their unique activities.

- Urban Forest and County Tree Management Guidance and Plan

On April 12, 2018, OOS Integrated Pest Management (IPM) met with representatives from Roads and Airports (RDA), Facilities and Fleet (FAF) and the Parks and Recreation (Parks) departments to discuss Environmental Stewardship Goal #10⁹ and departmental challenges regarding tree planting and management. This purpose of this SMP sub-workgroup is to explore and identify departmental challenges, propose solutions, and share best practices aimed at creating sustainable tree management practices and, ultimately, a County forest plan. The second “County Tree Management” workgroup meeting was held May 30, 2018. Participants agreed, as a first step, to allocate staff resources to develop a County Tree Management Guide and department-specific plans or policies. As the County coordinates internal tree-management practices, this workgroup will be further encouraged to consider strategies for addressing the Board’s goal to create a County Urban Forest.

⁹ Plant 1,000 trees in unincorporated urban county pockets and work with local governments and agencies to build a comprehensive urban forest.

Part II – Environmental Stewardship Goals and Programs

A. Natural Resources and Environment

A.1. Solid Wastes

A.1.1. ENVIRONMENTAL STEWARDSHIP GOAL #5

Divert 100% of county waste from landfills and convert waste to energy.

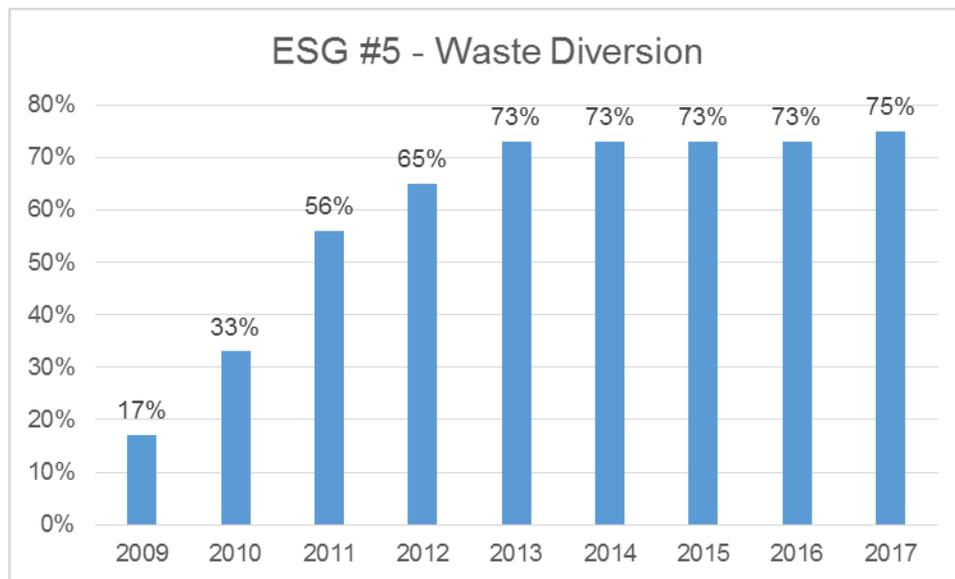


Figure 1: Waste Diversion Percentages at County Facilities.

A.1.2. SOLID WASTE PROGRAMS

(1) **Zero Waste Program for County Facilities**

Republic Services, the contracted hauler responsible for County sites in San Jose and Milpitas, reported a 75 percent waste diversion rate in December of 2017 for both planned and unplanned services, as shown in Figure 1. This was an increase of 58 percent over the 17 percent diversion rate in 2009. An overall analysis of the County waste stream is underway and will be provided at the annual report update. The Administration continues to update, expand, and provide outreach on the Zero Waste Program (ZWP) at County facilities.

Semi-annually, FAF produced a Zero Waste Report¹⁰ that was submitted to the Board. Going forward, the Zero Waste reporting will be incorporated into the semi-annual and the annual *Reports*.

The contract with Republic is set to expire September 2019, allowing the County to incorporate additional sustainability strategies related to waste within the scope of services. At the April 19, 2018, HLUET meeting the Administration recommended moving forward with an Request for Proposal (RFP) that enables proposal scopes to include the County’s existing base services and the option to propose innovative technologies for 100 percent diversion through “waste to energy” options, or other means.¹¹ Base services include the collection and processing of the County’s solid waste for both composting and recycling, which divert wastes from landfill, and also landfill disposal. Additionally, the County will request that the proposals provide an option for County self-haul disposal services that meets both the diversion goals and cost competitive objectives of the County. Including this option will support County waste diversion goals by enabling County departments that self-haul to use this contract once awarded.

The optional service to employ waste to energy technology will allow vendors to propose innovative strategies or pilots for the County to consider. Proposers will have the option of directly providing innovative services or sub-contracting to another provider that meets County requirements. Examples of innovative technologies may include a small-scale anaerobic digester that can process organic waste to capture biogas and generate finished compost. The RFP will require proposers to provide a cost schedule for base services and pricing estimates for optional innovative processing services as separate line items. Business practices that highlight environmental stewardship and innovation will be considered as part of the solicitation and evaluation criteria. The Administration anticipates releasing the RFP in the fourth quarter of 2018.

A.2. Water

A.2.1. Environmental Stewardship Goal #6

Reduce our consumption of water by 20% and recycle or beneficially reuse 100% of our waste water.

FAF regularly reports on facility water consumption. Despite an increase in the County real estate portfolio, which includes office buildings, detention facilities,

¹⁰ Additional details regarding the Zero Waste Report can be found within the February 8, 2018 FGOC Meeting Minutes, available at: http://sccgov.igq2.com/Citizens/Detail_LegiFile.aspx?&ID=89825 (as of 6/5/18)

¹¹ Options may include “waste to energy”/ anaerobic digestion. Detailed information can be found in the January 18, 2018 HLUET Meeting Minutes, available at: http://sccgov.igq2.com/Citizens/Detail_LegiFile.aspx?&ID=89456 (as of 6/5/18)

and health clinics, water usage has decreased. Figure 2 shows that year-end consumption of potable water in FAF serviced facilities' decreased approximately 41.5 percent to 190,331 CCF¹² of water in 2017 compared to the 2009 baseline of 325,307 CCF. Unfortunately, recycled water use in 2017 decreased by 2,332 CCF (approximately 16.3 percent) compared to the 2009 baseline.

