



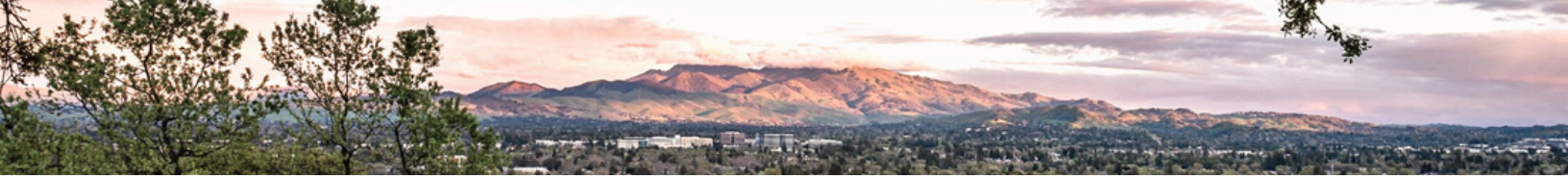
# CONTRA COSTA COUNTY

# STRATEGIC ENERGY MANAGEMENT PLAN



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January 2025



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# ACRONYM GUIDE

Acronym	Term
AC	Air Conditioning
BMS	Building Management Software
CAAP	Climate Action and Adaptation Plan
DCD	County Department of Conservation and Development
DER	Distributed Energy Resource
DR	Demand Response
ERAP	Energy Reduction Action Plan
EV	Electric Vehicle
EVSE	Electric Vehicle Supply Equipment
FIT	Feed-in Tariff
ICE	Internal Combustion Engine
ISF	Internal Service Fund
GHG	Greenhouse Gas
HVAC	Heating, Ventilation and Air Conditioning
KPI	Key Performance Indicator
LCFS	Low Carbon Fuel Standard
MCE	Marin Clean Energy
OSHA	Occupational Safety and Health Administration
PG&E	Pacific Gas and Electric Company
PR	Public Relations
PV	Photovoltaic (Solar)
RES-BCT	Renewable Energy Self-Generation Bill Credit Transfer
ROI	Return on Investment
SEM	Strategic Energy Management
V2G/ V2X	Vehicle-to-Grid / Vehicle-to-Everything
ZEV	Zero-Emission Vehicle
ZNE	Zero Net Energy

# KEY DEFINITIONS

Key Term	Definition
Community Solar	A solar project within a geographic region where benefits flow to nearby residents and/or businesses
County Service Center	A facility that hosts multiple County-provided services; for example: mental health services, workforce development, training, child support services, libraries
Decarbonized / Clean Energy	Zero- or low- carbon operations and embodied emissions. Technologies include DERs, electrification technologies (e.g. heat pumps, conduction stove tops), renewable energy, and low embodied emissions in materials.
Distributed Energy Resource (DER)	Energy Efficiency, Solar Photovoltaics, Energy Storage and Microgrids, Demand Response, Electric Vehicles
Embodied Emissions <sup>1</sup>	The amount of GHG emissions associated with upstream-extraction, production, transport, and manufacturing- stages of a product's life. Many initiatives to track, disclose, and reduce embodied carbon emissions also consider emissions associated with the use of a product and its disposal.
Remote Curtailment	The reduction of energy consumption (load) when there is too much energy load on the grid. This load reduction is controlled and managed through a remote management system.
Vehicle-to-Grid/ Vehicle-to-Everything (V2G/ V2X)	The capability of electric vehicles (EVs) to push energy back out to the grid or to a connected facility. This capability is typically enabled by real-time signals and bi-directional EV charging.
Zero-Emission Vehicle (ZEV) <sup>2</sup>	Full battery-electric, hydrogen fuel cell and plug-in hybrid electric vehicles. Note that County policy only considers plug-in hybrid electric vehicles as viable replacements for ICE vehicles when full battery-electric vehicles are not sufficient.
Zero Net Energy (ZNE) <sup>3</sup>	An energy-efficient building or facility that produces as much clean renewable energy as it consumes over the course of a year, when accounted for at the energy generation source

<sup>1</sup> Definition provided by the U.S. Environmental Protection Agency <https://www.epa.gov/greenerproducts/what-embodied-carbon>

<sup>2</sup> County Vehicle and Equipment Acquisition and Replacement Policy, and Zero-Emission Vehicle Policy and Goals, Administrative Bulletin 508.6, February 10, 2022

<sup>3</sup> California Department of General Services Office of Sustainability definition: <https://www.dgs.ca.gov/en/OS/Resources/Page-Content/Office-of-Sustainability-Resources-List-Folder/Zero-Net-Energy>.








