



County of Santa Clara Sustainability Master Plan

Building a livable, equitable, and resilient County.

January 2021



Prepared by the County of Santa Clara
Office of Sustainability



Message from the Board President



For decades now, Santa Clara County residents have made clear that sustainability is a core value of the community, and being a Sustainable Community is essential to creating places that allow County residents to thrive, enjoy good health, and have a high quality of life.

Existing side-by-side with the region's explosive growth and prosperity are challenges from current and future hazards, such as the COVID-19 pandemic and climate change. These also include inequities in housing affordability, food insecurity, income and health disparities, unequal opportunities for education and self-sufficiency, and lack of resources and access to robust social safety networks and preventative health services.

As the County of Santa Clara's commitment to sustainability inspires forward-looking local and regional initiatives, we must consider and plan for them holistically.

The Sustainability Master Plan presents a road map to build a Sustainable County. It reflects the growing understanding that a whole system approach that addresses

the three core elements of sustainability: Economy, Environment, and Equity is essential to meet the needs of current and future generations.

The Plan prioritizes serving the historically marginalized and vulnerable community members, establishes a vision that addresses the emerging societal challenges posed by the changing climate and racial inequities, and places a greater emphasis on building resilience and actions the County will take to build a sustainable governmental agency and community. The following four Priority Areas embody this approach:

- **Climate Protection and Defense** reduces greenhouse gases and builds resilience to the threats of climate change and natural disasters.
- **Natural Resources and the Environment** protects, enhances, and restores natural resources and habitats and reduces the cumulative impacts of environmental hazards.
- **Community Health and Well-Being** protects and improves the health of the community and the conditions in places where people live, learn, work, and play.
- **Prosperous and Just Economy** builds financial security and prosperity for all and promotes leadership and collaboration.

Many County departments are already working on sustainability projects. The Sustainability Master Plan is an innovative action plan to further integrate sustainability as a core function within County operations. It will coordinate and support cross-departmental sustainability efforts, inform connectivity and partnerships, empower collective action and transformation, and provide transparency on progress to build a livable, equitable and resilient County. While broader work to build a Sustainable Community continues, moving forward we must continue to seek out a broad range of voices as we implement and refine the strategies contained in this Plan to ensure all people have equitable opportunities to reach their full potential.

After a thorough review of the Sustainability Master Plan, as the Board President I am excited to support it. I welcome you all to study the Plan and partner with the Office of Sustainability to make it a reality. Through collaboration we can create a healthy future for all of Santa Clara County.

A handwritten signature in purple ink that reads "Cindy Chavez". The signature is written in a cursive, flowing style.

Cindy Chavez, Santa Clara County Board of Supervisors
2020 Board President

Acknowledgments

Throughout the development of the Sustainability Master Plan, a significant number of departments and divisions were engaged to provide their invaluable input, expertise, and collaboration:

- Consumer and Environmental Protection Agency (CEPA)
- County of Santa Clara Health System (Health System)
- Custody Health Services
- Department of Child Support Services (DCSS)
- Department of Planning and Development (DPD)
- Employee Services Agency (ESA)
- Facilities and Fleet Department (FAF)
- Finance Agency
- Office of the County Executive (CEO)
- Office of the County Executive - Division of Equity and Social Justice (DESJ)
- Office of the County Executive - Learning Organization (LO)
- Office of the County Executive - Local Agency Formation Commission (LAFCO)
- Office of the County Executive - Office of Budget and Analysis (OBA)
- Office of the County Executive - Office of Emergency Management (OEM)
- Office of the County Executive - Office of Public Affairs (OPA)
- Office of the County Executive - Office of Reentry Services (ORS)
- Office of the County Executive - Office of Supportive Housing (OSH)
- Office of the Sheriff
- Parks and Recreation Department (Parks)
- Procurement Department (PRC)
- Public Health Department (PHD)
- Registrar of Voters (ROV)
- Roads and Airports Department (RDA)
- Santa Clara County Library District (SCCLD)
- Social Services Agency (SSA)
- Technology Services and Solutions (TSS)

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Board of Supervisors

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Executive Summary

The County of Santa Clara's commitment to sustainability and environmental stewardship has produced a wide array of forward-looking local and regional initiatives. As the County's portfolio of sustainability initiatives expanded and matured, the Board of Supervisors elevated the need to develop a vision and road map to build a Sustainable County. This required developing a cross-departmental action plan and institutionalizing a comprehensive system for leading, organizing, and managing the County's expanding sustainability activities.

The County of Santa Clara's Sustainability Master Plan (SMP) integrates the County's many existing policies, programs, practices, and Countywide initiatives that promote the three core elements of sustainability: Environment, Economy, and Equity. The SMP has three components:

- Sustainability Vision and Vision Themes
- Priority Areas and Actions with corresponding goals, strategies, and targets
- Sustainability Dashboard and Management System that supports implementation, ongoing monitoring, and improvement

Sustainability Master Plan Vision Statement

Build and maintain a healthy and safe County by reducing climate pollution, adapting to a changing global climate, enhancing natural resources and the environment, fostering a prosperous and just regional economy, and meeting the needs of current and future generations to ensure all people have equitable opportunities to reach their full potential.

Priority Areas

The mission is achieved through promoting actions across four Priority Areas (listed below) that combined include eight goals, 30 strategies, and 90 targets to monitor the implementation of the County's sustainability vision. A snapshot of all the goals and strategies is presented on the next page.



**Climate
Protection
and Defense**



**Natural
Resources and
the Environment**



**Community
Health and
Well-Being**



**Prosperous
and Just
Economy**



Climate Protection and Defense

Goal 1. Carbon Neutrality

Become a carbon neutral County that supports a transition to zero waste and zero emissions.

- 1.1. Clean Energy
- 1.2. Decarbonization of Buildings and Facilities
- 1.3. Clean, Safe, and Active Transportation
- 1.4. Smart Growth
- 1.5. Zero Waste
- 1.6. Carbon Sequestration

Goal 2. Resilient and Prepared County

Increase preparedness and resilience to respond to the shocks and stressors that impact Santa Clara County and the services it provides.

- 2.1. Planning and Assessment
- 2.2. Emergency Preparedness and Response
- 2.3. Regional Collaboration and Training

Natural Resources and Environment

Goal 3. Air and Water Resources

Maintain a healthy environment for all residents and living creatures.

- 3.1. Air Quality and Pollution
- 3.2. Water Use and Conservation
- 3.3. Water Quality and Stormwater Management
- 3.4. Streams and Riparian Corridors
- 3.5. Hazardous Materials Management

Goal 4. Natural Lands and Land Use

Enhance and protect natural and working lands so that they provide a range of social, environmental, economic, and health benefits for County residents and businesses.

- 4.1. Habitat Conservation
- 4.2. Working Lands
- 4.3. Parks and Recreation



Community Health and Well-Being

Goal 5. Healthy Communities

Improve the overall health and well-being of all County employees, residents, and visitors and eliminate health inequities to minimize the potential impacts of disasters and climate change on the most vulnerable residents.

- 5.1. Public Health and Prevention
- 5.2. Health Systems and Access to Care

Goal 6. Equitable and Inclusive County

Encourage the civic participation, leadership, and engagement of all County residents and ensure all are supported in getting their basic needs met and reaching their full potential.

- 6.1. Civic Engagement
- 6.2. Community Engagement and Leadership
- 6.3. Safe and Affordable Housing
- 6.4. Social Services
- 6.5. Education

Prosperous and Just Economy

Goal 7. Prosperous County

Cultivate a prosperous and economically vibrant County that builds career pipelines to match County residents with job opportunities through education, training, and resources.

- 7.1. Workforce Development
- 7.2. Local Economy and Diverse Job Opportunities

Goal 8. Lead by Example

Leverage the County's resources and influence to advance sustainability, strengthen internal operations and responsiveness, and lead by example.

- 8.1. Partnerships and Collaboration
- 8.2. Procurement and Investment
- 8.3. Governance
- 8.4. Culture of Leadership and Learning



Looking Ahead - Upcoming County Actions

The SMP presents the long-term plan with major steps and milestones needed to build a livable, equitable, and resilient County. Many programs and projects called out in the SMP are already underway - over the next two to three years, several new efforts will be completed that will further the County's standing as a leader in sustainability and resilience.

Decarbonization of County Facilities and Unincorporated Areas

- Install solar photovoltaic systems that have a combined capacity of up to 12 megawatts and are microgrid-enabled across thirteen County sites, such as the Silver Creek Office, Berger Campus Parking Lot, and St. Louise Regional Hospital; and up to 4.7 megawatts of energy storage capacity across four County sites including O'Connor Hospital and Elmwood Correctional Facility.
- Update the County Green Building Policy in 2021 to include electrification and zero-net energy standards for new and existing County-owned buildings.
- Adopt local building electrification Energy Reach Codes by June 2021 for new private developments in unincorporated Santa Clara County areas.

Preparedness and Resilience to Climate Hazards and Impacts

- Update the wildfire, sea level rise, flooding and heat climate change hazard and stressor maps for Santa Clara County using the latest data based on the Fifth Climate Assessment Report (5AR). Identify socially vulnerable areas and public health impacts to inform resiliency planning efforts for disadvantaged communities.
- Use the Silicon Valley 2.0 Climate Change Preparedness Decision Support Tool to reduce the vulnerability of critical assets, such as roads, highways and rails, energy and wastewater systems, and community services.
- Launch a County Collaborative composed of cities, public agency staff, and nonprofit and private-sector partners to build capacity for cross-jurisdictional resiliency planning and project solutions, and develop a Santa Clara County Resiliency Strategy.
- Update the County's Safety Element in the General Plan by 2022 to include climate risks and resiliency goals and strategies.
- Install at least five microgrids by 2025 at the County's most critical facilities such as at the Emergency Operations Centers and County Communications and Medical Centers to ensure continuity of operations and resilience during peak load events or disasters.

Tree Planting and Stewardship Initiative

- Plant 1,000 trees annually Countywide over three years by 2023 to reduce urban heat islands, enhance tree canopy, improve air quality, and absorb carbon. One thousand mature trees can be expected to reduce 1,352 metric tons of atmospheric CO₂, which is the equivalent of removing nearly 300 cars from the road for one year.

Employee Telecommuting and Zero-Emission Travel

- Further evaluate telecommuting opportunities that are client-focused and department-specific for County employees to increase the utilization of virtual first-service delivery post COVID-19 for departments with jobs that can readily be performed remotely. After the County's COVID-19 shelter in place order, employee telecommuting jumped from 3.8% in February 2020 to 33.7% in June 2020. Continued telecommuting at this scale would result in preventing 33,800 MTCO_{2e} annually, which is the equivalent of removing 7,302 passenger vehicles from the road each year.
- Launch an employee-commuter shuttle pilot program from the Diridon Station to the Valley Medical Center at Bascom to decrease the percentage of County employee single-occupancy vehicle commuters by at least 10% below 2020 employee commute levels.

Sustainable Purchasing

- Adopt a Sustainable Purchasing Policy and implementation guidelines that prioritize procurement decisions to advance environmental, social, and economic sustainability.

Implementation and Monitoring

Four cross-cutting themes of Commitment to Equity, Collaborative, being Cutting Edge, and acting as Change Agents will drive how the actions will be implemented to contribute to the County's overall sustainability vision and goals.



**Commitment
to Equity**



Collaborative



Cutting Edge



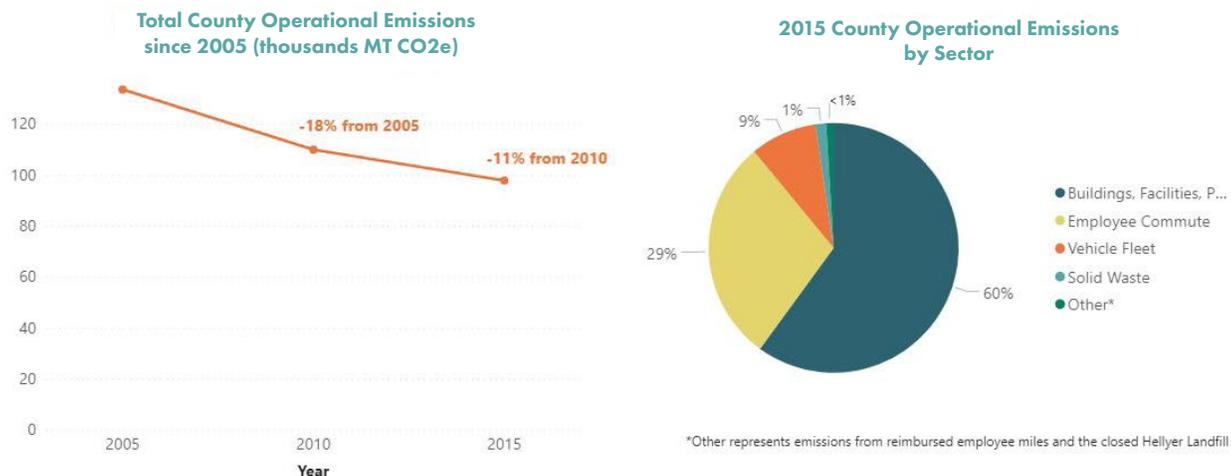
Change Agents

The SMP will have an accompanying publicly accessible website and Dashboard that will allow community members and County leaders to easily view and track annual progress on sustainability goals and targets across all Priority Areas. Integrated into the SMP website, the Dashboard will include interactive, easy-to-understand visualizations of baseline and progress data for targets identified in the SMP. The Office of Sustainability will also produce an Annual Sustainability Report for the County Board of Supervisors that will include a brief review of the past calendar year's achievements and goal progress, a high-level overview of major initiatives expected to be accomplished in the next calendar year, and a summary of any additional recommendations from the annual review of the SMP.

Figure 1: Sustainability Dashboard Example

Sustainability Dashboard Example

Target: Reduce greenhouse gas (GHG) emissions from County's operations, facilities, vehicles, and equipment below 2010 levels with 13.5% reduction every five years from 2020 through 2050 (County Board Resolution 2018-145).
Scale: County Operations + Facilities Target





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Introduction

This document outlines the blueprint for the County of Santa Clara's Sustainability Master Plan (SMP): a sustainability **Vision** meant to inspire collective action, **Priority Areas** and corresponding Actions that coordinate multi-agency and multi-jurisdiction efforts and leverage existing resources, and a **Management System** that will be used to support effective coordination and collaboration and improve how Actions are implemented, including a Dashboard that will allow community members and County leaders to view and track progress on sustainability goals and commitments.

This SMP includes the full breadth of the County's goals and initiatives that support the County's sustainability vision by creating a strategy and structure that:

- Coordinates and supports cross-departmental and regional collaboration and decision-making.
- Avoids duplication of efforts.
- Provides transparency as to the County's sustainability progress.
- Empowers all County employees and community members to become sustainability practitioners.
- Fosters partnerships to leverage resources and accelerate goal progress.
- Normalizes continual improvement
- Promotes innovation and transformation to achieve a more sustainable County.

The County's Role in Sustainability

The County embodies a variety of sustainability leadership roles, which the SMP addresses to advance sustainability progress. These roles include:

- Direct operational management and control of County facilities, vehicles, roads, lands, and the human resources that carry out County functions.
- Responsibility for adopting and enforcing ordinances and codes and providing services for the County's unincorporated areas.
- Countywide leadership and influence to help advance sustainability measures for the region and the cities within the County's jurisdiction.

History as a Leader in Sustainability

The County of Santa Clara's SMP builds on decades of work to promote sustainability and environmental stewardship locally, regionally, and nationally. The County has led and participated in a wide-array of forward-looking local and regional initiatives—while also advocating for sustainability in state and federal policies and aligning with other governments around the world to address climate change.

The County has also embraced the complexity of sustainability by taking a holistic approach. The County's General Plan, adopted in 1994, recognized:

"The challenge for the future will be how to maintain moderate, sustainable levels of economic growth on which a growing population will depend for jobs and on which governments depend for revenues to fund essential services. For that to happen, we must be more successful in meeting our housing, open space, air quality, and human service needs, among other issues that form the very foundation of sustainable economic growth... Whether future generations inherit an environment of integrity and sustainability, or merely a world of compounded environmental problems, will in part be determined by the decisions and choices of the present."¹

The County's Board of Supervisors further expanded on these relationships in the Board Policies on Sustainability, adopted in 2010.

They defined sustainability as having three core elements: **Vibrant Economy, Healthy Environment, and Social Equity**. They also emphasized the importance of approaching sustainability in a holistic way.

"The interrelationships among the three elements are more important than any one element. In the County of Santa Clara, public policy and programs shall pursue a thoughtful, balanced approach when interests compete and focus new programs and policies primarily on shared interests, whenever possible. The process of thinking sustainably and utilizing, when appropriate, an inclusive collaborative process will produce visionary decisions today that will ensure a viable and thriving community for the future."²

In addition to the County's sustainability vision and history as a sustainability leader, this SMP directly builds on **Environmental Stewardship Goals (ESGs)** the County's Board of Supervisors had adopted in 2009 as part of the regional Bay Area Climate Change Compact.

The County's Office of Sustainability was created in 2010 to facilitate the achievement of these ESGs and later directed by the County's Board of Supervisors in 2015 to develop a **Sustainability Master Plan**.

¹ Santa Clara County General Plan. Charting a Course for Santa Clara County's Future, 1995-2010. (Adopted Dec 20, 1994) Book A, page B-17. <sccgov.org/sites/dpd/Docs/Forms/Documents/GP_Book_A.pdf>

² Santa Clara County Board of Supervisors Policy Manual, 8.0 Policies on Sustainability (Adopted 4-27-10). <sccgov.org/sites/cob/governing-docs/Documents/Policy%20Manual/BOSPolicyCHAP8.pdf>

Highlights of the County of Santa Clara's Commitment to Environmental Sustainability Achievements

To see a timeline of the Board of Supervisors' commitments to environmental sustainability, see pages 74-75.