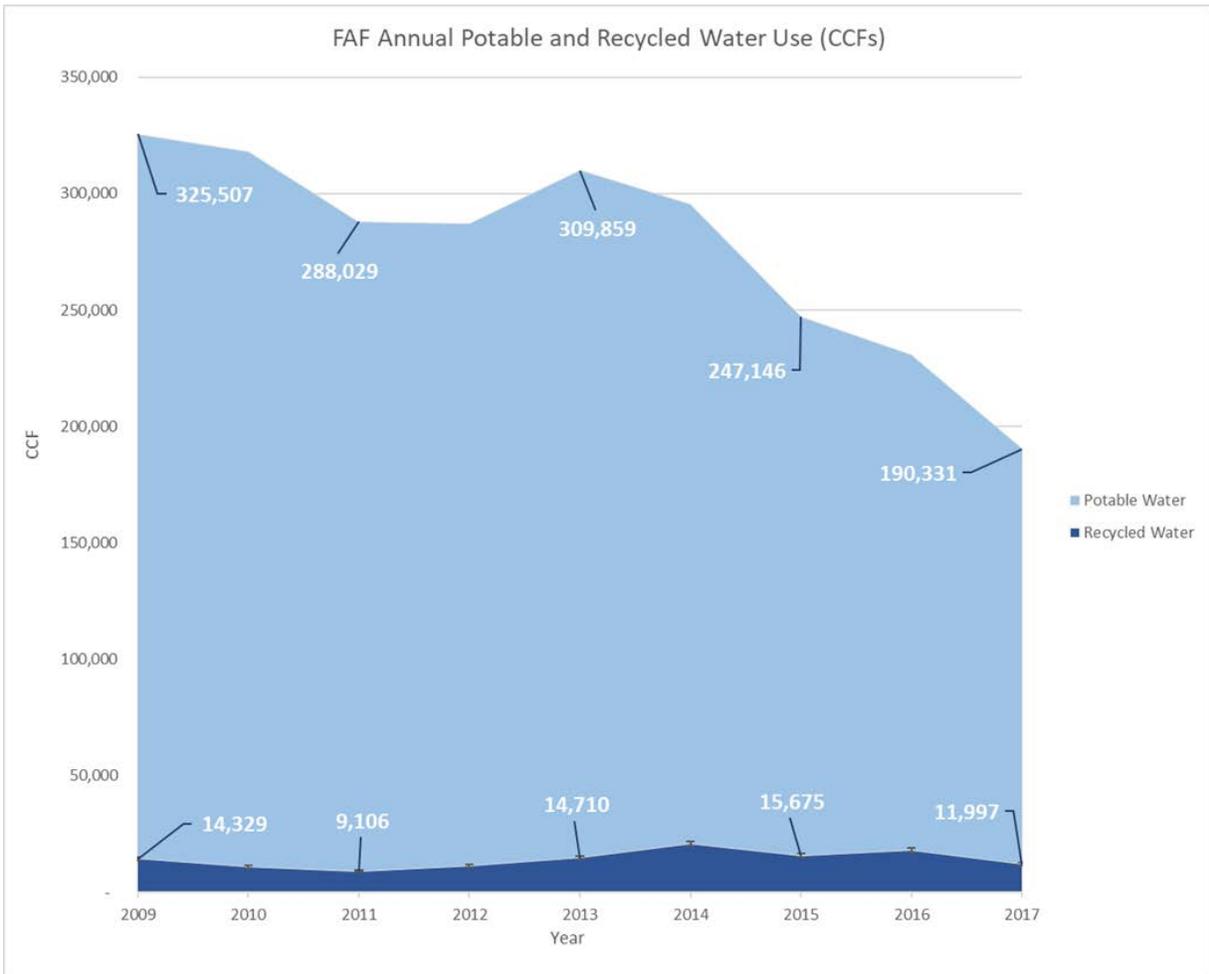


Figure 2: FAF-Serviced Facilities Potable and Recycled Water Usage.

A.2.2. WATER PROGRAMS

(1) Recycled Water

Recycled water use preserves the drinking water supply and helps the County achieve cost savings because recycled water typically costs less than potable water. There are currently six facilities that use recycled water, including the new Downtown Health Center.

¹² One CCF is equivalent to 748 gallons.

(2) Charcot Recycled Water Project

FAF is coordinating with the San Jose Water Company on a recycled water project to link the Charcot Campus irrigation system into the existing recycled water pipeline so that recycled water can be used for landscape irrigation. The San Jose Water Company has completed an audit and designs for a recycled water retrofit for the Charcot Campus and submitted a recycled water application to the California Division of Drinking Water (DDW). Upon DDW's application approval, San Jose Water Company will begin the construction phase, anticipated to begin in Quarter 4 of 2018. Using recycled water for irrigation will save approximately 3.5 million gallons of potable water annually, not only preserving the drinking water supply but also providing an estimated \$2,200 in annual savings because recycled water is about 10 percent less expensive than potable water.

A.3. County Trails

A.3.1. ENVIRONMENTAL STEWARDSHIP GOAL #9

Work with local governments and regional authorities to ensure that all existing County trails are interconnected with local and regional trails.

The most recent comprehensive countywide trails report by the Parks Department in March 2015¹³ identified 791 remaining miles needed to connect all existing County trails with local and regional trails. Figure 3 shows the progress that Parks has reported on this goal through March 2015. In 1995, there were 147 miles (18 percent) of trail interconnections completed, 64 miles (8 percent) were partially completed, and 584 miles (73 percent) were identified for future development. As of January 2015, 40 percent (316 miles) are complete, 1 percent (8 miles) are partially complete, and 59 percent (471 miles) remain identified for future development.

¹³See Parks and Recreation Department, *Countywide Trails Prioritization and Gaps Analysis: Informational Report* (Mar. 17, 2015), which reports progress on the *Santa Clara County Trails and Pathways Master Plan* (1978), as revised in 1995.

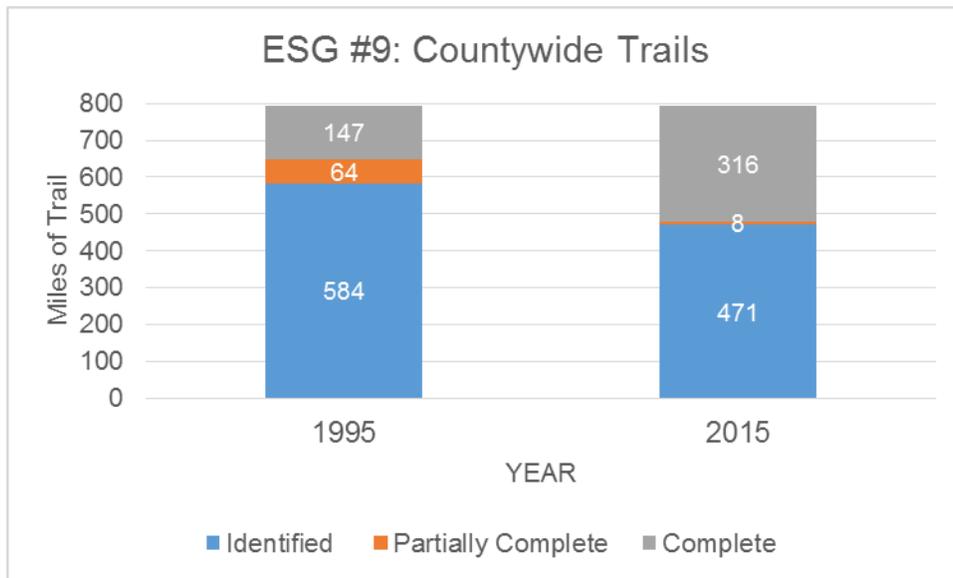


Figure 3: Countywide Trail Completion.

(1) COUNTY TRAIL PROGRAMS

The OOS will be meeting with the Parks Department during the SMP development process to understand how the County Trail Program is currently organized and implemented.

A.4. Trees and Sustainable Landscapes

A.4.1. ENVIRONMENTAL STEWARDSHIP GOAL #10

Plant 1,000 trees in unincorporated urban county pockets and work with local governments and agencies to build a comprehensive urban forest.

The County planted 554 trees (55 percent) between 2011 and 2015 under a contract with the volunteer-based non-profit organization Our City Forest (OCF), as shown below in Figure 4. OCF is currently under a new contract with the OOS IPM program in support of ESG 10. Under the new agreement, during the past year an additional 47 trees were planted and OCF aims to find sites for 200 additional trees. OCF anticipates that all 200 trees will be planted by the end of the contract term in April 2019.

