



MARCH 30, 2021

# Interdepartmental Climate Action Task Force: Report 1

Tuesday, March 9, 2021

5:00PM - 5:30PM	<a href="#">Zoom with a Dog!</a>	<a href="#">Waitlist</a>
El Cerrito - Front Door Service Only	Registration required	Education / Kids Tweens
6:00PM - 7:00PM	<a href="#">Tai Chi with Bob Noha</a>	<a href="#">Part of Online Event</a>
Lafayette - Front Door Service Only		Education / Adults All Ages
6:00PM - 7:00PM	<a href="#">Herbal Wellness Series: Herbs for Seasonal Transition</a>	<a href="#">Part of Live Well!</a>
Online event	Registration closed	Education Speaker / Adults

Library Virtual Events



Veterans Virtual Office

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Department of Conservation and Development

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**CONTRA COSTA COUNTY**  
**INTERDEPARTMENTAL CLIMATE ACTION TASK FORCE**

**Report #1**

March 30, 2021

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## I. Introduction

On September 22, 2020, the Contra Costa County Board of Supervisors (Board) declared a climate emergency that “threatens the long-term economic and social well-being, health, safety, and security of the County, and that urgent action by all levels of government is needed to immediately address this climate emergency.” (See Attachment A) Among other actions, the Climate Emergency Resolution adopted by the Board resolves that the County establish an interdepartmental task force that will “focus on urgently implementing the County’s Climate Action Plan” and identify additional actions, policies, and programs the County can undertake to reduce and adapt to the impacts of a changing climate. The task force is directed to report to the Board on a semi-annual basis starting in March 2021.

The Department of Conservation and Development (DCD), working in partnership with the Department of Public Works (Public Works), is staffing the work of this Interdepartmental Climate Action Task Force (Task Force). The Task Force has met twice to develop this initial report. This report recommends three immediate actions by the Board:

1. Support continuation of County services and meetings online where possible after the COVID-19 restrictions are lifted, to the extent departments determine such services to be beneficial and have the capacity to continue offering them;
2. Establish a Sustainability Fund that is supported by an annual investment and/or is structured as a revolving fund that reinvests cost savings in additional improvements. This fund would support improvements to County facilities and operations<sup>1</sup> that reduce GHG emissions and reduce energy costs over time.

If the Board is supportive, staff will report back to the Board with recommendations on how to structure the fund, based on best practices from other jurisdictions with similar funds.

3. Advocate with the State that virtual advisory body meetings be permitted to continue after shelter-in-place orders are lifted.

This report also identifies additional opportunities for the Task Force and County departments to pursue going forward, with direction from the Board.

## II. Immediate Opportunities

### A. Virtual Operations of County Departments

At its first meeting on December 16, 2020, the Task Force learned how many County departments have begun offering services online during the COVID-19 pandemic, as well as some that have been offering services online for a longer time. This provides many benefits in addition to reducing greenhouse gas emissions: reduced travel time, improved convenience for residents, reduced traffic congestion, less pollution from driving, increased quality of life, lower transportation costs, lower County operational costs, and ability to reach residents who have difficulty getting to in-person

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<sup>1</sup> Operations can include things like recycling, composting, fleet, lighting and building systems, solar, and purchasing practices.

appointments. Attachment B is a chart that summarizes County services and functions that are being provided online at this time.

Many of the innovative online services developed to provide County services during the pandemic have proven very successful and many departments are inclined to continue offering such services in the future. **The Task Force recommends** the Board endorse ongoing delivery of County services virtually to the extent departments find such services to be beneficial and have the capacity to continue offering them. Following the pandemic, departments will need to determine the appropriate mix of virtual and in-person services to best serve the public.<sup>2</sup>

The Task Force is mindful that there are some residents who do not have access to technology for a variety of reasons; it will be important moving forward to ensure that services continue to be available in-person for those who need that option, and to work to bring internet connections, technology, and education on how to use technology to all County residents. The County's State and Federal legislative platforms support expanding access to technology.

During the pandemic, the many advisory bodies to the Board have been allowed to meet electronically, rather than in person.<sup>3</sup> Many advisory bodies have seen increased attendance by appointed advisory body members as well as increased community participation. Holding meetings online reduces the cost and time required to attend meetings in person and reduces traffic congestion and greenhouse gas emissions. The ability to record online meetings and then post those recordings online increases transparency and community access. **The Task Force recommends** that the Board advocate with the State that virtual advisory body meetings be permitted to continue after shelter-in-place orders are lifted.<sup>4</sup>

### How It's Working: Department Success Stories

While the sudden switch to online services initially caused uncertainty, many good things have come out of the transition. The following success stories from County departments are an illustration of the County's resilience and dedication to offering excellent service while navigating the unplanned shift to online services.

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<sup>2</sup> This report does not address the issue of work-from-home policies for County employees, which is a subject of collective bargaining.

<sup>3</sup> Governor Newsom's Executive Order N-29-20, March 17, 2020, allows local legislative bodies to meet electronically. "...a local legislative body or state body is authorized to hold public meetings via teleconferencing and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and to address the local legislative body or state body. All requirements in both the Bagley-Keene Act and the Brown Act expressly or impliedly requiring the physical presence of members, the clerk or other personnel of the body, or of the public as a condition of participation in or quorum for a public meeting are hereby waived."

<sup>4</sup> On March 9, 2021, the Board approved a recommendation from the Legislation Committee to amend the County's 2021-22 State Legislative Platform to support legislation that would enable virtual or teleconferencing public meetings, including advisory body meetings, to continue post-pandemic with an opportunity for all persons to attend via a call-in option or an internet-based service option.

In response to the pandemic, we successfully transitioned many of our services online. Programs from adoption applications to lost and found reporting can now be easily accessed on our webpage. I'm proud to say that **Animal Services** has been able to offer continual adoption, licensing, and lost pet services to our residents while, at the same time, reducing the need for them to travel to our facility.

*Beth Ward, Director, Animal Services*

**Veterans Services'** online transition in response to the COVID-19 pandemic has been a success. Since June 2020, we have served 1,233 clients online through our Zoom virtual office. Through this service, our clients are able to access information about benefits, file claims, and more all from the comfort of their homes, during lunch breaks, or from their hospital beds. Offering our services remotely means more veterans, particularly those with mobility restrictions, have been able to file claims. Because of after-hours safety concerns for in-person appointments, we have been able to extend our office hours to 6pm using the virtual office. This better serves the population that works fulltime and is unavailable during regular business hours. We believe that remote services are a win for our clients!

We also see potential cost savings. Our annual Zoom subscription is about \$700; comparably we pay \$1200/month to rent a satellite office in San Pablo. Moving forward, even after COVID, we plan to maintain a fully staffed virtual office in response to the positive feedback we've received.