- The County endorses the goals of the Bay Area Air Quality Management District "Cut the Commute" Pledge to support employee telecommuting and reduce greenhouse gas (GHG) emissions.
- The County adopts a Climate Emergency Declaration and calls for urgent action to address the climate crisis.
- The County commits to Carbon Neutrality by 2045. Some achievements of actions underway include:
 - Receipt of the Green Power Leadership Award for County efforts to access more than 74 million kilowatt-hours of green power annually from renewable energy systems.
 - 100% of power used by County facilities and operations comes from renewable sources.
 - Working on the installation of 11.4 megawatts of solar access and 4.7 megawatts of energy capacity storage across County sites.
 - Implementing \$7 million in energy efficiency measures across 1.8 million square feet of County facilities.
 - Construction of several LEED-certified buildings and the County's first all-electric facility (Vietnamese-American Service Center).
 - A Greening County Fleet and Operations Study.
 - Installation of 172 level II electric vehicle charging ports at County facilities with another 122 ports planned for calendar year 2021.
 - Upcoming all-electric and diesel-free feasibility studies for County-owned facilities.
 - A pilot Agriculture Resilience Incentive Grant Program to support working farms and draw down atmospheric carbon at the same time.
 - A new Tree Planting and Stewardship Program to plant 1,000 trees annually over three years to reduce urban heat islands and absorb carbon.
- Launch of the County Climate Coalition which now includes 32 member counties across the U.S. working together to address the climate crisis.
- The County helps establish Silicon Valley Clean Energy, to provide residents and business with clean electricity which has led to a 24% reduction in overall community GHG emissions from 2015.
- The County completes a Countywide climate vulnerability assessment and launches Silicon Valley 2.0: Decision-making Tools for Climate Adaptation and Resilience.
- The County is one of the first counties to ban single-use carryout plastic bags across all for-profit retail stores and require a fee for single-use paper bags - serving as a model for statewide legislation.
- The County signs the Cool Counties Climate Stabilization Declaration and commits to developing Climate Action Plans to meet established GHG emission goals.
- The County adopts the Integrated Pest Management (IPM) and Pesticide Use Ordinance resulting in a statistically insignificant use of pesticides across the County structure to resolve pest issues and manage County parks and right-of-way areas by non-chemical methods.

What is the Sustainability Master Plan?

The County of Santa Clara's Sustainability Master Plan (SMP) integrates the County's many existing policies, programs, and practices and Countywide initiatives that promote the three core elements of sustainability: Environment, Economy and Equity.

The SMP includes three related components: **Vision, Priority Areas, and Management System.**

The County Office of Sustainability (OOS) is responsible for maintaining the integrity and proper functioning of the Priority Area Actions and Management System, including making annual updates.

1 The Vision outlines how the County envisions sustainability and articulates Vision Themes to achieve sustainability: Commitment to Equity, Collaborative, Cutting Edge, and Change Agents. It is intended to inspire collective action across County departments and the many jurisdictions within the County and region. The vision and vision themes that guide the Priority Area Actions are presented in the "Vision" section.

2 The Priority Areas and corresponding Priority Area Actions outline the plan to achieve the County's Vision by coordinating multi-agency, multi-jurisdiction efforts and leveraging existing resources. The Priority Area Actions refer to goals, strategies, targets, and existing and new programs that contribute to the goals and targets. The final Priority Area Actions will soon be presented via a publicly accessible website. Since County activities to achieve sustainability are substantial and the Priority Area Actions build on (and reflect) many already well-developed programmatic activities, they refer to other County documents when appropriate (rather than duplicating the information contained in those documents). The organization of the Priority Areas and detailed information on the goals, strategies, and targets under each Priority Area is presented in the "Priority Areas" section. A summary of the Priority Area Actions is presented in the Appendix.



3

The Management System is the process County employees and leaders will use to monitor the implementation of the Priority Area Actions, support effective coordination and collaboration around strategies, and improve how strategies are implemented. The Management System will help OOS staff: 1) track the implementation of existing and new sustainability programs, 2) increase collaboration among County of Santa Clara departments/divisions, and 3) coordinate activities among County of Santa Clara departments/divisions. The Management System includes an online “Dashboard” that will allow community members and County leaders to view and track progress on sustainability goals and commitments. The Dashboard will showcase the County’s progress in meeting targets across the sustainability Priority Areas through a corresponding key performance indicator (KPI). The Dashboard is further explained in the “Monitoring and Reporting” section. Additional aspects of the Management System are outlined in the “Management System” section.



Vision

Vision Statement

Build and maintain a healthy and safe County by reducing climate pollution, adapting to a changing global climate, enhancing natural resources and the environment, fostering a prosperous and just regional economy, and meeting the needs of current and future generations to ensure all people have equitable opportunities to reach their full potential.

Vision Themes

Each sustainability Priority Area integrates the following cross-cutting vision themes: Commitment to Equity, Collaborative, Cutting Edge, and Change Agents. While each goal and strategy outline what the County plans to do, these themes describe how those actions should be implemented and how they contribute to the County's more extensive goals.



**Commitment
to Equity**



Collaborative



Cutting Edge



Change Agents



Commitment to Equity

Eliminate disparities and environmental injustices experienced by historically marginalized communities based on income, race/ethnicity, age, ability, immigration status, sexual orientation, and gender, and ensure that there is equitable distribution of benefits and burdens across all communities. This will be achieved through culturally responsive engagement and capacity building with communities that experience the most burden or harms, mobilizing and distributing resources and investments equitably, developing policies to reduce systemic inequities, and inclusive decision making.



Collaborative

Collaborate with County departments, cities, and other public agencies within the County, as well as businesses, nonprofits, community-based organizations (CBOs), and community leaders to implement shared sustainability goals and develop solutions that will help build vibrant and thriving communities. Cross-County collaboration will be achieved by building a governance structure that allows County departments and divisions to work together to design new or improve existing programs that accelerate linkages, sustainable thinking, and goal progress. Regional collaboration will be achieved through network building and information sharing, partnerships across sectors, disciplines and jurisdictions, and collective action to build a sustainable County and Bay Area.



Cutting Edge

Encourage innovation, creative thinking, piloting new tools and technologies, and developing state-of-the-art solutions and unique financing mechanisms. Leverage Santa Clara County's location at the heart of Silicon Valley, which is globally renowned for its innovative high-tech industry and high concentration of inventive startup companies. The County will tap into this creativity by exploring public-private partnerships to become a leader in innovation in the sustainability realm.



Change Agents

Empower all County employees and community members to be mindful sustainability practitioners who continually strive toward sustainability goals and actions within both their workplace and their communities. This will be achieved by educating all employees on sustainability practices and training staff to perform operations and/or lead programs designed to achieve the County's sustainability goals. County residents and businesses will be engaged in sustainability-related issues, fostering leadership across the County, increasing awareness, and inspiring individuals to act.



Priority Areas

The vision is achieved through promoting strategies and solutions to support the following four priorities: advance Climate Protection and Defense, safeguard Natural Resources and the Environment, improve Community Health and Well-Being, and cultivate a regionally vibrant, Prosperous and Just Economy.



Climate Protection and Defense



Natural Resources and the Environment



Community Health and Well-Being



Prosperous and Just Economy

Within each Priority Area, a series of goals, strategies, targets, and programs have been identified to achieve the vision for sustainability and compiled into Priority Area Actions. The Priority Area Actions includes eight goals, 30 strategies, and 90 targets to monitor the implementation of the County sustainability outcomes and programs.

Figure 2: Priority Area Actions Structure





Climate Protection and Defense



The Issue

Climate change is an urgent concern confronting our world today. The burning of fossil fuels for transportation and energy, the primary driver of climate change¹, is already affecting Santa Clara County (SCC) today². Rising temperatures and heatwaves, wildfires and flooding from extreme storms, and sea level rise are some of the climate-related challenges we face. The consequences of these hazards pose risks to life, safety, and critical infrastructure in Santa Clara County, and threaten the physical, social, and mental well-being of our residents. The County recognizes the risks posed by climate change, and we aim to protect our natural resources and communities, particularly those who have been historically marginalized, from the potential impacts and build a more resilient County.

To avoid catastrophic impacts, experts recommend reducing global greenhouse gas emissions to half of current levels by 2030, and limiting global temperature rise to below 1.5° Celsius³. In 2017, the County reaffirmed its commitment to combat climate change in alignment with the Paris Climate Agreement. It is critical for our County to continue to take aggressive action and do our part to attain that goal. At the same time, it is just as important to prepare for the effects of climate change to protect people, wildlife, natural habitat, and our built environment. Housing, transportation, job centers, community-serving facilities and infrastructure are all at risk. For example, Calabazas Creek, Coyote Creek, Guadalupe River, and other waterways in Santa Clara County are likely to flood more frequently, residential properties across Santa Clara County could face a one- to seven-fold increase in wildfire risk, and the frequency of extreme heat days is predicted to increase dramatically by mid- and end-of-century because of climate change which may increase the vulnerability of community members and the County and private assets, including roadways, energy, and communication infrastructure⁴.

1 U.S. Environmental Protection Agency (2020). Causes of Climate Change. <archive.epa.gov/epa/climate-change-science/causes-climate-change.html>

2 Ackerly, David, Andrew Jones, Mark Stacey, Bruce Riordan (2018). San Francisco Bay Area Summary Report. California's Fourth Climate Change Assessment. Publication number: CCCA4-SUM-2018-005.

3 IPCC (2018). Summary for Policymakers. In: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty.

4 County of Santa Clara (2016). Silicon Valley 2.0. <sccgov.org/sites/osp/Pages/sv2.asp>



Our Approach

The County of Santa Clara proactively combats climate change by accelerating regional solutions to achieve carbon neutrality and build community resilience. The County aims to:

- Implement holistic, systems-based approaches to reduce greenhouse gases through clean and active transportation systems, smart growth, fossil-fuel free energy systems, decarbonized buildings, and zero waste solutions.
- Protect heritage resources and sequester carbon in agricultural lands, forests, wetlands, and other unique landscapes.
- Build resilience to the threats of climate change and natural disasters through coordinated regional and multi-jurisdictional resilience efforts.
- Regularly assess changing hazards and climate risks and develop solutions to modernize infrastructure, promote decentralization and diversity of services and energy generation, improve disaster preparedness and recovery, and increase the capacity of all people, particularly the historically marginalized communities and workers, to withstand hazards and adapt to climate change.
- Nurture regional and cross-jurisdictional relationships to facilitate collaboration, communication, and education on climate-resiliency strategies and goals.
- Ensure climate adaptation and resilience concerns are considered and addressed for the built environment.



Current Efforts

The County has already made great strides in reducing climate pollution, preparing for the impacts of climate change, and by reducing greenhouse gas emissions through:

- Helping launch Silicon Valley Clean Energy.
- Purchasing 100% of the County's electrical power from clean renewable sources.
- Committing to be Diesel Free by '33.
- Adopting commitments to achieve carbon neutrality by 2045.
- Completing a Countywide climate change vulnerability assessment and development of the Silicon Valley 2.0 Climate Change Preparedness Decision Support Tool.
- Maintaining a Green Building Policy for County Government Buildings.
- Maintaining a Green Building Ordinance for private development.

Actions: Goals, Strategies, and Targets

The Actions for the Climate Protection and Defense Priority Area are listed below, which include goals, strategies and targets, coordinating departments, and a list of existing and future programs and policies. A table summarizing this information can be viewed in the Appendix.



Goal #1: Carbon Neutrality

Become a carbon neutral County that supports a transition to zero waste and zero emissions (aligns with County Board Resolution 2018-145).

Strategy 1.1

Clean Energy.

Transition to a zero-emission energy system.

Strategy 1.2

Decarbonization of Buildings and Facilities.

Enhance energy efficiency of and electrify new and existing buildings.

Strategy 1.3

Clean, Safe, and Active Transportation.

Expand zero-emission transportation/travel choices and create safe and accessible streets for all users.

Strategy 1.4

Smart Growth.

Promote smart growth development patterns to reduce land consumption, lower vehicle miles traveled, and support active transportation.

Strategy 1.5

Zero Waste.

Reduce overall waste generation by supporting the sustainable consumption of resources and diverting or reusing materials.

Strategy 1.6

Carbon Sequestration.

Explore and implement practices that sequester carbon, including agricultural practices and urban ecology to help offset greenhouse gas emissions.

Existing Plans

- General Plan and Zoning Code
- Board Resolution 2018-145, Consolidated GHG Resolution
- Diesel Free by '33 (eliminate diesel from County fleet and operations by 2033)
- Valley Transportation Authority (VTA) 2040 Plan
- Zero Waste 2020
- Comprehensive Vehicle Policy

County Operations and Facilities Target

- Reduce greenhouse gas (GHG) emissions from County's operations, facilities, vehicles, and equipment below 2010 levels with a 13.5% reduction every five years from 2020 through 2050.

Strategy 1.1. Clean Energy.

Transition to a zero-emission energy system.

Coordinating Departments FAF, OOS

Countywide Target

- Transition to a 100% renewable energy system by 2045 (aligns with California Senate Bill 100, Renewable Portfolio Standard).

Existing Programs, Policies, and Activities

- Community Choice Energy e.g. San José Clean Energy and Silicon Valley Clean Energy
- Renewable energy projects on County properties

Potential New Programs, Policies, and Activities

- Evaluate opportunities to transition gas-powered equipment to electric.
- Expand and incentivize the installation of solar photovoltaic systems at County sites.
- Incentivize the installation of solar photovoltaic systems by private landowners.
- Evaluate opportunities to expand wind-powered energy generation in the County.
- Conduct a cost-benefit analysis of energy-related climate solutions.

Strategy 1.2. Decarbonization of Buildings and Facilities.

Enhance energy efficiency of and electrify new and existing buildings.

Coordinating Departments FAF, DPD, Health System, OOS

County Operations and Facilities Targets

- Ensure that 100% of new County-owned buildings meet CALGreen Tier 1 requirements and large projects, as specified by size, type or by the Board, are Leadership in Energy and Environmental Design (LEED) certified (aligns with County ESG 4).
- Evaluate strategies and implement pilot projects for zero-net energy retrofits, solar hot water, boiler efficiency measures, or biogas procurement that contribute toward County facility decarbonization over the next five years (aligns with County ESG 2).
- Ensure that the most energy-efficient lighting is installed, when feasible, on new construction, major renovation projects, and energy-efficiency projects where the energy savings will cover the cost of the lighting investment (aligns with County ESG 1).
- Increase the number of electric vehicle (EV) chargers at County facilities based on the recommendations of the County fleet study on alternative fuel vehicles.
- Decarbonize all healthcare facilities and operations to become carbon-neutral and resilient to climate impacts.

Unincorporated County Areas Targets

- Ensure that private development in unincorporated County areas meet the requirements of the County Green Building Ordinance (aligns with County ESG 4).
- Reduce per capita energy use by at least 50% (aligns with County ESG 2).

Countywide Target

- Increase the overall energy savings achieved through Bay Area Regional Energy Network (BayREN) rebate programs.

Existing Programs, Policies, and Activities

- Green Building Policy (LEED requirement) for County facilities
- Green Building Ordinance for new development in the County
- Purchase of Energy Star compliant information technology (IT) devices, data center consolidation, and cloud computing
- Energy conservation projects (lighting, HVAC, retrofits) on County buildings, including park facilities
- Automated thermostats at most Valley Medical Center (VMC) buildings (so staff and patients cannot adjust)
- Bay Area Regional Energy Network implementation and participation
- Santa Clara County Green Business Program

Potential New Programs, Policies, and Activities

- Update County Green Building [Ordinance](#) and [Policy](#) to:
 - Adopt and implement electrification reach code requirements and zero-net energy standards for new private developments and new and retrofitted County-owned buildings.
 - Evaluate and include requirements for the use of passive design, solar photovoltaic systems, low-emission building materials, and green building efficiency and conservation measures in County facilities and private developments.
 - Prioritize sustainability outcomes, such as reduced energy and water usage in decision-making about building and facility maintenance and upgrades.
 - Adopt resiliency design standards (e.g., low/no energy cooling, weatherproofing, siting restrictions) using Silicon Valley 2.0 data on vulnerabilities.
- Adjust indoor temperature controls (or use energy management software) to conserve energy.
- Conduct research and studies to assess the County Health System carbon footprint and develop a road map for decarbonizing the Health System through reduced facility emissions, operations and supply-chain.

Strategy 1.3. Clean, Safe, and Active Transportation.

Expand zero-emission transportation/travel choices and create safe and accessible streets for all users.

Coordinating Departments DPD, ESA, FAF, OOS, PHD, RDA

County Operations and Facilities Targets

- Where alternatives exist, ensure that 100% of public fleet vehicles are electric, hybrid-electric, or run on alternative fuels (aligns with County ESG 8).
- Establish Telecommuting Policies and targets to reduce greenhouse gas emissions from employee commutes and meet local and regional requirements.
- Decrease the percentage of County employee single-occupancy vehicle (SOV) commuters by at least 10% below the 2020 Employee Commute Survey levels by calendar year 2022.

Unincorporated County Areas Targets

- Adopt Complete Streets policies into the General Plan Circulation and Mobility Element by 2024.
- Adopt a County Active Transportation Plan and identify targets to track progress.

Countywide Target

- Increase percentage of people age 16 and over who walk, bike, or take public transportation to work.

Existing Programs, Policies, and Activities

- County Clean fleet upgrade programs
- Transportation Demand Management program, including opportunities to maximize teleconferencing and telework
- Parking management, including carpool, EV charging stations, and valet parking
- County Resolution supporting the Bay Area Air Quality Management District's (BAAQMD) Cut the Commute Pledge Goals
- Valley Transportation Authority ECO pass for County employees (benefits for vanpools, parking at Caltrain or Bay Area Rapid Transit (BART) stations)
- Driving to Net Zero
- Intelligent Transportation Systems (ITS) and Safety
- Public transit infrastructure upgrades – bus rapid transit (BRT), increased levels of services, improved transit stops, etc.
- Safe Routes to School program
- RDA research related to low-lead fuel, more sustainable asphalt products
- County Health Element
- Plan Bay Area 2050

Potential New Programs, Policies, and Activities

- Adopt a Complete Streets policy to minimize vehicle conflicts with pedestrians and bicyclists, support the County target to eliminate fatalities and injuries, and evaluate speed limits along County streets.
- Increase building code requirements for EV charging stations (beyond STAR's 5% EV ready requirement) and increase EV charging stations (both for County employees/travel and for public).
- Enhance the County employee Transportation Demand Management program that may include:
 - An incentive program to use public transit, including Go Pass
 - A rideshare program
 - An employee vanpool program
 - Electric bicycles added into motor pool
 - More charging stations at County facilities
 - County rebates/incentives to purchase EVs
 - Consideration of possible flexible work scheduling, consistent with labor contracts
 - Reliability and quality of video conferencing to allow for fewer in-person meetings
- Work with the Santa Clara Valley Transportation Authority (VTA) to implement first/last mile solutions to high-quality transit corridors and stations.

Strategy 1.4. Smart Growth.

Promote smart growth development patterns to reduce land consumption, lower vehicle miles traveled, and support active transportation.

Coordinating Departments DPD, FAF, OOS, RDA

Unincorporated County Areas Targets

- Employ Vehicle Miles Traveled as a metric of transportation impacts to meet state and County greenhouse gas reduction targets.

Countywide Targets

- Reduce per capita passenger vehicle greenhouse gas emissions by at least 19% relative to 2005 by 2035 (aligns with Sustainable Communities Strategy).
- Increase the proportion of households located within 0.5 miles of high-quality transit.