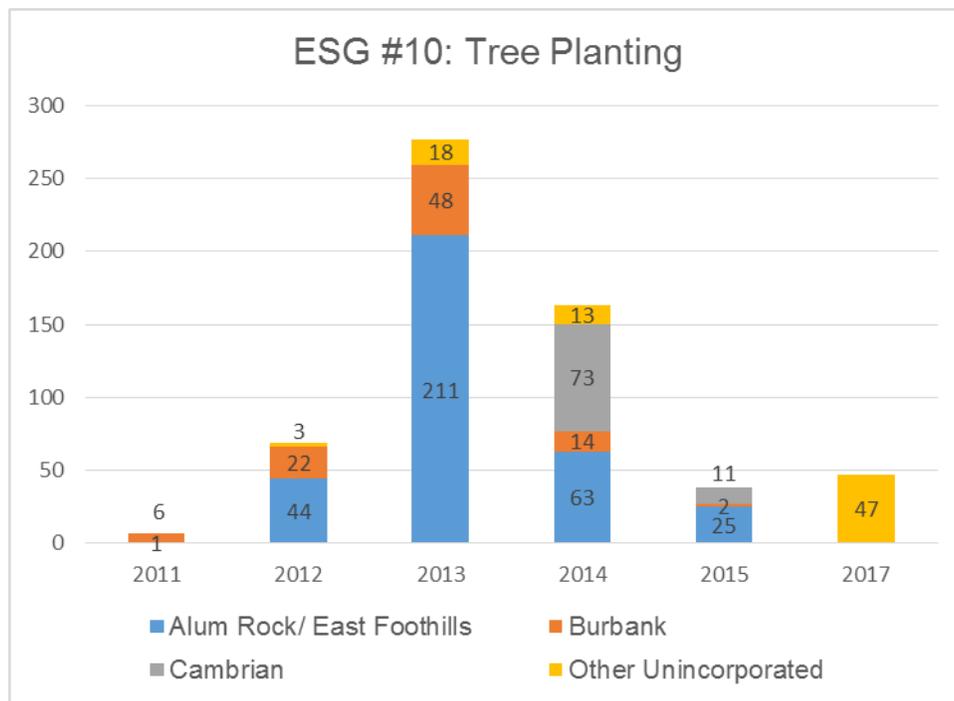


Figure 4: Tree Planting within the unincorporated County.

A.4.2. COUNTY TREE PROGRAMS

(1) Tree Management Guide and Departmental Plans

The County Tree Management workgroup participants will develop a County Tree Management Guide (Guide) and department-specific plans and/or policies. The Guide and the associated department plans are intended to create a collaborative, documented and unified methodology for County tree management. The Guide will describe best practices; the departmental plans and/or policies that will support a department’s unique tree management needs.

These documents will structure and organize County tree management, which is foundational to the completion of ESG #10 because the County’s tree management practices need to be established before the County reaches out to other agencies to contemplate the creation of an urban forest.

(2) Sustainable Landscaping

County sustainable landscape management efforts are in support of ESG #6, to reduce water usage. Additionally, these efforts support several County policy and Ordinances for pollution prevention and sustainability. The OOS launched the IPM sustainable landscape management website on October 2017, after eight months in development. The site provides information to educate and promote sustainable landscaping to County employees, residents and businesses.

The FAF landscape labor and materials assessment was contracted in December 2017 and work began in April 2018. Assessment completion is expected by July 2018. The contractor will collect current data on plant palettes, irrigation systems, and landscape categories (e.g. turf, mulch, hardscape). The contractor will also make recommendations for required labor and landscaping materials including irrigation efficiency upgrades, low water-use replacement plants, and employee training. The resulting sustainable landscaping plan will be part of the overall SMP documentation.

The County is dedicated to properly managing its trees and landscapes sustainably. To do so requires that tree management and sustainable landscaping activities each have a separate management program because these areas have different needs for logistics, labor, and materials.

B. Built Environment

B.1. Lighting Installation

B.1.1 ENVIRONMENTAL STEWARDSHIP GOAL #1

Ensure that 100% of light fixtures owned and operated by the County, in buildings, on streets, and in parks are at the highest energy efficiency standard.

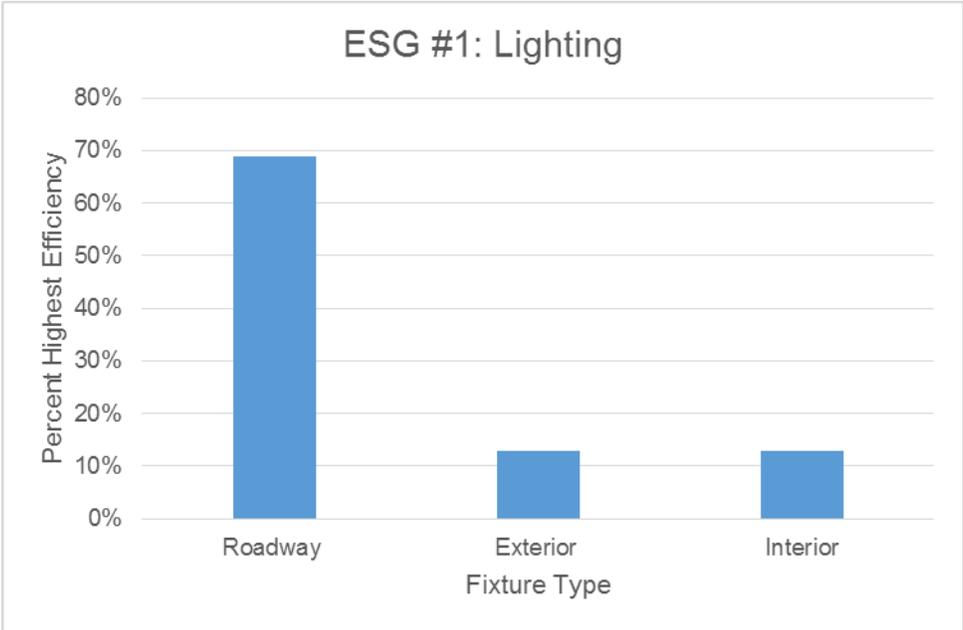


Figure 5: Percent Highest Efficiency Lighting, excludes VMC lighting

FAF estimates the number of existing light fixtures based on building square footage and calculates lighting upgrades based on actually-completed retrofits. FAF has not completed any new lighting upgrades since April 2017.

Also, as of April 2017, when OOS received the last lighting update from FAF and RDA, of the estimated 2500 County roadway lights, some 69 percent (1730 lights) were updated to either LED or inductive florescent high-vapor sodium lights. Therefore, based on the cumulative data received from FAF and RDA in early 2017, about 14 percent of all the roadway, exterior and interior light fixtures had been upgraded, as shown in Figure 5. All remaining FAF light fixtures are planned for replacement within the next two years, pending approval of an Energy Service Company (ESCO) project.

B.1.2. LIGHTING INSTALLATION PROGRAMS

The OOS will be meeting during the SMP development process with the FAF, RDA, and other relevant departments to understand how the Lighting Installation Programs are currently organized and implemented.

B.2. Sustainable Buildings

B.2.1. ENVIRONMENTAL STEWARDSHIP GOAL #4

Ensure that 100% of County buildings are LEED certified and require LEED standards for construction in county land use jurisdictions.

Since adoption of the Board’s Green Building Policy 7.14, of the total 203 FAF-managed facilities, three have received certification under the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) rating system. FAF continues to incorporate Green Building Policy 7.14 in all its current planning of new construction projects, including Main Jail South, the South County Animal Shelter, and the Vietnamese American Service Center. Figure 6 shows the LEED Certified buildings managed by FAF in relation to the total FAF-managed buildings.



Figure 6: FAF-Managed LEED Certified Buildings.

B.2.2. SUSTAINABLE BUILDINGS PROGRAMS

(1) Sustainability in Capital Projects

The FAF Energy and Sustainability group continues to participate in pre-design architectural programming to identify client space needs, design, and schematic design phases for three major new construction projects. The efforts are expected to achieve an integrated design process and exceed State and County sustainability goals for: Main Jail South; South County Animal Shelter; and the Vietnamese American Service Center. Because of different purposes and use of each facility, the sustainability strategies will differ for each building. However, all three facilities are targeted to meet the County of Santa Clara's Green Building Policy 7.14, which requires all new County-owned facilities to achieve LEED Silver certification. The FAF Energy and Sustainability group is responsible for reviewing draft LEED scorecards and life cycle cost analyses to recommend strategies that ensure that a facility is designed, operated, and maintained in a sustainable manner.

B.3. Land Use Planning

B.3.1. ENVIRONMENTAL STEWARDSHIP GOAL #7

Adopt a County General Plan with measurable standards for sustainable development.

The Board's adoption of the ESGs in 2009 established a goal of revising or adopting measurable standards for sustainable development within the County General Plan within a 15-year timeframe. The current General Plan, which is intended to cover the period 1995 – 2010, was last updated in 1994. The Planning and Development Department (Planning) is scheduled to update the General Plan with a specific Sustainability Element, as part of its 2018-2019 work plan.