*Nathan Johnson, Director, Veterans Services Department*

Many of **Child Support Services'** services have been available online for some time, but we are seeing increases in their use. Since last March, in response to the pandemic, we've expanded our texting and telephone communication services to provide real-time resources and support for our customers. In addition, we implemented DocuSign and we're planning to implement live chat on our website as well as video conferencing as another way for customers to communicate with us. At the same time, we know some of our customers cannot access us with technology so, in addition to expanding our digital communication services, we're making plans to safely reopen our physical lobby for our customers who need face-to-face service or would like to videoconference with their caseworker, but do not have the ability to do so.

*Melinda Self, Director, Child Support Services*

The **Office of Communications and Media** has strengthened and supported use of the County website as a virtual office for departments since the beginning of the pandemic so contact information and services can be found in a central location. Assisting County functions through internet, broadcast, video, and live streaming media communications has made information more accessible, reduced car trips, saved time and money, and supported public messaging, especially when rapid communications are called for. Producing virtual and broadcast events, posting flyers on the website, and providing video production best practices so employees and the public can email or send videos via the cloud are all examples of efficient, cost-reducing ways our office works to keep our environment healthy.

*Susan Shiu, Director, Office of Communications and Media and Contra Costa Television (CCTV)*

Building and planning applications and permits were available online prior to the pandemic. However, in response to our physical office being closed at the onset of the pandemic, we've been able to continue serving **Department of Conservation and Development** customers through our online permitting process. Before shelter in place orders went into effect, we would serve 70 to 80 customers in person per day at our Application and Permit Center. Now customers can file for applications and permits anytime and from anywhere without having to drive to our office. This gives them more flexibility and has improved the convenience of our services. With the expansion of our online permitting processes, we are issuing more permits now compared to the period prior to the pandemic.

*Jason Crapo, Chief Building Official and Deputy Director, Department of Conservation and Development*

Due to the COVID-19 pandemic, all of the public, staff-related, and business meetings overseen by the **County Administrator's Office** have gone virtual using various video-conferencing platforms. Hosting these meetings online has led to greater public engagement and input while simultaneously reducing the number of trips made by elected officials, staff, and the public.

*Lara Delaney, Senior Deputy County Administrator, County Administrator's Office*

Because of the shelter-in-place orders, the **District Attorney's Office** has shifted meetings with victims, witnesses, and families to telephone calls and virtual video conferencing. Many court hearings and other staff-attended meetings have been transitioned to Zoom which has saved our employees a significant amount of time and gas.

*Nanette Wellman, DA Manager of Law Offices, District Attorney's Office*

In response to the pandemic, the **Employment and Human Services Department** has made strides toward commute reduction for both staff and customers. We have made electronic service delivery available and implemented a work-from-home option for many staff in the department. These actions have and will continue to reduce car trips related to our department's operations.

*Kathy Gallagher, Director, Employment and Human Services Department*

Here at the **Contra Costa County Fire Protection District** we've eliminated many of the traditional round-trips of engine companies from their stations to the Training Division in Concord with virtual classroom training since the onset of the pandemic. We will be expanding the use of this technology to turn classroom training into an online classroom format, but have seen positive early results with reduced trips, reduced fuel consumption, and increased response reliability by keeping crews available in their stations.

*Lewis Broschard, Con Fire Chief, Contra Costa County Fire Protection District*

The **Housing Authority** has been able to provide greater access to clients as the direct result of providing certifications and inspections remotely in response to social distancing protocols brought on by the pandemic. We've seen success with the movement of these services online and are in the process of making more services like household recertification accessible online. In addition, we are planning to open an East County Office to serve over 3,040 households living there and re-direct West County residents to our San Pablo office to minimize their need to drive to Martinez for services.

*Tony Ucciferri, Special Assistant to the Executive Director, Contra Costa County Housing Authority*

Over the past few years, the **Human Resources Department** has been working on various initiatives to reduce our use of paper and processes that require travel to, from, and throughout the County. In our *Personnel Services Division*, we have shifted our employment testing and recruitment processes to online and virtual methods. With the exception of some state-mandated public safety testing, we have transitioned all of our written tests to online and unproctored. The tests that we must conduct onsite have all been converted to computer-based, thus eliminating the need for printed test booklets and answer sheets, not only reducing the use of paper, but also eliminating the need to ship these materials back and forth with the test vendor. We moved the structured panel interview portion of the assessment process to video-based platforms like Zoom and HireVue, reducing travel for candidates and panel members. As a result, only a very small number of recruitment related testing happens in person, and only when there is not a virtual option that is appropriate or permissible. We rely heavily on Microsoft Teams and Zoom in order to conduct the vast majority of our meetings with both internal and external stakeholder groups. In our *Employee Benefits Division*, we implemented the PeopleSoft Employee Self-Service portal in order to eliminate the use of paper in the annual open enrollment process, as well as various other life events or data updates. Employees are no longer required to travel to our offices with their personal documents and enrollment materials. The Human Resources Department also participated in the LaserFiche digital imaging project to scan our historical paper documents, and establish an electronic filing system for future records. The majority of the Human Resources Department staff been working remotely for the past year while maintaining or increasing productivity and service levels. All of these changes have reduced the use of and reliance on paper across every HR function, and significantly reduced the amount of employee and client travel.

*Ann Elliott, Director of Human Resources*

The **Clerk of the Board** partnered with the Department of Information Technology, Contra Costa TV, and the County Administrator's Office to ensure the Board of Supervisors could continue its meetings online in response to the pandemic. We have seen a large increase in participation by community members who can now access the Board meetings without having to travel to Martinez. The online meeting platform allows people to call in and offer comments, where previously if they were watching the live broadcast that opportunity didn't exist.

*Jami Morritt, Chief Assistant Clerk of the Board, Clerk of the Board*

Here at the **County Library** we've reimaged our public events and services because of the pandemic, transitioning storytimes, Project Second Chance tutoring, Library Commission meetings, and e-card signups all online. Speaking of e-cards, because of database and e-card changes, we've seen an over 100% increase in e-book checkouts in 2020! Going forward, we plan to continue much of what we have newly implemented. And we will always need to provide on-site services as well in order to meet the needs of all people in our communities.

*Alison McKee, County Librarian, Library*

DocuSign and Zoom have been integral components of the **Probation Department's** pivot online because of COVID-19. Our employees have been using DocuSign to fill out forms online and Zoom to participate in court hearings. Youth in custody have been using Zoom for family visitations and distance learning. Video visitations have been especially impactful for parents with transportation concerns to more easily communicate with their children via Zoom.