Existing Programs, Policies, and Activities

- County General Plan and Zoning Ordinance
- LAFCO Agricultural Mitigation Policy, Urban Service Area (USA) Policies, and Sphere of Influence (SOI) Policies
- County Bicycle Accommodation Design Guidelines

Potential New Programs, Policies, and Activities

- Work with cities to implement transit-oriented development near high-quality transit with high-quality amenities, including parks and County supportive services.
- Develop an inventory of County-owned buildings, facilities, and land near transit and identify opportunities to incentivize County employees to take transit to work.
- Update zoning to promote walkability by mixing land uses, creating complete streets, and reducing block sizes.
- Work with cities to implement improvements on County Expressways and roadways that support and facilitate active transportation modes.
- Develop metrics and criteria to measure reductions in residential- and employment-based vehicle miles traveled.

Strategy 1.5. Zero Waste.

Reduce overall waste generation by supporting the sustainable consumption of resources and diverting or reusing materials.

Coordinating Departments CEPA, FAF, OOS

County Operations and Facilities Targets

- Divert 100% of achievable waste from landfills (aligns with County ESG 5).
- Implement strategies to convert waste to energy from organics (aligns with County ESG 5).
- Achieve a 50% reduction in the disposal of organic waste from 2014 levels by 2020 and a 75% (or more) reduction by 2025.

Unincorporated County Areas Targets

- Reduce per capita waste generation by at least 25% by 2030.

Existing Programs, Policies, and Activities

- BOS Policies: 8.2 Zero Waste Events, 8.3 Zero Waste Policy for County Facilities and Operations
- Single-Use Carryout Bag Ban County ordinance
- County ordinance restricting distribution of expanded polystyrene (EPS) food and beverage containers
- CEPA work around food waste collection, composting, and linking nonprofits to excess food, food donation app
- Trash analysis at Elmwood jail and conversion of trash to recycling/quasi-recycling program with an additional reduction in waste collection costs
- Recycling and Waste Reduction Division disposal programs, which include drop-off or take-back locations for e-waste, sharps, medication, paint, and other household hazardous waste
- CEPA engagement in statewide Extended Producer Responsibility (EPR) efforts

Potential New Programs, Policies, and Activities

- Prepare a waste stream study for County operations and County unincorporated areas and create a Zero Solid Waste Plan, that includes:
 - Strategies to phase out single-use plastics in County contracts and at County facilities.
 - Zero waste event planning training and a toolkit for the County.
 - Establishment of a food recovery program.
 - Strengthening the polystyrene-ban ordinance.
- Establish a disposable food service ware policy.
- Implement a plastic straw program focused on education and enforcement of California Assembly Bill 1884.
- Conduct outreach and education programs for waste generators, especially multifamily residential and commercial, and provide more information on appropriate e-waste, recycling, and hazardous material disposal.
- Adopt mandatory organics recycling, including food scraps, for businesses and residential buildings.
- Leverage SB 1383 which requires procurement of compost by each city in large quantities for carbon sequestration in soil.

Strategy 1.6. Carbon Sequestration.

Explore and implement practices that sequester carbon, including agricultural practices and urban ecology to help offset greenhouse gas emissions.

Coordinating Departments DPD, FAF, OOS, Parks

Countywide Target

- Secure dedicated and sustainable funding to continue the Agricultural Resilience Incentive (ARI) Grant Program on an annual basis, facilitating the adoption of climate-smart agricultural practices such as planting perennials and carbon farming, which improves soil quality while sequestering atmospheric carbon.

Existing Programs, Policies, and Activities

- County of Santa Clara Ecology-Based Tree Management Guide, County Tree Ordinance, and tree protection guidelines
- County Tree Inventory
- Forest Health Program
- Sustainable landscaping outreach
- Arbor week
- Tree Protection and Removal Ordinance
- Carbon Sequestration for Agricultural Land State Conservation Grant with County of San Mateo
- LAFCO Agricultural Mitigation Policy, USA Policies, and SOI Policies (see Strategy 4.3)
- Integrated Pest Management Program
- Water Efficiency Landscape Ordinance

Potential New Programs, Policies, and Activities

- Develop a Countywide urban forest program that provides guidance on appropriate tree types, planting, maintenance, and program implementation, among other topics.
- Evaluate carbon farming and agricultural compost application to sequester carbon and improve soil health and biodiversity.
- Collaborate with regional and local partners on San Francisco Bay marshland protection and restoration to sequester and store blue carbon.
- Adopt a sustainable/green roofs policy.



Goal #2: Resilient and Prepared County

Increase preparedness and resilience to respond to the shocks and stressors that impact Santa Clara County and the services it provides.

Strategy 2.1

Planning and Assessment.

Conduct and continually maintain a multi-hazard risk assessment to understand vulnerabilities across the County and regularly update resilience and climate adaptation plans and policies to address changing hazard risks and potential impacts to the efficient delivery of County services.

Strategy 2.2

Emergency Preparedness and Response.

Implement hazard mitigation and climate adaptation strategies to increase preparedness and response and ensure the existing infrastructure/personnel are adequate to meet the existing levels of service while accommodating for future growth.

Strategy 2.3

Regional Collaboration and Training.

Coordinate Countywide and cross-jurisdictional resilience efforts with leaders from diverse sectors through ongoing collaboration, communication, and education.

Existing Plans

- General Plan and Zoning Code
- OEM Strategic Visioning Plan
- Local Hazard Mitigation Plan
- Continuity of Operations and Continuity of Government (COOP and COG)
- Emergency Operations Plan
- Silicon Valley 2.0
- Santa Clara County Fire Department 2014-2019 Strategic Plan

County Operations and Facilities Target

- Integrate climate adaptation into planning, procurement, asset management and operations by 2030.

Strategy 2.1. Planning and Assessment.

Conduct and continually maintain a multi-hazard risk assessment to understand vulnerabilities across the County and regularly update resilience and climate adaptation plans and policies to address changing hazard risks and potential impacts to the efficient delivery of County services.

Coordinating Departments DPD, OEM, OOS

County Operations and Facilities Targets

- Climate risks to be considered in all County-owned and operated assets, design and construction projects, and property acquisitions by 2025.
- Department continuity of operations plans¹ to be completed and regularly maintained by 2025.

Unincorporated County Areas Targets

- Climate risks and resilience strategies to be incorporated into the County General Plan and planning regulations to address new development projects by 2030.

Countywide Target

- Local Hazard Mitigation Plans and safety elements to be updated by 2022 to include climate risks and resiliency goals and strategies.

Existing Programs, Policies, and Activities

- Regularly update and report on County Local Hazard Mitigation Plan and emergency management plans, studies, and reports, incorporating new data and information about hazards and the effectiveness of mitigation and preparedness strategies
- LAFCO’s review of public safety and wildfire impacts
- Silicon Valley 2.0
- Metropolitan Transportation Commission (MTC) Plan Bay Area 2040
- Association of Bay Area Governments (ABAG) Resilience Program
- San Francisco Bay Conservation and Development Commission (BCDC) Adapting to Rising Tides

Potential New Programs, Policies, and Activities

- Vulnerability and risk assessments for all County properties, assets, and operations (possibly by updating or expanding on Silicon Valley 2.0) and a County Asset Resilience Plan, including a resilience policy to guide County’s operations and meet state mandates (e.g., SB 379, AB 747, SB 99, SB 160, and SB 1000).
- Update Safety Element of General Plan to meet requirements of SB 379.
- Assess the impacts of climate change and other hazards on historically marginalized communities, including SB 1000 communities.
- Establish process-based planning and assessment targets for:
 - A number of hazard-specific plans to address all the most-likely hazards.
 - Participation in municipal disaster recovery, response, and mitigation plans.
 - Participation in the development of the County Recovery Plan.
- Assess the urban heat-island impacts of different asphalt products.

¹ A “Continuity of Operations Plan” outlines how a department or agency will continue to perform minimum essential functions during a wide range of potential emergencies (e.g., localized acts of nature, major accidents, technological emergencies, public health events, security-related incidents)

Strategy 2.2. Emergency Preparedness and Response.

Implement hazard mitigation and climate adaptation strategies to increase preparedness and response and ensure the existing infrastructure/personnel are adequate to meet the existing levels of service while accommodating for future growth.

Coordinating Departments FAF, OEM, PHD

County Operations and Facilities Targets

- All County employees to complete Disaster Service Worker Training and/or other specialized training by 2025.
- At-risk critical infrastructure and service facilities to be identified and hardened or relocated to avoid hazards.
- Install at least five microgrids by 2025 at the County’s most critical operations, such as the Emergency Operations Centers and County Communications.

Countywide Target

- An additional 10% of County residents to sign up for AlertSCC by 2025.

Existing Programs, Policies, and Activities

- Emergency Operations Center
- AlertSCC, Free Family Preparedness App, Twelve Month Emergency Preparedness Calendar, Cold Weather Safety Information
- Public Health Department Emergency Preparedness
- Prescribed Fire Program
- Medical Health Joint Operations Center
- Mass vaccination events
- Hospital Preparedness Coalition

Potential New Programs, Policies, and Activities

- Incorporate building resilience and adaptation practices into building siting and design.
- Prioritize preparedness programs in historically marginalized communities, including SB 1000 communities.
- Increase the availability and use of microgrid and battery storage (especially in low-income and high fire-risk areas).
- Assess and adjust existing operations, procedures, and behaviors to minimize the impacts of hazards.
- Protect and harden or relocate infrastructure and services to better withstand hazards.

Strategy 2.3. Regional Collaboration and Training.

Coordinate Countywide and cross-jurisdictional resilience efforts with leaders from diverse sectors through ongoing collaboration, communication, and education.

Coordinating Departments OEM, OOS

Countywide Targets

- Create resilience networks that provide education and awareness building on climate impacts and risks.
- Update and maintain a climate vulnerability and adaptation interactive web-based tool.

Existing Programs, Policies, and Activities

- Emergency Preparedness Training and Resource Materials and Disaster Services Guide for Immigrants
- Infectious Disease and Response Branch
- Safety and resilience grants management
- Collaborating Agencies' Disaster Relief Effort)
- Bay Area Joint Information System (JIS) participation
- Bay Area Regional Collaborative (BARC) participation
- Bay Area Climate Adaptation Network (BayCAN) participation
- Bay Area Air Quality Management District (BAAQMD) participation

Potential New Programs, Policies, and Activities

- Maintain and continually update the JIS and other information sharing mechanisms with relevant agencies.
- Create resilience hubs that provide education and awareness building on climate impacts and risks.
- Work with BayCAN to identify new opportunities for multi-jurisdictional planning and programming.
- Maintain a coordinated, multi-lingual public awareness campaign to educate and engage the public about hazard risk, preparedness, and safety to provide real-time health related information during extreme heat and poor air quality warning days and information on cooling center, resiliency hubs, emergency shelters, and other preparedness and post-disaster resources for the region.





Natural Resources and the Environment



The Issue

Home to 25% of Bay Area residents, Santa Clara County is the Bay Area's most populous county, with 15 cities and nearly two million people. Since the year 2000, the County added nearly 300,000 new residents, placing growing pressure on our natural and working lands and increasing demand for natural resources.¹ Our County's natural environment and habitats vary widely from urban Silicon Valley to the rural agricultural areas and the protected open space and natural resources of Santa Clara Valley. Santa Clara County has a rich agricultural history with over 24,000 acres of farmland that generates 8,100 jobs and provides local food security and environmental benefits. In the past 30 years alone, Santa Clara County has lost 21,171 acres of its farmland and rangeland to development and more areas are at risk of conversion.² Santa Clara County and the Santa Clara Valley are also home to a rich diversity of species and habitats, with a plan to add an additional 46,000 acres of protected area. However, new development pressure can reduce the quality, quantity, and connectivity of habitat areas.³ Our County has the opportunity to manage growth while retaining agricultural viability and areas that provide high-quality spaces for habitat.

Despite our explosive County growth, air and water quality have continued to improve but face new challenges posed by climate change. Cleaner cars and trucks and industrial pollution-control programs led to significant reductions in air pollution region wide. Air pollution, however, varies significantly across the County, exposing many of the County's historically marginalized communities and workers to environmental hazards.⁴ Additionally, significant differences in the quality and quantity of the urban tree canopy in different neighborhoods can further exacerbate inequities, as neighborhoods lacking tree canopy are more likely to become urban heat islands. Those neighborhoods also miss out on the many other benefits of a thriving tree canopy, including cleaner air and water, reduced energy use, improved stormwater management, and more.

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- 1 Metropolitan Transportation Commission (2020). Vital Signs. <vitalsigns.mtc.ca.gov/population>
County of Santa Clara, et. al. (2012). Santa Clara Valley Habitat Plan. <https://scv-habitatagency.org/178/Santa-Clara-Valley-Habitat-Plan>
 - 2 County of Santa Clara and Santa Clara Valley Open Space Authority (2018). Santa Clara Valley Agricultural Plan. https://www.openspaceauthority.org/system/user_files/Documents/Grids/current_projects/SCV_ActionPlan_Appendix_010318.pdf
 - 3 County of Santa Clara, et. al. (2012). Santa Clara Valley Habitat Plan. <https://scv-habitatagency.org/178/Santa-Clara-Valley-Habitat-Plan>
 - 4 Metropolitan Transportation Commission (2020). Vital Signs. <vitalsigns.mtc.ca.gov/particulate-concentrations>



Our Approach

The County's environmental policies and programs protect, enhance, and restore natural resources collaboratively with public and private partners, and aims to:

- Reduce the cumulative impacts of multiple environmental hazards, including air and water pollution and toxic material exposure on all County residents, especially historically marginalized communities and workers.
- Expand, preserve, protect, and enhance diversity and size of ecosystems and habitats across the County.
- Create the conditions for a resilient, equitable, and thriving agricultural economy that also provides environmental benefits such as flood mitigation, habitat conservation, and carbon sequestration.
- Manage a flourishing and connected network of regional parks and trails where exceptional visitor experiences enrich the human spirit and provide all people with the opportunity to connect with the County's protected natural, cultural, historic, and scenic resources.
- Protect and enhance watersheds to preserve beneficial uses of Santa Clara Valley creeks and rivers.
- Ensure all County residents, employees, and visitors have access to safe, clean water while also promoting water conservation, reuse, and efficiency.



Current Efforts

The County is already addressing these issues through the development and implementation of the following:

- Santa Clara Valley Habitat Plan
- Santa Clara County Green Stormwater Infrastructure Plan
- Santa Clara Valley Agricultural Plan
- Ecology-Based Tree Management Guide and a County Tree Inventory
- Santa Clara Countywide Trails Prioritization and Gaps Analysis
- Santa Clara County Parks Strategic Plan
- Sustainable Landscaping Policy

Actions: Goals, Strategies, and Targets

The Actions for the Natural Resources and the Environment Priority Area are presented below, which include goals, strategies and targets, coordinating departments, and a list of existing and future programs and policies. A table summarizing this information can be viewed in the Appendix.



Goal #3: Air and Water Resources

Maintain a healthy environment for all residents and living creatures.

Strategy 3.1

Air Quality and Pollution.

Protect air quality and reduce the release of air-borne toxins/contaminants, focusing on reducing the exposure of historically marginalized communities to sources of environmental pollution.

Strategy 3.2

Water Use and Conservation.

Ensure a sustainable and safe supply of drinking water and the efficient delivery of water service and increase water conservation, reuse, and efficiency.

Strategy 3.3

Water Quality and Stormwater Management.

Protect the creeks and rivers of the Monterey Bay and San Francisco Bay watersheds from stormwater pollution.

Strategy 3.4

Streams and Riparian Corridors.

Develop educational programs and volunteer service opportunities that promote the local stewardship of streams and riparian corridors and develop programs for ecologically compatible recreational use of streams and riparian corridors (aligns with County ESG 12).

Strategy 3.5

Hazardous Materials Management.

Reduce the use of hazardous materials and ensure that those used are properly managed and disposed of to minimize harm.

Existing Plans

- County of Santa Clara Green Stormwater Infrastructure Plan
- Santa Clara Valley Water District's Urban Forest Management Plan
- Santa Clara Basin Stormwater Resource Plan
- Bay Area Integrated Regional Water Management Plan
- Pajaro River Watershed Integrated Regional Water Management Plan
- Valley Water's One Water Plan
- Santa Clara Valley Water District's Safe Clean Water and Natural Flood Protection Program

Strategy 3.1. Air Quality and Pollution.

Protect air quality and reduce the release of air-borne toxins/contaminants, focusing on reducing the exposure of historically marginalized communities to sources of environmental pollution.

Coordinating Departments CEPA, DPD, PHD

Unincorporated County Areas Target

- Adopt measures to protect sensitive receptor uses by locating uses 500 feet away from state highways, interstates, and stationary area sources of pollution or incorporating measures to minimize exposure to pollutants if uses cannot be located more than 500 feet away.

Countywide Target

- Meet state and federal standards for 11 air pollutants.

Existing Programs, Policies, and Activities

- Continue to utilize and comply with the Bay Area Air Quality Management District (BAAQMD) thresholds of significance for new projects
- Continue coordination with BAAQMD to promote and implement stationery and area source emission measures.
- DEH - Consumer Protection Division - Lead Poisoning Prevention
- Santa Clara County Green Business Program
- BAAQMD Community Health Protection Program
- CEQA assessment that includes vehicle miles traveled (VMTs) associated with proposed development projects

Potential New Programs, Policies, and Activities

- Partner with BAAQMD to promote participation in the Vehicle Buy Back Program to reduce air pollution.
- Partner with BAAQMD to regularly monitor geographic areas with persistently the worse air quality and areas adjacent to schools.
- Work with BAAQMD around incentive programs to reduce pollution from mobile sources and/or require permitting for mobile sources.

Strategy 3.2. Water Use and Conservation.

Ensure a sustainable and safe supply of drinking water and the efficient delivery of water service and increase water conservation, reuse, and efficiency.

Coordinating Departments CEPA, DPD, FAF, LAFCO

County Operations and Facilities Target

- Beneficially reuse 100% of wastewater by 2050 (aligns with County ESG 6).

Unincorporated County Areas Target

- Reduce water use by at least 20% relative to a 2013 baseline by 2025.

Existing Programs, Policies, and Activities

- DEH Drinking Water Program
- Sustainable Landscaping Policy
- Water Efficiency Landscape Ordinance
- Residential Water Conservation Ordinance
- County facility water use monitoring and toilets and sinks retrofits/sensors
- Save Our Water Santa Clara County and other education and outreach efforts (Public and internal)
- Water Bottle Refilling Stations (“Hydration stations”) and Bottle Exchange Program
- Land Use Program - On-site Wastewater Treatment Systems
- FAF infrastructure for reuse of wastewater (purple pipe) for landscaping, air conditioning, etc.