B.3.2. LAND USE PLANNING PROGRAMS

The OOS will meet with the Planning and Development Department during the SMP development process to understand how the General Plan update, which will include the Sustainability Element, is currently being envisioned and planned.

C. Climate Change and Defense

C.1. Greenhouse Gas Reduction Goals and Monitoring

C.1.1. COUNTY GOALS FOR GREENHOUSE GAS (GHG) REDUCTIONS

The Board has adopted various Resolutions and policies for the County of Santa Clara's commitment to achieve significant, measurable and sustainable greenhouse GHG emissions reductions. Although GHG emissions from County operations have recently increased (see Figure 7 below), over a ten-year period from 2005 to 2015 the County reduced GHG emissions by 10 percent, while simultaneously the County population increased by over 11 percent and the County workforce increased by 8 percent.

The County's goals for GHG emissions reduction most recently were reiterated in response to the United States' withdrawal from the United Nations Paris Climate Accord (Accord). On June 20, 2017, the Board adopted Resolution No. BOS-2017-85 to affirm the County's commitment to the Accord and pledged to combat climate change by limiting the temperature increase to 1.5 degree Celsius.¹⁴

Through the SMP development process, OOS will work with departments to identify possible objectives, targets, and new programs to implement to improve GHG emission reductions.

C.1.2. GHG EMISSIONS MONITORING PROGRAMS

(1) Silicon Valley Clean Energy (SVCE)

OOS continues to participate in the Silicon Valley Clean Energy (SVCE) Member Agency Working Group, a staff-level city/County forum for coordination on energy efficiency and electrification efforts. SVCE is a County-based community choice energy aggregator, which has fully transitioned from launch mode to

¹⁴ Other County commitments include: Resolution No. 31892 (November 2, 2004) to participate in the Cities for Climate Protection Campaign; and Resolution No. 22994 (September 25, 2007) to commit to the U.S. Cool Counties Climate Stabilization Declaration to stop increasing Santa Clara County geographical GHG emissions by 2010 and reduce emissions by 10 percent every five years thereafter through to 2050, at which time GHG emissions shall be 80 percent below 2007 levels. Additional Board actions that are relevant to GHG emission reductions but do not set reduction targets include: Resolution No. BOS-2013-53 (April 23, 2013) to fund the construction, operation and maintenance of a commercial compressed natural gas fueling station so as to provide alternative energy fueling facilities for public use to reduce community-wide greenhouse gas emissions; Resolution No. BOS-2015-46 (March 24, 2015) to enter into a power purchase agreement (PPA) and take all necessary action to implement the alternative energy projects called for in the PPA to produce renewable energy for consumption at County facilities and operations; and, the Board Policy Manual with numerous adopted practices that promote GHG emissions reductions.

regular operations. As of May 2018, the SVCE overall customer¹⁵ opt-out rate (from approximately 250,000 accounts) remains just under 3 percent. The opt-up rate for the 100 percent renewable energy “GreenPrime” program remains at just under 1 percent of total customers.

Since March, SVCE has begun outreach to Milpitas as the thirteenth community member. Mailings to residents and businesses began April 1 (60 days in advance of the June 1 launch of service). SVCE is also working with the consulting firm DNV GL Energy Services on community greenhouse gas inventories for all member communities. The inventories are currently in draft and are expected to be completed by July. More information and updates on SVCE can be found at: www.svcleanenergy.org.

(2) Municipal Operations Greenhouse Gas Inventory

The GHG emissions inventory completed in March 2018 found that in 2015 the County’s municipal operations emitted 112,952 metric tons of equivalent carbon dioxide (MTCO₂e) from the buildings, facilities, public lighting and utilities, employee commute, vehicle fleet, reimbursed employee miles, solid waste and closed landfills sectors, representing a three percent increase from the 2010 municipal operations emissions of 109,819 MTCO₂e. The GHG emissions increase was primarily due to the County’s staffing increases, which resulted in more single occupancy vehicle commutes. Given that the employee commute is the County’s largest greenhouse gas emissions source, developing a robust Transportation Demand Management program that promotes alternative modes of transportation (i.e. biking, light rail) will be of high priority to FAF Sustainability and Energy Management.

¹⁵ All SVCE customers are currently with the County of Santa Clara.

Figure 7 shows metric tons of equivalent carbon dioxide from County operations emission sources.

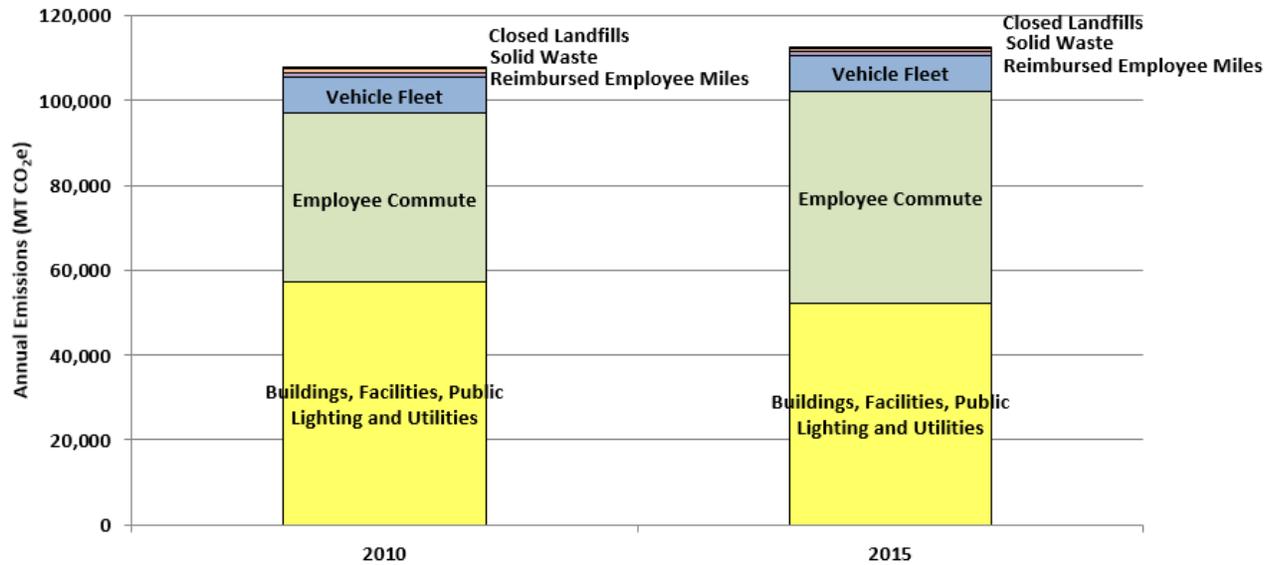


Figure 7: Municipal Operations Emissions by Sector (DNV GL Energy Services).

C.2. Energy Efficiency and Conservation

C.2.1. ENVIRONMENTAL STEWARDSHIP GOAL #2

Reduce per capita energy use by 50%

The County’s per capita energy use decreased by 13.5 percent by 2016 compared to the 2008 baseline. The 2016 data is the most current energy data reported by the California Energy Commission (CEC).

ESG #2 is calculated and reported in the following manner:

- 1) Electricity and gas usage for the County is obtained from the CEC;
- 2) Electricity and gas usage are both converted and reported in therms;
- 3) The State of California’s Department of Finance population estimates for each year by county are used instead of U.S. Census population data; and,
- 4) The baseline year for reporting is fixed at 2008, prior to ESG #2 adoption in June 2009.

These three reporting protocols allow for a consistent, easily understandable method for measuring the County’s progress toward ESG #2, as shown in Figure 8.