# INTRODUCTION

The Contra Costa County 2025 Strategic Energy Management Plan (SEM Plan) guides the direction of the County's longstanding Energy Program. The SEM Plan sets the Energy Program's priorities, projects and investments for the next ten years and beyond, arriving at a critical juncture when the County is pursuing ambitious sustainability initiatives to mitigate and adapt to climate change while improving quality of life for all County residents.

The SEM Plan establishes Goals in three main categories: Infrastructure, Financing and People. Under these Goals, the SEM Plan sets specific Objectives that envision a clean energy end-state. To carry out these Objectives, the SEM Plan lays out specific Key Results and Ongoing Initiatives that guide the day-to-day priorities of County Energy Management Team. The SEM Plan should be considered a "dynamic document" that will be updated as the County implements, and learns from, its climate action efforts.

The SEM Plan weaves together energy initiatives from five of the County's key strategic plans that direct the County's infrastructure and operational priorities. The color-coded legend below reminds the reader how each SEM Plan Objective maps back to the County's strategic direction. See Appendix 3 for more information on each plan:

-  Climate Action and Adaptation Plan (CAAP) (2024)
-  General Plan (2023)
-  Facilities Master Plan (2022)
-  Distributed Energy Resources (DER) Action Plan (2018)
-  Energy Reduction Action Plan (2001)



# **MISSION STATEMENT**

**The Strategic Energy  
Management Plan prioritizes  
clean energy resources for  
County operations through  
fiscally responsible actions that  
improve quality of life for all**

# INFRASTRUCTURE



**Goal 1:** County facilities foster cost-effective, clean energy operations and comfortable work environments

## Objective I-1

Evaluate and prioritize County facilities for Distributed Energy Resource (DER) investments

### Key Results

- Evaluate, measure and verify County facilities for DER investments, based on the logical loading order of energy reduction, electrification, and renewable generation. Implement up to three (3) high priority projects annually. ►

### Ongoing Initiatives

- Conduct energy use and cost tracking activities, audits, and upgrades of County facilities, including DERs and conversion to all-electric space and water heating ►
- Research and recommend emerging clean energy technologies, and analyze their scalability and cost-effectiveness
- Implement pilot projects that will inform future County policies and procedures, including but not limited to: microgrids, battery storage, all-electric buildings, vehicle-to-grid (V2G), and electric circuit buses/ shuttles

## Objective I-2

Update the County Design and Construction Guide (Design Guide) to incorporate standards for clean energy

### Key Results

- Ensure the Design Guide contains a pathway for new parking facilities to host integrated solar, battery storage and Electric Vehicle (EV) chargers ►
- Design at least one (1) County Service Center or County Youth Center as a Net Zero Energy (NZE) pilot project ►

### Ongoing Initiatives

- Revise the Design Guide to require on-site renewable energy production and all-electric new construction



# INFRASTRUCTURE



## Objective I-3

Build a Countywide Electric Vehicle (EV) Charging Network supporting a zero-emission fleet by 2035 and ensure equitable public access to charging ►

### Key Results

- Develop a zero-emission fleet transition plan and timeline through 2035
- Develop a master list of potential EV charger sites, and prioritize based on fleet use cases, facility and grid capacity, parking lot features, Facility Master Plan guidance, and equitable countywide EV charger access ►
- Install and manage EV chargers to exceed goals in the 2035 Fleet Transition Plan, accommodate employee EVs, and serve the broader community

### Ongoing Initiatives

- Monitor Vehicle-to-Grid (V2G) technological development and make recommendations for deployment
- Report, register and broker Low Carbon Fuel Standard (LCFS) credits as a revenue stream for Objective F-4