*Esa Ehmen-Krause, Chief Probation Officer, Probation*

Online services are nothing new for the **Treasurer-Tax Collector**. We've offered property tax inquiry, history, and payment services online since 2008 as well as Electronic Deposit Permits for deposits to the Treasury by County departments, agencies, and districts since 2009. However, with the pandemic, we've seen a 37% and 71% annual increase in online property tax payments in dollar amount and volume through December 2020 respectively. By restricting in-person services and having several staff members working remotely, we have reduced employee and taxpayer vehicular travel.

*Brice Bins, Chief Deputy, Treasurer-Tax Collector*

Due in part to the restrictions brought on by the COVID-19 pandemic the **Public Works Department** increased our use of electronic and virtual platforms in delivering some of the services by our department. We have partnered with the Department of Conservation and Development at the Application and Permit Center (APC) to provide virtual meetings and on-line permits that involve our department, reducing the number of trips from the public and contractors to the APC for Public Works permits. We also offer many records and drawings electronically to customers, further reducing the number of trips to obtain this information from our Records and Survey groups. Many of our meetings with various committees, cities, other agencies, and Board members are now done virtually, reducing the amount of time necessary to travel for those recurring meetings and again, reducing the number of trips necessary for that travel to various locations throughout the County.

*Brian Balbas, Director, Public Works Department*

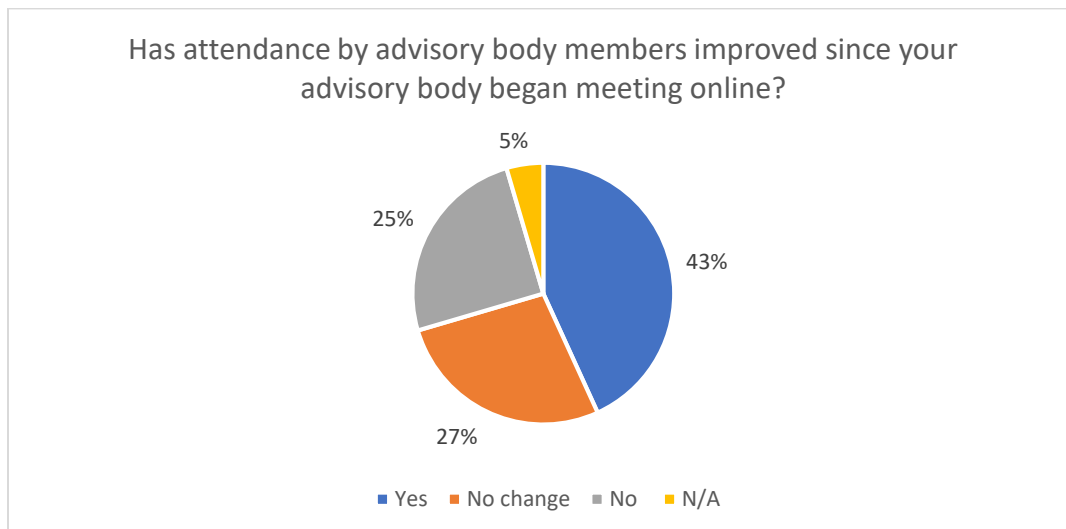


## How It's Working: County Advisory Bodies

The County's Sustainability Office surveyed the people who staff the over 70 County advisory bodies. The survey asked how advisory body member and community participation was affected by the pivot to virtual meetings. The majority of these advisory bodies meet monthly and have anywhere from 2 to 35 members. Staff to 43 of the 75 bodies that the County oversees responded.

The survey results indicate that 43% of the advisory bodies saw an improvement in member attendance through virtual meetings. 90% of advisory bodies saw either similar or increased rates of community member attendance during virtual meetings compared to in-person meeting attendance. Additionally, seven advisory bodies saw their community member attendance numbers double from in-person to virtual meetings. The Ad Hoc Committee on COVID-19 Economic Impact and Recovery saw the most public participation with 100 to 200 community members at each meeting.<sup>5</sup> While virtual meeting attendance cannot be attributed to any single factor, the survey results reflect an overall increase in participation.

Besides increased participation, another bright spot of virtual meetings is the ability to record meetings, which recordings can then be posted online. Six advisory bodies have taken advantage of this feature and two more are planning to do so soon. This feature facilitates transparency and offers members of the public the flexibility to watch meetings at their convenience.



This survey indicates the benefits of virtual advisory board meetings with increased attendance and the ability to be increasingly transparent. While access to technology remains a serious equity barrier that must be considered in the context of virtual meetings, thus far virtual meetings have resulted in tangible benefits in terms of community participation and less travel.

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<sup>5</sup> The Ad Hoc Committee on COVID-19 Economic Recovery was created in 2020.

## B. County Facilities

The new County Administration Building (Admin Building) and Emergency Operations Center (EOC) are two of the most visible examples of how the County can be a climate action leader.



ADMINISTRATION BUILDING



EMERGENCY OPERATIONS CENTER

Public Works is a key player in helping the County meet its Climate Action Plan goals for County operations, and provides services to all County departments, including construction and maintenance of County buildings and grounds, fleet services, purchasing services, materials management (recycling, composting, surplus), print and mail services, and clean water compliance. There is a good body of existing work on which to build to increase the County's leadership in this area. In addition to the new Admin Building and EOC, Public Works has collaborated with departments that have the ability to direct portions of their operating budgets to install energy efficient lighting and heating/cooling systems, rooftop solar panels, electric vehicle chargers and electric vehicles, and drought tolerant landscaping. These improvements over time will save money and energy and reduce greenhouse gas emissions from County operations.

**The Task Force recommends** that the Board consider establishing a Sustainability Fund that is supported by an annual investment and/or is structured as a revolving fund that reinvests cost savings in additional improvements. If the Board is supportive, staff will investigate how other cities and counties have set up similar funds and return to the Board with recommendations on how to structure this fund, based on best practices from other jurisdictions with similar funds. This Fund would support improvements to County facilities that reduce GHG emissions and reduce energy costs over time.

Currently, investments in County facilities are made by individual departments and funded by department operating budgets. Most departments do not choose to invest in energy efficient technology, solar panels, electric vehicles and chargers, and similar infrastructure improvements because the upfront cost can be higher than traditional options, even though long-term operating and maintenance costs are lower. Establishing a countywide fund will allow Public Works to consider County facilities systemwide and realize economies of scale. For example, one year the Sustainability Fund might focus on upgrading lighting systems across County buildings, and the next year it might focus on installing electric vehicle chargers. The savings from these energy efficiency and renewable energy systems can be reinvested into the Sustainability Fund, allowing its reach to increase. There also is a need to invest in data technology to better manage buildings.

### III. Additional Opportunities

The first part of this report outlines the most immediate steps the Task Force recommends for the County to “urgently implement the goals of the Climate Action Plan.” The Task Force has identified other actions the County could investigate to meet climate action goals for County operations. Exploring these opportunities, and others that will undoubtedly arise as the Task Force continues its deliberations, will be the group’s work going forward.