YEAR	Electricity Consumption		Gas Consumption Therms	County Population	per capita therms/ person/ year	Change in per capita energy use	Change in per capita energy use from 2015 to 2016
	Total (millions of kWh [GWh])	GWh Converted to Therms					
2008	16,733	570,934,027	472,881,756	1,747,912	597	(baseline)	
2009	16,564	565,173,022	457,166,073	1,767,204	579	-3.1%	
2010	16,270	555,146,047	449,586,452	1,781,427	564	-5.6%	
2011	16,579	565,674,894	471,888,770	1,803,362	575	-3.7%	
2012	16,507	563,224,330	454,058,930	1,828,496	556	-6.8%	
2013	16,628	567,359,550	465,261,591	1,856,416	556	-6.9%	
2014	16,672	568,859,241	402,534,747	1,879,196	517	-13.4%	
2015	16,807	573,441,103	410,897,569	1,903,209	517	-13.4%	
2016	16,777	572,420,026	421,069,380	1,922,619	517	-13.5%	-0.1%
<i>AVERAGE:</i>					553		

Figure 8: Santa Clara County Per Capita Energy Use.

C.2.2. ENERGY EFFICIENCY AND CONSERVATION PROGRAMS

(1) Bay Area Regional Energy Network (BayREN)

The County continues to participate as a BayREN member to promote energy efficiency programs targeted at single-family and multifamily homeowners and local governments. BayREN is led by the Association of Bay Area Governments (ABAG) and its members include the nine San Francisco Bay Area counties. OOS continues to serve as the Single-Family Residential Program Lead for all nine BayREN counties, but will be transitioning this role to a new full-time ABAG staff person in June. The County’s participation in BayREN, including staff time, is grant-funded.

Since March, County staff conducted two successful single-family residential workshops in Cupertino, one aimed at that community specifically and another held in the Mandarin language and aimed at residents countywide. These workshops attracted over 140 registrants combined. Additionally, staff is working on procuring professional event services, which will enable staff to host six additional workshops and tabling events throughout the remainder of the year.

Since the BayREN Program’s inception in September 2013, the County has facilitated the completion of nearly 1,500 single-family upgrades, providing over \$2.5 million in incentives to Santa Clara County homeowners, as shown in Figure 9. BayREN has installed energy efficiency improvements in nearly 7,400

multifamily units and delivered over \$5.5 million in rebates to building owners in Santa Clara County. According to monthly data collected and reported by BayREN, the County leads all other BayREN counties in multifamily upgrades.

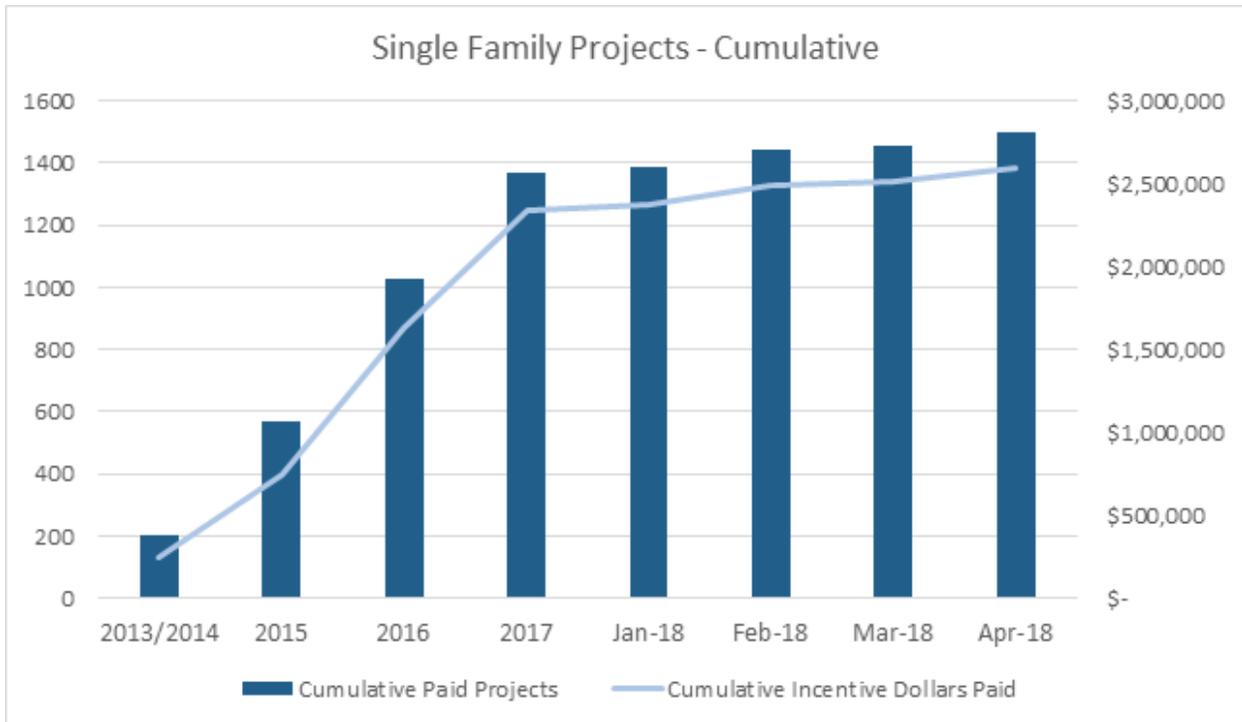
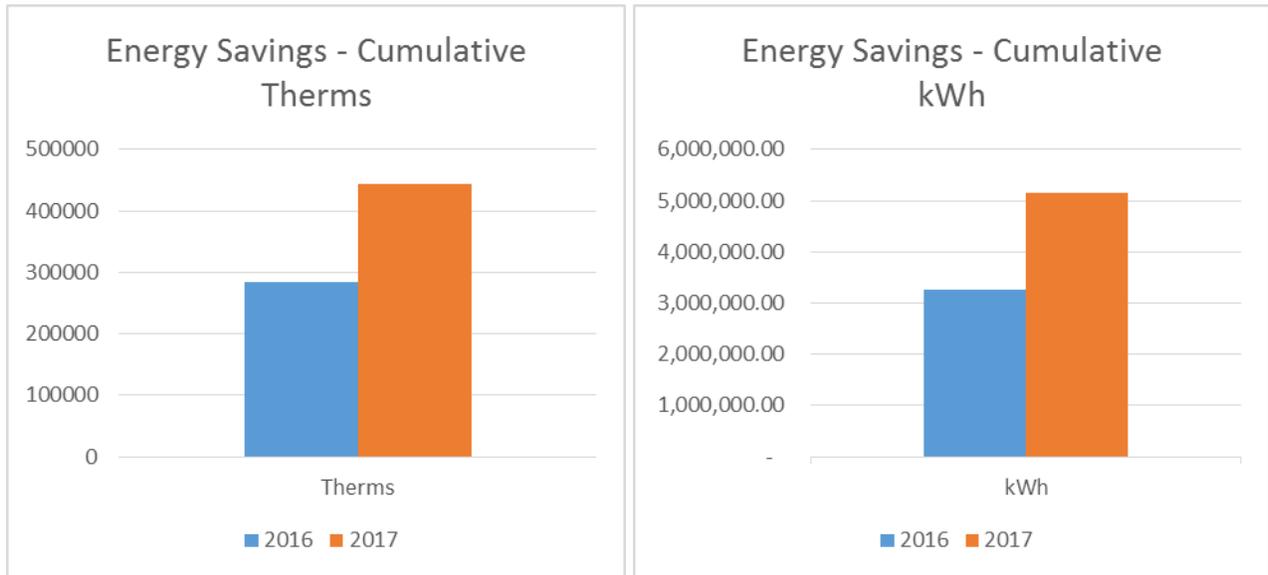


Figure 9: BayREN Funds Paid for Single Family Project Improvements.

These improvements have collectively reduced energy usage by over 5.1 million kilowatt-hours (kWh) and nearly 442,000 therms, thereby reducing greenhouse gas emissions by an estimated 6,181 MT of CO₂e. This reduction is equivalent to amount of CO₂e emitted from the energy use of over 668 average American homes in one year.¹⁶

¹⁶ See U.S. EPA, Greenhouse Gas Equivalencies Calculator, available at: <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator> (as of 02/23/2018).

Figures 10a and 10b show the BayREN’s cumulative energy savings for Santa Clara County for both single-family and multi-family programs.