Potential New Programs, Policies, and Activities

- Streamline permitting for grey water systems - laundry to landscape and commercial systems.
- Invest in recycled water infrastructure and explore distributed black water reuse systems.
- Prioritize sustainability outcomes such as reduced water usage in decision-making about building and facility maintenance and upgrades.
- Maintain partnerships with Valley Water and other water purveyors to reduce water use and implement conservation measures by expanding utility programs for water conservation outreach and education, indoor and outdoor efficient fixture rebates, and turf replacement rebate.

Strategy 3.3. Water Quality and Stormwater Management.

Protect the creeks and rivers of the Monterey Bay and San Francisco Bay watersheds from stormwater pollution.

Coordinating Departments CEPA, DPD, FAF, Parks, RDA

Unincorporated County Areas Target

- Meet or exceed requirements of the County's Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Permits for North and South County by fostering best practices in County operations, promoting increased public awareness of stormwater pollution prevention, and supporting innovative approaches to meet state and federal stormwater regulations.

Existing Programs, Policies, and Activities

- Implementation activities from the Green Stormwater Infrastructure Plan (including integration of green stormwater infrastructure into the County's capital projects)
- Stormwater Management Program (Phase II), State of California - Central Coast Regional Water Quality Control Board (Unincorporated South Santa Clara County)
- North County Regional Stormwater Resource Plan
- South County Regional Stormwater Resource Plan
- Santa Clara County's Clean Water Program
- Santa Clara Valley Urban Runoff Pollution Prevention Program
- Santa Clara Basin Watershed Management Initiative
- Stormwater Management Program (NPDES), State of California - San Francisco Bay Regional Water Quality Control Board and Central Coast Regional Water Quality Control Board
- Integrated Pest Management Program (IPM)
- Outreach and education to the public, local businesses, and County departments, including River Clean-Up Days
- Trash Load Reduction Goals/litter reduction initiatives (in receiving waters) per the NPDES and Phase II stormwater permits
- TriParty Agreement between County, Valley Water, and City of San José for joint use of lands along Upper Penitencia Creek
- CEPA partnership with South County school sited adjacent to creek to provide stormwater education and install green stormwater infrastructure

Potential New Programs, Policies, and Activities

- Develop Policy for use of green stormwater infrastructure in County facilities.
- Secure additional funding for enhanced watershed management plans (EWMP).
- Develop model street and open space standards for stormwater management, including reducing impervious surfaces.
- Establish an eco-friendly pesticide and herbicide information portal with resource lists, research on effectiveness, and long-term targets.
- Pilot projects that use new technologies for trash removal from waterways, and form partnerships with local jurisdictions to increase opportunities for rainwater capture, create green streets, etc.

Strategy 3.4. Streams and Riparian Corridors.

Develop educational programs and volunteer service opportunities that promote the local stewardship of streams and riparian corridors and develop programs for ecologically compatible recreational use of streams and riparian corridors (aligns with County ESG 12).

Coordinating Departments CEPA, OOS, Parks

Countywide Targets

- Increase the reach of stormwater outreach and/or conduct more regional outreach campaigns.
- Support environmental stewardship and volunteer opportunities such as the Coastal Cleanup Day and National River Cleanup Day events.
- Increase awareness of the importance of riparian areas and protect them by working with community-based organizations and other partners to provide interpretive elements and programming.

Existing Programs, Policies, and Activities

- Natural Resource Program, Interpretation and Outdoor Recreation Program, Visitor and Facility Services, Partnership Program
- Provide outreach and education to the public, local businesses, and County departments, including Coastal Cleanup and National River Cleanup Days
- Watershed Watch Campaign
- CEPA programming on watershed education and creek cleanups
- San Francisco Bay Trail mileage increase through coordination with Valley Water and U.S. Army Corps of Engineers on the South San Francisco Bay Shoreline Project
- Develop the Canoas Creek Trail from VTA's Blossom Hill Transit-Oriented Development to Martial Cottle Park along Valley Water's Canoas Creek easement

Potential New Programs, Policies, and Activities

- Facilitate partnerships between lead agencies (e.g., City of San José, Valley Water, Guadalupe-Coyote Resource Conservation District, Santa Clara Valley Open Space Authority) and community organizations whose missions align with the County goals for riparian management and healthy creeks.
- Cultivate collaborative partnership opportunities that increase riparian and stream corridor stewardship, protection, and recreational opportunities.
- Develop the Five Wounds Trail, an alternative route for the Coyote Creek Trail through coordination with VTA, City of San José, and Santa Clara Valley Open Space Authority.
- Close Penitencia Creek Trail gaps by coordinating with Valley Water on Lower Penitencia Creek Flood Control Projects and the City of San José with right-of-way enhancements near Alum Rock Park.

Strategy 3.5. Hazardous Materials Management.

Reduce the use of hazardous materials and ensure that those used are properly managed and disposed of to minimize harm.

Coordinating Departments CEPA, FAF, OOS

County Operations and Facilities Targets

- Meet and exceed pesticide elimination and reduction requirements of the Municipal Regional Stormwater NPDES Permits for County-owned and managed lands.
- 100% of all County staff involved in pesticide applications to receive pesticide applicator safety training annually.

Countywide Targets

- Increase total household hazardous waste collected annually and disposed of responsibly.
- Increase the number of eligible small quantity businesses participating in the small quantity business disposal program.
- Reduce return to compliance (RTC) time frames for major hazardous materials violations by 5% each year through 2025.

Existing Programs, Policies, and Activities

- Santa Clara Valley Agricultural Plan
- Pesticide Regulation
- County's Integrated Pest Management program and County Facilities Integrated Pest Management Ordinance
- Take-It-Back (TIB) Partnership
- Hazardous Materials Program, CEPA
- Site Mitigation Program, CEPA
- Recycling and Waste Reduction Division, CEPA
- County requirements to have departments that handle hazardous materials have procedures to comply with stormwater permits
- County Household Hazardous Waste (HHW) and Small Quantity business disposal programs

Potential New Programs, Policies, and Activities

- Develop online spatial pest control and pesticide use management and reporting software and database.
- Expand Household Hazardous Waste and Very Small Quantity Generator (VSQG) Programs in the County to site a third permanent facility in West County to complement existing facilities in San José and San Martin. Expand one-day events beyond the current 10 annually to new regions.
- Support additional Producer Responsibility legislation at the local or state level to mirror success with the free, convenient disposal opportunities of unused and expired medicines and home-generated sharps for residents, and encourage producer consideration of end-of-life environmental impacts and resource-recovery opportunities. Emerging areas of focus include batteries, electronic wastes, solar panels, and single-use propane tanks.
- Continue to expand community and business outreach of less-toxic alternatives beyond the 24 annual community and industry events staffed by County Household Hazardous Waste Program staff. Expand use of social media beyond current outreach in English, Spanish and Vietnamese promoting Used Oil and Used oil filter recycling.
- Expand partnerships with retail and the local business community to expand on the current 52 retail battery and bulb collection partners and 104 Certified Used Oil and filter collection centers that bring services to the neighborhood level, increase foot traffic to the host locations, and increase access for residents to properly manage their common household wastes.



Goal #4: Natural Lands and Land Use.

Enhance and protect natural and working lands so that they provide a range of social, environmental, economic, and health benefits for County residents and businesses.

Strategy 4.1

Habitat Conservation.

Expand, protect, and enhance the County's landscapes, habitat, and species.

Strategy 4.2

Working Lands.

Implement a comprehensive regional framework in order to preserve the remaining working lands and support a vibrant agricultural economy while mitigating climate change.

Strategy 4.3

Parks and Recreation.

Improve accessibility of parks and public spaces (including County trails) with a focus on residents of all ages, abilities, and incomes, and those living throughout the County.

Existing Plans

- General Plan and Zoning Code
- Santa Clara Valley Habitat Conservation Plan, Agriculture Plan, and Green Print
- Santa Clara Countywide Trails Master Plan and Parks Strategic Plan
- Countywide Trails Prioritization and Gaps Analysis
- Parkland Acquisition Plan for the County of Santa Clara

Strategy 4.1. Habitat Conservation.

Expand, protect, and enhance the County’s landscapes, habitat, and species.

Coordinating Departments CEPA, DPD, OOS, Parks

Countywide Targets

- Permanently protect and actively steward lands that provide critical ecosystem services and wildlife habitat, including critical indicator species, throughout the County.
- Plant 1,000 trees annually Countywide in areas to address issues such as urban heat islands, low tree canopy, poor air quality and stormwater management and work with local governments, agencies, and nonprofits to build a comprehensive urban forest (aligns with County ESG 10).

Existing Programs, Policies, and Activities

- Santa Clara Valley Habitat Conservation Plan Actions
- Integrated Pest Management Program
- Invasive Species Program
- Weed Abatement Program
- Mosquito Control Program
- Stinging Insects Program
- California Naturalist and Wildlife Programs
- County Parks Forest Health Program
- Midpeninsula Regional Open Space District Programs
- Santa Clara Valley Open Space Authority Programs

Potential New Programs, Policies, and Activities

- Establish and protect wildlife corridors through implementation of the Santa Clara Valley Habitat Conservation Plan Actions.
- Maintain partnerships with Midpeninsula Open Space District, State Parks, and Open Space Authority to protect and expand habitat.
- Support agricultural property owners/farmers in creating and maintaining habitat (i.e., implementing conservation strategies on private properties).
- Coordinate with regional land managers to address challenges of habitat health, functionality, and connectivity.
- Support and encourage beehives and bee-friendly/native plants.

Strategy 4.2. Working Lands.

Implement a comprehensive regional framework in order to preserve the remaining working lands and support a vibrant agricultural economy while mitigating climate change.

Coordinating Departments CEPA, DPD, LAFCO, Parks

Unincorporated County Areas Target

- Preserve at least 12,000 acres of agricultural lands most vulnerable to development (aligns with Santa Clara Valley Agricultural Plan and Agricultural Conservation Easement program).

Existing Programs, Policies, and Activities

- Santa Clara Valley Agricultural Plan
- LAFCO Agricultural Mitigation Policy, Urban Service Area (USA) Policies, and Sphere of Influence (SOI) Policies
- Williamson Act and Open Space Easement Program
- Small Farm Program
- Grazing Program
- Canine Parcel Inspection Team
- Insect Identification and Management
- Certified Farmers' Market
- Pest Exclusion/Quarantine
- Specialty Inspection Protection Programs (Sudden Oak Death, Light Brown Apple Moth, Glassy-Winged Sharpshooter)
- Livestock and Natural Resources Program
- Surface Mining and Reclamation Program
- Parks Department's land acquisition
- San José General Plan Update
- [Climate Smart San José's](#) Natural and Working Lands (NWL) Study

Potential New Programs, Policies, and Activities

- Implement the Santa Clara Valley Agricultural Plan, including providing incentives/payments for "ecosystem services" (e.g., carbon sequestration, benefits to aquifer management) and support low-income farmers to make infrastructure improvements to increase water efficiency (e.g., like State Water Efficiency and Enhancement Program).
- Explore new funding and financing mechanisms to implement the Santa Clara Valley Agricultural Plan, including identifying resources to purchase smaller farms to protect from development.

Strategy 4.3. Parks and Recreation.

Improve accessibility of parks and public spaces (including County trails) with a focus on residents of all ages, abilities, and incomes, and those living throughout the County.

Coordinating Departments Parks, PHD

Countywide Targets

- Work with local governments and regional authorities to link open space areas via regional trails, and close gaps in the Countywide trails network.
- Increase the percentage of the population that lives within 0.5 miles of a park or open space.

Existing Programs, Policies, and Activities

- Countywide Trails Master Plan implementation
- Santa Clara County Parks Strategic Plan implementation
- Outdoor recreation programs
- Land acquisition
- Santa Clara County Park Prescription Program between Parks, Public Health, Open Space, and Pediatric Health

Potential New Programs, Policies, and Activities

- Work with cities and unincorporated areas to plan and implement a connected open space network across Santa Clara County.
- Partner with regional open space authorities and local jurisdictions to ensure all County trails are interconnected as part of the Countywide Trails Master Plan implementation.
- Explore new funding and financing mechanisms to implement the Parks Strategic Plan and County Trail Master Plan.



Community Health and Well-Being



The Issue

The health and well-being of Santa Clara County residents is influenced by a wide variety of complex and interrelated factors. Economic and housing stability (or instability), environmental safety (or pollution), and the surrounding built environment impacts people's access to social and economic opportunities such as transportation systems, recreation, housing and education, and in turn affect people's health.¹ Economic, physical, and cultural environments also shape people's individual choices (for example, what they eat, if they smoke cigarettes or vape), which then impact their health and well-being.

While Santa Clara County residents are healthier than residents of other counties in California,² wide health disparities persist among different socioeconomic groups and across geographies in the County. For example, the average Asian resident can expect to live 8.6 years longer than the average African American resident. Likewise, residents of Los Altos can expect to live nearly 12 years longer than residents of Morgan Hill³.

The County of Santa Clara plays a pivotal role in the health and well-being of the community and strives to create better places to live, work, and play. The County recognizes that a sustainable community is one that creates the places that allow people to thrive, enjoy good health, and have a high quality of life. Challenges to a sustainable community often disproportionately affect the most vulnerable and contribute to the wide health disparities in the County. These challenges include: barriers to preventive health services, housing insecurity, lack of resources to provide a robust social safety net, ineffective civic engagement, and unequal opportunities for education and self-improvement. The health and well-being of Santa Clara County residents and workers will also be shaped by climate change. The impacts of more frequent heat waves, rising sea levels, intensifying coastal flooding, increased vector-borne diseases, and increasing wildfire risk will pose threats to communities across the County. Historically marginalized communities, including older adults, people with disabilities, minorities, outdoor workers, linguistically isolated households, people without health care and people with chronic medical conditions will face increased stressors from climate change.

1 Office of Disease Prevention and Health Promotion. Social Determinants of Health. <[healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health](https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health)>

2 County Health Rankings and Roadmaps. "California, 2020. Health Outcomes." <[countyhealthrankings.org/app/california/2020/rankings/santa-clara/county/outcomes/overall/snapshot](https://www.countyhealthrankings.org/app/california/2020/rankings/santa-clara/county/outcomes/overall/snapshot)>

3 Corey, Ashanti (2018). Health Burden in Santa Clara County. <[baaqmd.gov/~media/files/ab617-community-health/santa-clara-county-health-burden-pdf.pdf?la=en](https://www.baaqmd.gov/~/media/files/ab617-community-health/santa-clara-county-health-burden-pdf.pdf?la=en)>



Our Approach

The County of Santa Clara protects and improves the health of our community so that all its people may thrive. The County aims to:

- Ensure residents have accessible health care and affordable housing, a social safety net, and opportunities for lifelong learning and employment to build community resilience and improve community health and well-being.
- Nurture a health system that is resilient in the face of a changing climate and emerging global health threats.
- Address climate change in the provision of healthcare services, local and regional medical systems, and preparedness and response plans.
- Educate all County healthcare professionals to recognize and manage emerging health risks associated with climate change.
- Engage historically marginalized communities in decision-making and in addressing/adapting to climate change.
- Establish inclusive, community-centered planning and decision-making processes that maximize the benefits of climate preparedness action among the historically marginalized communities and increase community resilience.



Current Efforts

The County is committed to enhancing the health and well-being of the community through existing programs that promote and contribute to healthy lifestyles, including:

- Public Health programs focused on reducing health disparities, such as the Black Infant Health Program and the Park Prescription Program.
- Healthy Cities Program Toolkit and technical assistance provided by the Santa Clara County Public Health Department to cities and towns.
- The passage of Measure A Housing Bond to help construct 4,800 units of affordable housing and assist approximately 235 families secure loans to finance their first homes.
- The development of partnerships between the Santa Clara County Library District and school districts to get children library cards when they enroll in school (impacts 90,000 students).

Actions: Goals, Strategies, and Targets

The Actions for the Community Health and Well-Being Priority Area are presented below, which include goals, strategies and targets, coordinating departments, and a list of existing and future programs and policies. A table summarizing this information can be viewed in the Appendix.



Goal #5: Healthy Communities

Improve the overall health and well-being of all County employees, residents, and visitors and eliminate health inequities to minimize the potential impacts of disasters and climate change on the most vulnerable residents.

Strategy 5.1

Public Health and Prevention.

Prevent diseases and injuries and reduce the impacts on historically marginalized communities by addressing root causes/social determinants of health and providing health education.

Strategy 5.2

Health Systems and Access to Care.

Ensure pandemics and climate hazards are addressed in the provision of healthcare services, assess regional and local medical systems, refine emergency -response programs for climate change, and train County health professionals to recognize and manage emerging health threats associated with pandemics and climate change.

Existing Plans

- General Plan and Zoning Code
- Public Health Strategic Plan 2019-2022
- First 5 Santa Clara County Strategic Plan
- Santa Clara Valley Health and Hospital System Road Map
- Getting to Zero Plan
- Chronic Disease Prevention Strategic Plan
- Oral Health Strategic Plan

Strategy 5.1. Public Health and Prevention.

Prevent diseases and injuries and reduce the impacts on historically marginalized communities by addressing root causes/social determinants of health and providing health education.

Coordinating Departments Health System, OOS, PHD

Countywide Targets

- Reduce the percentage of adults diagnosed with prediabetes.
- Increase the number of households who upgrade their homes with energy-efficient and electrification measures through Bay Area Regional Energy Network (BayREN) that improve indoor air quality, safety, and the comfort of homes.
- Achieve 100% adoption of a Vision Zero Action Plan across all jurisdictions to prevent traffic injuries and casualties.
- Reduce the number of pedestrian and bicycle injuries and fatalities.
- Improve health outcomes and well-being for the County's most historically marginalized and vulnerable communities through population health approaches.

Existing Programs, Policies, and Activities

- Santa Clara County Partners for Health collaboration (implementing SCC Community Health Improvement Project [CHIP])
- Whole Person Care, Health System
- Valley Homeless Healthcare Program and other community clinics, Health System
- East San José Prevention Efforts Advance Community Equity Partnership (PEACE Partnership); Active and Peaceful Gilroy; Senior Nutrition Program; Department of Aging and Adult Services; Women, Infants, and Children (WIC); and other nutrition programs
- Prevention programs at Public Health Department (Chronic Disease and Injury Prevention; Infectious Disease and Response; Maternal, Child, and Family Health; Health Equity Unit, etc.); Behavioral Health Services Department (Mental Health Services Act (MHSA), etc.); and FIRST 5 Santa Clara County
- Community Rx programs (Clinic-to-Community Diabetes Prevention; Parks Rx; Ask, Advise Refer) that create strong bi-directional relationships between health systems and community resources
- Silicon Valley 2.0
- County Wellness Program
- Bay Area Regional Energy Network (BayREN) - energy efficiency retrofits to improve health
- Strengthening All Families Equitably (SAFE) Countywide Prevention (Cross-Agency Service Team (CAST)
- Bay Area Air Quality Management District (BAAQMD) participation

Potential New Programs, Policies, and Activities

- Alignment of work across systems to develop a single system of support (prevention continuum of care).
- Update and implement the Silicon Valley 2.0 strategies and actions for social vulnerability and community health.
- Develop regional Vision Zero collaboration, working with jurisdictions across the County and state and regional partners, including Caltrans, Bay Area Rapid Transit (BART), and Valley Transportation Authority (VTA).
- Explore the feasibility of establishing sustainability wellness villages in surrounding health clinic areas.