## Objective I-4

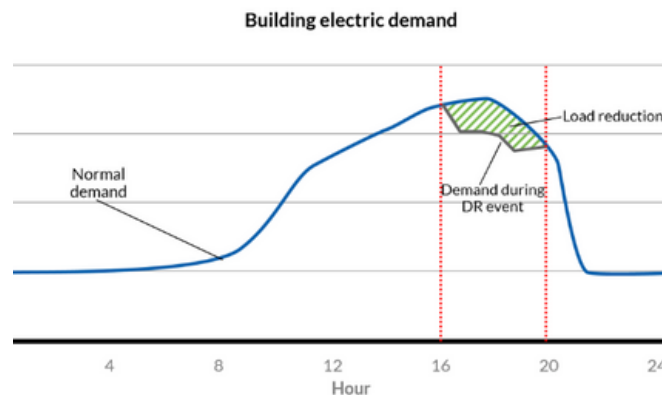
Develop a Demand Response (DR) protocol to reduce County energy usage during grid-critical times

### Key Results

- Increase the number of facilities successfully participating in utility DR programs, utilizing remote curtailment and occupant behavior
- Pilot one (1) candidate facility for participation in a near real-time DR program (i.e. 1-2 hour curtailment notification), and scale up participation if possible

### Ongoing Initiatives

- Explore technical specifications of available DR programs and recommend facilities for participation based on flexible loads and presence of DERs



*Demand Response programs such as the MCE Peak Flex Program direct building operators to reduce electricity demand during grid-critical times.*

*Image Credit: Shifted Energy*





# INFRASTRUCTURE



## Objective I-5

Develop a Strategic Battery & Microgrid Deployment Plan

### Key Results

- Develop islandable microgrids at three (3) new County facilities, with a focus on Service Centers ▶▶

### Ongoing Initiatives

- Provide technical assistance to County-hired architects for evaluating microgrid design capabilities for major new construction projects
- Foster partnerships with long-duration battery energy storage companies to design and implement pilot projects

## Objective I-6

Increase the proportion of electricity used and generated from renewable sources in the County ▶

### Key Results

- Develop at least one (1) new County solar + battery storage project, leveraging PG&E’s Renewable Energy Self Generation Bill Credit Transfer (RES-BCT) program or MCE’s Feed-in Tariff (FiT) program ▶

### Ongoing Initiatives

- Foster partnerships with local mission-driven solar partners to build photovoltaic (PV) systems with a focus on community solar with battery storage for Impacted Communities ▶



*Contra Costa County’s Public Works and Sheriff’s Offices in Martinez currently have ~400 kW of solar panels on carports in the parking lots. These solar panels provide a power source for EV chargers at the parking lot as well as shade for parked vehicles*

# FINANCING



**Goal 2:** *Investments in clean energy generate sustainable funding for future projects*

## Objective F-1

Establish robust analytical methods to determine the cost-benefit, return on investment (ROI), and overall financial performance of energy investments

### Key Results

- Develop and implement a cost-benefit and ROI framework for all County energy investments, inclusive of GHG emissions reduction and equity metrics, that can be applied across Distributed Energy Resources (DERs), electrification, and renewable energy projects
- Propose an internal price on carbon to be used in County infrastructure investment decisions

### Ongoing Initiatives

- Adjust County financial planning and expenditures for infrastructure to ensure equitable investment in Impacted Communities, consistent with environmental justice principles ▶▶
- Establish technology-specific analytical methods to consider the cost-benefit and ROI of specific DERs and other technologies

## Objective F-2

Financially incentivize Departments to invest in clean energy technologies

### Key Results

- Pilot innovative solutions to enable Departments to financially benefit from their investments in clean energy technologies
- Implement at least one (1) cost-sharing partnership between Public Works and other Departments to fund clean energy projects ▶

### Ongoing Initiatives

- Monitor the effectiveness of the Internal Service Fund (ISF) to support fleet and building electrification and energy management, and recommend ISF policy and procedure changes



*County departments are investing in electrifying their fleets; for example, these Flo Level 2 electric vehicle (EV) chargers*

# FINANCING



## Objective F-3

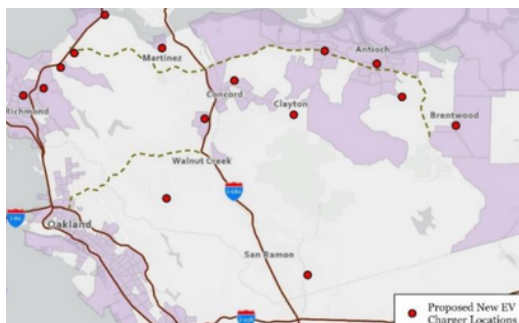
Develop innovative funding models to leverage County financial resources

### Key Results

- Develop at least one (1) Public Private Partnership to support SEM Plan goals and generate additional revenues for the County