Figures 10a & 10b – Cumulative BayREN Program Energy Savings

(2) PACE (Property Assessed Clean Energy)

Throughout early 2018, OOS monitored the potential agreement between local labor organizations (most notably Working Partnerships USA (WPUSA) and the Santa Clara & San Benito Counties Building & Construction Trades Council (Building Trades)) and numerous PACE program administrators on a set of supplemental labor standards that could be presented to the County for potential inclusion with PACE program adoption resolutions.

OOS recently contacted WPUSA and Ygrene, the PACE provider who is facilitating provider efforts, to request confirmation on which draft standard is the final version agreed to, and to request that each PACE provider include with their letters of intent the final versions of the labor standard and the enforceable commitment form that their contractors will sign. Because PACE labor standards specify that the County will be responsible for enforcement, OOS is working with County Counsel and the County Executive Office on the County’s review of the proposed labor standards. County Counsel will also review the proposed resolutions provided by the various PACE administrators on behalf of their financing authorities.

At the state and federal levels, OOS monitors PACE legal and regulatory developments. The California Department of Business Oversight (DBO) has continued their stakeholder engagement around crafting PACE regulations. At the federal level, no notable changes have occurred since the OOS March report.

(3) Energy Service Company Projects (FAF Project)

Three Energy Services Companies (ESCOs) have completed Investment Grade Audits (IGAs) at County facilities. The IGAs identify approximately \$30 million worth of energy and water efficiency upgrades. FAF is currently allocating funds from the FY17-18 Board Identified Programs budget to implement the initial phase of an Energy Services Project.

(4) Utility Data Management System (UDMS) (FAF Project)

A Utilities Data Management System (UDMS) is a software solution that facilitates the efficient tracking, management, benchmarking and analysis of utility cost and usage. FAF continues to negotiate a UDMS implementation contract with Siemens, which is tentatively expected to be finalized in the third quarter of 2018.

C.3. Clean Energy

C.3.1. ENVIRONMENTAL STEWARDSHIP GOAL #3

Receive 100% of our electrical power from clean renewable sources.

The County has increased its reliance on clean renewable electricity sources to 34.6 percent, a 346 percent increase from its baseline of 14 percent in 2009. Figure 11 shows the renewable electricity percentage increase over the past nine years.

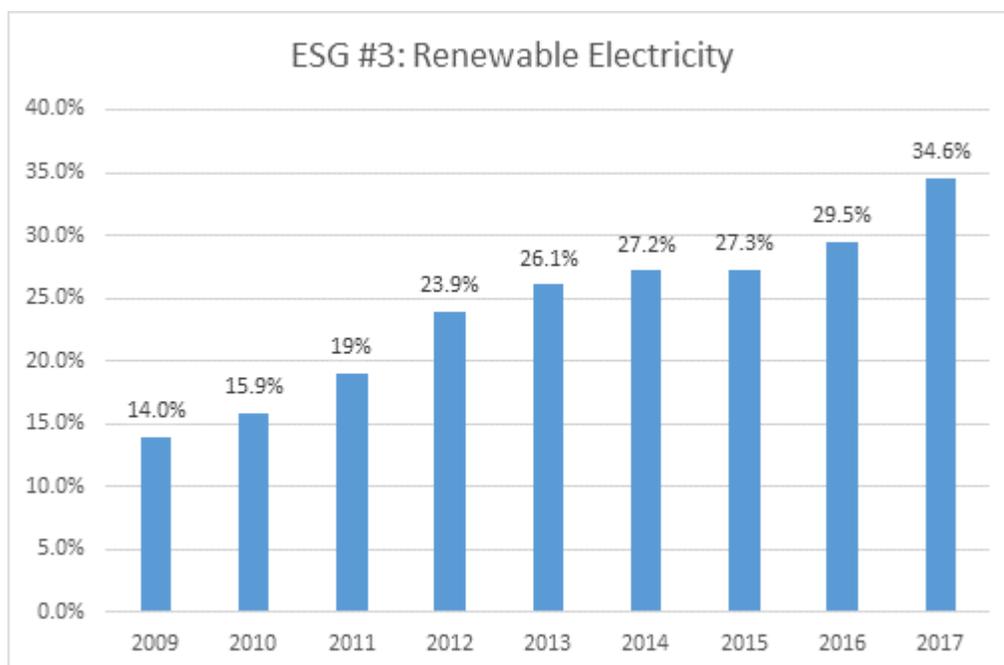


Figure 11: Countywide Renewable Electricity

The County will increase the County's percentage of renewable electricity used at County facilities from 34.6 percent to 100 percent in FY 2018-2019 and, thereby, fully achieve ESG #3. To realize this goal, FAF collaborated with OOS to develop a renewable electricity purchasing plan that was proposed at the April 3, 2018 Board meeting. The plan includes a mix of direct renewable electricity purchases from utility companies and the purchase of Renewable Energy Certificates (RECs). The Board approved the plan for FY18-19 at an annual electricity cost increase of approximately \$800,000.

C.3.2. CLEAN ENERGY PROGRAMS

(1) Renewables for Revenue Project (Bill Credits)

The County of Santa Clara's Renewables for Revenue Project consists of six ground-mounted and carport solar photovoltaic systems built at County-owned properties (Hellyer County Park, Holden Ranch, Malech Road, San Martin Airport, Reid Hillview Airport, Guadalupe Parkway). Together, the six systems are expected to have an electricity generating capacity of 11.4 megawatts and generate approximately 20 million kilowatt-hours (kWh) of renewable electricity per year (equivalent to the energy used by 1,164 homes). As of April 3, 2018, the County has received Permission to Operate (PTO) from Pacific Gas & Electric (PG&E) for four of the six sites: Hellyer; Holden Ranch; Malech Road; and the San Martin Airport. These sites are fully constructed and interconnected to PG&E's electrical grid. Since receiving the PTO, these systems have generated 3,765,669 kWh of electricity and over \$490,000 in electricity bill credits from PG&E. The Reid Hillview Airport and Guadalupe sites are fully constructed and awaiting PG&E to complete their interconnections.

(2) California Public Utilities Commission (CPUC) Litigation

In collaboration with FAF, OOS continues to participate in the PG&E General Rate Case, Phase II. The County was unable to reach settlement with PG&E and other parties on proposed rates for Renewable Energy Self-Generation Bill Credit Transfer (RES-BCT) solar projects. The litigation phase, consisting of Evidentiary Hearings and legal briefs, ended in March. A Proposed Decision from the CPUC is expected in early July. Simultaneous with the CPUC litigation, FAF and OOS worked with Intergovernmental Relations, the County lobbying team in Sacramento, and Assembly member Berman's (District 24) office to introduce legislation intended to preserve the benefits of RES-BCT projects. On April 18th, Assembly member Berman and the Director, Office of Sustainability, presented to the Utilities & Energy Committee of the Assembly, which subsequently voted the

bill out of committee 9 to 2. The bill moved on to the Assembly Appropriations Committee where it appears to be stalled.

C.4. Transportation

C.4.1. ENVIRONMENTAL STEWARDSHIP GOAL #8

Ensure that 100% of public fleet vehicles are electric, hybrid electric or run on alternative fuels.

The County of Santa Clara’s total fleet vehicle inventory has remained stable over the last seven years. The 2009 year-end fleet inventory was 1,698 vehicles; the 2017 year-end inventory was 1,645 vehicles, a reduction of 53 vehicles.

The total percentage of alternative fuel vehicles (AFVs) for FAF and Parks was 23.8 percent. AFVs in the fleets of other departments are currently not reported. Figure 12 shows the percentage of AFVs for FAF and Parks since 2009.