Strategy 5.2. Health Systems and Access to Care.

Ensure pandemics and climate hazards are addressed in the provision of health care services, assess regional and local medical systems, refine emergency-response programs for climate change, and train County health professionals to recognize and manage emerging health threats associated with pandemics and climate change.

Coordinating Department Health System

Countywide Targets

- Increase the number of healthcare workers educated/trained on the public health impacts of climate change.
- Improve access to infrastructure to support the increased utilization of telehealth (phone or audio-video) services.
- Increase timely access to healthcare services by meeting or exceeding access standards.

Existing Programs, Policies, and Activities

- Community Connect/HealthLink (the County's integrated Electronic Medical Record (EMR) system)
- Initiatives to address language barriers, to implement Culturally and Linguistically Appropriate Services (CLAS) standards, and to address other barriers to utilizing care
- Strengthen Public Health Professional Core Competency and Skills (2019-2022 County of Santa Clara Public Health Department Strategic Plan)
- myHealth Online patient portal enhancements
- Telehealth platform expanded during COVID
- Acquisition of three new healthcare facilities to better meet health care needs

Potential New Programs, Policies, and Activities

- Climate Change and Health Training programs.
- Maximize emission-reducing efficiencies to reduce length of patient trips by expanding telehealth options.
- Consider siting of future hospitals, clinics, and health services facilities to meet access standards.



Goal #6: Equitable and Inclusive County

Encourage the civic participation, leadership, and engagement of all County residents and ensure all are supported in getting their basic needs met and reaching their full potential.

Strategy 6.1

Civic Engagement.

Build capacity, especially in communities that experienced historical disparities, to support participation and leadership in efforts to address environmental and social challenges.

Strategy 6.2

Community Engagement and Leadership.

Continue to be a regional leader in engaging County residents, businesses, and government partners in sustainability-related issues, fostering leadership across the County, increasing awareness, and inspiring individuals to act.

Strategy 6.3

Safe and Affordable Housing.

Ensure that all residents have access to affordable housing that is safe and climate-smart.

Strategy 6.4

Social Services.

Maintain a local safety net for residents and enhance their quality of life, especially for those residents who will be most affected by hazards and climate change.

Strategy 6.5

Education.

Reduce educational inequities and support lifelong learning and engagement.

Existing Plans

- General Plan and Zoning Code
- Public Health Strategic Plan 2019-2022
- Community Plan to End Homelessness in Santa Clara County

Strategy 6.1. Civic Engagement.

Build capacity, especially in communities that experienced historical disparities, to support participation and leadership in efforts to address environmental and social challenges.

Coordinating Departments DESJ, ROV

Countywide Target

- Increase the percentage of historically marginalized communities engaging in civic participation (e.g., voting, Census, etc.).

Existing Programs, Policies, and Activities

- Santa Clara County Votes Coalition
- Rapid Response Network
- Citizenship Collaborative
- Census 2020 outreach/education efforts
- SAFE Countywide Prevention (CAST)

Potential New Programs, Policies, and Activities

- Capacity-building and leadership-development programming.
- Establish a diversity index and use to measure inclusive civic participation of County residents.
- Develop and pilot a process to capture how input from historically marginalized communities has been incorporated and to coordinate engagement efforts for multiple County agencies.

Strategy 6.2. Community Engagement and Leadership.

Continue to be a regional leader in engaging County residents, businesses, and government partners in sustainability-related issues, fostering leadership across the County, increasing awareness, and inspiring individuals to act.

Coordinating Departments DESJ, OOS

Countywide Targets

- Develop or expand leadership and capacity-building programs to provide education, training, and leadership opportunities (County or city training, community advocate leadership academy).
- Increase the participation of individuals from historically marginalized communities in leadership and advisory and/or decision-making roles.

Existing Programs, Policies, and Activities

- Climate Change, Health Equity Unit
- Universal Access to Early Childhood Education, Care, and Health Services Pilot
- University of California Cooperative Extension - 4-H Youth Development
- Vector Control District - Outreach Program
- Interpretive Programs
- School Outreach
- Santa Clara County Food Systems Alliance
- SAFE Countywide Prevention (CAST)
- Universal Access Pilot Program (UAP)

Potential New Programs, Policies, and Activities

- Establish an internal plan or process to coordinate community engagement activities across County departments.
- Create a center/hub for Santa Clara County with all resources available for the general public, including employees.
- Explore inclusive community-engagement guidelines for County events.
- Establish language and accessibility guidelines for County communications.
- Pursue innovative community-engagement techniques (e.g. hack-a-thons) to engage youth, communities of color, and other underrepresented populations in developing sustainability solutions and crowdsourcing ideas.
- Develop a climate leaders' program.

Strategy 6.3. Safe and Affordable Housing.

Ensure that all residents have access to affordable housing that is safe and climate-smart.

Coordinating Departments CEPA, DPD, OSH

County Operations and Facilities Target

- Maximize the utility of resilient, climate-smart affordable housing on County-owned parcels.

Unincorporated County Areas Target

- All housing built is to be resilient to extreme weather and better prepared to deal with the consequences of climate change.

Countywide Targets

- Meet Regional Housing Need Allocation (RHNA) targets in all categories in both unincorporated County and geographic County areas.
- Reduce the percentage of individuals and households experiencing homelessness for the first time to 60% or less.
- By 2025, achieve a 30% reduction in the annual inflow of people experiencing homelessness for the first time.
- From 2020 to 2025, house 20,000 people through the supportive housing system.

Existing Programs, Policies, and Activities

- Measure A Affordable Housing Bond and projects
- Project Welcome Home
- Santa Clara County Continuum of Care
- MHSA Housing Program
- Rapid Rehousing, Transitional Housing, and Emergency Shelters (OSH)
- SAFE Countywide Prevention (CAST)
- Universal Access Pilot Program (UAP)

Potential New Programs, Policies, and Activities

- Develop multifamily/multi-unit housing for agricultural workers in Martial Cottle Park.
- Develop a Climate-Smart and Resilient Affordable Housing Toolkit.
- Home retrofits to protect residents from disasters.
- Implement the strategies identified in the Community Plan to End Homelessness.

Strategy 6.4. Social Services.

Maintain a local safety net for residents and enhance their quality of life, especially for those residents who will be most affected by hazards and climate change.

Coordinating Departments SSA, OSH, PHD

Countywide Targets

- Increase permanent-housing outcomes for all homeless and unstably housed persons participating in safety net services.
- Ensure that the basic needs of eligible, low-income residents in the County are met through accessible and timely services that increases participation rates in CalFresh/Supplemental Nutrition Assistance Program (SNAP), Medi-Cal, CalWORKs, General Assistance, and other County-administered benefit programs.
- Support economic self-sufficiency and the well-being of public assistance recipients through increased participation in CalWORKs and CalFresh workforce programs to gain skills, tools, basic education, training, and work experience to obtain and retain a living wage job.
- Protect children and promote their healthy growth by increasing the percentage of children in foster care that achieve permanency within 12 months.
- Maximize self-sufficiency, safety, health, independence, and in some instances stabilize, protect, and monitor financial situations for older adults, people with disabilities, and the severely mentally ill and their families.

Existing Programs, Policies, and Activities

- School Linked Services
- CalFresh
- Public Assistance
- IHSS (In-Home Supportive Services)
- Emergency Services/Mass Care and Shelter
- Trauma-Informed and Healing Centered Systems
- "One-stop" approach to benefits enrollment at Reentry Resource Centers
- The Hub (for foster youth)
- CalWORKs
- Cash Assistance Program for Immigrants
- Women, Infants, and Children
- Supplemental Nutrition Assistance Program (SNAP)
- Universal Access Pilot Program (UAP)
- Child Abuse Prevention Council

Potential New Programs, Policies, and Activities

- Track the impact of and demand for social services due to hazards and a changing climate (examine previous safety net program expenditures and the types of assistance delivered after major disasters over time).

Strategy 6.5. Education.

Reduce educational inequities and support lifelong learning and engagement.

Coordinating Department SCCLD

Countywide Targets

- Increase library patron access and the participation in lifelong learning opportunities and programs.
- Increase the number of visits to the Santa Clara County Library District (SCCLD) student portal.
- Increase the number of e-material downloads including ebooks, audiobooks, music, video streaming and eMagazines.

Existing Programs, Policies, and Activities

- Universal Access to Early Childhood Education, Care, and Health Services Pilot
- SCC Library partnership with school districts to get children library cards when they enroll in school (90,000 students!)
- Child Abuse Prevention
- Girls Advisory Team
- Free eCard for students for access to free digital resources 24/7
- SAFE Countywide Prevention (CAST)
- Universal Access Pilot Program (UAP) SCCOE School Leadership Program – School to prison pipeline

Potential New Activities, Programs, and Policies

- Develop an education program for the homeless population, including job retraining.
- Leverage resources for (lifelong) learning outside of schools (e.g., cultural centers, museums, parks).



TO OPEN ▶

Lowfat Milk

DairyPure

Wholesome
Sweetened
Condensed

Nutrition Facts	
Serving Size 1/2 cup (125 mL)	
Amount Per Serving	
Total Fat	1.5g
Total Carbohydrate	12g
Total Protein	1g
DairyPure is a registered trademark of DairyPure, Inc. © 2010 DairyPure, Inc.	



Prosperous and Just Economy



The Issue

Santa Clara County has often been touted as one of the most desirable places to live and work, with a wide diversity of cultures, backgrounds, and talents working together to build a strong local economy.¹ The average 2019 unemployment rate for Santa Clara County, at less than 2.4%, was lower than that of California (4.0%) and of the whole country (3.7%)², while the median household income was one of the highest in the country. The benefits of this thriving economy, however, are not felt by all equally. For example, the average Latino household in Santa Clara County earns \$60,000 per year - approximately half of what Asian households earn (\$114,000)³. Additionally, the historically marginalized communities end up carrying most of the burden that comes with this prosperity. Instances of wage theft and unfair labor practices continue to occur, and limited opportunities for prosperity are experienced by minorities, women, persons with disabilities, and LGBTQ communities. Furthermore, high housing costs and limited housing stock has translated to long commutes for workers, additional road congestion, and increased pollution from motor vehicles.

1 County of Santa Clara (2019). "About the County." <sccgov.org/sites/scc/Pages/About-the-County.aspx>

2 U.S. Bureau of Labor Statistics. <bls.gov/>

3 The Advancement Project (2020). Race Counts. <racecounts.org/county/santa-clara/>



Our Approach

The County of Santa Clara seeks to build financial security and prosperity for all and promotes leadership and collaboration. The County aims to:

- Address economic insecurity, a cornerstone of community resilience and climate adaptation.
- Prioritize local hiring, small businesses, and living wage economies.
- Invest in youth and historically marginalized communities, building pipelines out of poverty and matching County residents with high-quality employment opportunities.
- Foster the collaboration and the sharing of capacity and resources among all cities and regional agencies.
- Prioritize purchasing that advances environmental, social, and economic sustainability
- Promote leadership and learning among County employees and community members, cultivating a culture of sustainability and transforming the systems and structures that perpetuate inequities.



Current Efforts

Projects that the County of Santa Clara is undertaking to correct these inequities include:

- Establishment of a cross-system Reentry Network and the development of the Santa Clara County Adult Reentry Strategic Plan.
- Creation of the Reentry Resource Center that provides services to formerly incarcerated Santa Clara County residents.
- Establishment of an Office of Labor Standards and Enforcement to promote and establish a fair and healthy economy for workers, businesses, and residents through the enforcement of local, state, and federal labor laws and ordinances.
- Juvenile justice fee elimination.
- Development and adoption of a Sustainable Purchasing Policy to promote sustainable procurement and investment.
- Implementation of a Countywide Race and Equity Initiative, including the establishment of an umbrella Division of Equity and Social Justice to include Offices of LGBTQ Affairs, Immigrant Relations, Women's Policy, and Cultural Competency.

Actions: Goals, Strategies, and Targets

The Actions for the Prosperous and Just Economy Priority Area are presented below, which include goals, strategies and targets, coordinating departments, and a list of existing and future programs and policies. A table summarizing this information can be viewed in the Appendix.



Goal #7: Prosperous County.

Cultivate a prosperous and economically vibrant County that builds career pipelines to match County residents with job opportunities through education, training, and resources.

Strategy 7.1

Workforce Development.

Attract and retain a diverse, high-performing workforce both within the County government and the private sector.

Strategy 7.2

Local Economy and Diverse Job Opportunities.

Support a diversified and sustainable local economy that provides living-wage job opportunities and security.

Existing Plans

- BOS Policies:
 - Policy on Utilizing Minority-Owned Business
 - Employment Support Policy on Entry-Level Work Opportunities
 - Policy on Workforce Diversity
 - Living Wage Provisions in County Contracts
- Plan Bay Area 2040
- IT 3-Year Strategic Plan

Strategy 7.1. Workforce Development.

Attract and retain a diverse, high-performing workforce both within the County government and the private sector.

Coordinating Departments ESA, SSA

Countywide Targets

- Increase the number of small local businesses and minority-owned business enterprises (i.e., business enterprises with 51% or more of ownership held by a person/people who are: a person/people of color, a woman/women, disabled veteran(s), and/or an LGBTQ person/people).
- Increase the blue and white collar “clean and green workforce” courses/trainings available in Santa Clara County (aligns with County ESG 11)¹.
- Enroll at least five new Bay Area Regional Energy Network (BayREN) participating contractors who are trained in building science to become energy-efficiency and electrification specialists.

Existing Programs, Policies, and Activities

- Bay Area Regional Energy Network and Rising Sun partnership
- CalWORKs Employment Services (CWES)
- Trainings and education programs for employee professional development, career enhancement, and personal growth through the County’s Learning Management System
- Finance Agency Mentor/Mentee Program
- FIRST 5 Santa Clara County goal for workforce development
- Office of Supportive Housing’s employment programs
- Santa Clara County Office of Education Career Technical Education
- Employment training programs at Elmwood jail (e.g., permaculture, culinary)
- SCC Employee Engagement and Well-Being Survey
- County contracts with job training programs (e.g., Office of Reentry with San José City College, Goodwill Industries)
- SCC Intern and Earn
- New Americans Fellowship
- Office of LGBTQ Affairs and ESA initiative focused on expansion of recruitment and retention efforts for transgender, gender nonconforming, nonbinary, and gender diverse employees, applicants, and contractors

Potential New Programs, Policies, and Activities

- Establish private/public partnerships for building trades and other job sectors.
- Leverage existing job readiness and workforce development opportunities and collaborate with community agencies, organizations, and institutions that provide apprenticeship/training programs to include sustainability practices, skills, and green jobs training.
- Establish targeted pipeline-to-employment programs for communities that are historically marginalized and underrepresented in County departments and positions, such as residents exiting incarceration, transgender communities, foster youth, and others.
- Develop a standardized and easy-to-implement internship program.
- Partner with County school districts, local universities, vocational training programs, and other education institutions to develop a program that increases career exposure.

¹ Green jobs are either: A) jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources or B) jobs in which workers’ duties involve making their establishment’s production processes more environmentally friendly or use fewer natural resources.

Strategy 7.2. Local Economy and Diverse Job Opportunities.

Support a diversified and sustainable local economy that provides living-wage job¹ opportunities and security.

Coordinating Departments CEO, OOS

Countywide Targets

- Increase the number of jobs in predominantly middle-wage industries by 38% by 2040 (aligns with Plan Bay Area 2040).
- Work with 20 new businesses per year to become Green Business Certified and recertify all active Green Businesses on a three-year cycle.

Existing Programs, Policies, and Activities

- Santa Clara County Green Business Program
- Small Business Loans, California Capital Access Program
- Partnership with Joint Venture Silicon Valley
- Annual Small Business Summit
- Office of Labor Standards and Enforcement’s work with all businesses
- Healthy Nail Salon Program
- Board Policy on living wage provisions in County contracts (Board Policy 5.5)

Potential New Programs, Policies, and Activities

- Collaborate with cities and unincorporated communities to examine transitions to a cleaner, greener economy and support/create a regional initiative to incubate clean manufacturing and industry.
- Promote the utilization of Green-Certified Businesses by County agencies and partners.
- Implement a Countywide wage theft program and improve enforcement of labor standards.
- Set up specific programs to support current and former foster youth and formerly incarcerated residents in applying for and becoming competitive candidates for County jobs (e.g., internships, targeted outreach for entry-level jobs with career counseling provided).

¹ Living wages are the wages a full-time worker needs to support a family above the federal poverty line.



Goal #8: Lead by Example.

Leverage the County's resources and influence to advance sustainability, strengthen internal operations and responsiveness, and lead by example.

Strategy 8.1

Partnerships and Collaboration.

Enhance communication, coordination, and collaboration between County agencies, jurisdictions, nonprofits and public and private sector partners that provide similar services and/or serve the same populations (especially related to strengthening resilience).

Strategy 8.2

Procurement and Investment.

Leverage the County's purchasing power to advance social, economic, and environmental sustainability.

Strategy 8.3

Governance.

Transform systems, structures, and policies that perpetuate inequities and structural racism and apply a racial equity lens to environmental programs and services.

Strategy 8.4

Culture of Leadership and Learning.

Support County employees in becoming sustainability practitioners.

Strategy 8.1. Partnerships and Collaboration.

Enhance communication, coordination, and collaboration between County agencies, jurisdictions, nonprofits and public and private sector partners that provide similar services and/or serve the same populations (especially related to strengthening resilience).

Coordinating Departments CEPA, OOS

Countywide Targets

- Secure funding for Countywide or multi-jurisdictional collaborative proposals and projects.
- Develop a Comprehensive Countywide Work Plan to build a food system that provides for agricultural and food sector viability, improves coordination among food system partners, and promotes community-wide food security.