### Ongoing Initiatives

- Pursue funding partnerships with municipalities, private industry, academia, national labs, nonprofits and community-based organizations to deploy clean energy projects
- Pilot innovative third-party financing structures to cover up-front costs of energy infrastructure in new and existing County buildings, and make recommendations for implementation
- Evaluate on-bill financing for energy efficiency investments ▶



*In 2024, the County Public Works Energy Management team won \$15M in Federal funds to install EV chargers at 15 County libraries*

## Objective F-4

Manage the Measure X Sustainability Fund for long-term growth by pursuing outside funding

### Key Results

- Develop a financial model for net growth of the Sustainability Fund, projecting annual expenditures, returns from tax allocations, Department investments, outside funding, public subscriptions, and other sources
- Extend the Sustainability Fund by at least 50% annually by capturing outside funding for clean energy projects

### Ongoing Initiatives

- Research and identify outside funding opportunities before, or as soon as, they become publicly available
- Maintain an inventory of projects that can be supported with outside funding
- Pursue grant, rebate and incentive funding from utilities as well as local, state and Federal agencies to pair with Sustainability Fund investments
- Explore funding mechanisms, including a carbon impact fee, to supplement the Sustainability Fund, in alignment with Objective F-1 ▶
- Maintain robust records of funding applications and project reports

# FINANCING



## Objective F-5

Refine the budgeting process for energy investments to support a financial forecast for the Energy Program

### Key Results

- Develop an Energy Program budget that transparently reflects Sustainability Fund spend, outside funding and other sources of funds for each fiscal year

### Ongoing Initiatives

- Develop a financial forecast for the Energy Program prior to each fiscal year, and explore extending the forecast to five-year increments

## Objective F-6










Develop a utility rates strategy to maximize cost savings and electricity usage from clean sources

### Key Results

- “Opt up” all County MCE electricity accounts to the Deep Green rate

### Ongoing Initiatives

- Research and recommend rate add-on options with MCE and PG&E for additional cost savings
- Maintain strong relationships with utility partners to troubleshoot rate issues and learn about potential new rate options

	 <b>MCE Light Green</b> <b>\$511.67</b>	 <b>MCE Deep Green</b> <b>\$523.33</b>	 <b>PG&amp;E</b> <b>\$505.89</b>
Average Total Cost			
Electricity Generation	\$166.66 served by MCE	\$178.33 served by MCE	\$164.27 served by PG&E
PG&E Electricity Delivery	\$331.50	\$331.50	\$331.50
Additional PG&E Fees	\$13.51	\$13.51	\$10.13
Local Community Reinvestment			
Access to MCE Rebates and Programs			
Access to PG&E Rebates and Programs			
	<input type="button" value="Choose MCE Light Green"/>	<input type="button" value="Choose MCE Deep Green"/>	<input type="button" value="Choose PG&amp;E"/>

*“Opting up” all County Facilities to MCE’s Deep Green rate presents an opportunity to ensure that the County’s consumed energy is 100% renewable.*

*Image Credit: MCE, dated 2024 for commercial facilities*

# PEOPLE & POLICY



**Goal 3:** *The County models how local governments can take action on clean energy leadership* ►

## Objective P-1

Staff up the Energy Management Team to successfully implement the SEM Plan

### Key Results

- Grow the Energy Management Team to five (5) full-time, permanent employees by 2034

### Ongoing Initiatives

- Develop job descriptions and seek Board approval; then recruit, hire, train and retain candidates for the Energy Management Team

## Objective P-2

Incorporate energy management tasks into personnel job responsibilities

### Key Results

- Review energy management tasks embedded in Public Works job descriptions and protocols, and implement revisions per SEM Plan Infrastructure Objectives (I-1 to I-6)

### Ongoing Initiatives

- Engage employees to explore where their jobs interact with energy management



*County Energy Manager (center) with Public Works staff responsible for carrying out key energy results*

# PEOPLE & POLICY



## Objective P-3

Develop policies, procedures and administrative bulletins as necessary to implement the SEM Plan Objectives. Update and prioritize the list of policy topics annually.