These opportunities span many aspects of how County departments operate, including: opportunities to reduce emissions from employee commute and job-related meetings; fleet vehicles; water usage; solar energy for County facilities; purchasing practices; education, planning, and outreach; and funding needed to support these opportunities. Attachment C provides more detail on these opportunities, including estimated feasibility and cost to implement. For example, to reduce paper it would be relatively easy and inexpensive to institute double-sided printing and more narrow margins in all departments. It would be more complicated to implement shuttles for County employees from transit centers like BART stations to County offices.

The Task Force looks forward to continuing to collaborate to identify actions County departments can take to help the County, and the State, meet their ambitious climate goals.

# ATTACHMENT A: Climate Emergency Resolution

**THE BOARD OF SUPERVISORS OF CONTRA COSTA COUNTY, CALIFORNIA**  
**and for Special Districts, Agencies and Authorities Governed by the Board**

Adopted this Resolution on 09/22/2020 by the following vote:

		<b>John Gioia</b>
		<b>Candace Andersen</b>
<b>AYE:</b>	<input type="text" value="5"/>	<b>Diane Burgis</b>
		<b>Karen Mitchoff</b>
		<b>Federal D. Glover</b>
<b>NO:</b>	<input type="text" value="/"/>	
<b>ABSENT:</b>	<input type="text" value="/"/>	
<b>ABSTAIN:</b>	<input type="text" value="/"/>	
<b>RECUSE:</b>	<input type="text" value="/"/>	



**Resolution No. 2020/256**

ENDORISING THE DECLARATION OF A CLIMATE EMERGENCY IN CONTRA COSTA COUNTY THAT DEMANDS ACCELERATED ACTIONS ON THE CLIMATE CRISIS AND CALLS ON LOCAL AND REGIONAL PARTNERS TO JOIN TOGETHER TO ADDRESS CLIMATE CHANGE

**RESOLVED**, by the Board of Supervisors of the County of Contra Costa, State of California, that:

**WHEREAS**, according to the Intergovernmental Panel on Climate Change (IPCC), increasing emissions of greenhouse gases (GHG) will cause global temperatures to rise 1.5 degrees Celsius by as early as 2030; and

**WHEREAS**, on June 24, 2019, more than 70 health organizations including the American Medical Association and the American Public Health Association declared climate change to be a health emergency and issued a call to action for government, business, and civil society leaders to recognize climate change as a health emergency; and

**WHEREAS**, California's Governor Gavin Newsom in Executive Order N-19-19 has committed state agencies to immediate and bold actions that reduce greenhouse gas emissions, curb the impacts from climate change, and develop a Climate Investment Framework; and

**WHEREAS**, the State of California since 2005 has established the following climate goals and targets:

- 80% reduction in greenhouse gases below 1990 levels by 2050 (Executive Order S-03-05, 2005)
- 1990 greenhouse gas emission levels by 2020 (AB 32, 2006)
- 40% reduction in greenhouse gases below 1990 levels by 2030 (SB 32, 2016)
- Net carbon neutrality by 2045 (Executive Order B-55-18, 2018)
- Provide 100% of the State's electricity from clean energy sources by 2045 (SB 100, 2018); and

**WHEREAS**, the State of California has recognized the need for careful study and planning to decrease demand and supply of fossil fuels, while managing the decline in a way that is economically responsible and sustainable; and

**WHEREAS**, for Contra Costa County, rising global temperatures will cause sea levels to rise (up to six feet or more by year 2100 under certain scenarios), contribute to increasingly extreme weather, including intense rainfall, storms, and heat events, and heightened risk of wildfires; and

**WHEREAS**, the consequences of climate change pose risks to life, safety and critical infrastructure in Contra Costa County and throughout the world, and threaten physical, social, and economic well-being; and

**WHEREAS**, climate change impacts in Contra Costa County will be most acutely felt by children, seniors, low income populations, communities of color, and residents with unstable economic or housing situations; and

**WHEREAS**, the Vulnerability Assessment developed for the Envision Contra Costa 2040 General Plan indicates that the most vulnerable County residents, including households in poverty, low-income households, and persons experiencing homelessness, are more likely to be severely impacted by a changing climate, including flooding, wildfires, extreme heat, and poor air quality; and

**WHEREAS**, the Vulnerability Assessment also indicates that there is severe vulnerability in the County's agriculture sector, industrial and manufacturing centers, including oil refineries, rangelands, and the Delta due to climate impacts, as well as infrastructure including major roads and highways, flood control, parks and open space, railroads and BART, and wastewater treatment plants and infrastructure; and

**WHEREAS**, fossil fuels are recognized as a primary contributor to the rapidly changing climate; and

**WHEREAS**, seven of the ten largest industrial pollution sources in the San Francisco Bay Area are located in Contra Costa County; and

**WHEREAS**, twenty-five census tracts in Contra Costa County are recognized by the State of California as being in the top twenty-five percent of "disadvantaged communities" or "communities of concern" that are disproportionately burdened by sources of pollution; and

**WHEREAS**, rates of asthma, obesity, and breast, colorectal, lung, and prostate cancer are higher in Contra Costa County than in the rest of California, and in some cases, the nation, particularly in census tracts that are located near large industrial facilities; and

**WHEREAS**, the world is facing an unprecedented crisis with the COVID-19 pandemic, which has swept across the world causing global human tragedy and an historical economic setback, forcing a rebuild of our economy and a need to introduce the necessary recovery plans to restore sustainable progress and prosperity to the citizens of Contra Costa; and

**WHEREAS**, long-term exposure to air pollution increases vulnerability to experiencing the most severe COVID-19 outcomes, further burdening the disproportionately affected communities that traditionally carry the brunt of the negative impacts of climate change, particularly in census tracts recognized as disadvantaged communities; and

**WHEREAS**, the Bay Area Air Quality Management District on June 17, 2020, adopted a *Resolution Condemning Racism and Injustice and Affirming Commitment to Diversity, Equity, Access and Inclusion*, which among other things notes that "studies have shown that racial discrimination takes a tremendous toll on the physical and mental health of Black people in the U.S. Racial discrimination is now recognized as a public health crisis," "These higher death rates are not a random coincidence; but, instead, is the result of systemic racism and a consequential lack of social, economic and political opportunities," and "community proximity to sources of air pollution is one of these systemic issues," and resolves "We affirm our commitment to fighting for racial justice and changing the systems that continue to perpetuate racial disparities, especially as they contribute to disproportionate exposure to hazardous air pollution. We vow to use our voice and resources as an ally to the Black community to affect the meaningful and measurable changes that are so urgently needed in the Bay Area;" and