Existing Programs, Policies, and Activities

- County's participation in Bay Area Climate Adaptation Network (BayCAN) and other regional climate and hazards initiatives
- Race Equity through Prevention Workgroup, Juvenile Justice Systems Collaborative
- County Wellness Champions
- Comprehensive Countywide Food System Work Plan being led by University of California Cooperative Extension (UCCE)
- Santa Clara County Partners for Health collaboration (implementing SCC CHIP)
- Aging Services Collaborative
- Bay Area Equal Pay Collaborative (BA=\$C)
- Faith Reentry Collaborative
- Interagency Collaboration Committee, Safety Committee, Child Abuse Prevention Council of Santa Clara County
- Role as a convener and funder for many coalitions and issues (e.g., Office of LGBTQ Affairs' work, Children's Health Assessment, Office of Women's Policy's work)
- Hospital preparedness coalition
- Bay Area Regional Collaborative (BARC) participation

Potential New Activities, Programs, and Policies

- Establish a Santa Clara County Climate Collaborative to bring government and industry leaders, community-based organizations, and other key stakeholders together to develop climate and sustainability solutions.
- Implement recommendations from the Countywide Food System Study to improve and coordinate the wide array of food system programs and partners to better respond to short-term and long-term food system needs. The work plan will evaluate the current food system, engage community partners, as well as identify future steps to build a sustainable food system, including sustainable funding sources and metrics to measure progress.

Strategy 8.2. Procurement and Investment.

Leverage the County's purchasing power to advance social, economic, and environmental sustainability.

Coordinating Department PRC

County Operations and Facilities Targets

- Support the development of an adopted Sustainable Purchasing Policy in partnership with the Office of Sustainability and partner in calendar year 2021 on a pilot of two to five new acquisitions for Countywide implementation.

Existing Programs, Policies, and Activities

- Incorporation of green and/or environmental purchasing standards in County solicitations
- Incorporate trade-in, buy-back or take-back provisions in solicitations
- The purchase of Energy Star compliant Information Technology (IT) devices, data center consolidation, and cloud computing
- Field Services Vehicle use and purchase of additional clean air Field Service Vehicles
- myHealth Online, MyChart
- County migration to paperless operations (e.g., DocuSign for contracts, Arriba for invoicing, Kronos for electronic payroll, Automated Clearing House (ACH) for warrants and vendor payments, property tax e-billing and payment)
- Use of a centralized multifunction printer Instead of local printers
- Use of organic and/or low volatile organic compound (VOC) products as part of the printing process in Technology Services and Solutions (TSS) County Printing Services
- Utilization of recycled paper in TSS County Printing Services
- IT E-waste Computer Equipment Disposal
- Local business points in Request for Proposal (RFP) scoring

Potential New Programs, Policies, and Activities

- Develop administrative guidelines to Implement the Sustainable Purchasing Policy.
- Develop a "sustainability" procurement website with resources for County staff.
- Incorporate sustainability-related criteria in procurement and RFPs.
- Consider a "green" travel policy for County staff.
- Require or incentivize County contractors to use sustainable procurement in their operations.

Strategy 8.3. Governance.

Transform systems, structures, and policies that perpetuate inequities and structural racism and apply a racial equity lens to environmental programs and services.

Coordinating Departments DESJ

Countywide Targets

- Prepare a Countywide racial equity strategy by 2025.
- 100% of County agencies, departments, and offices to participate in the Government Alliance for Race and Equity and implement their racial equity action plans by 2025.

Existing Programs, Policies, and Activities

- Government Alliance on Race and Equity (GARE) cohorts and action plans, using a racial equity lens in budgeting
- County Racial Equity and Leadership Academy
- Automation and multi-language interfaces, web, self-service, phone, and signage, restoration and digitization of public records (Clerk Recorder's Office)
- Elimination of juvenile justice fees
- Work led by the Office of Immigrant Affairs (e.g., related to accessing disaster recovery fund supports after 2017 flooding, engaging immigrant communities in energy-efficiency rebates, etc.)
- "Level of collectability" assesses for debts (primarily for VMC and Court) before sent to Collections, have increased collections for VMC under Affordable Care Act reimbursements
- Office of Reentry partnership with law enforcement to have prebooking diversions and to divert people to a sobering center instead of jail
- Reduction in costs for inmates (e.g., commissary, phone calls)
- County Libraries "food for fines" - late fees forgiven if a food pantry donation is made, no fines for patrons under 18

Potential New Activities, Programs, and Policies

- Integrate racial equity strategies, outcomes, and targets into the SMP.
- Build capacity and tools to advance racial equity across all levels of the SMP work through the County's Racial Equity and Leadership Academy.

Strategy 8.4. Culture of Leadership and Learning.

Support County employees in becoming sustainability practitioners.

Coordinating Departments ESA, LO, OOS

County Operations and Facilities Targets

- Develop and implement a training program for County employees to become sustainability practitioners by 2023.
- Each department/agency that engages in the Sustainability Master Plan is to identify a sustainability coordinator as part of the first phase.

Existing Programs, Policies, and Activities

- New Employee Orientation Sustainability Overview Presentation

Potential New Programs, Policies, and Activities

- Develop climate change and sustainability training(s) for County employees, contractors, and residents.
- Each department identifies and implements three to five sustainability actions.



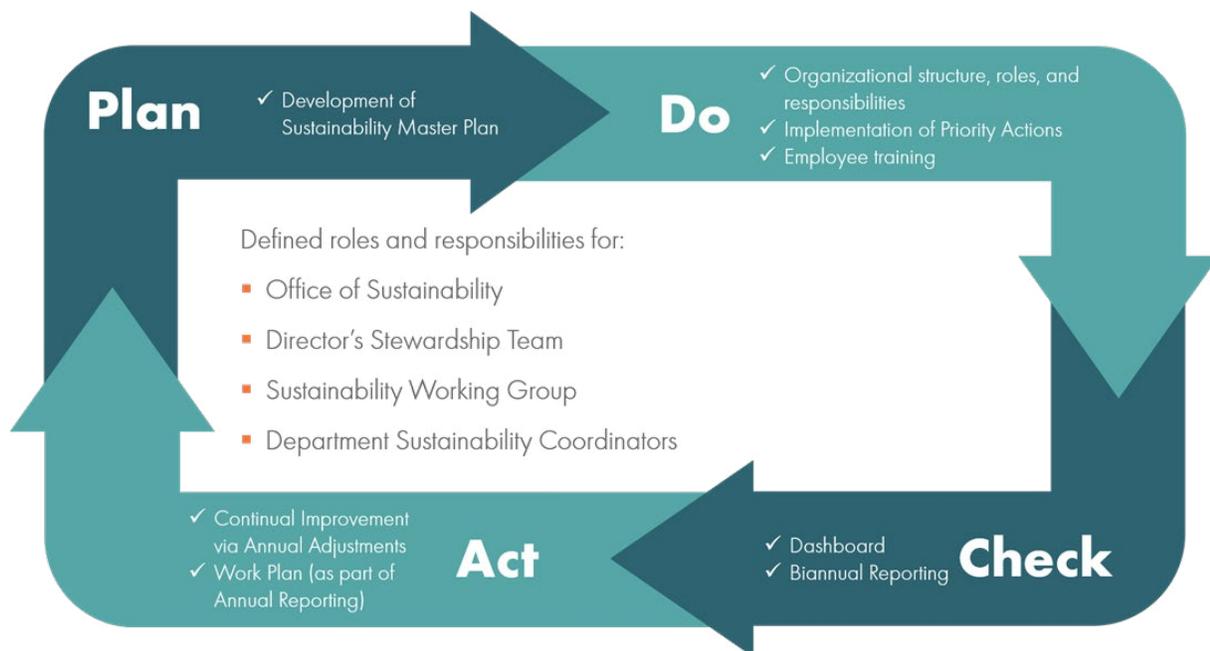
Management System

The four Priority Areas outline a framework for the diverse and widely dispersed sustainability efforts, while the Management System, adopted by the Board of Supervisors in spring 2018, is the process through which sustainability strategies (identified in the Priority Area Actions) will be implemented, coordinated, reviewed, and—as needed—adjusted.

Utilizing the continuous improvement process of Plan, Do, Check, Act (see Figure 3), the Management System provides the County with a structured way to annually review the goals, strategies, and targets identified in the Priority Area Actions, as well as to

track and monitor progress via the Dashboard. This annual review process supports both improvement and accountability. If progress towards a target is slower than expected or desired, the review process presents an important opportunity for County leaders to identify additional administrative policies or procedures, ordinances, resources and/or programs needed to achieve the target. Similarly, if a program that is core to the implementation of one strategy is eliminated, this annual review is an opportunity for County leadership to identify alternate targets and activities to continue working toward that strategy.

Figure 3: Management System



Roles and Responsibilities

Organizational Structure and Responsibilities

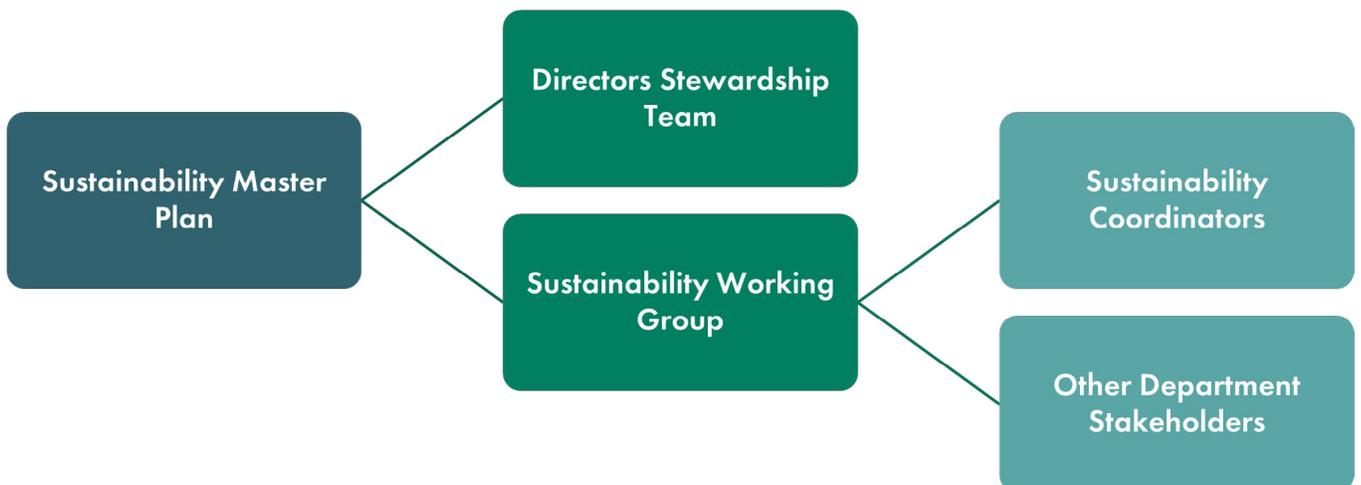
The Management System defines the organizational structure including the roles, responsibilities, and leads for administering the Priority Area Actions that advance County sustainability goals. The structure identifies participating County departments and the processes for coordination with the Office of Sustainability (OOS) and other departments on priority programs and reporting on goals, strategies, and target progress.

Additionally, this defined organizational structure supports communications among various coordinating departments and levels of the organization to aid in decision-making and knowledge-sharing across Priority Areas. By creating processes for enhanced internal communications, the Management System

promotes interdisciplinary forums for increasing sustainability advocacy and disseminating best practices. Better internal coordination and communications allows the County to identify opportunities for collaboration both across County departments and externally with the partnership network.

The specific roles and responsibilities necessary for maintaining and implementing the Management System are described below. Additionally, specific roles are identified and defined for ongoing tasks, such as coordinating employee trainings and reviewing and monitoring annual progress.

Figure 4: Roles and Responsibilities



The Office of Sustainability

The Office of Sustainability (OOS), within the Office of the County Executive, is responsible for facilitating County sustainability innovation and transformation, and coordinating the County's sustainability efforts to capitalize on opportunities and strategically advance sustainability across all County departments, operations, supply chains, and partnership endeavors. The OOS responsibilities include:

- Overseeing the implementation of the Priority Area Actions and Management System to advance the integration of sustainability into County departments.
- Supporting the formulation and execution of the County's sustainability policies and strategies.
- Assisting the Board of Supervisors and County departments to regularly identify sustainability and climate issues and update the Priority Area Actions and Dashboard accordingly.
- Educating employees to become sustainability leaders/practitioners.
- Coordinating internal sustainability efforts to improve collaboration, including coordinating the Sustainability Working Group (SWG) and Directors Stewardship Team (DST).
- Leveraging and coordinating external partners and funding opportunities to advance the County's sustainability goals.
- Working with internal and external stakeholders and the community to advance sustainability progress to achieve County goals and targets.
- Reporting annually on overall sustainability performance.

Directors Stewardship Team

The Directors Stewardship Team (DST) is led by the Director of the OOS and is comprised of the directors from each department who have a significant impact on County sustainability goal performance. This group is responsible for:

- Identifying the roles of positions/individuals involved in sustainability in the department, including Sustainability Coordinators.
- Ensuring adequate resources are available for sustainability.
- Reviewing annual County sustainability performance indicators and recommending adjustments to the Priority Area Actions as necessary.

This group will be a strong advisory partner to the OOS, the Office of the County Executive, and ultimately the Board of Supervisors, on how policies and initiatives to advance sustainability might be integrated into the Priority Area Actions and County operations, services, programs, ordinances, and partnerships. The DST meets annually.



Sustainability Working Group

The Sustainability Working Group (SWG) is led by the OOS and is comprised of Sustainability Coordinators from different departments and other departmental staff. The SWG was essential in the development and refinement of the Sustainability Master Plan’s goals, strategies, targets, and programs, as well as the vision statement and themes.

Over time, this group is intended to evolve into a sustainability community of practice, to help leverage departmental expertise, integrate sustainability into County departments and operations, coordinate the County’s sustainability activities, support program implementation, and gather data on progress towards County sustainability targets. Additional SWG responsibilities and how it operates will be defined in collaboration with its members and with DST approval. The SWG meets quarterly as illustrated in Figure 5.

Figure 5: DST and SWG Meeting Process



Departmental Sustainability Coordinators

Each department and agency involved in the development of the Sustainability Master Plan (SMP) and SMP implementation process will identify a Sustainability Coordinator. The Sustainability Coordinator will continue to help develop and refine the Priority Area Actions and Management System and implement and maintain sustainability within his or her department. The Sustainability Coordinator participates in the SWG, interfaces with the OOS, and keeps the OOS informed on departmental progress. Sustainability Coordinators will also assist the OOS by coordinating biannual reporting requests, including key performance indicators, success stories, and other sustainability information needed.

External Stakeholders

External organizational stakeholders have an important role in supporting Countywide and regional sustainability progress. The County, through its Community Climate Action Plan (CCAP) and Silicon Valley 2.0 Resiliency Planning Initiative will establish a mechanism for regular stakeholder engagement and collaboration. The County is committed to engaging regional partners to build mutually-beneficial, ongoing relationships around achieving major sustainability goals.

The County is currently reviewing the best means for establishing external organizational stakeholder participation and collaboration. There is a wide array of regional organizations that operate within the County, some of which are already addressing substantial sustainability issues. Organizations that host regionally focused dialogues include the: Santa Clara Valley Habitat Conservation Agency, Silicon Valley Clean Energy (a community-owned electricity provider), Santa Clara Valley Water District, Santa Clara Valley Transportation Authority, and, Santa Clara Open Space Authority. Additionally, local nonprofits like BayCAN, SPUR, Joint Venture Silicon Valley, and Sustainable Silicon Valley regularly host Santa Clara Countywide stakeholder groups.

For the County to engage as a sustainability leader, it is important that the County participate in relevant initiatives and working groups that advance the County sustainability and greenhouse gas emission reduction goals. The County is already participating in relevant external stakeholder meetings. The Management System will develop a mechanism for external stakeholders to partner with the County to advance sustainability in Santa Clara County.

Employee Competence, Training, and Awareness

Critical to achieving continuous improvement, all County employees will be empowered to become sustainability change agents and practitioners, incorporating sustainable practices into both their workplace and communities. This idea is reinforced with the vision theme “Change Agents”, and is supported by SMP Goal 8: Lead by Example, Strategy 8.4: Culture of Leadership and Learning.

To do this, employee trainings will be identified, developed, and mainstreamed into County operations. This will require participation from numerous County departments and divisions, including the following:

- **The OOS** will assist departments with training needs, develop and conduct courses in conjunction with other County departments, and make training materials available through a web-based library. As an initial training, the OOS will develop a “Sustainability Awareness and Leadership” training that will be available to County employees.
- **Sustainability Coordinators** are responsible for understanding tracking requirements and notifying employees of County and departmental training opportunities. Sustainability Coordinators will work with the OOS on distributing and implementing more general, Countywide training.

In addition, the process of developing the Sustainability Master Plan has included exploring opportunities to make County contractors aware of the sustainability policies so that they can be supportive partners in the County’s efforts.



Communications with the Community

Individual decisions made by community members every day at the household level cumulatively affect the County's overall sustainability. The County has an important opportunity to educate our community about how each person can help advance us into a more sustainable future. Priority Area Action Goal 6: Equitable and Inclusive County, and Strategies 6.1: Civic Engagement and 6.2: Community Engagement and Leadership identify ways to educate our citizens to help them make better-informed, more sustainable choices. Furthermore, as a County that values transparency, the Actions, Management System, and Dashboard provide publicly accessible tools to view sustainability goals, targets, and program implementation for community members to engage with as desired. As part of the future CCAP process, the County will build a robust network of partners to share information, leverage expertise, engage in problem solving, and pursue funding opportunities to better educate our community.

Monitoring and Reporting

Monitoring, Measuring Success, and Reporting

The online Dashboard will include defined baselines for each sustainability target and provide clear metrics on progress and trends. Targets are defined as the level of performance to measure goal and strategy implementation. The key performance indicators are the specific data used to measure progress. As an example:

- **Target:** Reduce greenhouse gas emissions from County's operations, facilities, vehicles, and equipment below 2010 levels with a 13.5% reduction every five years from 2020 through 2050.
- **Key Performance Indicator:** greenhouse gas emissions.

Through the SWG, County staff refined critical targets as described in the Priority Area Actions. The administrative process to collect, review data quality, and report key performance indicators that show County progress on targets is currently underway. Key performance indicators will be kept to the minimum needed to gauge County progress and will be designed to be understandable, objective, measurable, replicable, and relevant to what the County is trying to accomplish.

The Dashboard

The online Dashboard will showcase the County's progress in meeting targets across the four Priority Areas: Climate Protection and Defense, Natural Resources and the Environment, Community Health and Well-Being, and Prosperous and Just Economy. The Dashboard is expected to be a major tool for the Board of Supervisors, DST, SWG, and County departments and divisions to review goal progress and gauge whether existing policies, programs, and practices are effective or if adjustments are required.