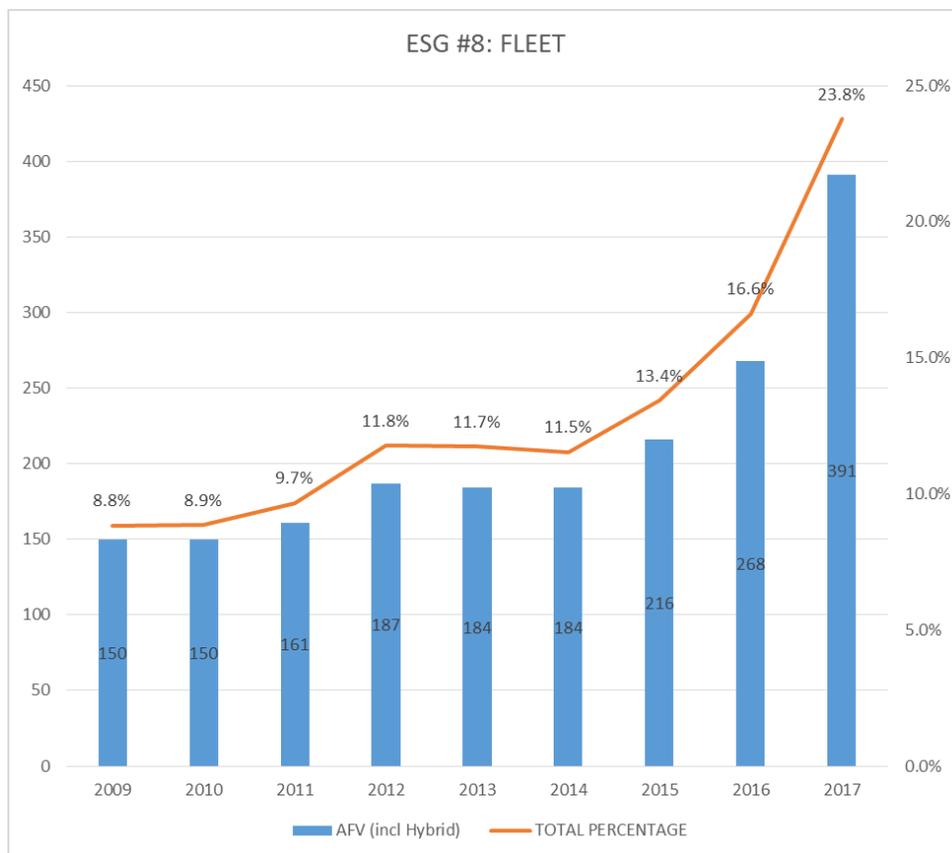


Figure 12: Alternative Fuel Fleet, Excludes RDA Vehicles.

C.4.2. COUNTY FLEET ELECTRIC VEHICLE PROGRAMS

(1) EV Adoption

Based on direction from the January HLUET Committee, OOS, FAF, and RDA met on March 1, 2018 to discuss opportunities and constraints to AFV adoption. OOS and FAF plan to hold a second meeting with RDA and Parks to outline concrete steps to evaluate the fleet for further optimization and goal improvement.

Currently, FAF is drafting a RFP scope of work to determine how the existing fleet can be replaced over time to increase AFV numbers. The work scope will be to analyze each fleet vehicle and provide a timeline to transition the vehicle to an AFV. The costs associated with increased AFV adoption will be part of the work scope. FAF expects that the fleet study will begin by Quarter 4 of 2018.

(2) EV Charging Stations

FAF has allocated \$2 million to design and construct approximately 60 dual-port electric vehicle (EV) charging stations. In December 2016, nine new stations were installed at FAF Fleet Management and six existing stations were replaced at the Civic Center Employee parking lot. Other sites that are being evaluated for implementation include: the Charcot Campus; 55 W. Younger; the Berger Campus; 333 West Julian (Social Services Agency); and the Civic Center parking garage. EV charging at W. Younger is currently under construction.

Additionally, to meet the Board's approved County Climate Action Plan goals, at the Board's March 6, 2018 meeting FAF presented an opportunity to apply for PG&E's EV Charge Network Program. The opportunity would be to install 130 EV charging spaces at select County facilities that have significant public and/or potential EV presence. By doing so, the County would save nearly \$4.4 million in one-time resources and encourage County staff to adopt EVs to reduce the greenhouse gas emissions generated by fossil fuels. Since receiving the Board's approval to apply, FAF has worked with PG&E to schedule site visits at the proposed County sites.

(3) Driving to Net Zero: Decarbonizing Transportation in Silicon Valley

The Driving to Net Zero (DTNZ) project is a multi-jurisdiction/agency project to support electric vehicle infrastructure and accelerate market uptake of AFVs including electric, natural gas, biofuel, and hydrogen fuel cell. The project was grant-funded by the California Strategic Growth Council (SGC) and concluded March 11, 2018. OOS worked with the Cities of Cupertino, Morgan Hill, Mountain View, Palo Alto, San Jose, and Sunnyvale, to complete the deliverables which included:

- a *Best Practices Compendium* of local government policies;
- an EV Charging Infrastructure Siting Analysis website and memorandum;
- a memorandum on Compressed Natural Gas fueling;
- a local government charging station toolkit including template public infrastructure standards for EV charging equipment installation;
- a memorandum recommending building and zoning code changes;
- a framework marketing campaign tailored to local community conditions based on a consumer survey;
- a clean fleet implementation guide lifecycle cost analysis for municipal fleets; and,
- a County-hosted web page to house and share project deliverables, which will be made publicly available by mid-June.

OOS has completed the final project report to submit to the SGC by June 8.

As reported previously, OOS applied for a California Energy Commission (CEC) grant to create an “EV Readiness Plan,” as a blueprint for EV infrastructure in the County of Santa Clara. Partners on the grant application included:

- City of Cupertino
- City of Palo Alto
- City of Milpitas
- City of San Jose
- City of Morgan Hill
- City of Sunnyvale
- City of Mountain View
- Silicon Valley Clean Energy
- Santa Clara Valley Transportation Authority

Additional letters of support were provided by Greenlots, the Metropolitan Transportation Commission (MTC), the Bay Area Air Quality Management District (BAAQMD), PG&E, and Tesla, Inc.

Unfortunately, the County was notified in early April that it was not awarded the grant funds. Two cities within the County, San Jose and Santa Clara, were successful with their grant bids. Because OOS had provided a County support letter for the San Jose grant, the County was expected to be member of the project’s advisory group. However, on June 1, 2018, the California Energy Commission issued a “Revised Notice of Proposed Awards,” announcing that San Jose had withdrawn their application.

C.4.3. EMPLOYEE COMMUTER PROGRAMS

(1) Transportation Demand Management (TDM) Study

On June 5, 2018, the Board will receive a report regarding a Transportation Demand Management (TDM) Study from FAF. The TDM Study will evaluate potential transportation options for a target group comprised of County, In-Home Supportive Services (IHSS), the Superior Court, and the Housing Authority employees. The TDM Study will provide specific recommendations to decrease single-occupancy commuting by the target group. The Study will evaluate the following TDM measures to pursue at specific facilities, with a detailed cost-benefit analysis for each measure:

- Commuter Check Subsidy
- Employee Shuttle and Vanpool
- Parking Analysis and Optimization
- Rideshare and Carpooling

The County's recently hired Transportation Demand Manager estimates that the TDM Study will be completed in the second quarter of FY 2019.

(2) VTA SmartPass Program

On June 5, 2018, the FAF and the Employee Services Agency (ESA) will recommend that the Board approve a six-month agreement with Santa Clara Valley Transportation Authority (VTA) to continue providing a VTA SmartPass to County, Superior Court, and Housing Authority employees, and IHSS Independent Providers for the period of July 1, 2018 through December 31, 2018. The SmartPass Program's purpose is to promote alternative and/or public transportation commute options that reduce traffic congestion, parking demand, and air pollution while lowering employee commuting costs and related stress.

(3) Ridesharing Pilot Program

The Board directed FAF to conduct a competitive solicitation to select a vendor for a ridesharing platform, in an amount not to exceed \$10,000 for a period of six months.¹⁷ An informal competitive procurement was conducted, and a service agreement was signed on September 16, 2016 with Scoop Technologies. The program launched on October 2016 for all County employees.

¹⁷ BOS, June 7, 2016 Item No. 25.