Topic	Purpose	SEM Goal	Time Frame
Workplace EV Charging	Ensure County EV fleet access to charging while accommodating employees and the public	Infrastructure	2025 - 2027
EV Charger Design Planning	Plan for EV charging conduits in parking lots, dedicate facility capacity for charging, and other design accommodations for EV chargers	Infrastructure	2025 - 2027
Indoor Facility Temperature Management	HVAC protocols to manage a comfortable and OSHA-compliant work environment for all indoor employees	Infrastructure	2025 - 2027
Inter-Departmental Cost Sharing and ISF Augmentation	Develop inherent incentives for Departments to invest in clean energy, including augmentation of the Internal Service Fund (ISF)	Finance	2025 - 2027
Clean Energy Project Procurement	Streamline procurement for clean energy projects, leveraging piggybacking and sole sourcing, when appropriate	Finance	2025 - 2027
Demand Response	Protocols to maximize Demand Response revenues and support grid needs while maintaining facility comfort and function	Infrastructure	2025 - 2027
EV Charger Operations	Protocols for managing EV charger demand and for enabling vehicle-to-grid (V2G/ V2X) services	Infrastructure	2027 - 2029
Facility Resiliency	Guidance on transitioning to clean energy and battery sources to provide resiliency during emergencies	Infrastructure	2027 - 2029
Battery Storage and Microgrids	Protocols to develop and operate battery storage and microgrids to maximize economic and environmental value streams	Infrastructure	2027 - 2029
Feed-in-Tariffs for Clean Energy	Requirements for developing cost-effective clean energy generation projects, leveraging Feed-in-Tariffs	Infrastructure	2030+
Circuit Bus	Plan for implementation and shared service of an electric circuit bus serving County employees and the public	Infrastructure	2030+

# PEOPLE & POLICY



## Objective P-4

Partner with the County Communications Office to launch a Clean Energy Communications Plan, engaging both internal and external audiences

### Key Results

- Collaborate with the Green Government Group (G3) Champions on employee engagement, training and empowerment centered around the County's clean energy goals
- Plan at least one (1) event annually to empower employees to participate in the transition to all-electric energy at home and at work ▶

### Ongoing Initiatives

- Develop and maintain a library of more than a dozen (12+) trainings for County personnel whose jobs intersect with the Energy Program, building upon Objective P-2 actions
- Develop campaign materials including short videos, posters and fact sheets to raise awareness and encourage employee participation in the Energy Program

*The County Energy Management Team engages employees to participate in the transition to clean, all-electric energy*

## Objective P-5

Position the County as a local government clean energy leader and ambassador

### Key Results

- As part of the Clean Energy Communications Plan (Objective P-4), launch a public relations (PR) campaign to raise public awareness of the County's clean energy work, including press releases, interviews, placed articles and more
- Present County energy initiatives at conferences and workshops at least four (4) times annually

### Ongoing Initiatives

- Pursue awards and accolades for the County's work in clean energy
- Create engaging posts on the County's social media accounts about its clean energy leadership



# PEOPLE & POLICY



## Objective P-6

County personnel serve on multiple boards, commissions and working groups to advance clean energy goals across the County, region and state

### Key Results

- Attend board/ commission working group meetings at least once per month to exchange strategies for shared success

### Ongoing Initiatives

- Lead the Countywide Transportation Electrification Coordination (C-TEC) working group of local governments to engage and share strategies on transportation electrification activities
- Serve on the Association of Bay Area Government's POWER Committee, overseeing the natural gas bulk purchasing program
- Serve on the Board and committees of the Local Government Sustainable Energy Coalition (LGSEC)
- Participate in PG&E's Transportation Electrification Working Group

## Objective P-7

Maintain robust records and provide reporting for data stewardship, benchmarking, compliance and collaboration

### Key Results

- Conduct an internal audit of the County's current recordkeeping protocols for energy to identify gaps in scope, length of retention and more

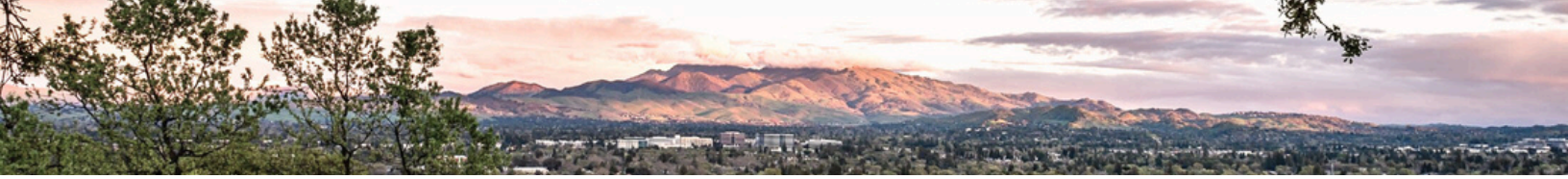
### Ongoing Initiatives

- Maintain robust records of all energy management contracts, grants and projects
- Provide reports required by state, local and Federal regulations as well as agency funding partners