By living on a public website, it is hoped that the Dashboard will engage the public (and County employees) into action to affect and contribute to meeting County targets. The Dashboard will be organized by the four Priority Areas and will illustrate achievement and progress on selected targets within each Priority Area using the Microsoft Power BI tool. Features of the tool include:

- Key performance indicators reflected for each Priority Area
- Demonstration of historical progress over the years in meeting targets
- Hover links to the various department initiatives, sections of the Priority Area Actions, and additional information
- Interactive charts, graphs, and/or infographics to reflect the metrics

Each department will be responsible for providing their data into the Power BI tool using templates and standard operating protocols.

Records Management

In the process of developing the Priority Area Actions, the County identified many of the records that are necessary for maintaining Management System integrity and verifying performance. Such records may include, but are limited to, employee training records, process monitoring data, utility bills, fuel records, invoices, operational records, and sustainability performance review reports.

In addition to the publicly accessible Dashboard, the OOS will use an internal tracking tool to continuously monitor how departments are contributing to specific targets and if support is needed to improve implementation (for example, by strengthening collaboration and coordination between departments/divisions). The internal tracking tool will enable the OOS to support each department's individual performance and accountability. It will track key performance indicators reflected for each Priority Area and quantitative and qualitative data at the department and division level.

Internal Review Process and Corrective Action

The Management System will be used to develop and document the appropriate level of internal review necessary to ensure that our tools are operating properly, programs are advancing, and that targets are being met.

If there is a problem with any of the above, the County will take corrective action to improve performance and/or prevent the reoccurrence of an issue. Corrective adjustments will be aimed at: 1) resolving the immediate issue, 2) considering whether similar issues might exist or arise elsewhere in the County, and 3) taking action, if needed, to prevent similar problems from occurring. Actions that implement system changes will be documented and monitored to evaluate effectiveness. The County will then monitor for trends that may adversely impact the Management System or overall program effectiveness.



Implementation and Continual Improvement

DST and SWG Review

The DST and SWG meet annually to review and evaluate the status of the Priority Area Actions implementation, sustainability programs, the County's ability to meet legal or other requirements, and performance on goals and initiatives.

The OOS is responsible for providing the DST and SWG with annual updates on the Sustainability Master Plan in the following ways:

- Developing meeting agendas.
- Collecting, organizing, and summarizing data (qualitative and quantitative) related to the sustainability targets.
- Identifying the extent to which sustainability targets have been achieved.
- Providing information on performance trends and corrective actions.
- Summarizing feedback and corrective measures identified during DST and SWG meetings.

Sustainability Coordinators will assist the OOS in developing materials for the DST and SWG meetings in the following ways:

- Providing data on key performance indicators and success stories.
- Identifying other sustainability information to be included in the DST and SWG reviews.

The purpose of the annual DST and SWG review meetings will be to help identify:

- Opportunities or changes to improve the County's Priority Area Actions and/or Management System.
- The need to refine or phase in/out sustainability targets.
- Opportunities for continual improvement within existing activities, programs, and policies.
- Opportunities to integrate sustainability into new and emerging County operations, services, programs, ordinances, and partnerships.
- New trainings or procedures to improve sustainability performance.
- Recommendations requiring direction from the County Board of Supervisors.

Starting in 2021, the SWG will meet quarterly. Joint meetings between the DST and SWG are currently scheduled to occur one to two times per year. The OOS will synthesize feedback identified during the SWG meetings and forward to the DST. The OOS will document recommendations for policies, program, and operational improvements where needed. Recommendations requiring Board direction will be presented accordingly.

Annual Sustainability Reporting

To support transparency and continual improvement on goal progress, the Sustainability Master Plan (SMP) includes the development of a concise, high-level strategic direction that the OOS will produce annually in March and include in the Annual Sustainability Report. The strategic guidance is intended to be responsive to the DST annual review of documented outcomes and will include a brief review of the past calendar year's achievements and goal progress (including information from the Dashboard). Essentially, it will be a high-level forward-looking work plan for the current calendar year. The forward-looking sections are expected to include references to the County's major programs, objectives, and milestones that support goal achievement, including major new initiatives or programs expected to be launched.

Because the SMP process creates a "living" Management System framework for implementing sustainability initiatives and programs throughout the County of Santa Clara, updates to the Priority Area Actions and Dashboard will be ongoing as new or updated targets are added and achieved targets are retired. After each annual DST Review, the results, recommendations, and outcomes will be reported by the OOS to the Finance and Government Operations Committee (FGOC) and the Housing, Land Use, Environment, and Transportation Committee (HLUET) Board Policy Committees as part of the Annual Sustainability Report.

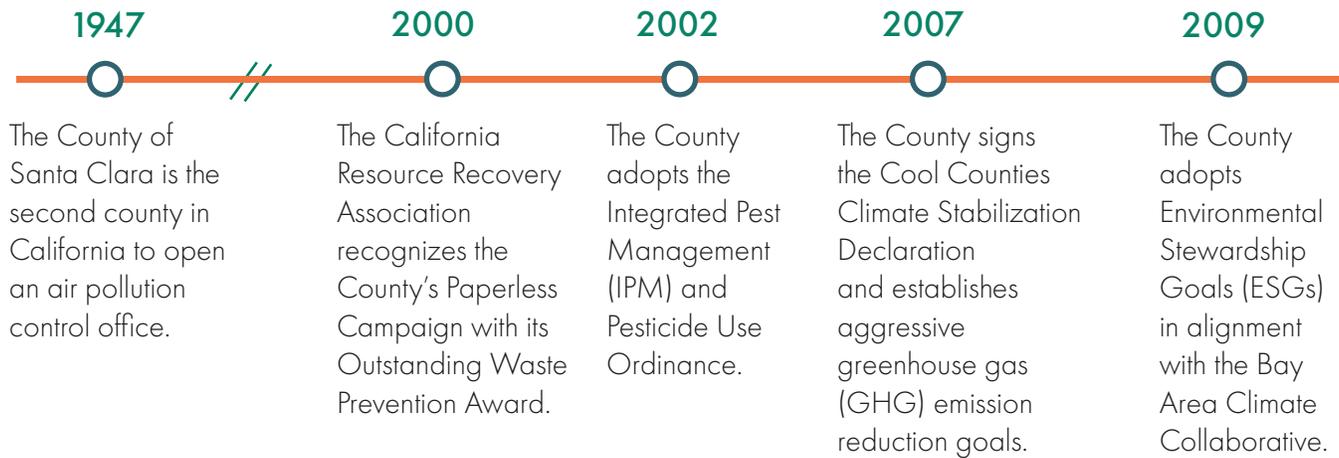


Appendix

Acronyms

CEO	Office of the County Executive
CEPA	Consumer and Environmental Protection Agency
DESJ	Office of the County Executive - Division of Equity and Social Justice
DST	Directors Stewardship Team
DPD	Department of Planning and Development
ESA	Employee Services Agency
ESG	Environmental Stewardship Goal
FAF	Facilities and Fleet Department
FGOC	Finance and Government Operations Committee (County of Santa Clara Board Policy Committee)
Health System	County of Santa Clara Health System
HLUET	Housing, Land Use, Environment, and Transportation Committee (County of Santa Clara Board Policy Committee)
LAFCO	Office of the County Executive - Local Agency Formation Commission
LO	Office of the County Executive - Learning Organization
IPM	Integrated Pest Management
OEM	Office of the County Executive - Office of Emergency Management
OPA	Office of the County Executive - Office of Public Affairs
ORS	Office of the County Executive - Office of Reentry Services
OSH	Office of the County Executive - Office of Supportive Housing
Parks	Parks and Recreation Department
PRC	Procurement Department
PHD	Public Health Department
SMP	Sustainability Master Plan
OOS	Office of Sustainability
RDA	Roads and Airports Department
ROV	Registrar of Voters
SCCLD	Santa Clara County Library District
SSA	Social Services Agency
SWG	Sustainability Working Group
TSS	Technology Services and Solutions

Highlights of the County of Santa Clara's Board of Supervisors' Commitment to Environmental Sustainability



2011

The County is one of the first to ban single-use carryout plastic bags across all for-profit retail stores and require a fee for single-use paper bags, serving as a model for statewide legislation.

2016

The County helps establish Silicon Valley Clean Energy, an electricity provider that now provides residents and businesses with clean energy.

2018

The County commits to [Carbon Neutrality by 2045](#).

Creation of the [County Climate Coalition](#).

The National Association of Counties recognizes the County for its innovation and community engagement involved in Silicon Valley 2.0: Decision-making Tools for Climate Adaptation and Resilience with the 2018 Achievement Award.

The County Endorses Diesel Free by '33.

2019

The County adopts a [Climate Emergency Declaration](#).

The County receives the [Green Power Leadership Award](#).

100% of power used by County facilities and operations comes from renewable sources.

2020

The County adopts a resolution supporting the goals of the Bay Area Air Quality Management District "Cut the Commute" Pledge.

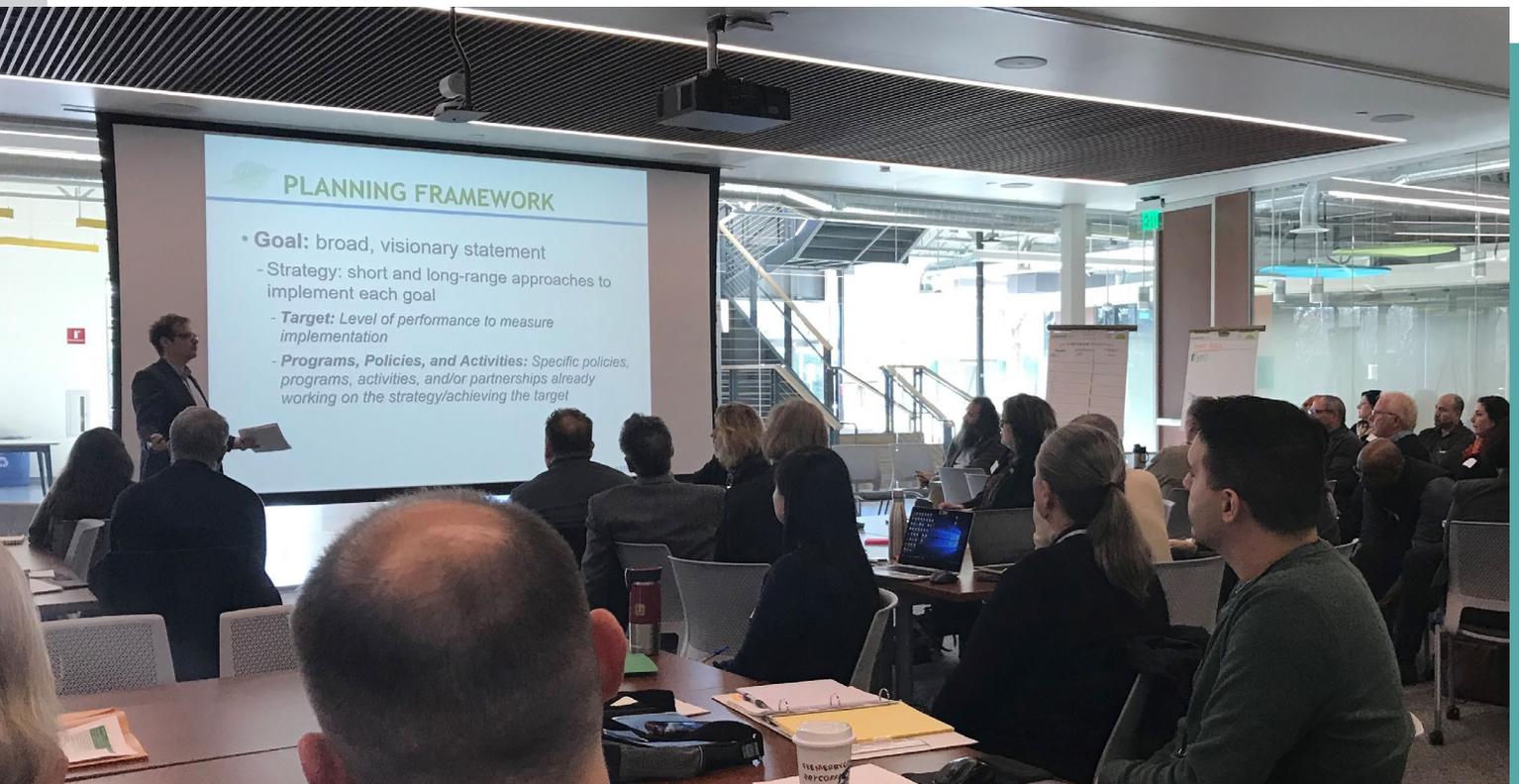
The County Board adopts a [resolution requesting the federal government establish a program to restore the Arctic sea ice and Arctic region](#).

Sustainability Master Plan Development Process

In 2015, the County of Santa Clara Board of Supervisors authorized the Office of Sustainability (OOS) to create a Sustainability Master Plan (SMP) for the County. In collaboration with the Sustainability Working Group (SWG), Directors Stewardship Team

(DST), and departmental and agency staff, the OOS led the development of the long-term vision and Priority Area Actions for sustainability in Santa Clara County. Figure 6 illustrates the SMP development process.

Figure 6: SMP Process



The SMP process kicked-off with the development and adoption of the SMP Framework in March 2018. This initiated a cross-departmental review and collection of existing policies, programs, and resources associated with the County's sustainability-related efforts. This existing work inspired the Priority Areas and guided the revision of the vision statement and creation of new cross-cutting vision themes.

Throughout the process, the OOS staff met dozens of times with County staff and decision-makers through one-on-one and larger working group meetings as shown in Figure 7, including meetings with the County's Board of Supervisors Finance and Government Operations Committee (FGOC), Housing, Land Use, Environment, and Transportation Committee (HLUET), SMP Priority Area meetings, and one-on-one meetings with department and agency staff. The process also resulted in the creation of the Sustainability Working Group (SWG) and the Directors Stewardship Team (DST).

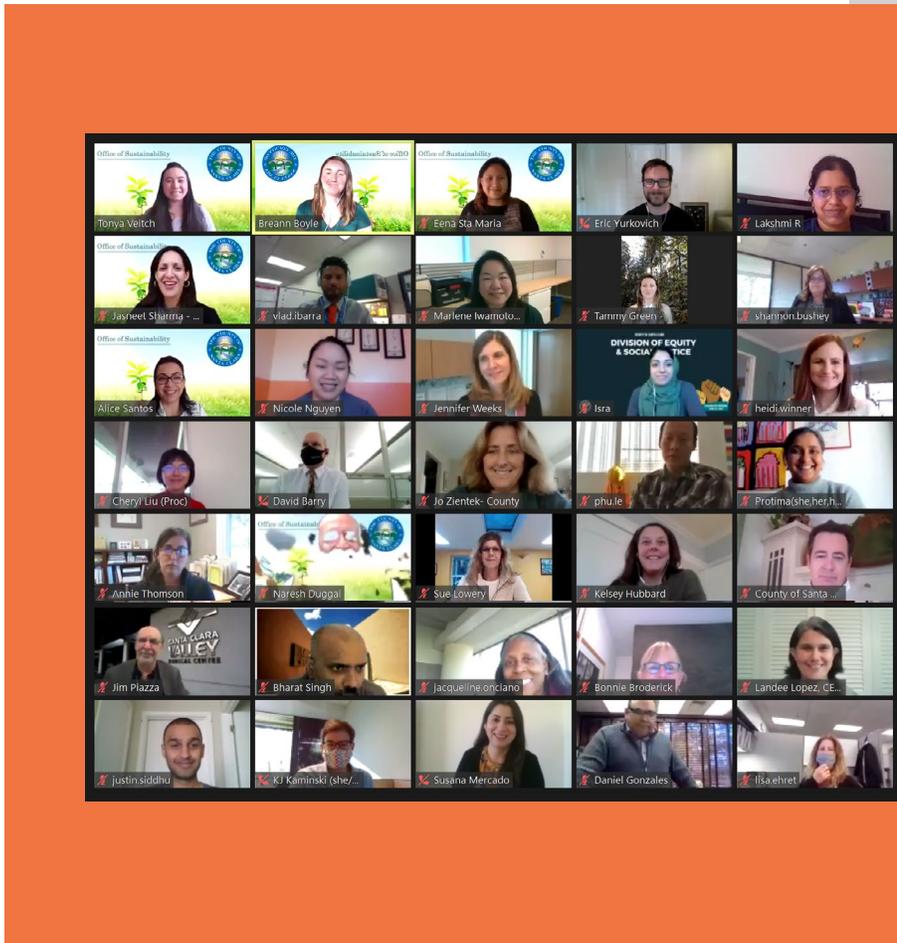
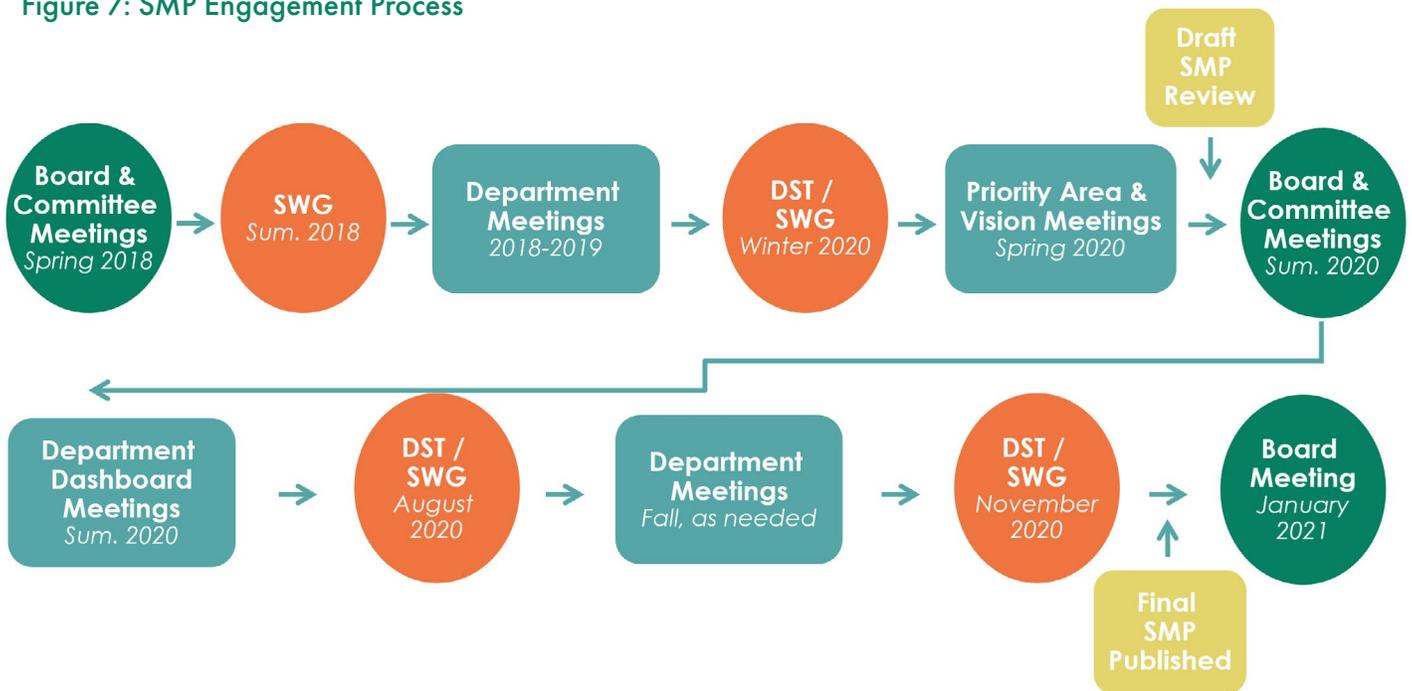