Since October 2016, the Program has steadily increased the total amount of monthly rides. On average, the County has 228 individual rides per month and nearly 21 unique users per month. As of April 2018, the County has 420 registered users and a total of \$4,610 in remaining funds for this effort. Figure 13 shows a summary of Scoop’s impact on the County of Santa Clara.

Category	Impact To-Date (Oct. 2016 to Apr. 2018)
County of Santa Clara Employees Registered	420
One Way Trips	4,347
Rider Miles Saved	52,683
Pounds of CO2 saved	47,736

Figure 13: Scoop Ridesharing Impact to Date, Source: Scoop Technologies.

The Scoop Technologies service agreement was set to expire on September 30, 2017. However, at their August 29, 2017 meeting the Board approved a one-year pilot program extension with a continued \$1.00 rate for riders and an additional \$3.00 per trip reimbursement for drivers to encourage participation.

The pilot program with Scoop Technologies will run through September 30, 2018, or until the funds are exhausted. The TDM Study will recommend whether a permanent ridesharing program should be adopted.

C.5. Climate Change Preparedness

C.5.1. CLIMATE ADAPTATION AND PREPAREDNESS GOAL

The County has Programs for advancing climate mitigation, adaptation, resilience, and preparedness. However, OOS is not currently aware of any specific County goals for climate change adaptation and preparedness. OOS will be meeting with County departments during the SMP development process to identify possible goals for climate adaptation, preparedness, and resilience.

C.5.2. CLIMATE ADAPTATION AND PREPAREDNESS PROGRAM

(1) Climate Adaptation and Preparedness (Silicon Valley 2.0)

The Silicon Valley 2.0 (SV20) Project was developed by the County of Santa Clara, in collaboration with partner organizations, to create risk-based decision-making tools for those who need to respond to climate adaptation planning. The SV20 Project was funded through a “sustainable communities” grant from the

California SGC and with matching funds and resources provided by the County of Santa Clara. The project developed an online tool to identify the region's key climate vulnerabilities, the exposure of our natural, built, and human assets to those impacts, the likelihood of occurrence, and a cost/benefit analysis of taking specific actions to maintain the region's potential, competitiveness, desirability, operational capacity, and human health.

On March 14, Joint Venture Silicon Valley, one of the original project partners, hosted a meeting for the SV20 Technical Advisory Committee (TAC) to reengage with those partners and invite them to collaborate further. On May 23, OOS hosted a meeting focused on a discussion of privacy and data access issues surrounding the public release of the SV20 online tool, and the prioritization of climate adaptation strategies from the SV20 Guidebook. As follow-up to that meeting, OOS initiated the procurement process with Point Blue Conservation Science, the original developer of the Online Tool, to complete modifications needed to make the Online Tool publicly accessible. OOS is also reviewing feedback from the May TAC meeting to better assess progress on the priority strategies identified by the group.

On May 11th, the County was recognized for its efforts on climate adaptation by the National Association of Counties (NACo), which awarded SV20 with an annual achievement award in the category of "County Resiliency: Infrastructure, Energy, and Sustainability." The award will be presented to the County at NACo's 2018 Annual Conference and Exposition in Nashville during July.

(2) County Climate Coalition

On June 20, 2017, the Board of Supervisors passed Resolution BOS-2017-85 calling for the County of Santa Clara to work toward meeting the Paris Accord goals despite withdrawal by the United States. Supervisor Cortese's office led this effort by creating a webpage to inform counties about how to formally support the County Climate Coalition (Coalition) or for non-counties and individuals how to show informal support. While there are sub-national efforts underway to coordinate climate defense activities, these efforts are led either by states or cities and do not include the counties. This gap in county involvement creates a need and an opportunity for the County of Santa Clara to serve as a national leader through the Coalition and its ensuing climate defense initiatives.

Early efforts by District 3 in 2017 that were coordinated with the Office of Sustainability (OOS) led to 300 contacts to recruit other counties to support climate defense efforts. However, these efforts resulted in only eight counties pledging to join the Coalition. Therefore, a different strategy to advocate for other counties to join the Coalition is under consideration. OOS recently completed market research on climate advocacy groups that could further the County's reach in recruiting additional Coalition members. OOS reviewed groups that focus

specifically on climate change defense, provide a nationwide reach, present a non-confrontational advocacy style, and can offer climate advocacy training and leadership development capabilities.

D. Public Health, Safety, and Equity

There are currently no ESGs categorized under Public Health, Safety and Equity. Through the SMP development, OOS will work closely with departments to identify possible goals and Programs in this category and identify the metrics to monitor, measure, and report. The OOS IPM Program does promote public health by reducing toxics in the environment and exposure by humans and wildlife.

D.1. Toxics Reduction

D.1.1. TOXICS REDUCTION GOALS

[I]t shall be the policy of the County of Santa Clara to eliminate or reduce pesticide applications on County property to the maximum extent feasible.¹⁸

(1) Integrated Pest Management (IPM) and Toxics Reduction

The OOS IPM Program supports various County policies and Ordinances that advance sustainability.¹⁹ Program activities aim to significantly decrease pollution by reducing pesticides in the environment through integrated pest management. From 2002 to 2017 pesticide use in County urban landscapes and buildings was significantly reduced and can now be described as statistically “insignificant.” During this same period, County parklands managed using non-chemical methods have increased to 99.9 percent. Since 2005 there has been a 75 percent reduction in County roadside acreage under chemical control. Overall, the use of 25 conventional pesticides has been completely phased out, while the total number of pesticide applications and overall volume of “reduced-risk” pesticides was significantly reduced.

To continue improving upon the County’s impressive record for toxics management, OOS is currently working with representatives from the RDA, FAF, Parks, and the Information Services Department-GIS unit to evaluate proposals

¹⁸ County of Santa Clara Ordinance, Division B28 – Integrated Pest Management and Pesticide Use (IPM Ordinance), Sec. B28-1, *available at*: https://library.municode.com/ca/santa_clara_county/codes/code_of_ordinances?nodeId=TITBRE_DIVB28INPEMA_PEUS_CHIPEMA_SB28-4COINPEMAIPPR.

¹⁹ *See*: IPM Ordinance; Sustainable Landscape Ordinance (Model Water Efficient Landscape Ordinance); Sustainable Landscaping Policy; Tree Preservation Ordinance; and Zero Waste Policy.

submitted by vendors for an IPM spatial mapping and data collection software solution. The software will be used to collect, track, analyze, report and archive IPM pest control data. Once in use, this software will eliminate the challenges posed by the current paper-based data collection, which will facilitate improved monitoring and management of toxics use.

E. Economy and Innovation

E.1. Green Workforce Development

E.1. Environmental Stewardship Goal #11

Increase the available blue and white collar "clean and green workforce" course/trainings available regionally and in Santa Clara County and help place 20,000 trainees and graduates in the regional labor force by the end of 2013.

OOS contacted both the Asset and Economic Development (AED) and the NOVA Workforce Board in Spring 2017 to determine local progress toward the Compact goal of placing 20,000 “clean and green workforce” trainees and graduates in the regional labor force. NOVA provided data from a SolarTech Workforce Innovations Collaboration Job Report Summary from the Fourth Quarter of 2011, which noted that 590 solar jobs and 326 energy efficiency jobs had been created regionally by that point – just under 0.5 percent of the goal. Data was neither broken down by geography nor available beyond 2011.

During the SMP process, OOS will recommend a revised ESG #11 target date, and a methodology to be used for reporting on any such revised goal that is adopted.

Summary

The *Sustainability and Climate Action Report's* new format, which is organized by key categories, combines and matches each ESG with those programs that are intended to advance goal performance. The *Report* displays ESG progress in a graphical format for those goals in which data is collected and monitored. The *Report* also provides updates on County sustainability and climate defense programs, initiatives, and activities. Consequently, where information is missing, or incomplete, the *Report* also reveals where there are currently gaps. Achieving the Board's vision for sustainability requires that goals, programs, initiatives, and metrics are monitored and that adjustments are made, when needed, to improve goal performance. During the SMP process, OOS plans to work with County departments to identify the priority actions that will close these gaps and advance the County's sustainability and climate defense.