*The County Energy Management Team meets with local government partners to plan the regional EV transition*





# APPENDIX 1

## SEM Plan Roles & Responsibilities

Organization	Mission	SEM Plan Role
Public Works Energy Management Team	Dedicated team within County Public Works that manages and implements the Energy Program, in accordance with the SEM Plan	Leading management, implementation, tracking, reporting and updating the SEM Plan
County Board of Supervisors	Five-member elected governing Board of Contra Costa County, tasked with supervising County departments, creating Boards and Officers, setting policy direction, and approving all contracts and budgets for the County	Reviews, provides feedback and approves SEM Plan initiatives as part of the Board's policy, contract and budget approval processes
Sustainability Committee	Subset of the County Board of Supervisors focused on overseeing the County's Climate Action and Adaptation Plan (CAAP) and making recommendations to the Board of Supervisors	Reviews, provides feedback and approves SEM Plan initiatives prior to Board of Supervisors review and approval
Sustainability Commission	Board of external experts appointed to advise the Board of Supervisors on opportunities to effectuate equity across the diverse communities of the County in sustainability programs that support the CAAP. They furnish suggestions to staff and Board on how to better engage County residents and businesses on sustainability issues and implement the CAAP.	Reviews SEM Plan Key Results and provides directional feedback on the SEM Plan, with a focus on the SEM Plan's role in broader County CAAP initiatives
Inter-Departmental Climate Action Task Force	County Department Heads focused on urgently implementing the CAAP and identifying additional actions, policies, and programs the County can undertake to reduce and adapt to the impacts of a changing climate	Reviews, provides feedback, and approves key SEM Plan initiatives, with focus on Measure X Sustainability Fund spending
Green Government Group (G3) Champions	Staff-level volunteer organization across County Departments that ideates and implements sustainability initiatives, especially employee engagement in sustainability	Provides feedback to SEM Plan initiatives and collaborates on SEM employee empowerment initiatives such as interactive workshops and lunch-and-learns

# APPENDIX 2

## Guiding Policies






The following regional, state and Federal policies shape and guide the SEM Plan

Policy	Purpose	SEM Reference
The California Occupational Health and Safety Administration (Cal OSHA) 2024 Heat Illness and Injury Prevention policy; 2024	A comprehensive set of regulations that require both indoor and outdoor workplaces to maintain a maximum ambient temperature, provide shade, allow for cool-down areas and distribute potable drinking water	Objective I-1. County facility energy upgrades will result in comfortable workplace temperatures that meet Cal OSHA safety requirements
California California Senate Bill 1000 (SB 1000); 2018	A statewide environmental justice law that requires local governments to identify disadvantaged communities in their jurisdictions and address inequities in their general plans	Objective F-1. Clean energy investments will be distributed equitably amongst impacted communities within the County
California Government Code 4217; 2023	A regulation stating that a public facility may enter into a financing contract if the governing body determines that the contract is in the best interest of the public agency and if the contract will result in energy revenues produced, or energy cost savings	Objective P-3. The County will explore leveraging Government Code 4217 to finance energy generation and/or energy savings projects
California California Advanced Clean Fleets (ACF) & Advanced Clean Trucks (ACT) regulation; 2023	A regulation requiring that local governments transition their medium and heavy duty fleet purchases to zero emission vehicles by 2027	Objective I-3. The County will ensure that the ACF and ACT requirements are met while also following its own clean fleet goals

# APPENDIX 3

## County Key Strategic Plans

The following strategic plans set the foundation for Goals, Objectives, Key Results and Ongoing Initiatives in the SEM Plan