Figure 7: SMP Engagement Process



Priority Area Actions Summary Table



Climate Protection and Defense

Goal #1: Carbon Neutrality. Become a carbon neutral County that supports a transition to zero waste and zero emissions.		Coordinating Departments
Target:	County Operations and Facilities	Reduce greenhouse gas (GHG) emissions from County’s operations, facilities, vehicles, and equipment below 2010 levels with a 13.5% reduction every five years from 2020 through 2050.
Strategy 1.1. Clean Energy.		Transition to a zero-emission energy system. FAF, OOS
Target:	Countywide	Transition to a 100% renewable energy system by 2045.
Strategy 1.2. Decarbonization of Buildings and Facilities.		Enhance energy efficiency of and electrify new and existing buildings. FAF, DPD, Health System, OOS
Targets:	County Operations and Facilities	Ensure that 100% of new County-owned buildings meet CALGreen Tier 1 requirements and large projects, as specified by size, type or by the Board, are Leadership in Energy and Environmental Design (LEED) certified.
		Evaluate strategies and implement pilot projects for zero-net energy retrofits, solar hot water, boiler efficiency measures, or biogas procurement that contribute toward County facility decarbonization over the next five years.
		Ensure that the most energy-efficient lighting is installed, when feasible, on new construction, major renovation projects, and energy-efficiency projects where the energy savings will cover the cost of the lighting investment.
		Increase the number of electric vehicle (EV) chargers at County facilities based on the recommendations of the County fleet study on alternative fuel vehicles.
	Unincorporated County Areas	Decarbonize all healthcare facilities and operations to become carbon-neutral and resilient to climate impacts.
		Ensure that private development in unincorporated County areas meet the requirements of the County Green Building Ordinance.
	Countywide	Reduce per capita energy use by at least 50%.
Strategy 1.3. Clean, Safe, and Active Transportation.		Expand zero-emission transportation/travel choices and create safe and accessible streets for all users. DPD, ESA, FAF, OOS, PHD, RDA
Targets:	County Operations and Facilities	Where alternatives exist, ensure that 100% of public fleet vehicles are electric, hybrid-electric, or run on alternative fuels.
		Establish Telecommuting Policies and targets to reduce greenhouse gas emissions from employee commutes and meet local and regional requirements.
		Decrease the percentage of County employee single-occupancy vehicle (SOV) commuters by at least 10% below the 2020 Employee Commute Survey levels by calendar year 2022.
	Unincorporated County Areas	Adopt Complete Streets policies into the General Plan Circulation and Mobility Element by 2024.
		Adopt a County Active Transportation Plan and identify targets to track progress.
Countywide	Increase percentage of people age 16 and over who walk, bike, or take public transportation to work.	
Strategy 1.4. Smart Growth.		Promote smart growth development patterns to reduce land consumption, lower vehicle miles traveled, and support active transportation. DPD, FAF, OOS, RDA
Targets:	Unincorporated County Areas	Employ Vehicle Miles Traveled as a metric of transportation impacts to meet state and County greenhouse gas reduction targets.
	Countywide	Reduce per capita passenger vehicle greenhouse gas emissions by at least 19% relative to 2005 by 2035.
		Increase the proportion of households located within 0.5 miles of high-quality transit.

Strategy 1.5. Zero Waste.		Reduce overall waste generation by supporting the sustainable consumption of resources and diverting or reusing materials.	CEPA, FAF, OOS
Targets:	County Operations and Facilities	Divert 100% of achievable waste from landfills. Implement strategies to convert waste to energy from organics. Achieve a 50% reduction in the disposal of organic waste from 2014 levels by 2020 and a 75% (or more) reduction by 2025.	
	Unincorporated County Areas	Reduce per capita waste generation by at least 25% by 2030.	
Strategy 1.6. Carbon Sequestration.		Explore and implement practices that sequester carbon, including agricultural practices and urban ecology to help offset greenhouse gas emissions.	DPD, FAF, OOS, Parks
Target:	Countywide	Secure dedicated and sustainable funding to continue the Agricultural Resilience Incentive (ARI) Grant Program on an annual basis, facilitating the adoption of climate-smart agricultural practices such as planting perennials and carbon farming, which improves soil quality while sequestering atmospheric carbon.	
Goal #2: Resilient and Prepared County. Increase preparedness and resilience to respond to the shocks and stressors that impact Santa Clara County and the services it provides.			Coordinating Departments
Target:	County Operations and Facilities	Integrate climate adaptation into planning, procurement, asset management and operations by 2030.	
Strategy 2.1. Planning and Assessment.		Conduct and continually maintain a multi-hazard risk assessment to understand vulnerabilities across the County and regularly update resilience and climate adaptation plans and policies to address changing hazard risks and potential impacts to the efficient delivery of County services.	DPD, OEM, OOS
Targets:	County Operations and Facilities	Climate risks to be considered in all County-owned and operated assets, design and construction projects, and property acquisitions by 2025. Department continuity of operations plans to be completed and regularly maintained by 2025.	
	Unincorporated County Areas	Climate risks and resilience strategies to be incorporated into the County General Plan and planning regulations to address new development projects by 2030.	
	Countywide	Local Hazard Mitigation Plans and safety elements to be updated by 2022 to include climate risks and resiliency goals and strategies.	
Strategy 2.2. Emergency Preparedness and Response.		Implement hazard mitigation and climate adaptation strategies to increase preparedness and response and ensure the existing infrastructure/personnel are adequate to meet the existing levels of service while accommodating for future growth.	FAF, OEM, PHD
Targets:	County Operations and Facilities	All County employees to complete Disaster Service Worker Training and/or other specialized training by 2025. At-risk critical infrastructure and service facilities to be identified and hardened or relocated to avoid hazards. Install at least five microgrids by 2025 at the County's most critical operations, such as the Emergency Operations Centers and County Communications.	
	Countywide	An additional 10% of County residents to sign up for AlertSCC by 2025.	
Strategy 2.3. Regional Collaboration and Training.		Coordinate Countywide and cross-jurisdictional resilience efforts with leaders from diverse sectors through ongoing collaboration, communication, and education.	OEM, OOS
Targets:	Countywide	Create resilience networks that provide education and awareness building on climate impacts and risks. Update and maintain a climate vulnerability and adaptation interactive web-based tool.	



Natural Resources and the Environment

Goal #3: Air and Water Resources. Maintain a healthy environment for all residents and living creatures.		Coordinating Departments
Strategy 3.1. Air Quality and Pollution.		Protect air quality and reduce the release of air-borne toxins/contaminants, focusing on reducing the exposure of historically marginalized communities to sources of environmental pollution.
Targets:	Unincorporated County Areas	Adopt measures to protect sensitive receptor uses by locating uses 500 feet away from state highways, interstates, and stationary area sources of pollution or incorporating measures to minimize exposure to pollutants if uses cannot be located more than 500 feet away.
	Countywide	Meet state and federal standards for 11 air pollutants.
Strategy 3.2. Water Use and Conservation.		Ensure a sustainable and safe supply of drinking water and the efficient delivery of water service and increase water conservation, reuse, and efficiency.
Targets:	County Operations and Facilities	Beneficially reuse 100% of wastewater by 2050.
	Unincorporated County Areas	Reduce water use by at least 20% relative to a 2013 baseline by 2025.
Strategy 3.3. Water Quality and Stormwater Management.		Protect the creeks and rivers of the Monterey Bay and San Francisco Bay watersheds from stormwater pollution.
Target:	Unincorporated County Areas	Meet or exceed requirements of the County's Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Permits for North and South County by fostering best practices in County operations, promoting increased public awareness of stormwater pollution prevention, and supporting innovative approaches to meet state and federal stormwater regulations.
Strategy 3.4. Streams and Riparian Corridors.		Develop educational programs and volunteer service opportunities that promote the local stewardship of streams and riparian corridors and develop programs for ecologically compatible recreational use of streams and riparian corridors.
Targets:	Countywide	Increase the reach of stormwater outreach and/or conduct more regional outreach campaigns.
		Support environmental stewardship and volunteer opportunities such as the Coastal Cleanup Day and National River Cleanup Day events.
		Increase awareness of the importance of riparian areas and protect them by working with communitybased organizations and other partners to provide interpretive elements and programming.
Strategy 3.5. Hazardous Materials Management.		Reduce the use of hazardous materials and ensure that those used are properly managed and disposed of to minimize harm.
Targets:	County Operations and Facilities	Meet and exceed pesticide elimination and reduction requirements of the Municipal Regional Stormwater NPDES Permits for County-owned and managed lands.
		100% of all County staff involved in pesticide applications to receive pesticide applicator safety training annually.
	Countywide	Increase total household hazardous waste collected annually and disposed of responsibly.
		Increase the number of eligible small quantity businesses participating in the small quantity business disposal program.
		Reduce return to compliance (RTC) time frames for major hazardous materials violations by 5% each year through 2025.

Goal #4: Natural Lands and Land Use. Enhance and protect natural and working lands so that they provide a range of social, environmental, economic, and health benefits for County residents and businesses.		Coordinating Departments
Strategy 4.1. Habitat Conservation.		Expand, protect, and enhance the County’s landscapes, habitat, and species.
		CEPA, DPD, OOS, Parks
Targets:	Countywide	<p>Permanently protect and actively steward lands that provide critical ecosystem services and wildlife habitat, including critical indicator species, throughout the County.</p> <p>Plant 1,000 trees annually Countywide in areas to address issues such as urban heat islands, low tree canopy, poor air quality and stormwater management and work with local governments, agencies, and nonprofits to build a comprehensive urban forest.</p>
Strategy 4.2. Working Lands.		Implement a comprehensive regional framework in order to preserve the remaining working lands and support a vibrant agricultural economy while mitigating climate change.
		CEPA, DPD, LAFCO, Parks
Target:	Unincorporated County Areas	Preserve at least 12,000 acres of agricultural lands most vulnerable to development.
Strategy 4.3. Parks and Recreation.		Improve accessibility of parks and public spaces (including County trails) with a focus on residents of all ages, abilities, and incomes, and those living throughout the County.
		Parks, PHD
Targets:	Countywide	<p>Work with local governments and regional authorities to link open space areas via regional trails, and close gaps in the Countywide trails network.</p> <p>Increase the percentage of the population that lives within 0.5 miles of a park or open space.</p>



Community Health and Well-Being

Goal #5: Healthy Communities. Improve the overall health and well-being of all County employees, residents, and visitors and eliminate health inequities to minimize the potential impacts of disasters and climate change on the most vulnerable residents.		Coordinating Departments
Strategy 5.1. Public Health and Prevention.		Prevent diseases and injuries and reduce the impacts on historically marginalized communities by addressing root causes/social determinants of health and providing health education.
		Health System, OOS, PHD
Targets:	Countywide	<p>Reduce the percentage of adults diagnosed with prediabetes.</p> <p>Increase the number of households who upgrade their homes with energy-efficient and electrification measures through Bay Area Regional Energy Network (BayREN) that improve indoor air quality, safety, and the comfort of homes.</p> <p>Achieve 100% adoption of a Vision Zero Action Plan across all jurisdictions to prevent traffic injuries and casualties.</p> <p>Reduce the number of pedestrian and bicycle injuries and fatalities.</p> <p>Improve health outcomes and well-being for the County’s most historically marginalized and vulnerable communities through population health approaches.</p>
Strategy 5.2. Health Systems and Access to Care.		Ensure pandemics and climate hazards are addressed in the provision of health care services, assess regional and local medical systems, refine emergency-response programs for climate change, and train County health professionals to recognize and manage emerging health threats associated with pandemics and climate change.
		Health System
Targets:	Countywide	<p>Increase the number of healthcare workers educated/trained on the public health impacts of climate change.</p> <p>Improve access to infrastructure to support the increased utilization of telehealth (phone or audio-video) services.</p> <p>Increase timely access to healthcare services by meeting or exceeding access standards.</p>

Goal #6: Equitable and Inclusive County. Encourage the civic participation, leadership, and engagement of all County residents and ensure all are supported in getting their basic needs met and reaching their full potential.		Coordinating Departments
Strategy 6.1. Civic Engagement.		Build capacity, especially in communities that experienced historical disparities, to support participation and leadership in efforts to address environmental and social challenges.
Target:	Countywide	Increase the percentage of historically marginalized communities engaging in civic participation (e.g., voting, Census, etc.).
Strategy 6.2. Community Engagement and Leadership.		Continue to be a regional leader in engaging County residents, businesses, and government partners in sustainability-related issues, fostering leadership across the County, increasing awareness, and inspiring individuals to act.
Targets:	Countywide	Develop or expand leadership and capacity-building programs to provide education, training, and leadership opportunities (County or city training, community advocate leadership academy). Increase the participation of individuals from historically marginalized communities in leadership and advisory and/or decision-making roles.
Strategy 6.3. Safe and Affordable Housing.		Ensure that all residents have access to affordable housing that is safe and climate-smart.
Targets:	County Operations and Facilities	Maximize the utility of resilient, climate-smart affordable housing on County-owned parcels.
	Unincorporated County Areas	All housing built is to be resilient to extreme weather and better prepared to deal with the consequences of climate change.
	Countywide	Meet Regional Housing Need Allocation (RHNA) targets in all categories in both unincorporated County and geographic County areas.
		Reduce the percentage of individuals and households experiencing homelessness for the first time to 60% or less. By 2025, achieve a 30% reduction in the annual inflow of people experiencing homelessness for the first time. From 2020 to 2025, house 20,000 people through the supportive housing system.
Strategy 6.4. Social Services.		Maintain a local safety net for residents and enhance their quality of life, especially for those residents who will be most affected by hazards and climate change.
Targets:	Countywide	Increase permanent-housing outcomes for all homeless and unstably housed persons participating in safety net services. Ensure that the basic needs of eligible, low-income residents in the County are met through accessible and timely services that increases participation rates in CalFresh/Supplemental Nutrition Assistance Program (SNAP), Medi-Cal, CalWORKs, General Assistance, and other County-administered benefit programs. Support economic self-sufficiency and the well-being of public assistance recipients through increased participation in CalWORKs and CalFresh workforce programs to gain skills, tools, basic education, training, and work experience to obtain and retain a living wage job. Protect children and promote their healthy growth by increasing the percentage of children in foster care that achieve permanency within 12 months. Maximize self-sufficiency, safety, health, independence, and in some instances stabilize, protect, and monitor financial situations for older adults, people with disabilities, and the severely mentally ill and their families.
Strategy 6.5. Education.		Reduce educational inequities and support lifelong learning and engagement.
Targets:	Countywide	Increase library patron access and the participation in lifelong learning opportunities and programs. Increase the number of visits to the Santa Clara County Library District (SCCLD) student portal. Increase the number of e-material downloads including ebooks, audiobooks, music, video streaming and eMagazines.



Prosperous and Just Economy

Goal #7: Prosperous County. Cultivate a prosperous and economically vibrant County that builds career pipelines to match County residents with job opportunities through education, training, and resources.		Coordinating Departments
Strategy 7.1. Workforce Development.	Attract and retain a diverse, high-performing workforce both within the County government and the private sector.	ESA, SSA
Targets:	Countywide	<p>Increase the number of small local businesses and minority-owned business enterprises (i.e., business enterprises with 51% or more of ownership held by a person/people who are: a person/people of color, a woman/women, disabled veteran(s), and/or an LGBTQ person/people).</p> <p>Increase the blue and white collar "clean and green workforce" courses/trainings available in Santa Clara County.</p> <p>Enroll at least five new Bay Area Regional Energy Network (BayREN) participating contractors who are trained in building science to become energy-efficiency and electrification specialists.</p>
Strategy 7.2. Local Economy and Diverse Job Opportunities.	Support a diversified and sustainable local economy that provides livingwage job opportunities and security.	CEO, OOS
Targets:	Countywide	<p>Increase the number of jobs in predominantly middle-wage industries by 38% by 2040.</p> <p>Work with 20 new businesses per year to become Green Business Certified and recertify all active Green Businesses on a three-year cycle.</p>
Goal #8: Lead by Example. Leverage the County's resources and influence to advance sustainability, strengthen internal operations and responsiveness, and lead by example.		Coordinating Departments
Strategy 8.1. Partnerships and Collaboration.	Enhance communication, coordination, and collaboration between County agencies, jurisdictions, nonprofits and public and private sector partners that provide similar services and/or serve the same populations (especially related to strengthening resilience).	CEPA, OOS
Targets:	Countywide	<p>Secure funding for Countywide or multi-jurisdictional collaborative proposals and projects.</p> <p>Develop a Comprehensive Countywide Work Plan to build a food system that provides for agricultural and food sector viability, improves coordination among food system partners, and promotes communitywide food security.</p>
Strategy 8.2. Procurement and Investment.	Leverage the County's purchasing power to advance social, economic, and environmental sustainability.	PRC
Target:	County Operations and Facilities	Support the development of an adopted Sustainable Purchasing Policy in partnership with the Office of Sustainability and partner in calendar year 2021 on a pilot of two to five new acquisitions for Countywide implementation.
Strategy 8.3. Governance.	Transform systems, structures, and policies that perpetuate inequities and structural racism and apply a racial equity lens to environmental programs and services.	DESJ
Targets:	Countywide	<p>Prepare a Countywide racial equity strategy by 2025.</p> <p>100% of County agencies, departments, and offices to participate in the Government Alliance for Race and Equity and implement their racial equity action plans by 2025.</p>
Strategy 8.4. Culture of Leadership and Learning.	Support County employees in becoming sustainability practitioners.	ESA, LO, OOS
Targets:	County Operations and Facilities	<p>Develop and implement a training program for County employees to become sustainability practitioners by 2023.</p> <p>Each department/agency that engages in the Sustainability Master Plan is to identify a sustainability coordinator as part of the first phase.</p>

County of Santa Clara Sustainability Master Plan

Building a livable, equitable, and resilient County.

January 2021



Prepared by the County of Santa Clara
Office of Sustainability