**WHEREAS**, the COVID-19 crisis could mark a turning point in progress on climate change and there will be a need for a resilient recovery after the pandemic, and Contra Costa County's capacity to act depends largely on our ability to work together in solidarity to build the bridge between fighting COVID-19, biodiversity loss, and climate change; and

**WHEREAS**, the County has taken a number of actions to address climate change, some of which include: adopting and implementing the 2015 Climate Action Plan; selecting MCE as the electricity provider for unincorporated Contra Costa County, in large part because of the higher clean energy content MCE offers; investing in clean energy, efficient building technologies, and alternative fuels for County operations; providing opportunities to generate more clean energy in Contra Costa County; developing an electric vehicle readiness blueprint; providing energy efficiency programs to County residents; increasing composting and recycling in County facilities; and

**WHEREAS**, the County is in the process of updating its General Plan, Climate Action Plan, and zoning codes, which provide an opportunity to follow the State's guidance outlined in the California Air Resources Board 2017 Climate Change Scoping Plan by taking action to strengthen policies for the unincorporated County and County operations to better reflect state policies on land use, transportation, energy, natural and working lands, agriculture, conservation, waste management, short-lived climate pollutants, and the built environment; and

**WHEREAS**, the Climate Action Plan includes goals and specific actions the County will take to address the climate emergency, including future policy direction; and

**WHEREAS**, County residents in 2019 and 2020 community meetings related to the ongoing update of the County's Climate Action Plan and General Plan have expressed interest in having better access to locally grown fresh food; and

**WHEREAS**, behavioral changes are important in achieving climate goals and creating communities that are safer and healthier; and

**WHEREAS**, the current pace of climate actions may still fall short of reducing the projected harm to people and places and

accelerated actions need to be taken to reduce our GHG emissions and implement solutions to prepare and protect our communities; and

**WHEREAS**, by declaring a climate emergency, Contra Costa County will join the over 1,000 national, international and local jurisdictions, including many in the Bay Area, that have made similar declarations that commit to reducing GHG emissions and planning for climate change.

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Supervisors of the County of Contra Costa declares a climate emergency that threatens the long-term economic and social well-being, health, safety, and security of the County, and that urgent action by all levels of government is needed to immediately address this climate emergency.

**BE IT FURTHER RESOLVED** that Contra Costa County supports the State of California's recent goals to reduce greenhouse gases by 40% below 1990 levels by 2030 (SB 32, 2016); achieve net carbon neutrality by 2045 (Executive Order B-55-18, 2018); and provide 100% of the State's electricity from clean energy sources by 2045 (SB 100, 2018); and intends to take actions to help achieve these goals.

**BE IT FURTHER RESOLVED** that Contra Costa County establish an interdepartmental task force of all Department heads, or their senior deputies, that will focus on urgently implementing the County's Climate Action Plan – as currently adopted and as it may be amended by the Board – and identifying additional actions, policies, and programs the County can undertake to reduce and adapt to the impacts of a changing climate. This task force should report to the Board of Supervisors through the County Sustainability Commission and the Board's Sustainability Committee on a semi-annual basis starting in March 2021. Reports to the Board of Supervisors shall be discussion items for the Board.

**BE IT FURTHER RESOLVED** that the Board of Supervisors and the County Sustainability Commission seek input from the community (with a special focus on highly impacted Environmental Justice communities), workers (especially impacted workers), and business/industry to help the County anticipate and plan for an economy that is less dependent on fossil fuels, helps plan for a "Just Transition" away from a fossil-fuel dependent economy, and considers how the County's recovery from the COVID-19 pandemic can incorporate the County's climate goals. As the State of California adopts policies and goals for reducing pollution and addressing climate change, the County will develop strategies to improve the health, safety, infrastructure, job opportunities and revenue opportunities during the shift to a zero emission economy. The County will provide special attention to helping develop new opportunities for frontline and impacted communities that realize economic, health and other benefits. The Commission will include this topic in its ongoing advice to the Board of Supervisors.

**BE IT FURTHER RESOLVED** that Contra Costa County should develop policies to require all new construction to be fully electric through the adoption of reach building codes.

**BE IT FURTHER RESOLVED** that Contra Costa County will prioritize the implementation of its Climate Action Plan in order to achieve greenhouse gas reductions as soon as possible and will consider equity and social justice issues in the implementation of the plan.

**BE IT FURTHER RESOLVED** that health, socio-economic, and racial equity considerations should be included in policymaking and climate solutions at all levels and across all sectors as the consequences of climate change have significant impacts on all County residents, especially the young, the elderly, low-income or communities of color, and other vulnerable populations.

**BE IT FURTHER RESOLVED** that the General Plan and Climate Action Plan as updated should include land use policies and actions that will facilitate greater availability of fresh food to County residents by creating more opportunities for community gardens, urban gardens, farmers markets, and related policies and programs.

**BE IT FURTHER RESOLVED** that the Board of Supervisors of Contra Costa County calls for all Contra Costa cities and agencies, as well as regional agencies, to also approve a Climate Emergency Declaration to create a unified Countywide voice around climate change and strengthen the call for state and federal actions and funds to address the economic, social, public health, and national security threats posed by the climate crisis.

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

Contact: Jody London, Sustainability Coordinator,  
925-674-7871

**ATTESTED: September 22, 2020**

David J. Twa, County Administrator and Clerk of the Board of Supervisors

By:  June McHuen, Deputy

## ATTACHMENT B: Online County Services

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
Animal Services	<ul style="list-style-type: none"> <li>Applications and Reporting (Adoptions, Lost and Found reporting, Deceased Animal reporting, Potentially Dangerous/Dangerous Animal and Noise hearings, Licensing, Foster Applications)</li> </ul>	30 per day	73 per day	<p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>No services were stopped, though a few were delayed while developing protocols and procedures to ensure social distancing protocols were followed</li> </ul>
	<ul style="list-style-type: none"> <li>DocuSign for forms/contracts</li> </ul>			
Child Support Services	<ul style="list-style-type: none"> <li>DocuSign</li> <li>Title Company Real Property Lien Request for Demand Portal</li> <li>Online applications for services</li> </ul>	668 per month	600 per month	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>At least a 20% drop in paper use:                             <ul style="list-style-type: none"> <li>Workers are less likely to print unless the item needs to be mailed or filed with the court</li> <li>Demand portal reduces paper use, eliminates faxing and shortens response time; average is 99 demands a month. Average request for demand is 3-5 pages; average response/demand package is 10-15 pages</li> <li>Electronic applications increased from 75% to 93.4% which equates to efficiencies and reduction in</li> </ul> </li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.



Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
				paper consumption (each application is over 50 pages)
	<ul style="list-style-type: none"> <li>Communication (texting and phone calls)</li> </ul>	27,001 texts	Unknown (pre-pandemic, for period of 4/2019-1/2020, sent 3,012 texts)	<b>Benefits</b> <ul style="list-style-type: none"> <li>More customers now prefer texting as a communication method</li> <li>Implementation of warm transfer and focused work reduced response time to respond to phone calls by 50%</li> <li>Customers' use of online inquiries (Customer Connect) have increased 31% since 4/2020</li> <li>Increase in texting and Customer Connect online inquiries have caused a decrease in telephone calls by 7.85%</li> </ul>
	<ul style="list-style-type: none"> <li>Live chat and video conferencing</li> </ul>			<ul style="list-style-type: none"> <li>In progress of implementation</li> </ul>
	<ul style="list-style-type: none"> <li>Genetic Testing</li> </ul>	282	282	<b>Benefits</b> <ul style="list-style-type: none"> <li>Customers now test closer to their homes</li> </ul>
Clerk of the Board	<ul style="list-style-type: none"> <li>Virtual Board of Supervisors meetings</li> </ul>	20 per day	40 per week	<b>Benefits</b> <ul style="list-style-type: none"> <li>Large increase in participation by community members who can now access the Board meetings without having to travel to Martinez</li> <li>The online meeting platform allows people to call in and offer</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
				comments, where previously if they were watching the live broadcast that opportunity didn't exist
Communications and Media	<ul style="list-style-type: none"> <li>Producing virtual and broadcast events</li> <li>Posting flyers on the website</li> <li>Providing video production best practices so employees and the public can email or send videos via the cloud</li> </ul>			
Conservation and Development	<ul style="list-style-type: none"> <li>Online Permitting*</li> </ul>	100%	70-80 per day	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Before COVID, issued about 10-15% of building permits on-line and 85-90% on paper. Now issuing 100% of all building permits, including solar, through ePermit Center.</li> </ul>
	<ul style="list-style-type: none"> <li>Virtual meetings of advisory boards and commissions</li> </ul>			
County Administrator's Office	<ul style="list-style-type: none"> <li>Public meetings, staff-related meetings, and other business meetings</li> </ul>			<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Greater public engagement/input</li> <li>Use of video platforms has likely significantly reduced the number of trips to meetings/events by elected officials, staff, and the public</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
District Attorney's Office	<ul style="list-style-type: none"> <li>Shifted meetings with victims, witnesses, and families to telephone calls and virtual video conferencing</li> <li>Court hearings and staff-attended meetings transitioned to Zoom</li> </ul>		30 per day	<p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>For felony cases, individuals would have to make 2 or more trips depending on trial length</li> <li>For misdemeanor cases, individuals would only have to make one trip</li> </ul>
Employment and Human Services	<ul style="list-style-type: none"> <li>Electronic service delivery</li> <li>Permanent work-from-home option for many call center staff</li> </ul>	2,000 per day	600 per day	
Fire Protection District	<ul style="list-style-type: none"> <li>Internal delivery training/classroom training</li> </ul>	275 (remote learning in 2020)		<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Eliminated traditional "round-trips" of engine companies from their station to/from the Training Division in Concord</li> <li>Increased response reliability by keeping crews available in their stations.</li> </ul> <p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>Number of remote learning participants is probably higher, 275 only represents specific Emergency Medical Services (EMS) training that has been delivered in a remote/virtual environment</li> <li>Training Chief estimates that 60% of fire-based classroom</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
				training is being delivered virtually
Housing Authority	<ul style="list-style-type: none"> <li>Initial inspection of new units and complaint inspections of currently-assisted units</li> </ul>	12,847 remote certifications (from 5/1/2020-2/28/2021)		
	<ul style="list-style-type: none"> <li>Household Recertifications</li> </ul>			<ul style="list-style-type: none"> <li>In process of implementation</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Virtual Hiring – Written Exams and Virtual Interviews</li> </ul>	Over 6,400 written exams and over 1,300 video-based interviews in the past 12 months		<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Candidate pools are more diverse than they were when candidates had to take tests in person. The increased flexibility of testing when and where it is convenient for the candidate may be removing other barriers to employment that traditionally disproportionately prevented candidates from underserved communities from testing. (e.g. taking time off work, arranging child care, making travel arrangements, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>Virtual Stakeholder meetings</li> </ul>	Approximately 150 meetings per month		<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Transitioned all of the meetings that would normally be conducted with other departments to virtual meetings through Teams and Zoom. This eliminated the need for HR staff or other departments' staff to travel to other County locations.</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
	<ul style="list-style-type: none"> <li>Computer-based Testing (where virtual isn't permitted and the test is legally mandated)</li> </ul>	Over 900 tests in the past 12 months		<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Scoring of tests is quicker. Eliminated paper test booklets, answer sheets, and shipping test materials back and forth from the vendor.</li> </ul>
Library	<ul style="list-style-type: none"> <li>Storytimes, author talks, and other events/programs</li> </ul>	80 online events		<p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>Equity issues due to unequal access to technology</li> </ul>
	<ul style="list-style-type: none"> <li>Library Card sign ups</li> <li>Reregister an existing card that has expired</li> </ul>	1,500 per month		<p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>Always had e-card sign ups available online, but prior to COVID, those cardholders had limited access. If someone wants to convert their e-card to a full-service card, they may do so by scheduling a Zoom session with library staff</li> </ul>
	<ul style="list-style-type: none"> <li>Library Commission (citizen advisory board) meetings</li> </ul>			
	<ul style="list-style-type: none"> <li>Adult Literacy Tutoring (Project Second Chance tutor)</li> </ul>	125 tutoring sessions per week		
	<ul style="list-style-type: none"> <li>E-books*</li> </ul>	4,100 per day (double pre-COVID numbers)		<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>In 2020 significantly increased the funds spent on e-books and saw checkouts increase by more than 100%</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>Permitting*</li> </ul>			<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Partnered with DCD at the Application and Permit Center</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
				(APC) to provide virtual meetings and online permits which reduce the number of trips from the public and contractors to the APC for Public Works permits.
	<ul style="list-style-type: none"> <li>Records and Drawings Access</li> </ul>			<b>Benefits</b> <ul style="list-style-type: none"> <li>Service offered electronically to customers, reducing the number of vehicular trips to obtain this information from Records and Survey groups</li> </ul>
Probation	<ul style="list-style-type: none"> <li>Court/Meeting participation</li> </ul>			
	<ul style="list-style-type: none"> <li>Family Visitation, Education, Court Appearances</li> </ul>			<b>Benefits</b> <ul style="list-style-type: none"> <li>Video visitation allows youth more frequent access to parents who may have transportation concerns</li> </ul>
	<ul style="list-style-type: none"> <li>DocuSign</li> </ul>			
Treasurer-Tax Collector	<ul style="list-style-type: none"> <li>Property Tax inquiry, history, and payment services*</li> </ul>			<b>Benefits</b> <ul style="list-style-type: none"> <li>37% and 71% annual increase in online property tax payments in dollar amount and volume through December 2020 respectively</li> </ul> <b>Further Considerations</b> <ul style="list-style-type: none"> <li>Services have been online since 2008</li> </ul>
	<ul style="list-style-type: none"> <li>Deposits to Treasury by County departments, agencies, and districts with</li> </ul>			<b>Benefits</b> <ul style="list-style-type: none"> <li>Restricting in-person services combined with several staff</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