County Strategic Plan	Purpose	Link
Climate Action and Adaptation Plan (2024) 	Strategic plan to reduce greenhouse gas (GHG) emissions and adapt to changing climate conditions in the unincorporated areas of the County	<a href="http://www.contracosta.ca.gov/8678/Climate-Action-Plan">www.contracosta.ca.gov/8678/Climate-Action-Plan</a>
General Plan (2023) 	Primary policy tool to guide physical changes in the unincorporated areas of the County	<a href="http://www.contracosta.ca.gov/4732/General-Plan">www.contracosta.ca.gov/4732/General-Plan</a>
Facilities Master Plan (2022) 	Strategic plan to improve customer service delivery and utilization of County real estate and facilities assets	<a href="http://www.contracosta.ca.gov/DocumentCenter/View/77500/Contra-Costa-County-Facilities-Master-Plan-2022-Report">www.contracosta.ca.gov/DocumentCenter/View/77500/Contra-Costa-County-Facilities-Master-Plan-2022-Report</a>
Distributed Energy Resources (DER) Action Plan (2018) 	Planning document guiding goals and actions for DERs sited at County facilities	Available at Board of Supervisors' Prior Agenda Search: <a href="http://contra-costa.legistar.com/Legislation.aspx">contra-costa.legistar.com/Legislation.aspx</a>  Approved May 8, 2018
Energy Reduction Action Plan (2001) 	Framework for a countywide effort to reduce electrical usage by 10% and reduce energy usage by 8% at County facilities	Referred to at Board of Supervisors' Prior Agenda Search: <a href="http://contra-costa.legistar.com/Legislation.aspx">contra-costa.legistar.com/Legislation.aspx</a>  Dated October 19, 2021

# APPENDIX 4

## SEM Plan Development & Reporting Timeline

Milestone	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2024</b>												
Workshop: Strategy Scoping					May 8							
Workshop: Framework Review					May 28							
Workshop: Stakeholder Mapping					May 30							
Report: County Administrator						Jun 11						
Workshop: PW Office Hours							Jul 17					
Workshop: Martinez Office Hours							Jul 24					
Presentation: Climate Action Task Force								Aug 16				
Presentation: Sustainability Commission								Aug 24				
Presentation: Sustainability Committee									Sep 16			
Presentation: G3 Champions Meeting										Oct 9		
Workshop: PW Leadership												Dec 3
Presentation: Sustainability Committee												Dec 12
<b>2025</b>												
Presentation: Board of Supervisors	Jan 21											
Scorecard Report and Workshop : PW Leadership	Q1			Q2			Q3			Q4		
Scorecard Report and Presentation: Climate Action Task Force	Q1			Q2			Q3			Q4		
Scorecard Report and Presentation: Board of Supervisors	Bi-Annual 1						Bi-Annual 2					

# APPENDIX 5

## SEM Plan Quarterly Reporting Scorecard Template

Label	Goal	Key Result	Current Status	Progress Summary	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone
I-1	Infrastructure	Evaluate, measure and verify County facilities for clean energy investments and recommend up to three (3) high priority projects	On Track	Installed LED lighting and launching a retro-commissioning initiative on key County sites.				
I-3	Infrastructure	Install and manage EV chargers to exceed the 2035 Fleet Transition Plan, accommodate employee EVs, and serve the broader community	On Track	Installed 62 Level 2 EV charger ports with an additional 85 ports pending design approval. Installed one (1) DC Fast Chargers and six (6) ARC BEAM chargers.				
I-3	Infrastructure	Lorem ipsum dolor sit amet, consectetur adipiscing elit. Vivamus gravida dolor ut dolor fermentum tincidunt. Fusce laoreet mattis.	At Risk	Curabitur ante purus, luctus luctus hendrerit vitae, lacinia vel tellus. Duis eu risus neque.				
F-4	Finance	Extend the Sustainability Fund by at least 50% annually by capturing outside funding for decarbonized energy projects	On Track	Won \$15M in Federal grant funding to install EV chargers on County libraries. Won \$3.6M in state funding to install EV chargers on 15 County-owned sites.				
F-7	Finance	Nullam eget lacinia nisl, semper condimentum metus. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis	Off Track	Donec pretium justo vel nulla tristique egestas id nec lacus. Nam sit amet facilisis ligula, quis iaculis velit.				
P-1	People	Grow the Energy Management team to five (5) full-time, permanent employees by 2034	On Track	Onboarded one (1) Sustainability Fellow in Q3 2024; fellow has not been made permanent full-time.				
P-2	People	Review energy management tasks embedded in Public Works job descriptions and protocols, and implement revisions per Infrastructure energy goals	Not Started	Slated for Q1.				