Department	Service	# Clients Served Virtually	# Clients Served In-Person, Pre-COVID	Benefits, Clients Served, & Further Considerations
	Electronic Deposit Permits (EDP)*			<p>working remotely reduced employee and taxpayer traffic</p> <p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>Services have been online since 2009</li> </ul>
Veterans Services	<ul style="list-style-type: none"> <li>Drop-In Virtual Lobby</li> <li>Veterans Advocacy and Claims Representation</li> <li>Virtual waiver processing</li> </ul>	12 per day (through drop-in virtual office; more through phone, email, and other online tools)	36 per day (This is on par with those being served using various virtual tools currently)	<p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>Clients are very receptive to this platform and neither the employee or the client needs to drive to an office in order to provide or receive a service</li> </ul> <p><b>Further Considerations</b></p> <ul style="list-style-type: none"> <li>Moving forward, even after COVID, the office will maintain a fully staffed virtual office with one clerk and two Veterans Service Representatives</li> </ul>

\* Identifies Department service that existed and was offered before shelter-in-place orders were introduced in March 2020.

## ATTACHMENT C: Additional Opportunities to Meet Climate Action Plan Goals

<i>Sustainability Opportunity</i>	<i>Further Considerations</i>	<i>Feasibility<sup>6</sup></i> <i>L = Low- hanging fruit</i> <i>M = Moderate</i> <i>H = Hard</i>	<i>Cost</i> <i>L = Low</i> <i>M = Moderate</i> <i>H = High</i>
<b>Employee Commute</b>			
<i>The emissions inventory for the ongoing update to the County's Climate Action Plan shows that driving by employees -- both for getting to and from work and for travel required during the workday -- is the largest source of greenhouse gas emissions from County operations.</i>			
Install bike lockers at all County facilities	<ul style="list-style-type: none"> <li>511 Contra Costa offers bike locker rebates</li> </ul>	M	M
Flexible/split schedules for employees commuting to the office using public transit <sup>*7</sup>	<ul style="list-style-type: none"> <li>Subject to collective bargaining</li> </ul>	M	H
County Rideshare Program		M	L
Shuttles for employees between transit stations and offices	<ul style="list-style-type: none"> <li>Need to determine who would operate shuttles. If transit providers, feasibility could be more challenging.</li> <li>Autonomous shuttles are already being piloted in the County</li> </ul>	H	H
Electric bus operation during peak work times	<ul style="list-style-type: none"> <li>Many transit services already have electric buses in their fleets</li> <li>Incentives are available for electric buses</li> </ul>	M	M
Satellite offices in East and West County*	<ul style="list-style-type: none"> <li>Would reduce the need for employees to commute to Martinez</li> <li>First-time costs associated with transition to different office space</li> <li>Would probably occur over long time period</li> </ul>	H	H

<sup>6</sup> Cost and Feasibility ratings are very rough estimates developed by the Department of Conservation and Development and Public Works.

<sup>7</sup> The Task Force recognizes that work-from-home policies are subject to collective bargaining and is not making recommendations on that topic. Ideas that might be considered part of work-from-home policies are indicated with \*.



<b>Sustainability Opportunity</b>	<b>Further Considerations</b>	<b>Feasibility<sup>6</sup></b> L = Low-hanging fruit M = Moderate H = Hard	<b>Cost</b> L = Low M = Moderate H = High
Work with transit agencies to improve transit options for County employees	<ul style="list-style-type: none"> <li>Need more data on employee interest.</li> </ul>	M	Unsure
<b>Fleet</b>			
<p><i>The County maintains a fleet of about 1,500 vehicles. The majority of these are sedans. The fleet also includes sport utility vehicles (SUVs); vans; pick-up trucks; light-, medium-, and heavy-duty trucks; and off-road equipment. While a few departments have purchased electric vehicles for fleet purposes, the majority have not. One of the barriers cited is access to charging facilities.</i></p>			
Department Electric Vehicle (EV) Adoption	<ul style="list-style-type: none"> <li>Leverage County Purchasing Policy to incentivize EV adoption</li> <li>Current costs associated with installing charging infrastructure increases the cost associated with this opportunity</li> </ul>	L	L (vehicles) M (charging infrastructure)
Use County purchasing power to help employees buy EVs for personal use	<ul style="list-style-type: none"> <li>Discount program for County employees<sup>8</sup></li> <li>MCE has contacted staff about a program like this; need coordinated response</li> <li>No cost to County because employees purchase the vehicles</li> </ul>	L	L (if charging at home) H (if charging at County facilities, cost to install chargers)
Build more public-facing EV charging stations	<ul style="list-style-type: none"> <li>Opportunities to partner with EV charging equipment vendors</li> <li>Upfront cost of upgrading infrastructure to install EV chargers</li> <li>Grants may be available</li> <li>Biggest cost is trenching and wiring for electricity</li> </ul>	M	H
Hybrid vehicle adoption for long routes or trips	<ul style="list-style-type: none"> <li>Vehicles can be replaced as fleet is updated</li> </ul>	L	M

<sup>8</sup> One option would be a program available through the California General Services Agency.  
<https://www.dgs.ca.gov/PD/Resources/Page-Content/Procurement-Division-Resources-List-Folder/State-of-California-Green-Fleet-Employee-Pricing-Program>

<b>Sustainability Opportunity</b>	<b>Further Considerations</b>	<b>Feasibility<sup>6</sup></b> <i>L = Low-hanging fruit</i> <i>M = Moderate</i> <i>H = Hard</i>	<b>Cost</b> <i>L = Low</i> <i>M = Moderate</i> <i>H = High</i>
<b>Water</b>			
Drought-resistant landscaping	<ul style="list-style-type: none"> <li>• Already being implemented at some County facilities</li> <li>• Cost savings over time</li> <li>• Water agencies offer rebates</li> </ul>	L (assuming departments agree to initial investment)	M (depends on project scope)
Low-flow water fixtures in all County facilities	<ul style="list-style-type: none"> <li>• Likely rebates available</li> <li>• Consider life cycle costs of lower water bills</li> </ul>	M	M
<b>Energy Efficiency</b>			
More efficient technology to heat and cool County buildings (heat pumps)	<ul style="list-style-type: none"> <li>• Technology is already available and can use existing duct systems</li> <li>• With wildfires there is a need to improve indoor air quality</li> <li>• Consider life cycle costs of lower utility bills</li> </ul>	M	M
Install LED lighting and motion detection in all County buildings	<ul style="list-style-type: none"> <li>• Could bring long-term savings, especially with possibility of flexible schedules</li> </ul>	M	M
<b>Solar Energy</b>			
<i>There are about 4 MW of solar energy installed currently at 12 County facilities. Public Works is in the process of installing solar at 10 more facilities. Three of these projects will include battery storage. Some of the solar panels are being installed in parking lots; those projects are being wired so they can accommodate electric vehicle charging in the future, if funding becomes available.</i>			
Install more solar, particularly in parking lots of the County buildings on Douglas Drive	<ul style="list-style-type: none"> <li>• In progress</li> <li>• Note that it will be important to look at the tariffs offered by MCE and PG&amp;E to ensure the projects pencil out</li> </ul>	M	M
<b>Virtual Meetings and Services</b>			
Make online meetings the standard for County staff	<ul style="list-style-type: none"> <li>• Need to work with Department of Information Technology to systematize protocols</li> </ul>	L	L

<b>Sustainability Opportunity</b>	<b>Further Considerations</b>	<b>Feasibility<sup>6</sup></b> <i>L = Low-hanging fruit</i> <i>M = Moderate</i> <i>H = Hard</i>	<b>Cost</b> <i>L = Low</i> <i>M = Moderate</i> <i>H = High</i>
Increase virtual/online services so fewer clients and customers need to drive	<ul style="list-style-type: none"> <li>• Cost of maintaining hybrid services</li> <li>• Save money on rent in leased buildings</li> <li>• Where already implemented, look for opportunities to innovate further</li> </ul>	M	L
<b>Paper</b>			
Change default print margins from normal (1") to narrower (0.75") margins	<ul style="list-style-type: none"> <li>• Would reduce paper use by 4.75%<sup>9</sup></li> </ul>	L	L
Make double-sided printing the default		L	L
Refillable ink cartridges or tank cartridges	<ul style="list-style-type: none"> <li>• Initial costs to purchase refillable cartridges</li> </ul>	L	L
Go 100% paperless		M	L
Cloud-based finance system		M	M
Make DocuSign the default		L	L
<b>Departmental Purchasing Practices</b>			
Develop new/revised Purchasing Policy to incorporate sustainability goals and implementation of SB 1381	<ul style="list-style-type: none"> <li>• SB 1383 regulations must be adopted by Jan. 1, 2022</li> </ul>	M	M
<b>Education, Planning and Outreach</b>			
Public Works should develop a menu of options that are available to departments, such as LED lighting, solar panels, etc.	<ul style="list-style-type: none"> <li>• Considerations for building and site conditions</li> </ul>	M	L
Ensure departments are implementing existing programs that are in place now such as composting and recycling	<ul style="list-style-type: none"> <li>• Joint responsibility of Public Works and Conservation and Development</li> </ul>	M	L
Interdepartmental sustainability competitions	<ul style="list-style-type: none"> <li>• Need to determine which department would lead</li> </ul>	L	L
Employee survey regarding sustainability effort awareness		L	L

<sup>9</sup> Joshua M Pearce, "Getting It Done: Effective Sustainable Policy Implementation at the University Level," *Planning for Higher Education* 31. (2003): 53-61.

<b>Sustainability Opportunity</b>	<b>Further Considerations</b>	<b>Feasibility<sup>6</sup></b> <i>L = Low-hanging fruit</i> <i>M = Moderate</i> <i>H = Hard</i>	<b>Cost</b> <i>L = Low</i> <i>M = Moderate</i> <i>H = High</i>
Educate County employees and the community about ongoing sustainability efforts by the County		M	M
Set up a suggestion box on the County intranet site for employees to give feedback and offer ideas		L	L
Identify sustainability leaders in each department focused on social, procurement, and/or policy	<ul style="list-style-type: none"> <li>• Can model on Alameda County's Green Ambassadors program</li> </ul>	L	L
Each department should create its own sustainability plan	<ul style="list-style-type: none"> <li>• This could be accomplished by having each department participate in the County's Green Business Program</li> <li>• Departments will need to designate lead staff</li> </ul>	M	M
Develop sustainability criteria for leased buildings	<ul style="list-style-type: none"> <li>• Market signals to property owners that the County has specific criteria for leased buildings (proximity to public transit, bike racks, green infrastructure, CAP requirements, EV chargers, etc.)</li> </ul>	L	M
Support development of local food sources	<ul style="list-style-type: none"> <li>• There are farms across the County, some in the agriculture core, some in urban areas (i.e., Urban Tilth in North Richmond, Planting Justice in El Sobrante, Healthy Hearts Initiative in Pittsburg)</li> <li>• Needs more definition, and lead department(s)</li> <li>• Could potentially be advanced through County purchasing policy</li> </ul>	M	M
Create plant-based meal options in County facilities that provide food (i.e., correction facilities, medical facilities)	<ul style="list-style-type: none"> <li>• County can purchase from local farmers</li> </ul>	M	M
Partner with community groups and youth organizations	<ul style="list-style-type: none"> <li>• Need to identify lead for these partnerships, what they would do</li> </ul>	M	M

<b>Sustainability Opportunity</b>	<b>Further Considerations</b>	<b>Feasibility<sup>6</sup></b> <i>L = Low-hanging fruit M = Moderate H = Hard</i>	<b>Cost</b> <i>L = Low M = Moderate H = High</i>
<b>Funding</b>			
<i>Task Force members recognize that there are upfront costs to implement sustainability practices and technologies and have many ideas the County may wish to explore to address this.</i>			
Annual investment in projects in County facilities		L	M
Create a “Climate Action Plan” bond	<ul style="list-style-type: none"> <li>• Establish the fund and use savings from efficiency improvements to pay it back</li> <li>• Related to revolving fund</li> </ul>	M	M
Establish a revolving fund/energy capital fund independent of a bond	<ul style="list-style-type: none"> <li>• Could be initially funded with bond proceeds</li> </ul>	M	M
Work directly with Public Works staff to identify energy savings opportunities for each building	<ul style="list-style-type: none"> <li>• There may need to be a different process of engaging with landlords in leased space.</li> <li>• Costs for: <ul style="list-style-type: none"> <li>○ PW staff to consult</li> <li>○ Funds for energy saving projects</li> </ul> </li> </ul>	M	M
County Capital Improvement Plan should explicitly reflect climate action goals		L	L